

THEATER ARMY
OPERATIONAL & ORGANIZATIONAL (O&O)
CONCEPT (v5.4)

11 December 2009

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THEATER ARMY OPERATIONAL & ORGANIZATIONAL (O&O) CONCEPT (v5.4)

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PART ONE

Introduction: Theater Army Operational Concept

Chapter 1

Theater Army Operations

1-1. This Organization and Operations plan (O&O) is based upon a revised operational concept for Theater Army developed as a result of analysis, discussion, and decisions made by senior Army leaders under Army Campaign Plan (ACP) Decision Point 129 (DP 129), Global Command & Control (C2) Laydown, and DP 123, Division, Corps, and Theater Army Design Refinement. The new Army strategy for global command and control of Army forces relies on the Modular Corps headquarters to C2 major operations instead of theater armies. Under the revised operational concept, theater armies no longer require large Operational Command Posts (OCP) to serve as the base organization for the formation of Joint Task Force (JTF) or Joint Force Land Component Command (JFLCC)/Army Force (ARFOR) headquarters to command and control major operations.

1-2. Every Geographic Combatant Commander (GCC) has legitimate requirements for an immediately available, deployable command and control capability for smaller-scale contingency operations. This includes limited intervention, peace and peacetime military engagement operations. The Chief of Staff of the Army's (CSA) revised concept provides every theater army with a standard Contingency Command Post (CCP). The CCP's roles, missions, capabilities/limitations and dependencies are described in Chapter 3.

1-3 Key Decisions: The following key decisions capture the critical elements of the DP 129 decision which have a direct effect on the revised theater army operational concept and organizational design:

- An additional (fourth) active component corps headquarters will be stood up and manned, providing a sufficient number of corps headquarters to meet current operational demands and provide an additional corps headquarters, available and deployable world-wide, as a hedge against the possible outbreak of major combat operations anywhere in the world. The creation of this additional C2 capability allows the theater army to be relieved of its previous responsibility to transition to a JTF or JFLCC/ARFOR headquarters and provide direct operational command and control over Army and/or joint forces engaged in full spectrum operations.
- Under the revised operational concept (for major operations) the theater army Main Command Post (MCP) no longer has responsibility for providing *direct* reachback support (long-range planning, intel analysis, sustainment coordination) for the forward operational command post (now a corps or other warfighting headquarters) commanding and controlling military operations inside a Joint Operational Area (JOA) within the Area Of Responsibility (AOR) to which the theater army is assigned. However, theater army's enabling commands and functional brigades will continue to support operations across the GCC's AOR. For example, the regionally-focused MI brigade will continue to collect against threats within the AOR and provide fused intelligence products to the theater army and other U.S. forces operating within the AOR, as required. Likewise, the theater sustainment command (TSC) remains responsible for providing sustainment for all Army forces forward-stationed, transiting, or operating within the AOR, including those

Army forces assigned/OPCON to JTFs operating in JOAs established within the AOR. In addition, the TSC remains responsible for providing Army support to other services (ASOS) and USG agencies, including common user logistics (CUL) and other specific requirements established under specific OPLANS/CONPLANS and Army Executive Agreements (AEA). These responsibilities are discussed in more detail the subsequent sections pertaining to the theater enabling commands and functional brigades.

- Theater army retains responsibility for AOR-wide contingency planning and coordination, including developing and maintaining OPLANS/CONPLANS, and updated regionally-focused intelligence estimates, and service support plans to the GCC's Theater Campaign Plan. The theater army will conduct collaborative planning with corps, divisions or other designated Army headquarters assigned to execute specified OPLANS/CONPLANS or to conduct major exercises within the AOR, or those headquarters which may be aligned with the GCC for planning purposes. In particular, the theater army will contribute its considerable regional expertise (including cultural factors and regionally-focused intelligence estimates) to the collaborative planning process with corps or division headquarters preparing to conduct operations within the AOR.
- The Army will provide warfighting headquarters from the force pool to meet operational command and control requirements for major operations or major exercises which exceed the limited capabilities of the theater army's CCP.
- Theater armies will have access to all critical theater enabling/functional capabilities, including: intelligence, signal, sustainment, medical, aviation, air & missile defense, military police (MP) and engineer. These capabilities may be assigned to theater armies or placed under the Operational Control (OPCON) of individual theater armies or alternative command and/or support relationships may be developed based upon the unique requirements of each AOR.
- Theater opening; Reception, Staging, Onward Movement and Integration (RSO&I); common user logistics and other sustainment-related support to the JOA responsibilities will be planned and executed IAW the Sustainment Concept of Support. The theater army executes these responsibilities through the Theater Sustainment Command (TSC) and its forward-deployed command post, the Expeditionary Sustainment Command (ESC). The deployed ESC provides direct command and control over the Army units actually providing the sustainment services within the JOA.

SERVICE BRANCH (MILITARY DEPARTMENTS)

1-4. The administrative branch of the chain of command runs from the President and Secretary of Defense to the secretaries of the military departments (DODD 5100.1 explains the functions of the Department of Defense and HQDA). Under Title 10, USC, the Secretary of the Army exercises authority, direction, and control through the CSA, for forces not assigned to combatant commands. The Secretary of the Army—

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

1-5. The Secretary of the Army exercises ADCON through theater army commanders assigned to the combatant commands, unless otherwise specified by the Secretary of Defense. *Administrative control* is the direction or exercise of authority over subordinate or other organizations necessary to fulfill military department's Title 10, USC; and executive agent responsibilities for administration, support, and force protection (FM 3-0). ARFOR commanders subordinate to the Joint Forces Commander (JFC) within specified JOAs receive Army forces and exercise *Operational Control* (OPCON). The theater army commander answers to the Secretary of the Army for the administration, support, and force protection of all Army forces assigned or attached to the combatant command, or transiting through the AOR.

1-6. Combatant commanders direct theater army commanders to provide common user logistics (CUL) and Army support to other Services (ASOS), agencies, or multinational forces. As described in FM 4-0:

- *Combatant commanders are the key to ensuring that sustainment campaigns and other operations conducted within their AOR are properly planned, prepared for, executed, and assessed. One way they accomplish this is through their directive authority for logistics, which includes issuing directives to subordinate commanders. These directives include peacetime measures necessary to ensure effective execution of approved operation plans, effectiveness and economy of operation, and preventing or eliminating unnecessary duplication of facilities, and overlapping functions among service component commands.*
- *The combatant commander delegates to service component commanders directive authority for logistics (DAL) for specific, common-item support. Overall authority for CSS remains with each of the service component commanders. Delegated common item support authority is accomplished through designation of a service component as either the temporary CUL lead or long-term single integrated theater logistics manager (SITLM).*

1-7. Army commanders in joint organizations use the ADCON channel from the theater army commander to HQDA for Service-specific requirements. This channel forms a hierarchy for Army support to deployed forces without implying a superior-subordinate relationship. Theater army commanders prepare to provide centers in the area of operations to train individual replacements; complete collective training, theater orientation and theater acclimation; and manage force modernization.

ARMY OPERATIONAL HEADQUARTERS IN AN AOR

1-8. The Army contributes organizational elements and capabilities to JFCs. Those JFCs can conduct joint, interagency, and multinational operations across the spectrum of conflict. Army echelons can contribute capabilities to joint, interagency, and multinational operations and conduct operations at the operational level. These capabilities include—

- Theater army headquarters, with their Contingency Command Posts and their associated theater-enabling commands and functional brigades – for smaller-scale contingency operations
- Corps and division headquarters, with the brigade combat teams, supporting brigades, and other units task organized under them – for major, sustained operations.

THEATER ARMY

1-9. Each combatant command has an Army Service Component Command (ASCC) assigned to it. Geographic Combatant Commands (GCC) have theater army headquarters assigned to them as their ASCCs. The theater army includes the theater army commander, the theater army headquarters, and all Army forces—organizations and units, personnel, and installations assigned or attached to the combatant command. The organization of theater army headquarters is based on a Table of Organization and Equipment (TOE), tailored to the specific requirements of each AOR through a Modified Table of Organization and Equipment (MTOE), and may be further augmented by a Table of Distribution and Allowance (TDA) to account for workload-based requirements which may vary over time. The TDA is normally used to provide many of the additional administrative tasks associated with the daily garrison operations of the headquarters. The theater army may be further augmented by additional TDAs to account for temporary or variable operational requirements within each AOR.

1-10. A theater army assigned to a GCC provides a regionally-oriented, long-term Army presence for military engagement, security cooperation and deterrence, and provides support to Army and joint forces operating in Joint Operations Areas (JOA) opened within the GCC's AOR. Army operational-level organizations assigned to the theater army provide theater-level capabilities necessary to perform operational-level tasks as well as to assist and augment subordinate tactical organizations.

1-11. The theater army is not designed to operate as the JTF, JFLCC or ARFOR for major operations. The Army corps headquarters is designed to command and control land forces in major operations and/or rapidly transition to a JTF headquarters for major operations, and is the Army's headquarters of choice for these roles and missions. It

should be noted that, while Army division headquarters have capabilities similar to those of the corps, and can also serve as the base organization to build JTF or JFLCC headquarters, the higher grade structure of the corps makes it the headquarters of choice to form JTFs for major operations. The theater army is designed to perform the functions of the Army Service Component Command (ASCC) to the GCC, including the Title 10, ADCON, Common User Logistics (CUL), and Army Executive Agent responsibilities. These responsibilities extend to the support of any JOAs opened within the AOR, including theater opening, and Army support to other services/agencies (ASOS).

1-12. The theater army, with its deployable CCP, has a limited capability to provide direct command and control over operations – limited in terms of scale, scope, intensity and duration. The organization, capabilities and limitations of the CCP will be further elaborated in subsequent chapters.

1-13. Although the theater structure for each GCC is unique, the functional requirements of a theater organization remain somewhat constant. The CSA, working with the each supported GCC, configures theater armies to meet the specific requirements of their respective AORs. The theater army commander provides the GCC with operationally relevant Army capabilities. The level of capability and support required varies from one AOR to another. The theater army commander identifies the specific Army capabilities required to support the combatant commander, and works with tailoring assigned Army units to provide specific capabilities to the combatant command and deploys those capabilities into the area of responsibility as required. As the situation changes, the Secretary of Defense modifies those resourcing decisions as necessary based on the combatant commander's request for forces or previously approved plans.

1-14. Until the situation in the Republic of Korea is further resolved, the US Army will retain a unique structure on the Korean Peninsula. Eighth U.S. Army (EUSA) will serve as the forward deployed Field Army HQs and ARFOR to U.S. Forces Korea or its successor joint HQs. EUSA will be configured and staffed to provide an operational capability for sustained operations beyond that provided by a CCP, but short of the warfighting capabilities for full spectrum operations provided by a corps HQs. EUSA will be under the ADCON of U.S. Army Pacific for most administrative matters, but report directly to Department of the Army on selected issues.

THEATER ARMY COMMANDER

1-15 The theater army commander is the senior Army officer—not assigned to the combatant command or other joint headquarters within the AOR. Per JP 1/JP 3-0 and FM 3-0, a theater army commander supporting a geographic combatant command must—

- As a supporting component, provide Army support to a supported Service or functional component of the combatant command.
- As a supported component, receive and integrate support from other components of the combatant command.
- Recommend the appropriate use of Army forces to the combatant commander or other JFC.
- Accomplish assigned operational missions as an ARFOR.
- Perform joint training, to include training required by other Service components for which the theater army commander has primary responsibility.
- Inform the combatant commander of planning for changes in Army sustainment support that would significantly affect operational capability or sustainability.
- Provide support to the joint operation and exercise plans with necessary force data to support missions that the combatant commander assigns.
- Develop Army program and budget requests that comply with the combatant commander's guidance on war fighting requirements and priorities.

- Inform the combatant commander of program and budget decisions that affects joint operational planning.
- Perform Army-specific functions such as internal administration and discipline, Service training, normal sustainment functions, Army intelligence matters, and specific oversight of intelligence activities to ensure compliance with U.S. laws, policies, and directives.
- Inform the combatant commander of joint nonstrategic nuclear support required by the Army.
- Ensure signal and information management interoperability with the higher joint headquarters.
- Provide sustainment support to Army forces assigned to JTFs operating in the combatant command's AOR.

THEATER ARMY HEADQUARTERS

1-16. The modular theater army headquarters contains the theater army commander, deputy commanding general (DCG), and the commander's personal and coordinating staff principals, under the supervision of the chief of staff. Theater army remains the senior Army headquarters for the AOR and provides Title 10 support—to include policy, plans, programs, and budgeting—to its assigned Army forces in the combatant command's AOR.

1-17. Four broad design concepts underlie the organization of the modular theater army headquarters:

- Each theater army headquarters is a regionally-focused, globally networked organization. It is theater-committed, not a pooled headquarters.
- The theater army headquarters is designed to provide administrative control over all Army forces assigned to the supported combatant command, provide theater opening capabilities to support all JOAs opened within the AOR, provide Army support to joint, interagency, and multinational elements (ASOS), and perform additional Army support functions established in specific OPLANS/CONPLANs and Army Executive Agent (AEA) agreements.
- Theater army headquarters has is organized with three organic components with specific functions:
 - A Main Command Post (MCP), which performs all of the normal, AOR-wide ASCC functions (Title 10, ADCON, ASOS, CUL, and support to JOA) supporting the combatant commander's daily operations requirements (CCDOR).
 - A Contingency Command Post (CCP), which provides a limited capability to directly command and control smaller-scale contingency operations within the AOR.
 - A Headquarters and Headquarters Battalion (HHB), which provides administrative and logistics support for the theater army headquarters and all of its organic command post elements.
- Although normally co-located for stationing, the theater army's MCP and CCP ordinarily remain configured as separate command posts in order to maintain the rapid deployment capability of the CCP.

1-18. The modular theater army headquarters is organized along functional lines, with a Command Group, Personal Staff, Chief of Staff/SGS, Special Staff elements, and the following Warfighting Functional cells (WFF), which will be discussed in greater detail in subsequent chapters:

- Intelligence
- Movement & Maneuver
- Fires
- Protection

- Sustainment
- Command and control.

1-19. As an operational headquarters, the theater army's normal battle rhythm and work schedule conform to the prevailing business work hours of the local community, and are coordinated with the normal work schedule of the Geographic Combatant Commander (GCC) headquarters to which the theater army is assigned. Most of the theater army staff elements work a standard eight-hour day during steady state operations. The Current Operations Cell of the Movement & Maneuver Warfighting Functional Cell is an exception to that norm, and is organized to monitor the activities of Army forces within the AOR 24hrs per day, seven days a week, and 365 days a year, as further elaborated in subsequent sections of this O&O. The Chief of Staff, in accordance with the Commander's guidance, may extend or otherwise modify the work schedule of the headquarters in order to support operational requirements within the AOR, including theater army support of Joint or Army forces in one or more JOAs within the AOR.

1-20. In general, all theater army staff elements employ the Military Decision Making Process (MDMP) as the standard process for planning, and the Operations Process (plan, prepare, execute & assess) for integrating and synchronizing all elements of combat power into the operation. Theater army staff elements may participate in the Joint Operations Planning Process (JOPP) when collaborating directly with the combatant command or interacting with other service component commands. Some staff elements may rely upon other formal, defined processes in addition to the Operations Process and, if so, these additional processes will be identified in the appropriate staff element narratives. Examples of this include defined processes within/subordinate to the Operations Process such as the D3A (Decide Detect, Deliver, Assess) process used by the Fires Warfighting Functional Cell in targeting,, and the G-8, which uses the Planning, Programming Budgeting and Execution System (PPBES) process in resource management.

1-21. All theater armies will be assigned (or provided access to) a mix of forces to support the theater with the following types of enabling capabilities:

- Sustainment
- Signal
- Medical
- Intelligence
- Civil Affairs
- Aviation

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

- Engineer
- Military Police
- Chemical
- Air Defense

1-23. The theater army headquarters depends on theater enabling units for staff functions or supporting capabilities. While these enablers may vary considerably by size and type between GCCs, the normal dependencies are explained below:

- Theater signal (Signal Command) organization for communications support, since the theater army organizational design has no organic signal support. It is dependent on the theater Signal unit to establish the C2 network and provide communications transport services for any CP element deployed within the AOR.
- The installation on which it is located for local security of the permanent headquarters (garrison or installation security).
- Theater intelligence brigade for analytical support (military intelligence brigade or battalion) to provide regionally-focused collection and analysis to support theater army planning (OPLAN/CONPLAN development) and operational intelligence to support the direct C2 of limited smaller scale contingency operations. In addition, the theater intelligence unit provides regionally-focused intelligence collection and analysis in support of JTFs and JFLC/ARFOR headquarters and other Army forces operating in JOAs within the AOR. Intelligence support to forces in the JOA may take the form of reachback support for intelligence products or the theater intelligence unit may be tasked to provide subordinate units attached, OPCON, or in direct support of an Army or Joint Force headquarters.
- An acquisition, logistics, and technology team from the Army field support brigade and a Contingency Contracting Team from a Contracting Support Brigade. These teams may incorporate Army Contracting Agency, Army Corps of Engineers, and Army Materiel Command personnel for contract, general engineering, technology, materiel acquisition, and logistic support functions.
- Defense Logistics Agency personnel for logistical reachback to the national supply system.
- A civil affairs planning team from a Civil Affairs Brigade or Command to provide staff augmentation of the Theater Army G-9.
- A military police force protection team to assist the theater army provost marshal in force protection, physical security, antiterrorism, and response force operations.
- An engineer terrain team for all geospatial information and services.
- A modular chemical, biological, radiological, and nuclear (CBRN) team to establish a full-time CBRN planning expertise and assessment capability within the headquarters.
- Public affairs detachments, or teams to augment the organic staff or establish a media support or broadcast centers, as required.
- Army safety center augmentation for safety related issues during operational surges.
- Air traffic services command augmentation for air traffic service during operational surges.
- An Army band to enhance unit cohesion and Soldier morale and provide musical support for civil-military operations, multinational operations, and community relations operations.
- A military police protective services detachment to provide close-in protective service details for the theater army commander, deputy commanders, and other designated high-risk personnel, as required.
- The human resources sustainment center and financial management center of the theater sustainment command for the conduct of specified personnel and financial management activities.

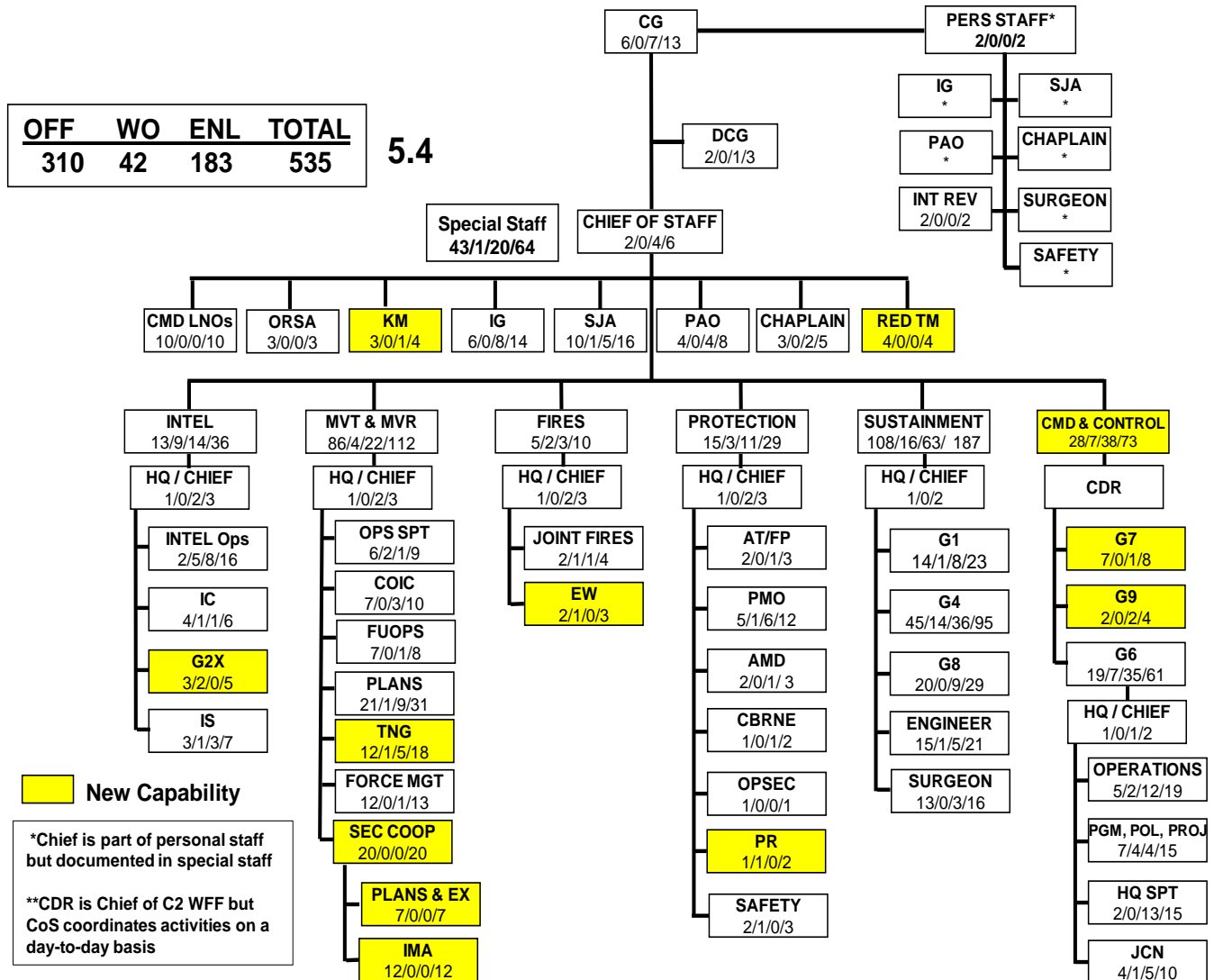
- Digital Liaison Detachments to provide liaison with multinational headquarters or coalition partners during operations and exercises.

Chapter 2

Main Command Post

MCP STAFF ORGANIZATION

Theater Army 5.4 Main CP



2-1. The Main Command Post (MCP) performs most of the administrative Service functions traditionally associated with the Army Service Component Command.

2-2. The MCP is primarily responsible for Army support to the GCC's area of responsibility (AOR-wide Title 10/administrative control [ADCON]/Army Support to Other Services (ASOS)/Army Executive Agent [AEA] responsibilities). The theater army is responsible for providing ADCON over all Army forces forward-stationed or deployed to the AOR and controls Army support to joint, interagency and multinational Elements, as directed by the

GCC. In most cases, the theater army fulfills these responsibilities by allocating resources and delegating missions to subordinate theater enabling commands/brigades which conduct the detailed planning and execution (actual delivery of products or services).

- The MCP also supports Army, joint, and multinational forces deployed to JOAs established within the AOR. Such support includes theater opening, RSO&I, common user logistics (CUL) and other services associated with Army Executive Agent responsibilities. The vast majority of these responsibilities is sustainment-related, and is largely performed through the subordinate TSC and /or deployed ESC (Expeditionary Sustainment Command. Other, non-sustainment ASOS/AEA responsibilities of the theater army include the following (see Annex B for a complete listing of ASOS, AEA, and OPLAN/CONPLAN-derived responsibilities):
 - Theater ground based air defense
 - Theater chemical defense
 - Military working dog program
 - General engineering
 - Enemy prisoner of war (EPW) detention
 - Military postal services
 - Civil affairs
 - Communications
 - Military support to civil authorities
 - U.S. military confinement facilities
 - Mapping, charting & geodesy
 - Joint combat camera
- The MCP is primarily a planning and coordination element, and is responsible for developing and maintaining OPLANs/CONPLANs, and Service supporting plans to the GCC's Theater Campaign Plan. The MCP will conduct collaborative planning with any Army headquarters designated to deploy and C2 operations, training exercises, or other theater security cooperation activities within the AOR. This collaborative planning support is intended to facilitate the transition of existing OPLANs/CONPLANs into the incoming headquarters' own Operation Orders (OPORDs) for execution, and to provide the theater army's regional expertise to support to the planning and execution of operations, exercises or other theater security cooperation activities. The MCP also provides direct planning support to the CCP when it deploys (as a forward CP of the theater army) to C2 smaller scale contingency operations or to participate in exercises or other theater security cooperation activities.
- As an administrative headquarters, the theater army's normal battle rhythm and work schedule conform to the prevailing business work hours of the local community, and are coordinated with the normal work schedule of the Geographic Combatant Commander (GCC) headquarters to which the theater army is assigned. Most of the theater army staff elements work a standard eight-hour day during steady state operations. The MCP is organized with an organic Current Operations Integration Cell (COIC), which provides a limited capability to monitor ongoing operations throughout the AOR on a 24/7 basis, even when the CCP is deployed. The Chief of Staff, in accordance with the Commander's guidance, may extend or otherwise modify the work schedule of the headquarters in order to support operational requirements

within the AOR, including theater army support of Joint or Army forces in one or more JOAs within the AOR.

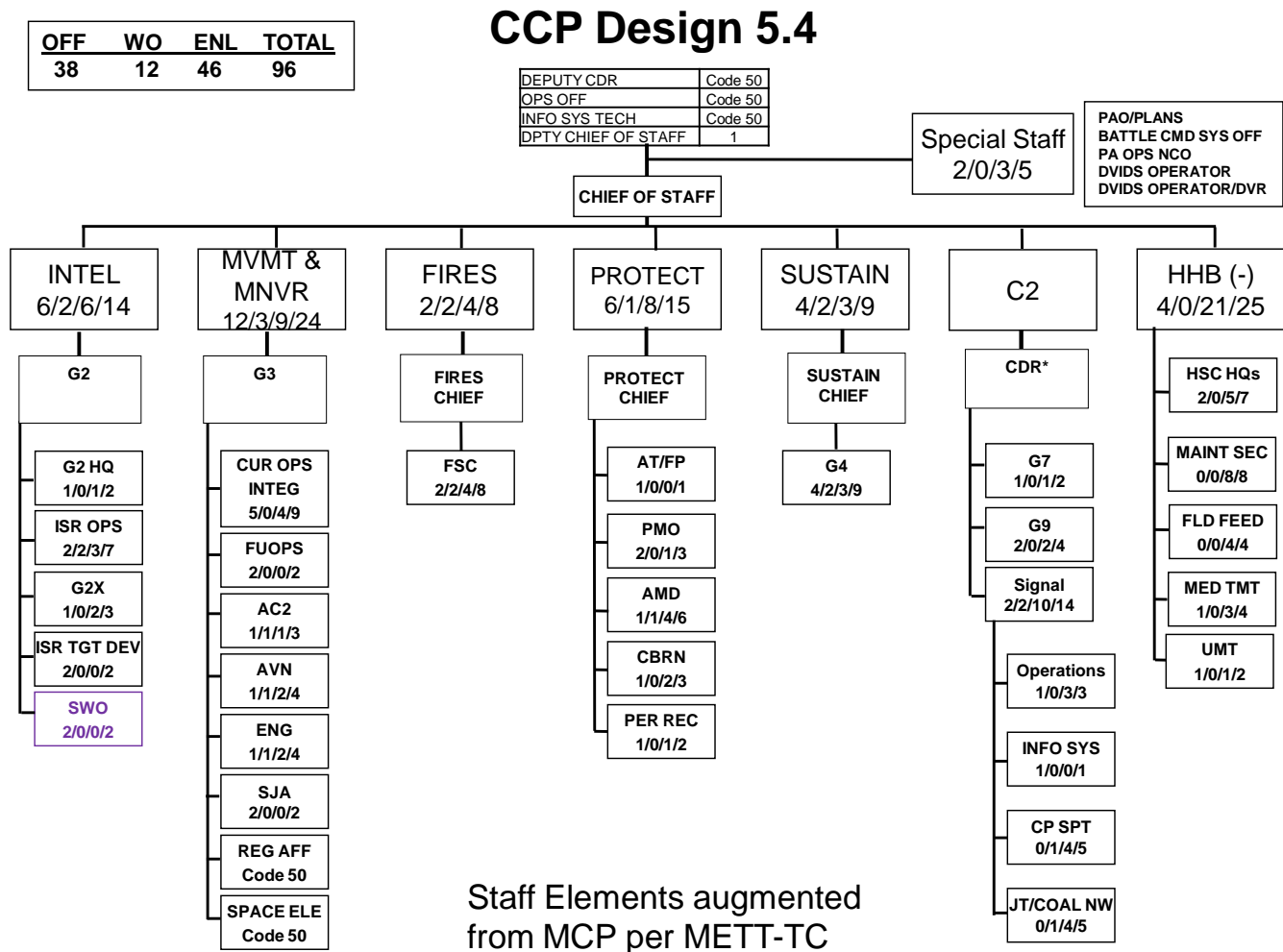
2-3. The MCP staff organization contains elements of both functional and G-staff/special staff design. Functionally, the MCP staff is organized into six warfighting functional Cells which combine certain G-Staff and Special Staff Sections into logical functional groupings. The six functional Cells are: Intelligence, Movement & Maneuver (M2), Fires, Protection, Sustainment, and Command and Control. The theater army Chief of Staff is responsible for overall supervision of MCP operations, and for organizing and training the staff, in accordance with the commander's guidance.

- **Command Group:** The theater army command group includes the commander, a deputy commander, the command sergeant-major (CSM), the chief of staff (CoS), secretary to the general staff (SGS), the Political Advisor, Science Advisor plus the enlisted and officer aides to the CG/DCG, and administrative staff and drivers.
- **Personal Staff** includes Internal Review, and the Chiefs of Chaplain, PAO, SJA, Surgeon, Safety, and IG.
- **Special Staff** (per FM 5-0) includes all staff elements which are not personal staff or are not assigned to a primary coordinating staff section, . The theater army special staff includes the following staff Elements: Inspector General (IG), Staff Judge Advocate (SJA), Public Affairs (PA), Knowledge Management, Chaplain, Red Team, Operations Research Systems Analysis (ORSA), Command Liaison Teams (LNO), and Digital LNO Detachments (when assigned, attached or placed OPCON to the theater army).
- **Intelligence Cell:** The Intelligence Cell is composed of the Intelligence Operations, Intelligence Control, G2X and Intelligence Support Sections and the USAF Staff Weather Office. The G2 is the Chief of the Intelligence Cell.
- **Movement & Maneuver Cell:** The Movement and Maneuver Cell forms three integrating Cells (See FM 5-0): Current Operations Integration Cell (COIC), Future Operations (FUOP) Cell, and Plans Cell. The G3 is both the Theater Army Operations Officer, responsible for integrating all components of the operation into the theater army's single, unified operation, and the Chief of the Movement and Maneuver Warfighting Functional Cell. The Movement and Maneuver Cell also is designed with the traditional G3 operations, support, training, security cooperation and force management sections with the numerous elements subordinate to them.
- **Fires Cell:** The Fires Cell is composed of the traditional Headquarters Fires Section, an Electronic Warfare Fires Section, a Joint Fires Section, and a fires/targeting-related USAF section. The Fires Cell Director is the Theater Army's Chief of Fires.
- **Protection Cell:** The Protection Cell is composed of the Provost Marshall (PMO), Chemical Biological Radiological Nuclear and High Yield Explosives (CBRNE), Air & Missile Defense (AMD), Anti-terrorism/Force Protection, Personnel Recovery, and Safety Staff Sections. The Protection Cell is also responsible for the Operations Security (OPSEC) function. The Chief of the Protection Cell is coded O1C, a multi-functional officer specialty open to MP, Chemical, or Engineer officers. In the Corps 4.1 design, the Engineer Section is documented in the Protection Cell. However, at theater army level, the engineer functions are primarily sustainment-related (real estate management, infrastructure development, etc.), as demonstrated by the fact that the engineer functions fall under sustainment in the Universal Joint Task List (UJTL). Therefore, in theater army design, the Engineer staff section is documented in the Sustainment Cell.
- **Sustainment Cell:** The Sustainment Cell is composed of the G1/Personnel, G4/Logistics, G8/Resource Management, Engineer and Surgeon Staff Sections. The Chief of the Sustainment Cell is an O-7, General Officer.

- Command and Control (C2) Cell: The Command and Control Cell is composed of the G7 Information Engagement and G9 Civil Affairs Sections, as well as the G6/ Signal Section. The C2 Cell is an abstract construction, and does not function in the same manner as the other Warfighting Functional Cells. Although the theater army Commander is, conceptually, the Chief of the C2 Cell, the commander does not manage the day-to-day activities of the Cell. As a practical matter, the Chief of Staff is responsible for the day to day management and integration of the functions of all component Sections of the Cell. Unlike the other G-staff and functional Cells, the G6/Signal Chief is not permanently assigned to the theater army headquarters. The commander of the Signal Command (Theater) (SC(T)) is dual-hatted as the theater army G6/Signal Chief in theaters assigned this enabler.

Chapter 3

Contingency Command Post



3-1. The Contingency Command Post (CCP) is a relatively lean, deployable element of the theater army headquarters, designed specifically to meet the GCC's requirements for a limited command and control capability which is theater-committed and immediately available to respond to crisis situations anywhere within the AOR. The real value of the CCP is its immediate response capability rather than its capability to command and control complex or sustained operations. During steady-state operations, the CCP will normally co-locate with the MCP for stationing purposes but, as determined by the Commander or Chief of Staff, the CCP will remain organized as a separate command post assigned tasks and missions which are distinct from those assigned to the MCP. For example, the CCP may be assigned the task of planning and preparing to execute Joint/Combined exercises or other theater security cooperation activities in support of the GCC's Theater Campaign Plan (TCP). Maintaining the CCP organized as a separate command post facilitates the training of CCP staff personnel in their operational command and control functions and enhances the CCP's rapid response/rapid deployment posture.

3-2. Steady State Business Rules, Battle Rhythm and Work Schedule. As described above, during steady-state operations, the CCP will normally co-locate with the MCP but remain organized as a separate command post. When this is the case, the CCP's business rules, battle rhythm, and work schedule will be determined by the Chief of Staff, based upon the specific requirements of the missions assigned to the CCP.

3-3. The CCP is designed to deploy within the AOR to which the theater army is assigned and provide command and control over the execution of operations within its stated capability limitations. Normally, command and control over the execution of operations within the AOR will require the CCP to operate continuously 24 hours a day, seven days a week from initiation of the operation until completion or until the CCP is relieved of its mission. To provide for continuous operations, the CCP staff elements are designed and organized to provide two, 12-hour shifts with all the critical staff capabilities required to maintain a fully-functional Current Operations Integration Cell (COIC). Other staff capabilities, which are not required on a continuous basis, are organized to provide 24/7 on-call services, as required

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

3-5. The CCP is envisioned as one of several command and control options available to the GCC and the theater army commander to meet AOR-specific requirements for command and control (C2) of Army and/or joint forces conducting military operations within the AOR. It is deliberately designed to be small and affordable, while providing an easily tailored and rapidly deployable C2 capability, immediately responsive to the GCC and theater army commander, to facilitate C2 of a limited range of military operations for a limited duration of time. Given its limited capabilities, the CCP is not designed as the primary command post to command and control major operations, complex operations involving multiple brigade-sized formations (for which a division or corps headquarters would normally be assigned) or other military operations expected to continue for extended periods of time or to involve periods of intense combat. Although the suitability of the CCP to command and control any given operation is driven by METT-TC and the commander's assessment of the situation, as a rule of thumb, the CCP is stretching its designed capability if the operation involves commitment of a U.S. force of more than two brigade-equivalents – unless it is augmented with additional personnel. The CCP may be augmented from a variety of sources, including the theater army MCP, the GCC staff, other service component commands within the AOR, or by requesting personnel via a joint manning document.

3-6. Every mission begins with mission analysis, which will determine which of the Army's available headquarters is most appropriate to the task. Taking fully into account the CCP's inherent capabilities and limitations, the theater army commander may determine that the CCP is adequate, with or without augmentation, to provide effective command and control over a given mission from start to finish. In some cases, the GCC or theater army commander may determine that the CCP is adequate to *initiate* the operation or provide a forward command post to command and control the immediate response force until a more capable headquarters can be generated from the force pool and deployed to the AOR to relieve the CCP. In such cases, the CCP may be deliberately employed to provide the *initial* C2 capability for missions fully expected to require sustained military operations and a battle hand-off from the CCP-based headquarters to a more capable follow-on headquarters. In determining the workload *capacity* or the *depth* of personnel on the CPP staff, the design team used 30 days of continuous operations as the upper limit of the CCP's capability to command and control operations. This 30-day rule of thumb is no immutable, however, and can be effectively extended if the operation is relatively simple or if the CCP staff is augmented with personnel to provide the additional depth required to sustain operations beyond 30 days. Thus, the decision on whether or not to employ the CCP for a given mission involves a trade-off between the CCP's immediately responsive capability, and its known limitations with regard to the scale, scope, complexity, intensity, and duration of operations which it can effectively command and control without significant augmentation.

3-7. In short, the CCP is primarily designed to provide the theater army commander with an organic capability to meet the GCC's requirements for *immediate response to unanticipated crises* within the AOR. As an organic element of the theater army headquarters, the CCP is committed to the theater, and immediately available for deployment to command and control operations within the AOR.

3-8. The CCP may be employed within the AOR in a variety of ways, either as the forward command post of the theater army commander, providing C2 over Army and/or joint forces or as the nucleus of a small JTF headquarters working directly for the GCC. In the first case, the theater army may be designated as a JTF headquarters for a Limited Intervention or Peace Operation, and the CCP (with joint augmentation from the GCC or other service components) forms the nucleus of a JTF under the direct command of the theater army commander (who is, himself, subordinate to the GCC). In the latter case, the GCC might task the theater army to provide the CCP as the nucleus of a small JTF (probably commanded by the theater army DCG), which would receive augmentation from the GCC in the form of either selective augmentation from the GCC staff, augmentation with the GCC's Standing Joint Force Headquarters Element Core Element (SJFHQ-CE), or with a Joint Manning Document (JMD) tailored to the existing mission. In the latter situation, the CCP merely provides the personnel and equipment around which a tailored (ad hoc) JTF headquarters is organized, and the operational control (OPCON) of the CCP and its personnel would pass to the designated Joint Force Commander.

3-9. CCP ROLES & MISSIONS

- **NEO (non-combatant evacuation operations):** The CCP is capable of commanding and controlling NEO, in both permissive and non-permissive operational environments, including missions involving limited combat and security operations (limited in terms of scale, scope, complexity, intensity, and duration).
- **Consequence Management:** The CCP is capable of providing the initial command and control for Consequence Management operations, when provided subordinate units with tailored capabilities appropriate to the mission. The mission variables of METT-TC may require the CCP to be augmented with specialized personnel from the Combatant Command, other theater-level organizations, or attached subordinate units such as technical escort units or the 20th Support Command. If the consequence management mission requires sustained operations, the CCP may have to be reinforced or relieved by a headquarters more capable of commanding and controlling sustained operations.
- **Foreign Humanitarian Assistance/Disaster Response:** The CCP is capable of commanding and controlling foreign humanitarian assistance/disaster response operations, including those conducted in a non-permissive operational environment requiring limited combat or security operations to secure facilities and infrastructure critical to delivery of humanitarian assistance (bases, ports, and roads), and protect vehicles, facilities, and personnel of US or other organizations involved in the preparation, storage and delivery of aid. The CCP may be augmented with specialized personnel from the Combatant Command or other theater-level organizations, as required by the mission variables of METT-TC, including additional liaison teams to coordinate with other USG agencies, Host-nation authorities, and international organizations (OGAs/NGOs).
- **Peace Operations:** The CCP is capable of providing command and control of the *initial phases* of peace operations -- limited in scope, scale, complexity, intensity and duration -- given a set of subordinate elements with appropriate combat capabilities. Peace operations normally involve the deployment of significant military forces for extended or protracted periods of time (Bosnia, Kosovo, and Sinai), for which the CCP is obviously ill-suited. It is, however, the CCP's capability to command and control immediate response forces which lends itself to a limited role for the CCP in peace operations. This is particularly true where the immediate insertion of US military forces is required to separate two or more antagonists who have mutually agreed to stop shooting at each other. In such operations, the CCP would expect to be reinforced or relieved by a more capable headquarters as soon as possible or practical.
- **Theater Security Cooperation/Building Partner Capacity:** This is an incidental capability rather than a requirement for which the CCP was deliberately designed. The CCP is capable of commanding and controlling selected Army elements participating in joint and combined exercises with land forces of partner nations within the GCC AOR, either as an exercise control headquarters or as a participating unit replicating the command post

of other Army warfighting headquarters. The CCP is capable of providing command post and/or staff capabilities tailored to the requirements of specific bilateral wargames, simulations, and Command Post Exercises (CPXs) and other representational activities designed to promote inter-operability between US and multinational military forces, foster common doctrine and standard operating procedures, and otherwise enhance U.S. military relations with partner nation ground forces. The CCP can also provide the nucleus of a tailored (ad hoc) command post for Army and/or joint/multinational exercises, including joint augmentation from other services.

3-10 CAPABILITIES

- **24 hour Operations (24/7):** The CCP provides full capability to perform all required command and control tasks and functions 24 hours a day, seven days a week, for a limited duration measured in terms of days to weeks (30 days or less), and within the stated limitations regarding scale, scope, complexity and intensity of the operation. For planning purposes, consider 30 days of continuous operations as the upper limit of the CCP's endurance, unless augmented, reinforced, or relieved.
- **C-130 Deployable:** The CCP and its organic equipment are designed to be completely deployable by C-130 aircraft (intra-theater lift) in order to maximize its ability to deploy rapidly to any area within the AOR in response to time-sensitive crises such as NEO and disaster response.
- **Span of Command & Control:** The CCP is capable of commanding and controlling multiple subordinate units up to brigade size. Depending upon the conditions of METT-TC, the CCP can be augmented with additional staff capabilities from other theater army headquarters elements or theater troops, tailored to specific mission requirements. For planning purposes, the CCP is capable of commanding and controlling up to two brigade-sized units or six subordinate elements, which may be any combination of BCTs, functional brigades, battalions or tailored task force packages. However, as a practical matter, if the capabilities and combat power required for the operation are expected to grow beyond that of one BCT or functional/multifunctional brigade with additional supporting battalions, then the operation probably exceeds the *designed capability* of the CCP, and an Army division or corps headquarters would likely be more appropriate.
- **Linkage to Joint Capabilities:** The CCP staff is capable of accessing and employing joint fires within the limitations on combat operations discussed above and dependencies listed below. Other joint capabilities may be provided by the Combatant Command or other joint or service headquarters supporting or directing the operation, and may be augmented by the Combatant Command's Standing Joint Force Headquarters (Core Element) (SJFHQ (CE)) or individual Joint Qualified Officers (JQOs) from the Combatant Command staff to provide required joint/other service expertise and access. Access to other joint capabilities will normally be coordinated through the MCP, with communications provided by theater signal assets.
- **Organic Administrative Support:** The administrative and sustainment support for the CCP is provided by the Headquarters Support Company, (HSC) which provides field feeding, supply & sanitation, Role I medical treatment, and level I maintenance to the deployed CCP. It is dependent on the theater army's headquarters and headquarters battalion for higher echelon support beyond the capability of the HSC.

3-11. LIMITATIONS

- **Duration of Operations:** The CCP is not designed to command and control protracted military operations. For planning purposes, the CCP is not considered capable of commanding and controlling operations expected to last more than 30 days, unless appropriately augmented, reinforced or relieved.
- **Scale, Scope, Complexity, Intensity:** The CCP is designed to command and control military operations of *limited* scope (range of activities), scale (dimensions of AO, number and size of forces), complexity (number of simultaneous, inter-related activities), and intensity (speed, tempo, degree of lethality or destruction within a given timeframe). Although evaluation of the criteria requires largely subjective judgments, if the mission analysis determines that any of the criteria exceeds reasonable levels, then the mission requirements probably surpass the capabilities of the CCP – unless it is augmented, reinforced, or relieved shortly after the initial

response to the crisis. The CCP is designed to provide the GCC and the theater army commander with *a tool* – a limited, in-house operational C2 capability – it is not intended to be the *only tool or the preferred tool for all contingencies*.

3-12. DEPENDENCIES

3-12.1 Main Command Post.

- The CCP is primarily designed to perform current operations/execution functions of an operation, and is dependent upon the Theater Army MCP for operational planning support, intelligence support, sustainment coordination, Special Staff functions, and tailored staff support, as required, for the conduct of military operations within the GCC's AOR. Although the CCP will actively participate with the MCP planning staff in the collaborative planning process, the MCP will normally produce the OPORDs and the CCP will focus largely on controlling execution of the plan, including short term assessment of operations.
- The CCP is dependent upon the MCP (Security Cooperation Section) for the planning and coordination of assigned Theater Security Cooperation exercises and other missions.
- The CCP is dependent upon the MCP for general Title 10, ADCON support of the headquarters and any Army units OPCON or attached to the theater army for operations.
- The CCP is dependent upon the MCP for the planning and provision of Army Support to Other Services (ASOS), Common User Logistics (CUL), and Army Executive Agent (AEA) services/responsibilities.
- The CCP is dependent upon the MCP for the following staff functions/services/products:
 - Red Team advice & assessment
 - Knowledge Management
 - Inspector General support
 - Staff Weather Officer feeds (weather data)
 - Space support
 - Other Special Staff functions, as required.

3-12.2 Signal Command (Theater). The CCP is dependent upon the Signal Command (Theater) for network transport capability, network operations, and content management/content staging. Based on specific mission requirements, the Signal Command Theater (SCT) will provide tailored communication support teams to support the CCP.

3-12.3 Theater Military Intelligence Brigade (MIB)

- The CCP is dependent upon the theater-level MIB for regionally-focused intelligence collection and analysis.
- The CCP is dependent upon the Geospatial Information & Services (GI&S) element of the MIB for digital mapping and geodesy.

3-12.4 Theater Sustainment Command (TSC)

- The CCP is dependent upon the TSC capability and its subordinate ESC for theater opening, RSO&I and the establishment and operation of sustainment activities to support CCP-controlled operations.

- The CCP is dependent upon external assets, provided or coordinated by the TSC, for ground movement.

3-12.5 USAF TACP. The CCP is dependent upon a USAF Tactical Air Control Party or other appropriate USAF coordination element for the coordination and terminal guidance of close air support, and for the coordination of other tactical air support missions in support of CCP-controlled operations.

3-12.6 Intra-theater Airlift: The CCP is dependent upon intra-theater airlift for rapid deployment of the command post within the GCC AOR.

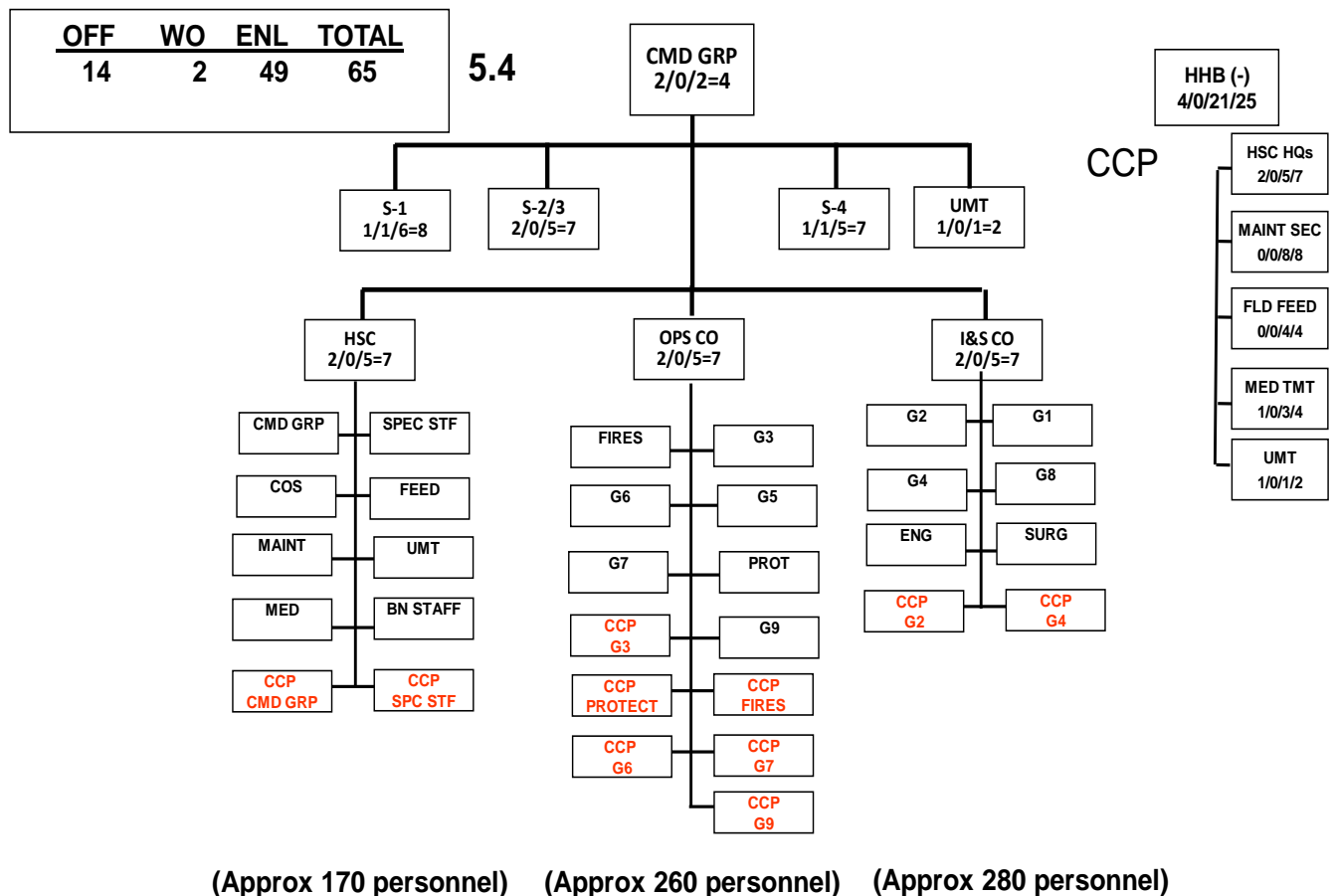
3-12.7 Security: The CCP has no organic security element, and is dependent upon OPCON/attached subordinate units for the provision of command post perimeter security, access control, and personal security detachment services for the commander, as required by METT-TC.

Chapter 4

Headquarters and Headquarters Battalion

4-1. The Theater Army Headquarters and Headquarters Battalion (HHB) provides the administrative and logistical support to the theater army headquarters, including the sustainment support (field feeding, role I medical treatment, supply & sanitation, and limited level I maintenance) for the CCP when it deploys to directly command and control operations or to participate in training exercises or other theater security cooperation activities. The HHB is organized with a commander, command group, a battalion staff (S1, S2/3, and S4), and three subordinate companies, described below:

Theater Army 5.4 HHB Company Organization



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

- Operations Company: The Operations Company consists of a standard company headquarters section and the personnel assigned to the CO HQ, Movement and Maneuver, Protection C2 (incl. G6/Signal), Fires, CCP Movement and Maneuver, CCP Protection, CCP C2 (incl. G6/Signal), and CCP Fires.
- I&S Company (Intelligence & Sustainment): The I&S company is composed of a standard company headquarters Element and the personnel assigned to the Theater Army Intelligence, Sustainment, CCP Intelligence and CCP Sustainment.

4-2. The CCP, and the HSC which supports it, are dependent upon the theater army HHB for all ADCON services and Title 10, USC support.

PART TWO

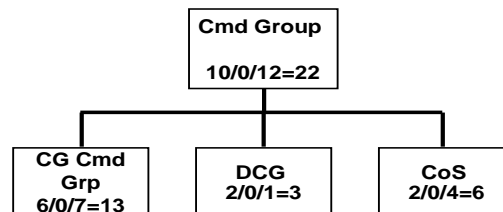
Theater Army Organizational Concept Main Command Post (MCP)

Chapter 5

Theater Army Command Group

5-1. Theater Army Command Group. The Command Group is responsible for providing operational direction to Army component forces. It develops and supervises planning, preparation, execution and assessment for a wide range of activities in the GCC's AOR. The Command Group leads the Army Operations Process (plan, prepare, execute and assess), while participating in the GCC's Joint Operations Planning Process. The theater army command group consists of the Commanding General (CG) section, Deputy Commanding General (DCG) Command section and the Chief of Staff (CoS) section.

Command Group Theater Army



5-2. Commanding General Section

- Mission: The Commanding General section provides command and control to the theater army, and prioritizes the effort for the theater army headquarters staff and assigned units.

- **Tasks:** The CG directs Title 10 support (policy, plans, programs, and budgeting) to all Army units and personnel and designated Army Support to Other Services (ASOS) components and Common User Logistics (CUL) to joint, interagency, and multinational partners as directed by the GCC. The CG exercises ADCON of all Army forces in the AOR and answers to the Secretary of the Army for the administration, support, and force protection of all Army forces assigned or attached to the combatant command or transiting through the AOR. When designated by the GCC, the CG directs, leads, and assesses operations using designated Army, Joint, and, as required, Coalition forces to support the GCC's missions. The CG directs Army forces supporting the GCC's Theater Campaign Plan. The CG drives the operations process through battle command.
- **Organization:** The Command Group consists of 13 personnel. The CG, the Command Sergeant Major (CSM), Executive Officer, Aide de Camp, Science Officer, Political Military Advisor, an Operations Officer, an Enlisted Aide and Admin Assistant, two communications specialists and two drivers.
- **Staff Tasks and Functions:** The CG provides Command and Control to the theater army. His Executive Officer, Aide de Camp, and enlisted aide provide the CG with administrative and logistics support. They organize and coordinate CG scheduling, activities, travel and staff actions. The CSM carries out policy and standards on performance, training, appearance, and conduct of Army Enlisted personnel located in the GCC's AOR. The Political-Military Advisor (POLAD) provides the CG political perspectives and foreign policy positions on political-military issues. The CG's Science Advisor provides analysis and advice to the CG on research and development efforts that may impact future planning and provide materiel solutions to capability gaps. The CG is supported by a communications team consisting of two NCOs that install, maintain, restore and operate assigned equipment. A support team of operations officers and administrative assistants provide support to the CG for scheduling and review of staff actions.

5-3. Deputy Commanding General Section

- **Mission:** The DCG serves as second in command of the theater army and extends the control of the CG in designated areas to include Commanding the CCP when deployed.
- **Tasks:** The DCG assists the CG in directing Title 10 support (policy, plans, programs, and budgeting) to all Army units and personnel and designated Army Support to Other Services (ASOS) components and common user logistics (CUL) to joint, interagency, and multinational partners as directed by the GCC. The DCG assists the CG in exercising ADCON of all Army forces in the AOR through the Headquarters and assists the CG in driving the Operations process. When directed, the DCG assists the CG in directing, leading, and assessing operations using designated Army, Joint, and, as necessary, Coalition forces to support the GCC's concept of operations from the MCP or CCP when deployed. The DCG assists the CG in directing Army forces to support the GCC's Theater Campaign.
- **Organization:** The DCG section consists of three Soldiers and is organized into a direct support Cell for the DCG consisting of the Aide de Camp and Driver/Communications Specialist. This section deploys with the CCP based on the direction of the CG.
- **Staff Tasks and Functions:** The DCG assists the CG in Command and Control for the theater army in the GCC's AOR. His Aide de Camp and driver/communications specialist support the DCG for scheduling, planning, review of activities, travel and staff actions.

5-4. Chief of Staff Section

- **Mission:** The Chief of Staff serves as the CG's principal assistant for coordinating and training the theater army staff, establishing the command post, and managing command post activities.
- **Tasks:** The Chief of Staff directs the activities of the headquarters and its command posts, and establishes the business rules, work hours, workday schedule, and battle rhythm (schedule of significant, recurring command and staff meetings, working groups, command updates and briefings) of the headquarters and

staff sections. The Chief of Staff, in accordance with the Commander's guidance, may extend or otherwise modify the business rules and battle rhythm of the headquarters in order to support operational requirements within the AOR, including deployment of the theater army's CCP or theater army support of Joint or Army forces in one or more JOAs within the AOR.

- **Organization:** The CoS Office consists of the CoS and five Soldiers and is organized into a SGS/ Executive Services section (one officer) and a Staff Action section (four NCOs). The Executive Services focuses on support to major conferences and VIP visits while the Staff Action and Admin section provide the CoS support in managing suspenses and staff actions.
- **Staff Tasks and Functions:** The Chief of Staff supervises and coordinates the activities of the HHB and the theater army staff and assigned or attached LNOs, and directs operations of the Special Staff and C2 Warfighting Functional Cell. The Chief of Staff directly supervises the SGS and monitors preparation for conferences, social events and ceremonies. The CoS also directs and monitors collective training of the theater army's staff. The SGS monitors staff actions and suspenses and executive services. A support team of four Operations NCOs assist the SGS in monitoring, tracking and reviewing staff activities, suspenses and products for the Command Group.

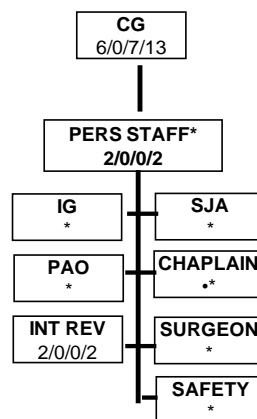
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Chapter 6

Theater Army Personal Staff

6-1. Personal Staff. Personal staff members work under the theater army commander's immediate control. However, they also serve as special staff officers when they coordinate with other staff members. When performing their duties as special staff officers, personal staff officers may work through the CoS and under a coordinating staff officer for coordination and control purposes. The theater army commander's personal staff includes the Chiefs of the following staff sections: Chaplain, Inspector General (IG), Public Affairs (PAO), Safety, Staff Judge Advocate (SJA), Surgeon, and the Internal Review Section.

Personal Staff Theater Army



The theater army commander's personal staff includes the Chiefs of the following staff sections: Chaplain, Inspector General (IG), Public Affairs (PAO), Safety, Staff Judge Advocate (SJA), Surgeon, and the Internal Review Section. Except for the Internal Review Section, these personal staff officers are documented with their respective staff Elements under Special Staff.

6-2. Internal Review

- Mission: Internal Review safeguards, accounts for, properly uses, and cares for resources used in accomplishing command missions. It is a control measure for the commander. The internal review office provides advice and guidance to all operational and financial management networks for the theater army

and executes fiscal management functions in the supported GCC's AOR. The theater army internal review office reports directly to the commander, deputy commander, or CoS. The Internal Review staff section is manned with professional auditors.

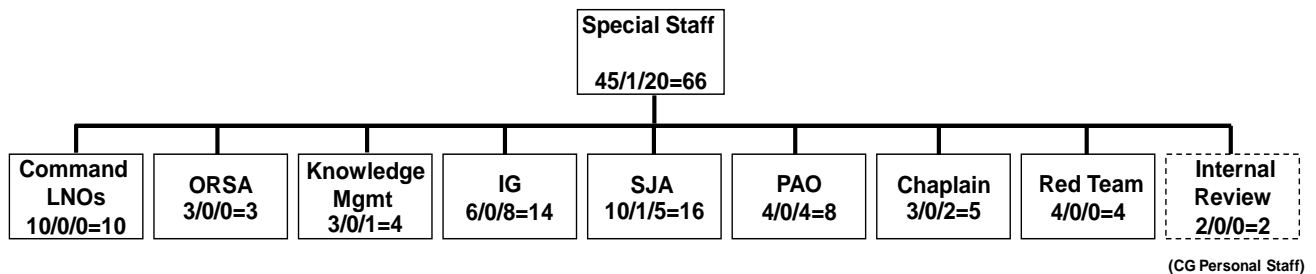
- **Tasks:** The Internal Review staff section completes internal audits of functions or organizational entities in the command with known or suspected problems, determines the nature and cause of problems, and suggests resolutions. It provides troubleshooting—quick reaction efforts to prevent serious problems from developing. Internal Review conducts an audit compliance function by serving as the point of contact with external audit groups. In addition, the theater army internal review office facilitates the external audit reply and response process and performs follow-up audits. It coordinates with other agencies, such as the Government Accountability Office (GAO) and Army Audit Agency (AAA), to ensure that all standards and policies are properly followed.
- **Organization:** The Internal Review section is organized into a Section Chief and action officer. The Section Chief works internal review and the action officer works audits.
- **Staff Tasks and Functions:** The Internal Review Section Chief supervises the Internal Review Section at the MCP. The Chief develops audits and reviews that comply with the combatant commander's or higher headquarters guidance. The Section Chief directs the TA audit program. The action officer supports the Section Chief and provides support and supervision of directed audits and reviews as required.
- **Processes:** In addition to the Army Operations Process, Internal Review uses Government Auditing Standards, DOD Internal Audit Standards and policies, Comptroller General Standards for Internal Control in the Federal Government, and Army policies.

Chapter 7

Theater Army Special Staff

7-1. Theater Army Special Staff. The Theater Army Commander's Special Staff Sections are synchronized and directed by the Chief of Staff. The special staff supports the commander and designated staff and subordinate commands. Many special staff offices also have representatives permanently assigned to one of more of the Warfighting Functional (WFF) Cells. All send representatives to the six functional Cells and three integrating Cells to assist in conducting operations as required. Of note: Theater Army Inspectors General are required by AR 20-1 to remain solely under the command and control (to include rating relationships) of the theater army commander through the office of the Theater Army Command Inspector General. The Special Staff includes Command Liaison Officers (LNOs), the Operational Research Systems Analysis Section, Knowledge Management, Inspector General (IG), Staff Judge Advocate (SJA), Public Affairs (PAO), Chaplain, and Red Team Sections.

Special Staff Theater Army



7-2. Command LNOs

- **Mission:** The theater army command LNOs represent the theater army commander at the receiving HQs and promotes understanding of commander's intent, coordination, synchronization and cooperation between theater army HQs and the headquarters to which the LNO is dispatched.

- **Tasks:** The Command LNO Team assists the theater army commander in monitoring the activities and employment of land forces operating in the AOR, coordinating Army support to the joint, interagency, and multinational forces, and advising the gaining headquarters on the capabilities/limitations of Army forces and the most appropriate ways in which to employ them. LNOs are normally deployed to higher headquarters and other Service Component Commands, and may also be dispatched to the headquarters of host nation agencies, coalition partners, interagency and non-government organizations operating within the AOR or JOA, as directed by the Commander. Digital LNO Detachments may be requested from the Force Pool and used to provide digital connectivity between the theater army and joint, allied or coalition forces. They may also be assigned to Corps or other HQs that require digital connectivity
- **Organization:** The Command LNO staff section consists of 10 officers organized into five, two-man teams. The Command LNOs are led by an O6.
- **Staff Tasks and Functions:** The LNO teams are assigned duty and staff supervision by the theater army CoS. The LNO Branch Chief Supervises the LNO Section at the MCP. The Section Chief supervises training of LNO Teams and provides direction to LNO efforts and priorities based on CoS guidance. The four supporting LNO Team Chiefs are responsible for coordinating and synchronizing theater army efforts with supporting commands, assigned subordinate commands, MCP and CCP staff Sections, GCC Staff Sections and other JTF organizations. The five supporting LNOs are responsible for coordinating and synchronizing theater army efforts with supporting commands, assigned subordinate commands, MCP and CCP staff sections, GCC Staff elements and other JTF organizations. The team operates communication equipment and maintains team equipment.
- **Processes:** In addition to the Operations Process, the Command LNOs must be familiar with the primary staff processes of those headquarters to which they are dispatched and can provide 24/7 coverage if required..

7-3. Operations Research and Systems Analysis (ORSA) Element

- **Mission:** The Theater Army Operations Research and Systems Analysis (ORSA) staff section provides analytic support to the theater army staff for planning and assessment of operations.
- **Tasks:** The ORSA Section provides quantitative analytic support, including regression and trend analysis, to theater army planning and assessment activities. The ORSA Section assists other staff elements in developing customized analytical tools for specific requirements, provides a quality control capability, and can conduct assessments to measure the effectiveness of operations. The Chief of Staff directs ORSA support for specific projects, plans, and assessment efforts, as required.
- **Organization:** The ORSA Section consists of three officers, a Section Chief and two action officers.
- **Staff Tasks and Functions:** The ORSA Section Chief supervises the ORSA Section at the MCP. The chief supports the planning and assessment process as directed and conducts or supervises studies and reviews and directed by the Command Group. The two ORSA action officers support the Chief ORSA Section in the planning and assessment process. They conduct or supervise studies and reviews as directed by the Section Chief and Command Group.
- **Processes:** In addition to the Operations Process, the ORSA Section applies decision analysis skills, including the application of appropriate ORSA techniques such as multivariate analysis, mathematical modeling, and analysis. They apply problem solving skills, including research design and methodology development. They can conduct hypothesis testing, trend analysis and forecasting.

7-4. Knowledge Management (KM)

- **Mission:** The Theater Army Knowledge Management (KM) staff section supports the commander and staff in achieving situational understanding and making informed, knowledgeable, and timely decisions through the integration and management of Army Battle Command Systems.
- **Tasks:** The KM staff section advises staff on KM processes and enabling technologies. The KM section creates, collects, organizes, stores, applies and transfer knowledge by cutting edge technology to facilitate situational understanding and decision making. The KM section enhance battle command by helping the commander and staffs integrate battle command systems into the headquarters in a manner consistent with best KM practices and unique aspects of military operations.
- **Organization:** The KM section in the MCP consists of three officers and one NCO.
- **Staff Tasks and Functions:** The Chief Knowledge Officer serves as the senior KM representative on the Theater Army MCP staff and directs the KM staff section, overseeing the planning and implementation of KM activities. The Battle Command Systems Officer ensures section members understand KM processes and technology. A second Battle Command Systems Officer serves as the Information Systems Technology Officer and ensures section members understand KM processes and technology. The Content Management NCO serves as the unit's expert on content management and retrieval.
- **Processes:** In addition to the Operations Process, the KM staff section uses the KM process (assess, design, develop, pilot, and implement), and utilizes a Knowledge Management Working Group on a recurring basis as the venue where KM initiatives, tasks, concerns and ideas are disseminated throughout the theater army staff.

7-5. Inspector General (IG)

- **Mission:** The Theater Army Inspector General (IG) Staff Section acts as an extension of the Commander's eyes, ears, voice, & conscience while conducting inspections, assistance actions and investigations for all ADCON Army forces / Army forces in the GCC's AOR lacking organic Inspector General support.
- **Tasks.** The Command Inspector General participates in Boards, Integrated Planning Teams and other Command activities as the Inspector General Subject Matter Expert. The IG Staff Section executes the following functions: The Command Inspector General serves as Personal Staff to the theater army Commander. The IG sections provide Inspector General services to all ADCON Army forces and all Army forces in the GCC's AOR lacking organic IG support. The IG Section plans and conducts thorough, objective, and impartial inspections, inquiries, investigations and assistance actions on behalf of the theater army commander. Finally the section executes the Inspector General Teach and Train mission imbedded into all IG activities on the behalf of the theater army commander.
- **Organization:** The Theater Army IG Section consists of six officers and eight NCOs. It will normally operate as part of the MCP as Special Staff under the direction of the Command Inspector General. Within the Inspector General Staff Section, there are two Functional Element Chiefs - one overseeing all Inspector General Assistance, Inquiry and Investigation cases and one overseeing all Inspector General Inspection activities.
- **Staff Tasks and Functions:** The Command Inspector General directs the activities of and rates all IGs in the IG section and is a Personal Staff Officer to the theater army commander. Inspectors General are tasked to support either Section Chief as required by current workload and the decisions of the Command Inspector General. When the CCP is deployed away from the MCP, the theater army commander may direct designated personnel from the Inspector General Staff Section (usually the Deputy Command Inspector General and one or two Assistant Inspectors General) to co-locate with and support the CCP.

- **Processes:** In addition to the Operations Process, the special relationship between commanders and their IGs extends beyond that of simple Commander - staff interaction. IGs and their offices must, IAW AR 20-1 remain solely under the command and control of the Commander to avoid any possibility or perception of external influences on the office's personnel, budget, and operations. All Inspector General Inspections and Investigations must have a directive signed by the theater army commander.

7-6. Staff Judge Advocate (SJA)

- **Mission:** The Theater Army Staff Judge Advocate (SJA) Staff Section serves as the principal legal advisor to the commander, staff, members of the command, and subordinate organizations.
- **Tasks:** The SJA Section provides legal support to 24-hour operations. The section advises the commander on all matters pertaining to law, policy, regulation, and good order and discipline in the GCC's AOR. The SJA Section also advises the CCP when deployed. It supports the commander and staff during planning and conduct of operations in the AOR by providing legal advice across the full spectrum of operations on: Law of War, Rules of Engagement, International Agreements, Geneva Conventions, treatment and disposition of noncombatants, and the legal aspects of lethal and non-lethal targeting. The SJA Section support current and future operations in the AOR by providing support to boards, centers, and Cells. It administers military justice in the AOR. The section advises on the UCMJ, US law, host nation law, non-judicial punishment and all other matters related to force discipline and the rule of law in the AOR. The SJA Section conducts courts-martial and coordinates trial defense services in the AOR as necessary. It advises on legal aspects of intelligence operations, interrogations, Enemy Prisoner of War (EPW) and detainee operations in the AOR. It serves as liaison in the AOR to NGOs, PVOs, and the International Committee of the Red Cross. SJA advises on fiscal law, contract law, procurement, requisitions, and the use of government funds during operations in the AOR. The section advises on legal aspects of civil-military operations and stability operations in the AOR. It advises the commander and his designated representatives during commander's inquiries, AR 15-6 investigations, fratricide investigations, and other investigations into serious incidents occurring during operations. SJA implements Army Claims program in the AOR and acts as the SME on property damage claims payments, maneuver damage claims, and Foreign Claims Act.
- **Organization:** The SJA Section consists of 10 officers and six NCOs and is organized based upon the core legal disciplines: international and operational law, administrative and civil law military, contract and fiscal law, military justice, claims, and legal assistance.
- **Staff Tasks and Functions:** The SJA serves as the principal legal advisor to the theater army commander on all matters related to law, policy, regulation, and good order and discipline. The International and Operational Law Division provides legal advice and support regarding the application of international agreements, U.S. and international law, customs related to military operations and activities that directly affect the conduct of military operations. The Military Justice Division provides legal advice and support regarding the administration of the Uniform Code of Military Justice. The Chief of Claims provides legal advice and support regarding the investigation, processing, adjudication, and settlement of claims on behalf of and against the United States worldwide. The Chief of Legal Assistance coordinates for the provision of personal civil legal services to Soldiers, their family members, and other eligible personnel in order to assist those eligible for legal assistance with their personal legal affairs quickly and professionally. The Administrative and Civil Law Division provides legal advice and support regarding matters under the statutes, regulations, and judicial decisions that govern the establishment, functioning, and command of military organizations and matters that arise under the body of law containing the statutes, regulations, and judicial decisions that govern the rights and duties of military organizations and installations with regard to civil authorities. The Contract and Fiscal Law Division provides legal advice and support regarding the application of domestic statutes and regulations to the funding of military operations and support to nonfederal agencies and organizations. The Legal Administrator is the officer in charge of the administrative section, and is directly responsible for OSJA human resources management and support, information management systems, facilities and equipment, resource management, and the security of OSJA facilities, equipment, and classified materials. The Chief Paralegal NCO is the senior enlisted

Soldier in the OSJA and provides technical supervision of all paralegal Soldiers assigned to or supported by the OSJA and is also primarily responsible for the deployment readiness of OSJA personnel.

7-7. Public Affairs Office (PAO)

- **Mission:** The Theater Army Public Affairs Office (PAO) Staff Section is responsible for advising the commander and expedites the flow of accurate and timely information about the activities of U.S. Army and U.S. joint forces to external population and internal audiences.
- **Tasks:** The PAO staff section advises commander and staff on all aspects of PA planning, information strategies, media facilitation, public affairs training and community relations issues and operations including command information print and radio/TV capabilities/requirements. The PAO coordinates PA planning/operations, media facilitation and NGO requests with adjacent and higher headquarters as required. The section provides staff planning and supervision of all PA activities of attached, assigned and subordinate PA units. The PAO must be augmented with a Public Affairs Operations Center and Mobile Public Affairs Detachments to conduct wartime or crises PA operations and to establish and operate a media center.
- **Organization:** The PAO staff section consists of four officers and four NCOs and is organized into a HQs section with the Chief PAO serving as a personal staff officer to the Commander and directing the activities of the PAO staff section, a Deputy PAO and a Senior NCO. Within the PA Staff Section there are two primary Functional Elements - Media Operations and Public Affairs Plans and Operations.
- **Staff Tasks and Functions:** The PAO Chief serves as the personal staff officer to the theater army commander and directs Public Affairs Section operations. When directed, the Deputy PA deploys with the CCP as the CCP PAO and serves as personal staff to CCP commander. The Deputy PA directs activities of the COIC PAOs and ensures coordination between the COIC and PAO section. The Deputy PA (Chief of Media) responds to media queries, plans and coordinates media visits and media embed requests and serves as CCP PAO as required. The Deputy coordinates media operations in support of MCP PAO. PAO directs media operations of attached, assigned and subordinate PA units. Chief PA NCO assists and advises the MCP PAO in executing PA missions. The Chief serves as principal PA NCO for theater army and subordinate or attached units. The PA Plans Officer prepares and coordinates PA plans, operations, annexes, guidance and communication and information strategies across theater army staff sections, with subordinate and higher headquarters and with other governmental agency public information staff as appropriate. The PA Operations NCO serves as the NCOIC of the Operation section. The Senior PA NCO prepares news media releases, products and information for public release in the MCP. The Senior PA Broadcast NCO serves as the senior broadcast NCO for the theater army and the MCP. The Digital Video Imagery Distribution System (DVIDS) Equip Operator serves as the DVIDS equipment maintainer.

7-8. Chaplain

- **Mission:** The Theater Army Command Chaplain is the senior Army Chaplain in the AOR and provides staff supervision over all Army Religious Support (RS) operations in the theater. The Command Chaplain is a personal staff officer to the theater army commander.
- **Tasks:** The Command Chaplain Section supervises, coordinates and plans RS throughout the GCC's AOR. Monitors and maintains status of religious support activities, operations and personnel. The section coordinates religious support for displaced persons and plan religious support for reconstitution. It advises the commander and staff on matters within the command pertaining to religion, morals, and morale as affected by religion. It ensures that policies and leadership practices of the command are in keeping with the highest moral, ethical, and humanitarian standards. The Command Chaplain Section performs Religious Support operations planning tasks/functions and analysis for the staff, subordinate organizations and UMTs.

- **Organization:** The Chaplain staff section consists of three officers and two NCOs and is organized into a Command Chaplain Section, consisting of the Command Chaplain and a Senior Chaplain Assistant; an Operations and Training Element that monitors manning/readiness, and a World Religious staff Element that conducts analysis and planning.
- **Staff Task and Functions:** The Command Chaplain and Senior Chaplain Assistant provide the commander with pastoral care, personal counseling, and privileged communications and recommend Religious Support policy to the Command. The Ops/Per/Tng Chaplain ensures appropriate Chaplain personnel and resources are assigned to theater army units and develops and integrates Religious Support training strategy ISO Joint/Coalition Training events & exercises. The World Religions Chaplain and Chaplain Asst NCO conduct continuous tactical, operational, and strategic World Religions (WR) analysis and training, and provide technical channel policy and expertise on WR. It provides guidance on conduct of Religious Leader Liaison missions, and advises Command and staff on regional religions (sites, traditions, customs, tribes, sects, issues and leaders). The Chaplain Asst NCO (E-7) may have additional duties ISO operations

7-9. Red Team

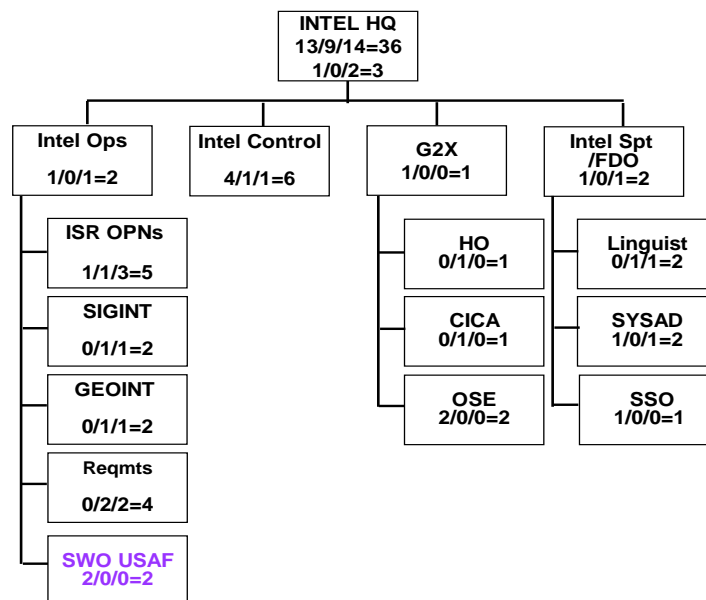
- **Mission:** The Theater Army Red Team Staff Section provides the Commander an independent capability to fully explore alternatives in plans, operations, concepts, organizations, and capabilities in the context of the operational environment from the perspectives of adversaries, partners, and others.
- **Tasks:** The Red Team, as an independent special staff section, will perform four major tasks. Red Team supports decision making by providing alternatives during planning and operations by participating in planning, attending boards, Cells, and working groups to challenge assumptions, discover and account for alternatives. Red Team assists in problem framing and end state definition, problem reframing, assists in the identification of friendly and enemy vulnerabilities and opportunities, and assists in the design of assessment measures and system to gauge progress. As resources permit, Red Teams will monitor operations to determine trends and identify when patterns for friendly operations are being established. It provides feedback and alternative views of progress and cause and effect based on assessment metrics being reported to the command. Red Team conducts independent critical review and analysis to identify potential weaknesses, gaps, unseen opportunities and vulnerabilities in plans, concepts, or capabilities in support of the commander, chief of staff and staff principles. Red Team anticipates cultural perceptions of partners, adversaries and others in planning and operations.
- **Organization:** As a special staff section for the CG but routinely reporting to the CoS, the Red Team consists of “core” team of four officers. As directed, the theater supporting Military Intelligence Brigade will augment the Red Team with required expertise. Regional focus of the Army Headquarters enables assignment of regional Foreign Area Officer (FAO). As directed, the Red Team will remotely provide support to the Contingency Command Post, or upon order, deploy with the CCP. As needed, the team will be augmented through the JMD with joint expertise.
- **Staff Tasks and Functions:** Based on direction of the CG or CoS, the Red Team will perform duties and organize the team to execute the following tasks within its personnel limitations. As directed by the command, Red Team conducts critical reviews of developed theater army supporting contingency plans. As directed by the command, Red Team reviews theater army support of GCC Theater Campaign Plan (TCP). The section attends appropriate boards, Cells, centers, and working groups. Red Team primarily interacts with the planning group at the MCP (G5), participating in each phase of the MDMP and/or Campaign Design. During execution of operations, specifically by the CCP, the Red Team will monitor the operation, identifying impacts and the potential consequences (2nd/3rd order effects) of proposed or ongoing actions. Red Team provides direct support to selected coordinating staffs. The Red Team can assist in the analytical process by offering alternatives points of view to ongoing analysis and identify variables impacting their assessments.

Chapter 8

Theater Army Intelligence Cell

8-1. Intelligence Cell: The Theater Army Intelligence Cell is responsible for the synchronization and integration of Intelligence operations throughout the GCC AOR. Sections and elements of the Cell are either embedded in or coordinate with these integrating staff elements to facilitate this synchronization. The Intelligence Cell is dependent on the Theater Military Intelligence Brigade for intelligence collection, single source analysis, and all source fusion to meet the theater army's intelligence needs. The Intelligence Cell in the MCP is organized with an Intelligence HQs Section, an Intelligence Operations Section, an Intelligence Control Section, a G2X Division and an Intelligence Support Section.

Intelligence Theater Army 5.4



8-2. Intelligence Cell

- Mission:** The Theater Army Intelligence Cell provides Intelligence, Signals Intelligence (SIGINT), Open-Source Intelligence (OSINT), Human Intelligence (HUMINT), Geospatial Intelligence (GEOINT), Counterintelligence (CI), Security Intelligence, Top Secret Special Compartmented Intelligence (TSSCI) automation architecture, and weather support to the theater army. The Cell conducts policy formulation, planning, programming, budgeting, management, staff supervision, force integration, evaluation, and oversight for all intelligence activities in support of theater army forces. The Cell advises CG on the best use of all OPCON, supporting, attached, or assigned intelligence forces.
- Tasks:** The Intelligence Cell provides functional oversight of subordinates, other intelligence staff personnel, and assigned/ attached units. It manages theater intelligence collection, production, dissemination, disclosure, and Counterintelligence requirements, and provides staff supervision of the

United States Air Force (USAF) Staff Weather Element. The Cell coordinates for National Intelligence support. It executes intelligence engagement and Security Cooperation theater-wide.

- **Processes:** The Intelligence Cell utilizes the operations process (planning, preparation, execution, and assessment) to integrate and synchronize staff activities, tasks and functions. The MDMP/JOPP provides mechanisms for the Cell to synchronize IPB. The Cell allocates its subordinate Sections/Elements between participating in theater army planning sessions, preparing or conducting Working Groups, Boards and Cells, and supporting the CCP when deployed.

8-3. Intelligence Cell Headquarters Section

- **Mission:** The Headquarters Section provides management direction and priorities to the Cell to support theater army commander requirements. Provides information and recommendations to the theater army commander.
- **Tasks:** determine and prioritize requirements, allocate resources, identify issues, evaluate activities, provide information and recommendations.
- **Organization.** The Headquarters Section consists of the Chief (O6), Intelligence SGT (E9) and an intelligence analyst (E5).
- **Staff Tasks and Functions:** The Headquarters Section is organized with a Chief (O6), intelligence SGT (E9), and an Intelligence Analyst (E5). These personnel conduct policy formulation, planning, staff supervision, force integration, evaluation, and oversight for intelligence activities.

8-4. Intelligence Operations Section (IOS) and Headquarters Element

- **Mission:** The Intelligence Operations Section (IOS) maintains the current status of the enemy's operational capabilities, courses of action (COA), and intentions while maintaining situational awareness for the theater on issues related to terrorism, drugs, crime, politics, and other military issues which can impact the ground component.
- **Tasks:** The IOS supervises the processing, reporting, and dissemination of theater and national intelligence to ensure theater army intelligence requirements for Combatant Commander Daily Operational Requirements (CCDOR) are satisfied. The IOS coordinates for Theater Operations Collection and Analysis. It collaborates with the Military Intelligence Brigade (MIB) Theater Operations Company (THOC), Regional Operation Company (ROC), and Analysis and Control Element (ACE) for prioritization of analytic requirements. The IOS has access to information from national assets. It manages information requests based on mission needs. The IOS is responsible for management, validation, approval, and dissemination of the threat Common Operating Picture (COP) to higher, lower, and adjacent commands and agencies. The IOS conducts preparation of intelligence products for distribution.
- **Organization:** The IOS is organized with an IOS HQ Element, an ISR Operations Element, a SIGINT Element, a GEOINT Element, a Requirements Element, and a Staff Weather Office (SWO) Element. The Headquarters Element consists of a Division Chief and Senior Operations NCO.
- **Staff Tasks and Functions:** The Division Chief (Intelligence Officer O5) manages the theater army's intelligence requirements, sets MIB collection, analysis, and production priorities and recommends the allocation of intelligence assets to satisfy theater army intelligence needs. The Chief evaluates MIB intelligence products and disseminates all-source intelligence to intelligence consumers within the theater army staff. He advises the commander and subordinate units on the enemy, weather and terrain. The Senior Intelligence Sergeant (E7) assists in management of intelligence operations.

8-5. Intelligence, Surveillance, Reconnaissance Operations Element.

- **Mission:** The Intelligence, Surveillance, Reconnaissance (ISR) Operations Element maintains situational awareness for the area of operations (AO), determines and prioritizes operational IR; processes and exploits collected operational information; and provides near real time intelligence for AO planners.
- **Tasks:** The ISR Operations Element develops, maintains, tracks, and manages the friendly Intelligence COP (Title 10/50). The element produces Intelligence products to answer requests for information (RFI) from theater staff (to include the ICS), GCC, and Coalition. It establishes the Theater Army Indications & Warning (I&W) requirements, and monitors and reports when I&W thresholds are met. The element prepares combat assessments and provides the theater army commander with increased situational awareness and a clearer vision of the GCC AOR. It satisfies the theater army commander's critical information requirement (CCIR), Priority Intelligence Requirement (PIR), information requirements (IR), and develops and submits Requests for Information (RFI) to answer Requirements Element inquiries.
- **Organization:** The ISR Operations Element is organized with an Intelligence Officer (O4), All-Source Intelligence Technician (W5), Senior Intelligence Sergeant (E7), Intelligence Sergeant (E6), and an Intelligence Analyst (E4).
- **Staff Tasks and Functions:** The Intelligence Officer directs intelligence input to the COP, and establishes and executes the intelligence synchronization working group. He participates in the GCC J2 Pre-Coordination Board and the Joint Collection Management Board, and participates in B2C2WG as required. The All-Source Intelligence Technician leads predictive analysis within the AO, the development of the CCP's update brief, and makes assessments of information and intelligence received through comparison with previously evaluated information. The Senior Intelligence Sergeant coordinates the flow of intelligence information between intelligence disciplines and supervises the all source production process. The Intelligence Sergeant receives and evaluates intelligence information, and identifies new intelligence requirements required to determine enemy vulnerabilities. Finally, the Intelligence Analyst determines significance and reliability of incoming intelligence and develops and submits Requests for Information (RFI) to Requirements Element.

8-6. Signal Intelligence (SIGINT) Element.

- **Mission:** The Signal Intelligence (SIGINT) Element provides guidance to the command on the implementation of United States Signals Intelligence Directives (USSID) and Executive Order (E.O. 12333).
- **Tasks:** The SIGINT Element represents the theater army at COCOM SIGINT Working Groups. The element receives and monitors Resource Status Reports (RSR) for SIGINT Systems (support to friendly Intelligence COP). It maintains a direct liaison with NSA, Cryptologic Support Group (CSG), INSCOM, Sister Services, other nation cryptologic services and US country teams for technical information and guidance. The SIGINT Element is the lead staff Element for integration of SIGINT capabilities and products into the theater army HQs. It develops SIGINT CONOPS in support of theater army exercise and TSCP force protection requirements. It develops SIGINT Appendix (Cryptologic Support Plan) to Annex B in support of deliberate and crisis action planning. The element provides SIGINT information for all-source product development. It provides SIGINT perspective to CCIR, PIR, and IR development in support of requirements management process. The element participates in the Intelligence synchronization working group and other Boards and Working Groups meetings. It integrates national agency, joint service, and coalition SIGINT products.
- **Organization:** The SIGINT element is organized with a SIGINT Technician (W4) and a SIGINT SGT (E7).

- **Staff Tasks and Functions:** The SIGINT Analysis Technician coordinates SIGINT collection, analysis, and reporting activities, reviews and analyzes technical and tactical reports. The Technician assesses quality/relevance of SIGINT reporting, and recommends Tasking, Processing, Exploitation, and Dissemination (TPED) adjustments to Requirements Branch as necessary. The Senior SIGINT Sergeant assists with coordination of SIGINT collection, analysis, and reporting activities, and reviews and analyzes technical and tactical reports.

8-7. Geospatial Intelligence (GEOINT) Element.

- **Mission:** The Geospatial Intelligence (GEOINT) Element provides technical expertise and manages activities engaged in GEOINT interpretation activities.
- **Tasks:** The GEOINT Element represents the theater army in COCOM GEOINT Working Groups. The element receives RSR for GEOINT Systems (support to friendly Intelligence COP). It directs liaison with National GEOINT resources for technical information and guidance. The GEOINT Element is the lead staff element for integration of GEOINT products into the theater army HQs. The element develops GEOINT CONOPS in support of theater army exercise and TSCP force protection requirements. It provides GEOINT contribution to Annex B in support of deliberate and crisis action planning. It coordinates with National Agencies for information sharing relationships with foreign partners. The element provides GEOINT information to all-source development of products to answer CCDOR, and provides GEOINT perspective to CCIR, PIR, IR development and requirements management. It participates in the Intelligence synchronization working group and other B2C2WG. The element integrates national agency, joint service, and coalition GEOINT products, and conducts direct coordination with collection and production organizations to ensure understanding of requirements. The element assesses the quality of GEOINT reporting and recommends Tasking, Processing, Exploitation, and Dissemination (TPED) adjustments as necessary. It coordinates, tasks, and supervises GEOINT/ Geospatial Information and Services (GI&S) support to joint force commanders, sister services, interagency, and coalition forces.
- **Organization:** The GEOINT Element is organized with a GEOINT Technician (W3) and a GEOINT Analyst (E7).
- **Staff Tasks and Functions:** The GEOINT Technician leads the staff element for integration of GEOINT into the theater army HQs. The GEOINT Analyst provides GEOINT information to all-source development of products to answer CCDOR.

8-8. Requirements Element.

- **Mission:** The Requirements Element synchronizes and integrates theater army intelligence and collection activities, coordinates with the theater army MIB for intelligence support and identifies collection gaps/mitigation strategies to support current/future operations and future planning.
- **Tasks:** The Requirements Element allocates and coordinates intelligence resources and support through attendance at B2C2WG and the Joint Collection Management Board. The element develops PIR and IR to support CCDOR, and OPLAN/CONPLAN development and maintenance. It develops, manages, submits, and tracks theater army RFI's and Specific Orders and Requests (SOR). The element evaluates PIR/IR satisfaction and re-tasks collection assets as necessary. The element assesses collection asset effectiveness. It develops intelligence synchronization plan and coordinates orders process for ISR with the theater army staff. The element advises the IOD chief on optimal allocation of ISR collection assets. It identifies collection gaps and recommends strategies close gaps in support of current operations and future planning. The element disseminates finished Intelligence products. It develops and coordinates the theater army's standing and ad hoc collection requirements for satisfaction by joint, sister service, National Agencies, OGA, and coalition.
- **Organization:** The Requirements Element is organized with two All-Source Analysis Technicians (W4 and W3), and two Intelligence Analysts (E6 and E5).

- **Staff Tasks and Functions:** The All-Source Intelligence Technicians allocate intelligence resources and coordinate for intelligence support. They attend B2C2WG and the Joint Collection Management Board. The Technicians develop PIR and IR to support CCDOR, OPLAN /CONPLAN development and maintenance. They evaluate PIR/IR satisfaction, retask as necessary, and track collection assets and assess effectiveness. They advise the Division chief on optimal allocation of ISR collection assets. The Technicians identify collection gaps and recommend new strategies to support current operations, and future planning. They develop and coordinate the theater army's standing and ad hoc collection requirements for satisfaction by joint, sister service, National Agencies, OGAs, and coalition. The Intelligence Sergeant and Intelligence Analyst develop, manage, submit, and track RFI's and SOR. They maintain collection asset status, assess collection effectiveness, and assist in the identification of indicators to satisfy priority intelligence requirements. They provide indicators and current situation briefings to subordinates, as well as receive, produce, and disseminate intelligence reports containing information obtained from all-sources.

8-9. Staff Weather Office (SWO) (USAF) Element.

- **Mission:** The Staff Weather Office (SWO) Element provides full-range weather support to the Army Headquarters, including standard weather observations, forecasts, and warning support to deployed Army headquarters forces, and specialized operations mission and planning weather products to the Army HQ staff in garrison and field locations.
- **Tasks:** The SWO Element monitors weather effects on mission. It tailors weather support products to support OPLAN / CONPLAN development and maintenance.
- **Organization:** The SWO Element is organized with two Air Force Weather Officers (O4).
- **Staff Tasks and Functions:** The Air Force Weather Officers provide standard weather observations, forecasts, and warning support to deployed Army headquarters forces, and specialized operations mission and planning weather products to the Army HQ staff in garrison and field locations.

8-10. Intelligence Control Section (ICS)

- **Mission.** The Intelligence Control Section (ICS) provides intelligence support to the theater army staff planners and decision makers, and coordinates G2 products in support of contingency planning and MDMP.
- **Tasks:** The ICS develops and maintains the Intelligence portion of the OPLAN / CONPLAN, coordinates and integrates Intelligence Security Cooperation (ISC) mission (e.g., mil to mil), and acts as theater army proponent for ISR and Intelligence related Force Management issues (Title 10) to include mission area assessments, Force Design updates, intelligence transformation (Army, Joint, and National), and theater army long term ISR capabilities and resource requirements. Additionally, the ICS develops, coordinates, and validates ISR-related ONS, develops and coordinate theater army (Intel-related) RFFs, and develops theater army capstone Intelligence policy and TTP in coordination with the COCOM. Finally, the ICS coordinates and participates in intelligence support to exercises, develops the intelligence Campaign Plan (in coordination with COCOM and National Agencies), performs intelligence combat development duties (DOTMLPF), provides the theater army input to IPL, ISR review and input to Joint Strategic Planning System, and reviews and recommends theater army task organization and allocation to support OPLANs/CONPLANs.
- **Organization:** The ICS is organized with two Strategic Intelligence Officers (O6 and O4), two All-Source Intelligence Officers (O5 and O4), an All-Source Intelligence Technician (W2), and a Senior Intelligence SGT (E8).
- **Staff Tasks and Functions:** The O6 Strategic Intelligence Officer (Division Chief) is responsible for the development and maintenance of the intelligence portion of the OPLAN / CONPLAN development, coordinates and maintains Intel-related Intelligence Security Cooperation (ISC) missions (e.g., mil to mil),

and develops the intelligence Campaign Plan (in coordination with COCOM and National Agencies). The O4 Strategic Intelligence Officer develops theater army capstone Intelligence policy and TTP in coordination with the COCOM, conducts ISR reviews and provides input to the Joint Strategic Planning System. He reviews and recommends theater army task organization and allocation to support OPLANs/CONPLANS. The O5 Intelligence Officer acts as theater army proponent for ISR and Intelligence-related Force Management issues (Title 10) to include mission area assessments, Force Design updates, intelligence transformation (Army, Joint, and National), and theater army long term ISR capabilities and resource requirements. He coordinates and participates in intelligence support to exercises. The O4 Intelligence Officer develops, coordinates, and validates Intelligence-related ONS, develops and coordinates theater army (Intel-related) RFFs, and provides the theater army input to the integrated priority list (IPL). The W2 All-Source Intelligence Technician coordinates and participates in intelligence support to exercises and reviews and recommends theater army task organization and allocation to support OPLANs/CONPLANS. The E8 Chief Intelligence Sergeant performs intelligence combat development duties (DOTMLPF) and coordinates and participates in intelligence support to exercises.

8-11. G2X Section and Headquarters Element

- **Mission:** The G2X Section advises the Commander and the senior intelligence officer on the employment of CI and HUMINT assets, and synchronizes and integrates all tactical through national CI and HUMINT assets in the GCC AOR;
- **Tasks:** The G2X has the capability to manage CI and HUMINT operations in support of the entire spectrum of operations—offensive, defensive, stability, or civil support operations. There are no significant differences in the G2X's mission and functions that apply to any of the phases of operations. The G2X is the CI and HUMINT manager who is authorized to coordinate, deconflict, and synchronize all CI and HUMINT missions in the area of intelligence responsibility (AOIR). The G2X is subordinate to the G2 (as appropriate) and is the primary advisor to the commander on the employment of all CI and HUMINT assets. The G2X is also the primary advisor to the G2 and commander on laws, policies, and regulations which guide and impact CI and HUMINT operations. As such, it is important for the G2X to coordinate closely and seek advice from the appropriate SJA, who should be well versed in operational intelligence law.
- **Organization:** The G2X Section is organized with a G2X Headquarters, a HUMINT Operations Element, a CI Coordinating Authority Element, and an Operational Support Element. The Headquarters Element consists of one Division Chief (O5).
- **Staff Tasks and Functions:** The Division Chief directs, supervises, and coordinates the planning, collection, analysis, and dissemination of CI and HUMINT intelligence. Advises the commander and supported forces on issues pertaining to the use and employment of CI and HUMINT resources.

8-12. Human Intelligence Operations Element (HO).

- **Mission:** The Human Intelligence Operations Element (HO) is responsible for opening, monitoring and oversight of HUMINT operations.
- **Tasks:** The HO provides HUMINT support to detainee operations with regard to policy, programs, and oversight. The element performs HUMINT Requirements Management for the theater army, and coordinates, synchronizes, and deconflicts all HUMINT assets in the AO. The HO coordinates HUMINT to and from law enforcement, host nation, coalition, joint, and interagency Elements, GCC J2X, Force Protection Detachments (FPD), Country Teams, LNOs, subordinate G/S2Xs and sister G/S2Xs. The element develops Technical Assistance policy for HUMINT collection activities, coordination and control. The HO develops HUMINT mission taskings for execution through G3 channels.
- **Organization:** The HO is organized with a HUMINT Collection Technician (W3).

- Staff Tasks and Functions: The HUMINT Tech supervises and coordinates HUMINT activities. He reviews and approves documents translations, plans, and missions, and participates in the production and dissemination of intelligence information.

8-13. Counter-intelligence Coordinating Authority (CICA) Element.

- Mission: The Counter-intelligence Coordinating Authority (CICA) Element is responsible for opening, monitoring and oversight of CI investigations/operations.
- Tasks: The CICA provides counter-intelligence (CI) support to detainee operations with regard to policy, programs, and oversight. CICA coordinates, synchronizes and deconflicts all CI assets in the GCC AOR. The element coordinates CI to and from law enforcement, host nation, coalition, joint, and interagency elements, GCC J2X, FPDs, Country Teams, LNOs, subordinate G/S2Xs and sister G2Xs. It develops theater army policy for CI collection activities, coordination and control. The element participates in operations staff targeting process (placement, access, motivations, availability of sources and reporting reliability), and develops CI mission taskings for execution through G3 channels.
- Organization: The CICA is organized with a CI Technician (W4).
- Staff Tasks and Functions: The CI Technician supervises the coordination and synchronization of CI activities. He prepares, reviews, and approves investigative and operational reports of investigations and inspections. The CI Technician participates in the production and dissemination of CI information. As required, the CI Technician may conduct CI investigations and operations.

8-14. Operational Support Element (OSE).

- Mission: The Operational Support Element (OSE) manages overall G2X Operations and develops and maintains CI and HUMINT support to OPLAN/CONPLAN development and maintenance.
- Tasks: The OSE performs administrative functions and support CI and HUMINT operations. It provides oversight of intelligence operations. The element develops CI and HUMINT operations support for detainee operations with regard to policy, programs, and oversight. OSE coordinates CI and HUMINT to and from law enforcement, host nation, coalition, joint, and interagency elements, GCC J2X, Country Teams, MLOs, subordinate G/S2Xs and sister G2Xs. It provides staff oversight to Locally Employed Personnel screening activities. The element participates in operations staff targeting process (placement, access, motivations, availability of sources and reporting reliability). It validates SCI and HUMINT mission taskings for execution through G3 channels, and manages Theater Representative Credentials (HUMINT) and Badge and Credentials (CI) (AR 381-20).
- Organization: The OSE is organized with two CI Officers (O4 and O3).
- Staff Tasks and Functions: The CI O4 monitors CI and anti-terrorism reporting in theater. He plans, directs, manages, and participates in the collection, production and dissemination of CI information. As required, the CI O4 may conduct CI investigations and operations. He performs CI coordinating operations, and advises the commander and supported forces on issues pertaining to the use and employment of CI resources. The CI O3 plans, directs, manages, and participates in the collection, production and dissemination of CI information. As required, the CI O3 may conduct CI investigations and operations.

8-15. Intelligence Support/Foreign Disclosure Office Section and Headquarters Element

- Mission. The Intelligence Support/Foreign Disclosure Office Section (ISS/FDO) provides oversight of linguists, network security, foreign disclosure and SCIF oversight for the theater army.

- **Tasks:** The ISS/FDO Section reviews and validates Army requirements for linguists, manages SCI communications and information technology, and is responsible for managing disclosure of classified information to foreign agencies. The section develops SCI procedures, and establishes, controls, and disestablishes all theater army SCIFs.
- **Organization:** The ISS/FDO is organized with a HQs Element, a Linguist Element, an SYSAD Element, and an SSO Element. The Headquarters Element consists of a Division Chief (O4) and Operations NCO (E6).
- **Staff Tasks and Functions:** The Intelligence Officer is the Foreign Disclosure approval authority within the theater army HQ for release of all information and Intelligence to non-US partners. He provides oversight of the SSO with regard to the use, dissemination, and security of SCI materials, equipment, systems and procedures for the delivery, secure storage, and transmission of real-world and exercise SCI materials. The Intelligence Sergeant oversees the procedures exercised by the SSO to establish and disestablish all theater army SCIFs. The Sergeant oversees the procedures for handling sanitized or de-compartmentalizing final version intelligence products prior to dissemination outside of SCIF and/or US channels as well as serving as the authority for interpreting foreign disclosure guidance to support disclosure decisions by the Security Branch and G2. He oversees Special Access Program (SAP) access management.

8-16. Linguist Element.

- **Mission:** The Linguist Element is responsible for the management of the theater army's linguist program.
- **Tasks:** The Linguist Element reviews and validates Army requirements for linguists. Allocates available linguists based on prioritized requirements. It serves as the Alternate Contracting Officer Representative (ACOR) for Army language contracts. The element tracks linguist personnel and monitors linguist performance. It anticipates the theater army's linguist needs when developing contract statements of work. The Linguist Element monitors and enforces contract requirements. It conducts mission analysis and identifies specified or implied tasks requiring foreign language support. Finally, the Linguist Element allocates available linguists based on prioritized requirements.
- **Organization:** The Linguist Element is organized with a Branch Chief, HUMINT Collection Technician (W3) and an All-Source Intelligence Analyst (E7).
- **Staff Tasks and Functions:** The HUMINT Collection Technician (Element Chief) serves as the Alternate Contracting Officer Representative (ACOR) for Army language contracts. The Chief anticipates the theater army's linguist requirements when reviewing OPLANs/CONPLANS or developing Statements of Work. He reviews and validates Army linguist requirements, monitors and enforces the contract requirements, and conducts mission analysis and identifies tasks requiring language support. The Senior Intelligence Sergeant (E7) conducts mission analysis and identifies tasks requiring language support, allocating available linguists based on prioritized requirements. He tracks linguist personnel and performance, and assists the Element Chief with the monitoring and enforcement of contract requirements.

8-17. Systems Administrator (SYSAD) Element.

- **Mission:** The Systems Administrator (SYSAD) Element establishes connectivity with outside Elements, maintains internal and external digital network function, and exercises security oversight.
- **Tasks:** The SYSAD Element manages SCI communications and information technology. It establishes and maintains internal and external security compliance. The element operates and maintains SCI communications, systems, and networks. SYSAD designs and coordinates SCI communications architecture, manages the SCI architecture Interface with processors, routers, hubs, and servers, and maintains internal and external digital network functions.

- **Organization:** The SYSAD Element is organized with a Element Chief (O4) and a Senior LAN Manager (E5).
- **Staff Tasks and Functions:** The Element Chief (O4) supervises information systems operations, and advises commander and staff on computer information systems policy, technical, and engineering matters. The Senior LAN Manager (E5) installs, operates, and performs unit maintenance on multi-functional/multi-user information processing systems, peripheral equipment, and auxiliary devices. He performs data control and bulk data storage operations, and transfers data between information processing equipment and systems.

8-18. Special Security Office (SSO) Element.

- **Mission:** The Special Security Office (SSO) Element establishes, controls, and disestablishes all theater army Sensitive Compartmented Information Facilities (SCIFs).
- **Tasks:** The SSO Element provides operational Intelligence to support contingency operations of limited scale, scope, intensity and duration. The element receives, processes, disseminates, and presents intelligence. It develops SCI procedures, and establishes, controls, and disestablishes all theater army SCIFs. The SSO Element provides classification and foreign disclosure guidance for SCI intelligence and operations products. It controls all theater army SCI materials, and reviews intelligence prior to dissemination outside a SCIF.
- **Organization:** The SSO Element is organized with an O3 Element Chief.
- **Staff Tasks and Functions:** The Element Chief controls the use, dissemination, and security of SCI materials, equipment, systems, and procedures. He develops procedures for handling of SCI materials, and manages the Special Access Program (SAP).

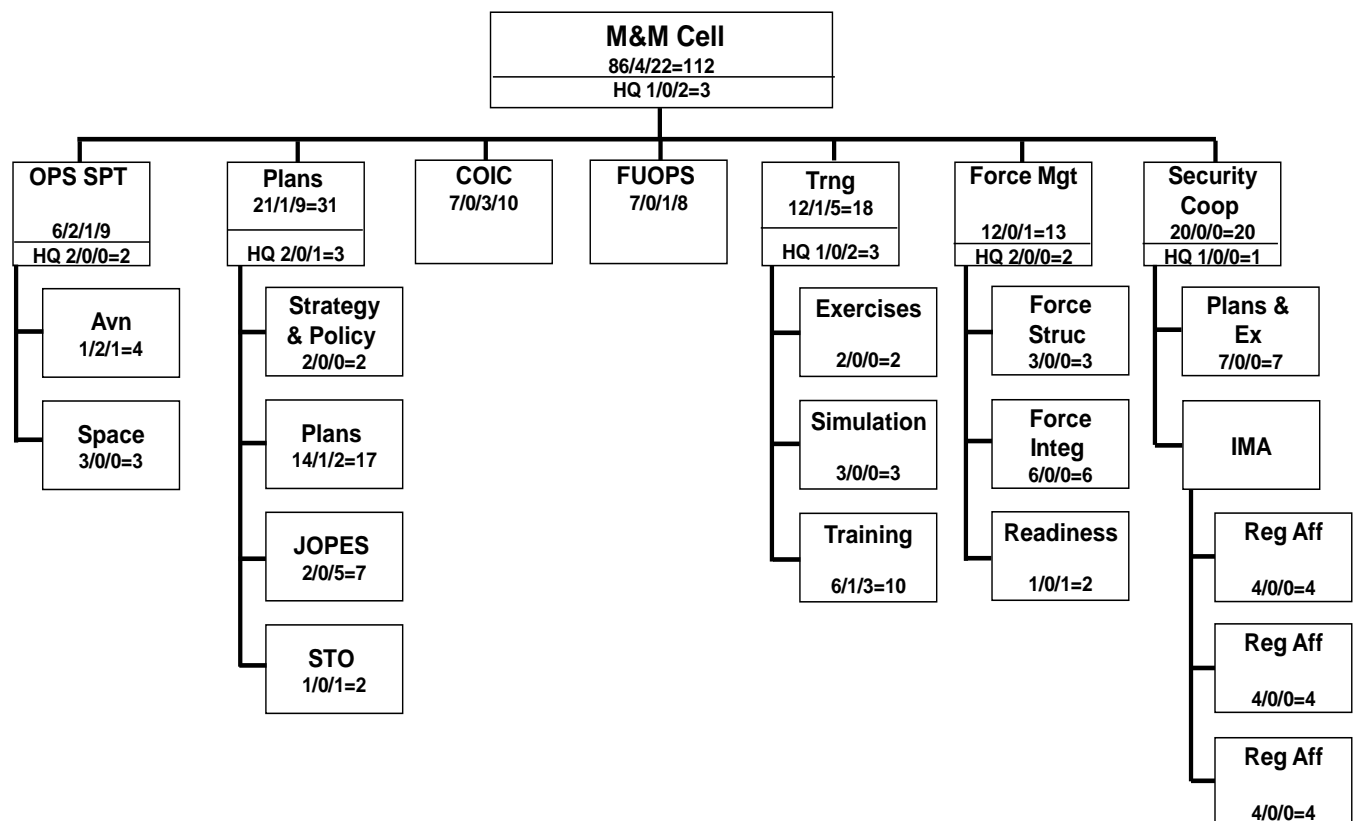
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Chapter 9

Movement and Maneuver Cell

9-1. Theater Army Movement and Maneuver (M2) Cell. The Theater Army Movement and Maneuver (M2) Cell is responsible for the synchronization and integration of theater army operations throughout the GCC's AOR. This allows the commander to focus on command rather than synchronization. Coordination is achieved through three planning horizons by three integrating Cells: current operations, future operations, and plans. Representatives from all Warfighting Functions are either embedded in or coordinate with these integrating Cells to ensure that all components are integrated into a coherent, unified theater army operation. The three integrating Cells drive the Operations Process, under the staff supervision of the G-3/DCS for Operations. The MCP Movement and Maneuver Cell is organized with a Headquarters Section, Operations Support Section, Plans Cell, Training Section, Force Management Section, and a Security and Cooperation Section.

Movement and Maneuver Theater Army 5.4



9-2. Movement and Maneuver (M2) Cell

- Mission: The Movement and Maneuver Cell is responsible for the synchronization and integration of theater army operations throughout the GCC AOR.

- **Tasks:** The Movement and Maneuver Cell synchronizes all current operations in order to provide the command with the COP and facilitate command and control of theater army assets within the GCC's AOR. The Cell provides the MCP with limited near-term planning element to develop Branches and produce WARNORDs, OPORDs, and FRAGOs to support the current phase of execution. It develops and prepares plans, strategy, and policy that supports GCC tasked supporting plans, and implements the operations process to plan, prepare, execute and assess the command's exercise, simulation and training programs. The Movement and Maneuver Cell plans, coordinates and executes all international engagement and security cooperation for the theater army as directed by the GCC TSCP and theater army commander's initiatives.
- **Processes:** The Movement and Maneuver Warfighting Functional Cell, through its three integrating Cells, drives and directs the Operations Process and other subordinate processes, including the MDMP/JOPP planning processes, the D3A targeting process with the support of the Geospatial Planning Cell (GPC), risk assessments and IPB. The Cell allocates its subordinate Divisions/Branches between participating in theater army planning sessions, preparing or conducting Working Groups, Boards and Cells, and supporting the CCP when deployed. The G3 not only integrates operations and actions within the Movement and Maneuver Cell but also integrates all other Warfighting Functional Cells into support for Operations.

9-3. Movement and Maneuver Cell Headquarters Section

- **Mission:** The Headquarters Section provides management direction and priorities to the Cell to support theater army commander requirements. Provides information and recommendations to the theater army commander.
- **Tasks:** determine and prioritize requirements, allocate resources, identify issues, evaluate activities, provide information and recommendations.
- **Organization:** The HQs Section is organized with a G3, an Operations SGM, and a Movement and Maneuver NCO/Driver.
- **Staff Tasks and Functions:** The Chief of Movement and Maneuver/G3 ensures the integration and synchronization of all aspects of the theater army operation across three planning horizons through the three integrating Cells: current operations, future operations, and plans. The G3, as the Chief of Operations, not only integrates operations and actions within the Movement and Maneuver Cell but, also, integrates all other Elements of the operation into a single, coherent, unified operation. The Operations Sergeant Major serves as the senior enlisted advisor to the Chief of Movement and Maneuver. The SGM synchronizes Movement and Maneuver staff activities with the rest of the theater army staff, manages operations, information flow, personnel within the Cell, receives and integrates LNOs and joint force augmentation. The Movement and Maneuver NCO/Driver serves as the G3 driver, and maintains digital system connectivity and Common Operational Picture.

9-4. Operations Support Section (OPS SPT) and Headquarters Section

- **Mission:** The Operations Support Section (OPS SPT) integrates and synchronizes all current operations, conducts limited short term planning, in order to provide the command with the COP and facilitate command and control of theater army assets within the GCC's AOR through OPORDs, FRAGOs and WARNOs.
- **Tasks:** The OPS SPT section maintains current operations estimates with other staff agencies through the B2C2WGs while synchronizing all aspects of operational maneuver with all Warfighting Functions, to include relevant aspects of sister service and multinational partner operations. The MCP OPS SPT section follows the Battle Rhythm established by the CoS to ensure that the command is synchronized through Battle Update Briefings (BUBs), Command Update Briefs (CUBs), and other means. This results in recommendations for priorities to allocate critical resources of the command and task organization. It publishes orders assigning missions to theater army subordinates while overseeing the execution of tasks as

needed. The OPS SPT section also provides the necessary reach-back requirements for the CCP through direct coordination.

- **Organization:** The OPS SPT section is organized with a Headquarters Element, the Aviation Operations Element Space Element. The Headquarters Section consists of a Division Chief and Operations Officer.
- **Staff Tasks and Functions:** The Chief of the OPS SPT section supervises all actions of the OPS SPT section, collects and processes relevant information to create a COP, assesses the operational and tactical situation, develops CCIR, and supervises the task organization of theater army subordinates. He also is responsible for establishing the Army HQ Current Operations and Integration Cell (COIC), operating the COIC on a continuous basis, and ensuring that all operational functions are represented in the COIC. The Deputy Chief of the OPS SPT section assists in the supervision of the COIC and assesses the operational and tactical situations.

9-5. Aviation Operations Element

- **Mission:** The Aviation Operations Element provides aviation operational, standardization and aviation safety planning to theater maneuver, maneuver support and maneuver sustainment operations. The element assists with theater ISR, sustainment, maneuver enhancement, and battle command planning. It provides the aviation link to Joint, Interagency and Multi-national (JIM) organization planning. The element also conducts mobilization, deployment and redeployment planning; and provides parallel planning with the JTF, host nation and subordinate sections.
- **Tasks:** The Aviation Operations Element participates in the MCP's MDMP by developing aviation related elements of COA, and preparing aviation staff estimates (through the orders manager in the COIC). It provides aviation standardization and aviation safety support to assist ISR, sustainment, force protection, airspace control, and C2 operational planning. The element monitors parallel collaborative planning with combatant command, joint task force, corps or Division, major subordinate commands, and joint, interagency, and multinational forces. As needed, the Aviation Operations Element provides aviation qualified staff officers and NCOs to participate on Army and joint boards, IPTs, workgroups and centers. It communicates with DA Aviation staff sections and major and subordinate commands, and synchronizes and integrates aviation standardization and safety policies throughout the GCC AOR
- **Organization:** The Aviation Element is composed of four personnel, the Element Chief, an Aviation Standardization Officer, an Aviation Safety Officer and a NCOIC.
- **Staff Tasks and Functions:** The Aviation Officer is the officer in charge (OIC) of the Aviation Element and provides guidance, prioritizes and assigns tasks to subordinates as required. He is responsible for coordinating Army aviation assets supporting operations within the GCC AOR, and assists other staff sections on aviation standardization and safety matters as required. The Aviation Officer participates in boards, work groups and IPTs. He ensures task organization of all subordinate aviation forces is completed, and recommends changes to aviation operational standardization and safety TTPs, policies and processes. The Aviation Standardization Officer of the Aviation Element monitors changes in aviation operational environment, and makes recommendations on changes to TTPs and equipment. He participates in boards, work groups and IPTs, and continuously monitors the aviation tactical situation throughout the GCC AOR. The Aviation Safety Officer reviews current orders and plans, assists in developing TTPs, reviews aviation staff estimates, monitors safety of flight messages, reviews proposed changes to TTPs, and reviews GCC AOR flight procedures guide. The Aviation Operations Sergeant First Class is the NCOIC of the Aviation Element. He assists with processing and disseminating staff products, assists with preparing staff estimates, and synchronizes aviation operations and support.

9-6. Space Element

- **Mission:** The Space Element coordinates and combines space-based capabilities and products (national, military, and commercial) to support the theater army command and control (the MDMP / JOPP including

conduct of operations) in a manner that most effectively meets the requirements established for mission accomplishment.

- **Tasks:** The Space Element is the Principal advisor to the CDR and Staff on Space operations. It is responsible for synchronizing space mission area activities throughout the operations process, maximizing the positive impact of space-based capabilities on Army land warfare. The Space Element plans, integrates, and coordinates space mission areas and space capabilities during development of Army plans, estimates, orders and operations. It provides the commander, staff and subordinate unit's expertise, experience, and professional knowledge to ensure the space domain of the operational environment is fully understood. The element enables full access to all available space-based products and services to support current and future operations. It enables full exploitation of military and civilian space platforms for intelligence, focused surveillance, area reconnaissance, communications, and early warning/Overhead Persistent Infrared Imaging (OPIR). The element enables position, velocity and timing (PVT) (Blue Force Tracking (BFT); combat identification and precision engagement), integrated tactical warning and attack assessment; environmental monitoring, and dynamic tasking and retasking of space platforms with direct downlinks to enhance the warfighting effectiveness of combatant commanders. Space Element facilitates augmentation by space forces when required and ensures reachback to all supporting space forces and organizations. The Element supports theater army operations in conjunction with Joint, Interagency, Intergovernmental and Multinational (JIIM) organizations and NGO across the full spectrum of operations.
- **Organization:** The Space Element is composed of three personnel: a Senior Space Operations Officer and two Space Operations/Plans Officers.
- **Staff Tasks and Functions:** The Senior Space Operations Officer plans and coordinates Army space support and augmentation for the GCC AOR. The Space Operations/Plans Officers provides space-based products, services, and planning support to the planning and current operations staff.

9-7. Current Operations and Integration Cell (COIC) .

- **Mission:** The Current Operations and Integration Cell (COIC) conducts limited short term planning, issues OPORDS, FRAGOs and WARNOs and monitors, assesses, collects and processes relevant operational information to produce and disseminate a Common Operational Picture (COP).
- **Tasks:** The COIC integrates and synchronizes operations and supervises the execution of operations throughout the GCC AOR through OPORDS, FRAGOs and WARNOs. The COIC acquires and communicates operational and strategic-level information to all appropriate headquarters, maintains current force status, and evaluates information received through reports to assess the operational situation. It retains contact with higher, adjacent, subordinate, joint, and combined headquarters, while establishing and maintaining communications with national and combatant command's headquarters and theater army forces. The COIC monitors and coordinates activities involving the reception and onward movement of ARFOR in the theater army's areas of operation. It observes the strategic deployment of ARFOR and maintains force-tracking visibility to determine the operational impacts of delayed or diverted shipments. The COIC submits theater army information to the combatant command's joint operations center and responds to information requests from that and other higher headquarters.
- **Organization:** The COIC is composed of seven officers and three NCOs organized into day and night shifts to provide continuous 24/7 monitoring of ongoing operations throughout the AOR. Other Cells attach their assigned personnel to the COIC based on METT-TC expanding the COIC's capability to plan, prepare, execute and assess operations across the war fighting functions.
- **Staff Tasks and Functions:** The Operations Officer (Operations Battle Captain) and Intelligence Officer (Intelligence Battle Captain) serve as primary and assistant battle captains in the operations section of the COIC during both day and night shifts. They are responsible for collecting relevant information, processing this information into the COP, assessing the COP against CCIR, alerting the Chief of the OSPS when situations require action and synchronizing actions among the staff sections. The Operations Officer

(RFI/SITREP Manager) and RFI Manager are responsible for tracking requests for information (RFI) coming into the COIC, tasking them out to the responsible agency for resolution, and providing that information back to the originating office or headquarters and responsible for developing situational reports for approval by the Chief of the OSPA. The Orders Managers assist the operations officers by collecting relevant information, processing that information to create the COP, and publishing FRAGOs, OPORDS and messages. The Operations Master Sergeant for ground operations assists in the planning, coordination and supervision of activities pertaining to the organization, training and combat operations of subordinate units. The Operations Staff Sergeant assists in coordinating and tracking current actions as directed.

9-8. Future Operations Branch (FUOPS) Cell

- **Mission:** The Future Operations (FUOPS) Cell within the Movement and Maneuver Cell refines and modifies OPLANS and OPORDs based on current situation, develops Branches and assesses mid range progress of operations.
- **Tasks:** The FUOPS Cell manages the Global Force Management process for the theater army to include Requests for Forces (RFF) from both internal and external sources and GFM Deployment Orders (DEPODs) and modifies OPLANS to OPORDs for Crisis Action Planning. It is responsible for planning and assessing operations for the mid-range time horizon. This includes developing Branches to existing OPORDs. It develops OPORDs for the smaller scale contingency operations directly commanded and controlled by the CCP. It provides the MCP with a near-term planning element to develop Branches and produces WARNORDs, OPORDS, FRAGOs to support the current phase of execution.
- **Organization:** The FUOPS Cell is composed of eight personnel, the chief, six functional plans officers and one NCO. The assigned plans officers maintain expertise in movement and maneuver, fires, protection, sustainment and intelligence. When required other Cells may augment the FUOPS Branch with subject matter expertise in other areas or to increase planning capacity.
- **Staff Tasks and Functions:** The Chief of FUOPS supervises the future operations Cell as they conduct MDMP, plan operations within the current phase for execution, prepares plans and orders, and manages GFM actions. The six functional plans officers conduct MDMP, plan operations within the current phase for execution, prepare plans and orders and manage GFM actions. They assist the Chief with duties as required. The Operations staff sergeant assists in the planning, coordination and supervision of activities pertaining to the organization, training, and combat operations of subordinate units and provides tactical and technical advice to the Chief of FUOPS and professional support to subordinates.

9-9. Plans Cell and Headquarters Element.

- **Mission:** The Plans Division develops GCC tasked supporting plans, sequels and OPLAN Branch Contingency Plans and assesses long range progress of operations. It assists in the development of regional programs and policies in support of Phase 0 operations.
- **Tasks:** The Plans Cell is responsible for developing long range theater plans, policy and strategy for the theater army commander in support of the GCC. It reviews current situation, assess national and theater strategy, and reviews national and international security considerations for the GCC AOR from a theater army perspective. The cell provides detailed analysis of all factors affecting the anticipated operation. It prepares staff estimates and develops courses of action in support of the GCC theater strategy, campaign plans, OPLANS, and OPORDS. The Plans Cell participates and collaborates in joint operations planning to include contingency, crisis action, and campaign planning to develop theater army supporting plans. It issues planning guidance that serves as a basis for subordinate planning by defining success, providing operational direction, and assigning tasks to subordinate units. It projects ARFOR requirements in support of GCC campaigns, major operations, contingencies, and peacetime military engagement strategy. The cell develops supporting OPLANS for mobilization and deployment. It determines ARFOR deployment requirements to include validation of Army forces and cargo to be deployed and redeployed, and determines Army force and structure requirements to support the GCC OPLANS, OPORDs, and theater strategy. Finally, the Plans Cell develops GCC AOR-wide military deception plans.

- **Organization:** The Plans Cell is organized with a Headquarters Element, a Strategy and Policy Element, Plans Element, JOPES Element and Special Technical Operations (STO) Element. The Headquarters Element consists of a Division Chief, Operations Officer and Senior Operations NCO.
- **Staff Tasks and Functions:** The Plans Cell Chief serves as the theater army's coordinating staff officer for the development and preparation of OPLANS, CONPLANS, programs and policy that support the GCC's peacetime military engagement strategy, general war, campaign, and contingencies plans in the AOR. The Deputy Plans Cell Chief/Plans Officer serves as lead planner for plans and projects as directed and ensures work and projects within the Plans Cell are coordinated both internally and externally with the theater army staff and outside organizations. He provides day to day leadership and administrative direction for the Plans Cell. The Operations Staff Sergeant Major assists the Chief and Deputy Chief, Plans with the day to day operations and administration of the Plans Cell. He supervises the production of FUPLAN products to include OPLANS and CONPLANS.

9-10. Strategy and Policy Element

- **Mission:** Strategy/Policy Element provides running assessment of the theater strategic environment and analysis of US strategic policy to Theater army commander. The element assists in development of regional programs and policies in support of Phase 0 operations.
- **Tasks:** The Strategy and Policy Element reviews the current situation, assesses national and theater strategy, and reviews national and international security considerations for the AOR from the theater army's perspective. It assists the plans element in developing staff estimates and courses of actions for OPLANS and policy that support of the geographic GCC theater strategy, campaign plans, OPLANS, and OPORDS. The element reviews and provides analysis, comment and summation of the Unified Command Plan, Guidance for the Employment of Forces (GEF). It determines Army force and structure requirements to support GCC OPLANS and theater strategy, and advises on matters relating to force structure of theater army TOE/MTOE, APS Realignment, and QDR.
- **Organization:** The Strategy and Policy Element is composed of two Officers, the Element Chief and a plans officer.
- **Staff Tasks and Functions:** The Chief supervises the element as it conducts campaign planning and plans future major operations. The Plans Officer assesses theater strategic environment and determines deployment requirements and force size.

9-11. Plans Cell

- **Mission:** The Plans Cell develops theater army OPLANS and CONPLANS in support of GCC requirements IAW Guidance for Employment of Force (GEF)/Joint Strategic Capabilities Plan (JSCP) and HQDA and focuses on long range assessments of current operations.
- **Tasks:** The Plans Cell determines theater warfighting requirements, solutions, and concepts by developing and coordinating the theater army portion of GCC OPLANS and CONPLANS for major and small-scale contingency operations to include joint and multinational forces. It determines theater army force size and structure requirements by developing and coordinating theater army force requirements and issuing planning guidance. The cell combines plans of other MCP staff Elements into one integrated planning document. Additionally, the Plans Cell coordinates and integrates component, theater, and other support to ensure mutual understanding, integration, and mutual support by coordinating theater army plans with higher and adjacent commands, reviewing higher headquarters policy and publications for their impact on the theater army's participation in projected campaigns or major operations. The Plans Cell provides policy, tasks, and guidance on the development of supporting plans by subordinate theater army forces and plans and analyzes military deception designed to manipulate enemy operational commanders' perceptions and expectations to conceal friendly actions.

- **Organization:** The Plans Cell is composed of 17 personnel, one Cell Chief, one deputy chief, 11 plans officers, one airspace management warrant and two senior operations sergeants.
- **Staff Tasks and Functions:** Chief Plans Cell is responsible for developing theater army OPLANS and CONPLANS in support of GCC OPLANS, OPORDS, and campaign plans for the AOR and provides leadership and supervision to the Plans Cell and various operational planning groups and teams when activated. The Deputy Plans Chief/Plans Officer assists the Chief, Plans and assumes duties in his absence. He serves as lead planner for plans and projects as directed and ensures work and projects within the Plans Cell are coordinated both internally and externally with the theater army. The assigned plans officers coordinate and synchronize operations into the theater army operations plans and CONPLANS in support of GCC OPLANS, OPORDS and campaign plans for the AOR. The Senior Operations Sergeant First Class assists the Chief of Plans Cell with day to day operations. He supervises the administrative support to the various operational planning groups and teams when activated.

9-12. Joint Operations Planning and Execution System (JOPES) Element

- **Mission:** The Joint Operations Planning and Execution System (JOPES) Element establishes procedures for development and execution of time-phased force and deployment data (TPFDD) throughout the planning continuum to include contingency planning, exercises and real-world deployments.
- **Tasks:** The JOPES Element serves as the theater army proponent for JOPES, and analyzes TPFDDs and request for forces (RFF) against airlift and sealift allocations. The element determines deployment requirements, and formulates requests for strategic deployment to the theater army AO. The JOPES Element provides guidance to the MCP staff for the development of TPFDD in support of theater army OPLANS and CONPLANS, analyzes the TPFDD and RFFs, monitors the execution of TPFDDs, and serves as the theater army responsible agent for its global command and control system (GCCS) and global command and control system-Army (GCCS-A).
- **Organization:** The JOPES Element is composed of seven personnel; one Element Chief, one assistant operations officer, one transportation management NCO and four information NCOs.
- **Staff Tasks and Functions:** The JOPES Element Chief is responsible for ensuring that theater army operations plans and CONPLANS are entered into JOPES, coordinates with the Strategy and Policy Element and Plans Cell for force requirements, mobilization, and deployment plans; and is responsible for the development of the TPFDD for theater army OPLANS and OPORDS. The JOPES Element Assistant Chief assists the JOPES Element Chief with input of theater operations plans and CONPLANS into JOPES. Information Technicians maintain JOPES systems, ensure connectivity, and enter data. The Transportation Management Supervisor conducts transportation feasibility analysis during TPFDD development.

9-13. Special Technical Operations (STO) Element

- **Mission:** The Special Technical Operations (STO) Element plans, coordinates and integrates STO into theater army plans, operations, and exercises and facilitates execution of STO and other sensitive activities in support of theater army headquarters and subordinate units.
- **Tasks:** The STO Element plans, integrates and coordinates all aspects of STO with the rest of the Army HQ staff and maintains the STO estimate. The STO Element advises the theater army commander and staff on STO plans, policies, and activities conducted in the AOR, and oversees STO activities conducted within the theater army HQ and subordinate units. The element coordinates with Combatant Commands, Services, and Joint Staff STO Offices for support and approval of STO activities as required, and supports sensitive operational and planning activities within the Army HQ and subordinate units as required.
- **Organization:** The STO Element is composed of two personnel, the STO Element Chief and the STO NCO.

- **Staff Tasks and Functions:** The STO Chief plans, integrates and coordinates all aspects of Special Technical Operations (STO) with the rest of the Army HQ staff, oversees STO activities conducted within the theater army HQ and subordinate units, and provides AOR-wide STO plans and policy recommendations to theater army command. The STO NCO performs security management and administrative functions to support STO activities and maintains the STO estimate.

9-14. Training Section and Headquarters Element.

- **Mission:** The Training Section implements the operations process to plan, prepare, execute and assess the command's exercise, simulation and training programs.
- **Tasks:** The Training Section plans, coordinates, directs and executes training and exercises for the theater army. Deploys within the AOR to support theater army training and exercises. It monitors AOR available training facility/area readiness for theater army commander to assess adequacy of training means. Accounts for Simulation Equipment within the AOR. The section plans, prepares, executes, and assesses the theater army's service, joint, interagency, and multinational training and education programs. It supervises the planning and coordination for all Joint Chiefs of Staff (JCS) and GCC directed exercises. The section also monitors the deployment and employment of theater forces and supporting RC forces in the execution of exercises and training events throughout the AOR.
- **Organization:** The Training Section is organized with a HQs Element, Exercise Element, Simulations Element, and Training Element. The HQs Element consists of a Division Chief, Operations NCO and Supply NCO.
- **Staff Tasks and Functions:** The HQs, Training Section plans, coordinates, directs and executes training and exercises for the theater army. The Section Chief provides planning, coordination, execution and supervision of G3 exercises. The Operations SGT supervises the planning and execution of administrative logistical and service support. The Supply Accounting SGT provides technical guidance in areas of supply management; review records and information documents for accuracy and completeness; coordinate supply activities; post transactions to organization and installation property books and supporting transaction files.
- **Processes:** In addition to the Operations Process, the Training Section uses the Battle Focuses Training, and Army Training Management Cycle processes.

9-15. Exercise Element.

- **Mission:** The Exercise Element plans, prepares, executes, and assesses the theater army HQ's service, joint and multinational training and education programs.
- **Tasks:** The Exercise Element provides guidance to provide the means for training replacements and units. Certifies the readiness of units deploying into the AO as part of the RSO&I process. This element provides the commander with a capability to conduct mission rehearsal and mission planning using models and simulations. It prepares regional cultural and environmental awareness training packages for units deploying into the AO. It monitors the readiness and adequacy of training facilities and training areas available to the command to assess the adequacy of training means. The element provides exercise planning and execution expertise in support of the supported GCC's theater security cooperation strategy
- **Organization:** The Exercise Element consists of two Plans and Exercise Officers
- **Staff Tasks and Functions:** The two officers in the Exercise Element provide guidance to provide the means for training replacements and units. They certify the readiness of units deploying into the AO as part of the RSO&I process. The element provides the commander with a capability to conduct mission rehearsal and mission planning using models and simulations. It prepares regional cultural and environmental awareness training packages for units deploying into the AO. It monitors the readiness and adequacy of training facilities and training areas available to the command to assess the adequacy of

training means and provides exercise planning and execution expertise in support of the supported GCC's theater security cooperation strategy.

- Processes: In addition to the Operations Process, the Exercise Element uses the Battle Focuses Training, and Army Training Management Cycle processes.

9-16. Simulation Element.

- Mission: The Simulations Element provides the commander with the capability to conduct mission rehearsal and mission planning using responsive models and simulations.
- Tasks: The Simulations Element supervises and manages the overall Simulation Operational and Training Support Program. The Simulations Element determines the requirement for simulation models supporting the various Army, Joint, Coalition, and AOR partners. It supervises and manages the automation equipment and network for simulation supported training and operational events.
- Organization: The Simulations Element consists of three Officers: Chief of Simulations, Simulations Operations Officer, and Information System Management Officer.
- Staff Tasks and Functions: The Chief of Simulation Operations supervises and manages the overall Simulation Operational and Training Support Program. The Simulation Officer determines the requirement for simulation models supporting the various Army, Joint, Coalition, and AOR partners. The Information System Management Officer supervises and manages the automation equipment and network for simulation supported training and operational events.
- Processes: In addition to the Operations Process, the Simulation Element uses the Battle Focused Training, and Army Training Management Cycle processes

9-17. Training Element.

- Mission: The Training Element plans, prepares, executes, and assesses professional education and training programs and allocate associated resources by providing guidance on the methods and means used in training replacements and units.
- Tasks: The Training Element monitors the readiness of training facilities and training areas to assess adequacy of training means. Additional tasks include working with tactical unit master gunners for certification of ranges, coordinating and directing pre-deployment training standards, training units and individuals deploying into the AO, and developing and maintaining exportable training packages to include ones that address the cultural and physical environments found within the AO. The element also manages the training ammunition, proposes a Mission Essential Task List (METL) for approval by the commander, assesses training and education for effectiveness, and expands the Army HQ's training base as required.
- Organization: The Training Element consists of 10 personnel: The Element Chief, an aviation training officer, an operations officer, two training officers, a plans officer, an ammunition officer, two master gunner NCOs, and an operations NCO.
- Staff Tasks and Functions: The Chief of the Training Element Supervises and manages Command Training Program to include Overseas Deployment Training, Training Management Review, and individual training. The Aviation Officer assesses aviation support and training. Assists in the conduct of planning and training for continuity of operations and contingency operations. The Operations Officer assesses logistics support and training. He assists in the conduct of planning and training for continuity of operations and contingency operations. He provides guidance on the implementation of theater logistics training and support procedures. Two Training Officers plan and coordinate the conduct of the Tactical Command Program (TCP). They conduct battle staff and pre-exercise training. They plan and direct training and certification of selected personnel in U.S. and allied Emergency Action Procedures. The Training Officers

establish, coordinate, and publish exercise procedural directives. The Plans Officer develops and maintains exportable training packages to include ones that address the cultural and physical environments found within the AO. The Ammunition Officer assesses logistics support through conduct of force structure estimates and supportability assessments of alternative employment options. He monitors status of U.S. forces and ammunition resources within context of military situation and U.S. and allied plans. The Master Gunners review reports and data dealing with training. He prepares administrative, technical, and personnel reports, and assists in the conduct of planning and training for replacement units. The Operations NCO monitors the readiness of training facilities and training areas, assists in the development of exportable training packages, and coordinates and assists in the execution of the training and education program.

- Processes: In addition to the Operations Process, the Training Element uses Battle Focused Training, and Army Training Management Cycle processes

9-18. Force Management Section and Headquarters Element.

- Mission: The Force Management Section (FMS) directs and executes documentation, modernization integration and readiness functions for the theater army commander in or to provide the GCC equipped and ready forces in the theater army's area of responsibility (AOR).
- Tasks: The Force Management Section provides continual daily requirements determination, prioritization and resource distribution for the theater army Headquarters, subordinate units and ARFOR(s) through periodic B2C2WG and automated processes. It serves as the conduit between HQDA, and ARFOR(s) within the AOR for determination and processing of requirements. It manages MTOEs and TDAs through cyclic processes associated with the Army Structure Message (ARSTRUC), Total Army Analysis (TAA), Command Plan (CPLAN) and Program Objective Memorandum (POM) processes. Compiles and submits assigned, supporting and supported Unit Status Reports (USRs) within the AOR to HQDA.
- Organization: FMS is composed of a HQs Element and three Elements: Force Structure Element, Force Integration Element, and Readiness Element. The Headquarters Element consists of a Section Chief and a Readiness Officer.
- Staff Tasks and Functions: The Chief of FMS and the Chief of Readiness provide strategic direction and synchronize the efforts of the staff sections within FMS.
- Processes: In addition to the Operations Process, the Force management Section executes theater army wide implementation of Force Management missions through application of Force Structure Initiatives, Force Integration, and Readiness reporting on behalf of the theater army commander. It participates in the HQDA TAA, requirements sourcing solutions for Theater Provided Equipment (TPE); Joint Urgent Operational Needs (JUONS), Coalition Operational Needs Statement and Operational Needs Statement (ONS).

9-19. Force Structure Element.

- Mission: The Force Structure Element serves as the primary POC for force modernization and coordinating and preparing input for the program budget guidance implementing command plan decisions and addressing MACOM initiatives. .
- Tasks: The Force Structure Element conducts special MTOE and TDA studies and analysis. It publishes and distributes command MTOE and TDA in conjunction with command staff elements. The Branch manages force structure functions in accordance with the TAA process. It manages MTOE and TDA in accordance with AR 71-32 and AR 570-4. Force Structure Element manages TDA in accordance with AR 570-4. It performs key management role in developing, coordinating, and carrying out force structure plans, programs, policy, procedures, and standards to include those supporting other joint, multinational,

interagency or NGOs. Finally, the element determines manpower and equipment required to activate, inactivate, reorganize, or modernize the force.

- **Organization:** Force Structure Element consists of three officers: A Force Structure Chief, and two Force Structure Officers.
- **Staff Tasks and Functions:** The Chief of the Force Structure Element serves as the primary POC for force modernization. The two Force Structure Officers publish and distribute command MTOE and TDA in conjunction with command staff elements; manages MTOEs IAW AR 71-32, AR 570-4 and ARSTRUC Message.
- **Processes:** In addition to the Operations Process, the Force Structure Element uses the Force Development and Design process to determine TDAs and MTOEs.

9-20. Force Integration Element.

- **Mission:** The Force Integration Element processes procedures for unit activation, inactivation, reorganization, or force modernization; assists with unit set fielding planning and execution and oversees the planning, preparing, executing, and assessing of rapid fielding initiatives on a day-to-day basis.
- **Tasks:** The Force Integration Element prepares input to annual resource command operating budget. The element executes DA directed modernization efforts by providing coordination and oversight of unit set fielding activities for the Army HQ's subordinate units. It processes all theater army HQ operational needs statements and rapid fielding requests to include maintenance, a tracking log for operational needs statements, in addition to operational needs statements related web pages and filing systems for the AOR or JOA. The element also participates in the integrated priority list (IPL) process to include identifying Army requirements from the regional combatant commander and acting as the commander's representative for IPL request validation.
- **Organization:** Force Integration Element consists of six officers: a Element Chief and five Force Modernization Officers.
- **Staff Tasks and Functions:** The Chief of the Force Integration Element processes procedures for unit activation, inactivation, reorganization, or force modernization. The five Force Modernization Officers prepare input to annual resource command operating budget. They also serve as the integrating agency for software blocking plans, execution, and certification.
- **Processes:** In addition to the Operations Process, the Force Integration Element supports the ONSJUONS, Army Training Management Cycle, IPL and New Equipment Fielding Processes.

9-21. Readiness Element.

- **Mission:** The Readiness Element compiles all theater army unit status readiness reports per CJCSI 3401.02 and AR 220-1.
- **Tasks:** The Readiness Element manages the assignment of unit identification codes for the theater army. updates and inputs unit status report information and Army Force Registration
- **Organization:** FMS is comprised of a Section Chief, Readiness Element, and a Senior NCO.
- **Staff Tasks and Functions:** The Chief of the Readiness Element, along with the Senior NCO, manages the assignment of unit identification codes for the theater army. They update and input unit status report information and Army Force Registration

- Processes: In addition to the Operations Process, the Readiness Element uses the Unit Status Reporting (USR) reporting process.

9-22. Security Cooperation Section and Headquarters Element.

- Mission: The Security Cooperation Section (SCS) plans, coordinates and provides staff supervision over the execution of all international engagement and security cooperation activities for the theater army in support of the GCC's TCP.
- Tasks: The SCS provides strategic and operational guidance on all Army exercises, training and other interaction with host nations in order to build defense relationships. The SCS through the Training and Exercises Elements plans and supervises the execution of all bilateral and multinational training events for the theater army. The SCS interacts with host nation militaries and provides politico-military support to other nations, groups, and government agencies operating in the AOR.
- Organization: SCS is comprised of 20 Soldiers organized into a HQs Element and two additional elements: Training and Exercise Element and an International Military Affairs (IMA) Element. The Division Chief is an O-6.
- Staff Tasks and Functions: SCS is lead by a Division Chief responsible to oversee all theater army security cooperation activities involving Army forces, including multinational exercises and bilateral exchanges. He, along with the Chief of the International Military Affairs Element serves as principal staff advisor to the theater army commander on all security cooperation and international engagements.
- Processes: In addition to the Operations Process the SCS uses an assessment and engagement framework to coordinate with country teams for the implementation of Army tasks under the GCC TSCP, taking into account country specific requirements. It is dependent on external funding to execute engagements with foreign defense establishments, dependent on externally resourced units to execute training and exercises, and requires JWICS to conduct POL-MIL analysis.

9-23. Plans and Exercise Element.

- Mission: The Training and Exercise Element plans, prepares, executes, and assesses the theater army's participation in exercises designed to foster joint and multinational relations in the supported combatant command's AOR
- Tasks: The Training and Exercise Element plans, prepares, executes, and assesses the theater army's participation in exercises designed to enhance operational readiness and foster joint and multinational relations in the supported combatant command's AOR. It coordinates through the GCC staff and the GCC's Military Assistance and Advisory Groups, MilGroups, or Offices of Defense Cooperation resident in Host/Partner Nations with U.S. Chief of Mission/country team authorities, and Host/Partner Nation authorities to plan, coordinate and execute training exercises, unit/personnel exchanges, and other security cooperation activities involving Army forces within the AOR.
- Organization: The Training and Exercise Elements is comprised of seven officers: a Element Chief, four Plans and Exercise Officers, one Sustainment Planner, and one Intelligence Planner.
- Staff Tasks and Functions: The Chief of the Training and Exercise element, along with six Plans and Exercise Officers plan, prepare, execute, and assess the theater army's participation in exercises designed to enhance operational readiness and foster joint and multinational relations in the supported combatant command's AOR. The Plans and Exercise Officers and Planners coordinate with the U.S. Ambassador, country team authorities, and host nation authorities for the forward presence of Army forces associated with practicing one or more exercises in the supported combatant command's AOR. They provide exercise planning and execution expertise in support of the supported combatant command's theater security cooperation strategy.

- **Processes:** In addition to the Operations Process, the Plans and Exercise Element uses an assessment and engagement framework to coordinate with country teams for the implementation of the GCC Theatre Security Cooperation Plan (TSCP), taking into account country specific requirements. It is dependent on external funding to execute engagements with foreign defense establishments, dependent on externally resourced units to execute training and exercises, and requires JWICS to conduct political-military analysis

9-24. International Military Affairs Element.

- **Mission:** The International Military Affairs (IMA) Element provides politico-military support to Army warfighting headquarters (Divisions, and Corps and/or Brigades,) commanding and controlling operations in JOAs within the AOR. IMA coordinates the provision of politico-military support to authorized governments and groups within supported JFC's JOA.
- **Tasks:** The IMA Element conducts foreign area studies and maintains running estimates on the capabilities, vulnerabilities, trends and outlooks for partner nation military establishments and local and regional threat assessments and future threat forecasts for the theater army commander. The element provides interface and liaison between US military forces local authorities, and Non-Government Organizations. It prepares and integrates international military affairs considerations into operational plans and orders, and develops cultural awareness products for inclusion into exportable training support packages for Army and Joint forces operating in the AOR. The element also provides limited translator services for Army forces operating within the AOR, and advises commanders and staffs on relevant cultural issues and political considerations in each country and between countries and actors within their assigned region.
- **Organization:** The 12-Soldier International Military Affairs Element is comprised of three regionally-focused elements of four officers each.
- **Staff Tasks and Functions:** The IMA Element Chief plans the theater army's provision of politico-military support to other nations, groups, and government agencies by advising the MCP staff and subordinate units on all political events affecting the theater army's operations. The Regional Element Chief and Desk SGT of the IMA Element develops and maintains plans of current and future operations and concerning the effects of military operations on the general environment.
- **Processes:** In addition to the Operations Process, the IMA Element uses the TSCP process to identify and prioritize engagement activities and participates in the MDMP process when deployed to support the CCP.

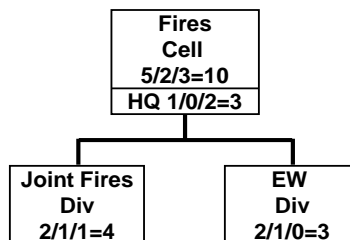
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Chapter 10

Fires Cell

10-1. Theater Army Fires Cell. The Theater Army Fires Cell plans, coordinates, integrates and synchronizes the employment and assessment of strategic theater lethal/non-lethal fires and Command and Control Warfare in support of current and future theater wide operations. The Fires Cell chairs the Joint Targeting Coordination Board and may participate in various other boards, working groups, meetings. The Fires Cell is organized with a HQs Element, Joint Fires Section and Electronic Warfare Section.

Fires Theater Army



10-2. Main Command Post (MCP) Fires Cell

- **Mission:** The Main Command Post (MCP) Fires Cell plans, coordinates, integrates and synchronizes the employment and assessment of strategic theater lethal/non-lethal fires and Command and Control Warfare in support of current and future theater wide operations.
- **Tasks:** The MCP Fires Cell employs, processes and attacks theater strategic targets with lethal/non-lethal fires and Command and Control Warfare. It establishes theater targeting guidance and develops theater high payoff and high value targets and selects theater strategic targets for attack. The cell coordinates, integrates and assigns joint, interagency and multinational firepower to targets/target systems. It synchronizes theater strategic firepower to include Army, joint, interagency, and multinational component air assets, special operations forces, attack helicopters, maritime gun and missiles, Army rockets and

missiles, and Command and Control Warfare (physical attack, electronic warfare, and computer network operations). The cell conducts theater electronic attack; conducts theater combat assessments (battle damage, munitions effects, re-attack requirements); develops planning guidance and coordinates precision engagement counter countermeasures; provides target intelligence for theater planning and execution and coordinates with the Battlefield Coordination Detachment (BCD) collocated with the respective Air Operations Center.

- **Processes:** The Fires Cell utilizes the operations process (planning, preparation, execution, and assessment) to integrate and synchronize staff activities, tasks and functions. The MDMP/JOPP provides mechanisms for the cell to synchronize operations. The cell allocates its subordinate Sections/Elements between participating in theater army planning sessions, preparing or conducting working groups, boards and cells, and supporting the CCP when deployed. In addition to the operations process, the Fires Warfighting Functional Cell employs the structured Targeting Process (D3A) as the framework for its targeting functions.

10-3. Fires Cell Headquarters Element

- **Mission:** The Headquarters Element provides management direction and priorities to the cell to support theater army commander requirements. Provides information and recommendations to the theater army commander.
- **Tasks:** determine and prioritize requirements, allocate resources, identify issues, evaluate activities, provide information and recommendations.
- **Organization:** The Headquarters Element is organized with a Chief of Fires/FSCoord, Operations Sergeant Major and FS NCO/Driver.
- **Staff Tasks and Functions:** The Chief of Fires is the theater army fire support coordinator (FSCoord) and heads the Fires Cell with the assistance of the Operations Sergeant Major. The Operations Sergeant Major serves as the senior enlisted advisor to the Chief of Fires. The SGM synchronizes Fires Cell staff activities with other theater army staff sections, manages operations, information flow, personnel within the cell, receives and integrates LNOs and joint force augmentation. The Fire Support Sergeant serves as FSCoord driver, and maintains digital system connectivity and the Fires Common Operational Picture.

10-4. Joint Fires Section

- **Mission:** The Joint Fires Section prepares and develops plans and orders for the employment and assessment of strategic theater lethal/nonlethal fires in support of current/future campaign, contingency plans, and Theater Security Cooperation plans. The Joint Fires Section provides a reach back capability when the CCP is deployed.
- **Tasks:** The Joint Fires Section supports MCP plans requirements and participates in all theater wide planning cells. It provides reach back fires planning capability for CCP, conducts theater wide fires planning for all campaign, contingency and TSCP, and develops the fires portion of all plans and orders. The section identifies high-payoff and high value strategic theater targets, and develops the recommended targeting objectives, targets and target sets, priorities and guidance to support campaign and contingency planning; coordinates with Movement and Maneuver and, Intelligence Cells, as well as the Signal Section. The Section also conducts targeting during the deliberate planning process and target coordination working groups and boards.
- **Organization:** The four-Soldier Joint Fires Section is organized with a Chief Fires Plans Officer, Fires Plans Officer, Field Artillery Intelligence Officer, and Fire Control Sergeant.
- **Staff Tasks and Functions:** The Chief Fires Plans Officer directs and controls all activities within the Joint Fires Section, conducts fire support planning for theater wide, campaign, and contingency plans. The Chief

Fires Plans Officer develops the recommended targeting objectives, priorities and guidance. The Chief of Fires Plans Officer runs the Target Coordination Board and chairs the Target Coordination Working Group. The Fires Plans Officer conducts theater wide fires planning for campaign, contingency and JOA specific operations and participates in all theater-wide planning and exercise elements. The Fires Plans Officer conducts Combat Assessments and runs the Combat Assessment Board. The Fires Plans Officer produces fires and targeting products for the working groups, boards, plans and orders. The Field Artillery Intelligence Office (FAIO) is the Fires Cell representative in the Intelligence Cell. The FAIO collects target information, produces targeting objects and guidance, identifies high payoff and high value strategic targets. The FAIO produces targeting products for working groups, boards, plans and orders, and provides targeting intelligence and products to the Targeting Officer when the CCP is deployed. The Fire Control Sergeant manages all automated fire support systems, strategic information, data and force status. The Fire Control Sergeant produces fires products for working groups, boards, plans and orders.

10-5. Electronic Warfare (EW) Section

- **Mission:** The Electronic Warfare (EW) Section conducts theater wide Command and Control Warfare planning and hosts the Command and Control Warfare Coordination Cell. The EW Section conducts external integration, synchronization and deconfliction of EW actions to include Electronic Attack, Electronic Protect and Electronic Warfare Support. When directed the Section serves as the Jamming Control Authority and provides EW reachback capability when the CCP is deployed.
- **Tasks:** The EW Section coordinates and integrates joint, multinational, interagency Command and Control Warfare support. It determines national/agency Command and Control Warfare capabilities and limitations, develops multinational intelligence/information sharing structure, and coordinates Command and Control plans with Non-DOD organizations. It also coordinates host nation and coalition Command and Control support, and plans theater electronic attack. The EW Section nominates computer networks for attack and exploitation, plans for computer network defense, and develops the recommended Command and Control Warfare targeting objectives, targets and target sets, and priorities and guidance to support campaign and contingency planning. It identifies and prioritizes high payoff and high value Command and Control Warfare strategic theater targets, and predicts, integrates, and deconflicts the effects of friendly and enemy EW with the Intelligence Cell and the G6/Signal Section. The Section also provides reach back capability for CCP, and implements electromagnetic spectrum management, policies, plans, programs, and direction.
- **Organization:** The three Soldiers of the EW Division consist of the Chief of Electronic Warfare, EW Operations and Plans Officer, Signal Intelligence/EW Support technician.
- **Staff Tasks and Functions:** The Chief of Electronic Warfare directs and controls all activities within the Electronic Warfare Section and advises the commander on the allocation and employment of Command and Control Warfare assets. The Chief of EW hosts the Command and Control Warfare Coordination Cell and when directed serves as the theater army Jamming Control Authority. The EW Plans and Operations Officer, as the principal Command and Control Warfare staff planner, integrates Command and Control Warfare, IPB, synchronizes and deconflicts Command and Control Warfare operations, electronic deception and prepares the Command and Control Warfare portion of all OPORDs, sequels and FRAGOs. The SIGINT/EW Support Technician predicts, integrates and deconflicts the effects of friendly and enemy EW with the Intelligence and Communication and Information Network Cells.

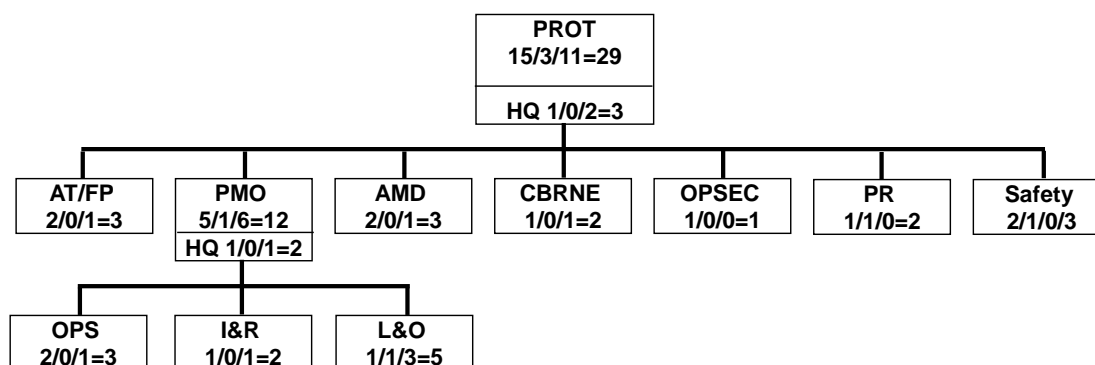
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Chapter 11

Protection Cell

11-1. Theater Army Protection Cell: The Theater Army Protection Cell plans, develops, integrates and synchronizes operational protection programs, policies and plans within the theater army AO to preserve the force. The cell ensures 12 mission areas of protection are included into all operations and exercises. These mission areas are Air and Missile Defense (AMD), Personnel Recovery (PR), Information Protection, Fratricide Avoidance, Operational Area Security, Anti-terrorism (AT), Survivability, Force Health Protection, Chemical Biological Radiological Nuclear (CBRN), Safety, Operations Security (OPSEC) and Explosive Ordnance Disposal (EOD). The Theater Army Protection Cell of the Main CP consists of the cell headquarters element and seven sections—Antiterrorism and Force Protection, Provost Marshal (comprised of HQ section, Operations Branch, I/R Branch and L&O Branch), Air and Missile Defense (AMD), Chemical Biological Radiological Nuclear High Yield Explosives (CBRNE), OPSEC, PR, and Safety.

Protection Theater Army 5.4



11-2. Protection Cell ..

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

- **Tasks:** The Theater Army Protection Cell plans and coordinates MCO, exercises and contingency operations. It plans, assesses and provides staff oversight of protection functions and resources. It provides reach-back and surge capability for deployed CCP, monitors Theater Protection AT/FP situations and requirements, and provides MP planning and functionality into all operations. The Cell conducts collaborative and parallel planning with GCC and AMD Section, provides CBRNE technical advice concerning HQDA and GCC CBRNE requirements, and incorporates Risk Management into orders and operations.
- **Processes:** The Protection Cell utilizes the operations process (planning, preparation, execution, and assessment) to integrate and synchronize staff activities, tasks and functions. The MDMP/JOPP provides mechanisms for the cell to synchronize operations. The cell allocates its subordinate sections/elements between participating in theater army planning sessions, preparing or conducting Working Groups, Boards and Cells, and supporting the CCP when deployed

11-3. Protection Cell Headquarters Element

- **Mission:** The Headquarters Element provides management direction and priorities to the cell to support theater army commander requirements. Provides information and recommendations to the theater army commander.
- **Tasks:** determine and prioritize requirements, allocate resources, identify issues, evaluate activities, provide information and recommendations.
- **Organization:** The Theater Army Protection Cell HQ consists of the Protection Chief, Protection Operations SGM and driver.
- **Staff Tasks and Functions:** The Protection Cell Chief provides leadership, direction and guidance to Protection Cell. The Chief coordinates and integrates theater army protection support to joint, interagency, and multinational organizations for theater army protection operations. The Ops SGM provides AO advice to the Chief on the planning and employment of protection elements. Assists the Chief in managing the cell's personnel and priorities while providing leadership to the cell. The Chief's driver maintains the vehicle and supporting equipment, provides transportation support to the Chief and SGM.

11-4. Anti-Terrorism/Force Protection Section.

- **Mission:** The Anti-Terrorism/Force Protection (AT/FP) Section establishes AT/FP plans, programs, and policies focused on the prevention, detection and mitigation of terrorist activity/attacks against DoD forces.
- **Tasks:** The AT/FP Section develops and manages the Antiterrorism (AT) Program, Critical Infrastructure Risk Management Program, Theater AT Strategic Plan, Victory over Terrorism (VTER), AT MDEP and Theater Core Vulnerability Assessment Management Program. It advises the theater army commander on Area of Operations (AO) force protection conditions (FPCON) requirements and reporting. The section plans and coordinates the execution of specialized operations, to include select reconnaissance operations, area damage control operations, base and air base defense operations, response force operations, and critical site and asset security operations within the AO. It coordinates AO-wide terrorism threat, vulnerability, criticality and risk assessment installations, camps and troop concentrations. It oversees AT implementation and execution for theater security cooperation program. The AT/FP Division develops AO-wide plans to prevent acts of espionage, sabotage, and terrorism, and liaisons with HN and local government forces for the protection of friendly assets and personnel. It coordinates AO terrorism counteraction analysis, threat analysis for US installations, camps and troop concentrations, and provides detailed physical and theater security planning within the AO.
- **Organization:** The AT/FP Section is organized in one section consisting of a Section Chief, one AT/FP officer and one AT/FP NCO.

- **Staff Tasks and Functions:** The chief of the AT/FP Section manages the Antiterrorism (AT) Programs, and Theater Core Vulnerability Assessment Management Program. He advises the theater army commander on AO force protection conditions (FPCON) requirements and reporting. The Chief plans and coordinates the execution of specialized operations. The EN Operations Officer incorporates DA and DoD standards physical security measures and programming into AT, and establishes AO wide policy for force protection and AT construction standards. The Physical security NCO plans policies and procedures for physical security throughout AO, and provides oversight and reviews inspections and assessments of unit's physical security posture within the AO.
- **Processes:** In addition to the Operations Process, the AT/FP Section utilizes Force Protection Conditions requirements and reporting.

11-5. Provost Marshal Section and Headquarters Element.

- **Mission:** The Provost Marshal (PM) Section plans, prepares, provides staff supervision of the execution and assesses MP support of all MP core functions: maneuver and mobility support, area security, law and order, police intelligence operations, and I/R operations throughout the supported GCC's AOR
- **Tasks:** The Provost Marshal Section provides Executive Agency supervision and policy compliance concerning the collection, processing, evacuation and internment of EPW/CI/Detainees (NDRC reporting and data submission. It conducts criminal investigations requiring CID & MP investigative support, conducts Police Intelligence Operations, and establishes linkages to local police agencies and other international/interagency law enforcement agencies. The section conducts law enforcement and vulnerability countermeasures, and establishes policy concerning Customs/Contraband operations. The section coordinates for MP and/or CID Division/EAD/EAC augmentation forces, Military Working Dogs (Explosives/Narcotics /Patrol), Law & Order Detachments, and I/R forces through the Division, Corps and FORSCOM Provost Marshals. PM coordinates with allied forces, host nation military territorial organizations, and civilian police authorities concerning support to theater support area operations.
- **Organization:** The Provost Marshal Section in the Protection Cell of the MCP consists of a Section headquarters and three Elements: MP operations; law and order; and internment and resettlement (I/R). The Headquarters Section consists of Provost Marshal and Operations SGM.
- **Staff Tasks and Functions:** The Theater Army Provost Marshal serves as chief of the Provost Marshal Division, and special staff officer to the theater army commander, responsible for advising the Commander and the MCP Staff on MP core functions. The PM provides guidance and monitors the implementation of theater army MP policies, programs and orders relating to MP mission sets. The Operations SGM assigns tasks to subordinates and ensures synchronization between PM Elements, other Sections within the OPD, Theater Army HQ Cells and other outside supporting agencies.

11-6. Operations Element

- **Mission:** The MP Operations Element coordinates information exchange and actions among the other five operational sections, internal sections, and elements in the operational protection Cell. This coordination synchronizes MP support, provides theater-wide support, and meets MP ADCON and ASOS obligations.
- **Tasks:** The Operations Element develops MP plans, estimates and products. The element effects staff coordination with other Cells, nodes and functional groups. It provides guidance on non-lethal tactics, weapons, munitions, effects and systems. It coordinates MP related requirements for training exercises within the AO. The element coordinates contingency operations; writes the MP portion of theater army detailed plans, orders, and estimates; coordinates staff with other Cells, nodes, and functional groupings internal and external to the MCP. It provides guidance to the MCP staff, and major subordinate commands on the use of nonlethal tactics, weapons, munitions effects, and systems. The element coordinates MP-related requirements for training exercises in the AO, and provides training and materiel enhancements to MP forces located in the supported GCC's AOR.

- **Organization:** Operations Element consists of an Element Chief, an Operations Officer and a Senior NCO.
- **Staff Tasks and Functions:** The chief of the Operations Element is overall responsible for planning, and performing staff coordination, while monitoring the execution of AO wide MP contingency operations. Supervises the development and maintenance of strategic level plans, ensuring all appropriate annexes are current. The Operations Officer ensures the Operations Element remains synched with MP deployments and redeployments and that MP specific administrative and logistical support is available to deployed MP forces. The Operations Officer coordinates MP specific requirements for training exercises within the Theater to include training and materiel enhancements. The Operations NCO provides theater army guidance on non-lethal tactics, weapons, ammunitions, effects and systems. The Operations NCO also links interagency/multinational law enforcement organizations, knowledge centers, industry, academia, and centers of excellence.

11-7. Internment/Resettlement (I/R) Element

- **Mission:** The Internment/Resettlement (I/R) Element develops plans, policies and orders in ensuring Internment and Resettlement varying mission sets are incorporated into protection for the force.
- **Tasks:** The I/R Element provides theater-wide support and meets MP ADCON and ASOS obligations. It manages the DoD EPW/DP Program and coordinates Title 10 responsibilities for the administration of military correctional facilities, Theater Internment Facilities (TIF), and Strategic Internment Facilities (SIF). It establishes policy and performs staff coordination for the custody and control of captured, detained, confined or evacuated persons. The element coordinates Theater Internment & Resettlement Operations. It plans, coordinates, and inspects military correctional and detention facilities throughout the theater army's AO. I/R Element coordinates I/R operations of EPW, civilian internee handling, detention of high-value detainees, security internees, and criminal detainees. I/R Element plans and coordinates I/R, populace and resources control, U.S. military prisoner confinement, and dislocated civilian resettlement. It coordinates multinational support for I/R operations, coordinates support to populations during noncombatant evacuation operations, and provides EPW, CI, and detainee reporting and data management.
- **Organization:** The I/R Element consists of a Element Chief and one I/R NCO.
- **Staff Tasks and Functions:** The Chief I/R Element coordinates Theater Army Title 10 responsibilities for the administration of military correctional facilities, Theater Internment Facilities (TIFs), and Strategic Internment Facilities (SIFs). He establishes AO-wide policy and performs staff coordination for the custody and control of captured, detained, confined or evacuated persons. The I/R NCO Coordinates AO-wide internment & resettlement operations from initial point of capture, EPW & CI handling, high-risk detainee operations, detention of high value detainees, security internees & criminal detainees, populace & resource control, short/long term US military prisoner confinement, and dislocated civilian resettlement (displaced persons, refugees, evacuees, stateless persons & war victims).

11-8. Law and Order (L&O) Element.

- **Mission:** The Law and Order (L&O) Element provides theater-wide support and meets MP ADCON and ASOS obligations. It develops, plans, and coordinates AOR-wide L&O operations.
- **Tasks:** The L&O Element coordinates DoD Executive Agency & Title 10 responsibilities for Patrol, Explosive/Narcotics Detection Dog support for combat patrols, counter-drug operations (DOJ [DEA,FBI], DHS [Customs & Border Protection, Immigration & Customs Enforcement], & DOT), customs operations (DOA, DHS [Customs & Border Protection, Immigration & Customs Enforcement]), and protective services operations (CID, DHS [Secret Service], & State Dept). It provides support for civil disturbances (DHS [FEMA], support to federal agencies in immigration emergencies (DHS [Citizenship & Immigration Services]), and law and order (investigation of crimes, apprehension of offenders, and incarceration of offenders) for the entire AO. The element provides theater law enforcement and criminal investigation data management within the AO. It manages Military Working Dogs (MWD) used by contract security within

the AO. It also conducts Joint, Interagency, Intra governmental and Multinational police coordination and liaison.

- **Organization:** The Law and Order Element consist of a Element Chief, a warrant officer and three NCOs.
- **Staff Tasks and Functions:** The Chief, L&O Element provides guidance, direction and supervision for the element. The Police Intelligence Officer Oversees law and order (investigation of crimes, apprehension of offenders, and incarceration of offenders) for CONUS and OCONUS AO. He manages the AO-wide crime prevention program. The criminal intelligence NCO provides AO law enforcement and criminal investigation data management and reporting activities. He coordinates and supports information and data management for CONUS and OCONUS AO, to include ensuring the fidelity of the COP. The MWD Program NCO coordinates DoD Executive Agency & Title 10 responsibilities for Explosive/Narcotics Detection Dog support for CONUS and OCONUS patrols. The Senior Military Customs Inspector Manages the AO-wide DoD Customs Inspection Program and coordinates Title 10 responsibilities for CONUS and OCONUS (with authority from Title 19) for US Customs support, for border patrol, port activities, international activities, canine support, and law enforcement assistance. He serves as the liaison with US Customs and US Dept of Agriculture, and plans GCC, LCC & ARFOR US Customs support

11-9. Air and Missile Defense (AMD) Section.

- **Mission:** The Air and Missile Defense (AMD) Section develops, plans, coordinates and monitors the implementation of the theater policy reflecting Air and Missile Defense force protection within the Army Headquarters AO.
- **Tasks:** AMD Section is responsible for all AMD plans in support of the commander's concept of the operation. It conducts collaboration and parallel planning with theater and AMD Elements. It facilitates the MDMP process producing AMD defense design based on recommended AMD priorities. The section prepares the AMD estimate. It assists Air Space Management and Fires planners, as required. The section is responsible for gathering AMD planning products; intelligence, maneuver, and logistical graphics and control measures. It maintains AMD planning systems and assigned equipment, as well as supervising C4I plans operators. The AMD Section maintains situational awareness and provides aerial early warning. Digitally maintains current and future AMD defense designs, defended assets, and locations of AMD assets.
- **Organization:** The AMD Section consists of a Section Chief, one operations officer and one NCO.
- **Staff Tasks and Functions:** The Chief, AMD Section monitors all AMD plans in support of the Commander's concept of the operation. He plans, integrates and synchronizes maneuver requirements with apportioned AMD assets. The Operations Officer synchronizes AMD support of CONPLANS/OPLANS supporting possible contingency operations throughout the AO. He facilitates MDMP process producing AMD defense design based on recommended AMD priorities for ASOS functions. The AMD Operations Sergeant maintains Situational Awareness/Situational Understanding (SA/SU) of the Area Air Defense Plan (AADP) on AMD ABCS systems providing Air Breathing Threat (ABT), Tactical Ballistic Missile (TBM), Medium Range Ballistic Missile (MRBM) early warning to the MCP.

11-10. Chemical, Biological, Radiological, Nuclear, High Yield Explosive (CBRNE) Section.

- **Mission:** The Chemical, Biological, Radiological, Nuclear, High Yield Explosive (CBRNE) Section develops a comprehensive program focused on all aspects of CBRNE /WMD within AO. It develops policy/plans to support the NMS-CWMD at Theater level.
- **Tasks:** The CBRNE Section provides contingency planning, analysis, coordination and staff supervision across the AO. Staff participates in theater army and GCC exercises. It ensures appropriate force structure, equipment and transportation is included in TPFFD, force package/flow planning. The section provides reach back; and coordinates/integrates supporting CBRNE organizations such as CBRNE Operational HQ,

DTRA, USANCA, etc. It monitors Sensitive Site Exploration (SSE [WMD exploitation and elimination] efforts in AO. The CBRNE Section develops and refines plans covering Toxic Industrial Materials and proper protocols and procedures to mitigate/remove the CBRNE hazard. It plans, coordinates, and assesses defense measures to deny enemy use of CBRNE weapons in the AO. It further develops policy/plans for theater-wide CBRN warning and reporting, de-conflicts use of obscurants in the AO, and develops plans/policies of explosive ordinance disposal for Theater forces.

- **Organization:** The CBRNE Section is organized with a CBRNE Section Chief and one Senior EOD NCO.
- **Staff Tasks and Functions:** The Chief, CBRNE Section provides technical expertise and oversight into situations concerning CBRNE / WMD. He plans and monitors consequence management operations. The Chief maintains Theater reserve of CBRNE equipment. He provides advice, reviews and updates CBRNE plans, and monitors AO WMD, Arms Control operations and activities. The Chief provides ADCON/ASOS planning for the AO. The EOD NCO Integrates EOD functions for Protection in all AO Contingency Plans to include SSE and WMD elimination. The EOD NCO recommends/implements EOD unique skills to protect force across the AO, and provides planning refinement/operational oversight for EOD missions throughout the AO.

11-11. Operational Security (OPSEC) Section.

- **Mission:** The Operational Security (OPSEC) Section plans, coordinates, integrates, synchronizes, reviews and refines OPSEC policies throughout the AO. The section monitors OPSEC posture throughout the AOR in order to provide protection for the force.
- **Tasks:** The OPSEC Section organizes and manages the OPSEC program to include oversight of subordinate's programs. It identifies and recommends critical information lists/essential Elements of friendly information (CIL/EEFI) to the Commander for approval and publishes them. The section publishes an SOP with a minimum of CIL/EEFI and appropriate OPSEC measures. It maintains awareness of activities that are OPSEC sensitive. It provides advice about the unit's OPSEC posture and other recommendations to eliminate or reduce vulnerabilities. The section also conducts OPSEC reviews of documents, interviews, contracts DD Form 254, websites, and any other material that discusses work related information prior to release for public distribution.
- **Organization:** The OPSEC Section consists of an OPSEC officer.
- **Staff Tasks and Functions:** The OPSEC officer plans, reviews and monitors OPSEC products and policies. He organizes and manages the OPSEC program to include oversight of subordinate's programs, and identifies and recommends Critical Information Lists/essential elements of friendly information to the commander for approval and publishes them.

11-12. Personnel Recovery (PR) Section.

- **Mission:** The Personnel Recovery (PR) Section is a functional section that supports the commander in achieving the integration of PR guidance into mission planning and accomplishing Title 10 PR responsibilities.
- **Tasks:** The PR Section plans, coordinates, synchronizes, monitors and manages theater army personnel recovery mission. It integrates data from the Intelligence Warfighting Functional Cell to continually refine and update personnel recovery efforts.
- **Organization:** The PR Section consists of an Aviation Officer and one PR Warrant Officer.
- **Staff Tasks and Functions:** The Aviation Officer monitors, tracks and reports subordinate organizations conducting personnel recovery operations throughout AO. He integrates PR operations into current and future orders. He reviews and updates PR programs and SOP. The Aviation Officer also oversees the

Isolated Personnel Report (ISOPREP) program. The Tactical operations officer manages the Army's theater personnel recovery policies and procedures, reviews programs of record to sync training, doctrine and required logistics, and assists in developing subordinate elements PR programs.

11-13. Safety Section.

- **Mission:** The Safety Section provides strategic safety and risk management planning, and maintains the Army safety program structure and Safety Program Evaluations for the theater army commander.
- **Tasks:** The Safety Section incorporates risk management into orders, operations and exercises. It reviews and refines plans and orders to ensure safety is planned and implemented. The section reviews lessons learned, as well as accidents and incidents from units to update safety policies and programs. It conducts and participates in the Boards, Cells, and Working Groups necessary to effectively plan and conduct operational missions and training and maintain a safe culture and climate within the AO. The section coordinates accident investigation and reporting, explosives safety management, contracting safety, chemical safety, radiation safety, system safety, industrial safety, marine activities, safe cargo operations, port safety, aviation safety, emergency planning and response, workplace inspections, range safety, training and tactical safety in support of the Occupational Safety and Health Program and the Army Safety Program.
- **Organization:** The Safety Section consists of a section chief, one Safety Officer and one Warrant Officer. The Section Chief is part of the theater army commander's personal staff.
- **Staff Tasks and Functions:** The Safety Officer develops accident prevention policies and awareness programs. He incorporates the risk management process into orders. He reviews historical documents for trends concerning accidents, incidents and hazards. The Aviation Safety warrant officer manages the Army's theater safety program focused on Army Aviation. He reviews historical documents for trends concerning accidents, incidents and hazards, and integrates lessons learned into the theater flight safety.

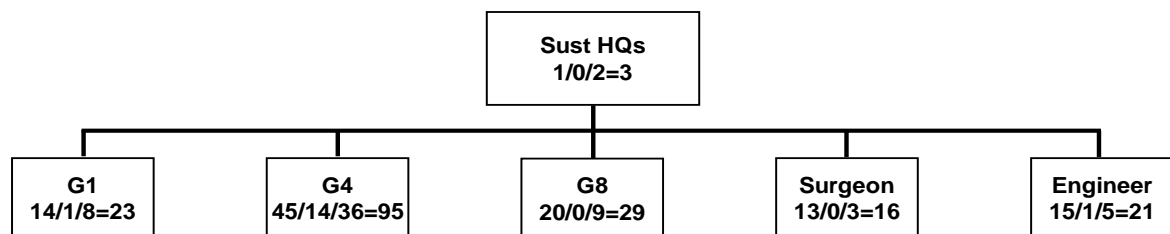
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Chapter 12

Sustainment Cell

12-1. Theater Army Sustainment Cell. The Theater Army Sustainment Cell integrates the diverse and separate functions of the G1, G8, G4, Surgeon and Engineer Sections to include the common tasks and systems (people, organizations, information, and processes) that commanders use to accomplish missions and training objectives. It involves many of the technical specialties and activities enumerated under the ART 4.0 categories of maintenance, supply, field services, and some transportation tasks, human resource support (HRS), financial management (FM), Army Health Support (AHS) and Engineering Facilities and Construction. The theater army is responsible for planning and providing a wide range of functions and services to include Title 10, ASOS, and AEA. The supported force may be joint, interagency, intergovernmental or multinational, as Army forces may be called upon to provide support to contractors, civilians (including refugees and disaster victims), or members of non-governmental organizations. The detailed planning and execution of these responsibilities and the actual delivery of services are often accomplished by the subordinate theater enabling units. The Theater Army Sustainment Cell is organized into a Headquarters, G1 Section, G4 Section, G8 Section, Surgeon Section and an Engineer Section.

Theater Army Sustainment HQs



12-2 Theater Army Sustainment Cell

- Mission: The Theater Army Sustainment Cell HQ is responsible for the plans, policy and oversight of all sustainment operations and initiatives throughout the AO.

- **Tasks:** The Sustainment Cell integrates the separate functions of the G1, G4, G8, Surgeon and Engineer Sections to include the common tasks and systems (people, organizations, information, and processes) that commanders use to accomplish missions and training objectives. The supported force may be combined, joint, interagency, intergovernmental or multinational as Army forces may provide support to contractors, civilians (including refugees and disaster victims), or members of non-governmental organizations.
- **Processes:** The Sustainment Cell utilizes the operations process (planning, preparation, execution, and assessment) to integrate and synchronize staff activities, tasks and functions. The MDMP/JOPP provides mechanisms for the cell to synchronize operations. The cell allocates its subordinate Sections/Elements between participating in theater army planning sessions, preparing or conducting Working Groups, Boards and Cells, and supporting the CCP when deployed. In addition to the operations process, the Sustainment Cell also uses Logistics Estimates and Programming, Budgeting and Execution (PPBES) Processes.

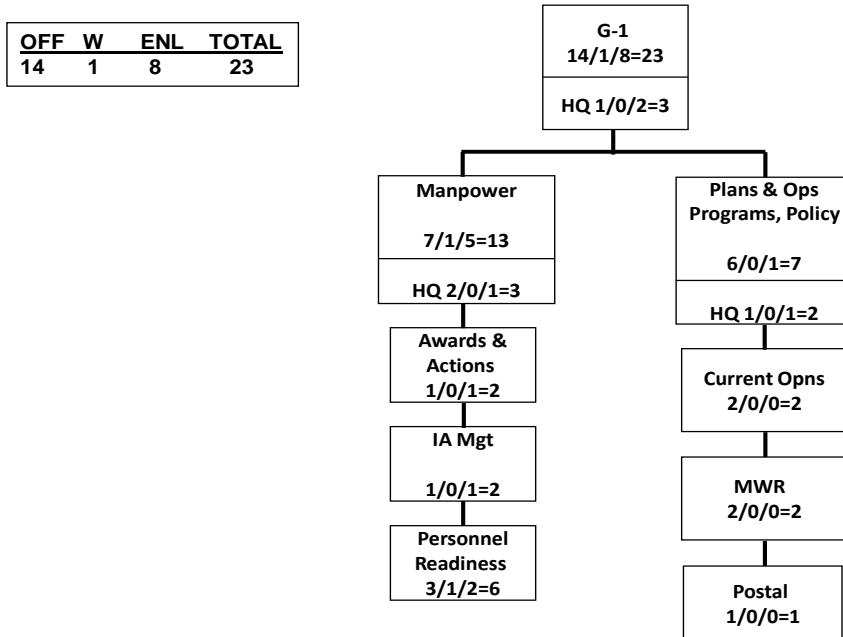
12-3. Sustainment Cell Headquarters Element

- **Mission:** The Headquarters Element provides management direction and priorities to the Cell to support theater army commander requirements. Provides information and recommendations to the theater army commander.
- **Tasks:** determines and prioritizes requirements, allocates resources, identify issues, evaluate activities, provide information and recommendations.
- **Organization:** The HQs Section consists of the Sustainment Chief, the NCOIC, and a driver.
- **Staff Tasks and Functions:** The Chief, Sustainment Cell is the Principal staff officer for the commander for matters concerning sustainment and synchronizes all sustainment operations and initiatives throughout the AO. The Sustainment NCOIC advises the director and other staff members on sustainment activities. The driver provides transportation support; general administrative support; and receipt, storage and issue operations.

12-4. G1 Division and Headquarters Section

- **Mission:** The mission of the Sustainment Cell G1 is to ensure the readiness and operational capabilities of forces by properly planning, prioritizing, coordinating, integrating, and managing theater army and/or joint level HR support to commanders,
- **Tasks:** The G1 Section develops and promulgates HR policies, plans, priorities and procedures for the theater, to include: rotation policies, personnel support and services programs, retention programs, R&R Programs, postal operations, MWR, personnel readiness, individual augmentation program, casualty operations, and strength reporting. The Cell provides operational oversight for the execution of human resources support and training on personnel programs and policies
- **Organization:** The G1 Section consists of the Manpower Branch and a Plans, Operations, Programs and Policy Branch. The G1 HQs Element consists of the Section Chief, a Senior NCO and a Junior NCO.
- **Staff Tasks and Functions:** The G1 serves as the senior adviser to the commander on all Human Resources (HR) matters and directs and manages personnel readiness and theater army and/or joint level HR support activities, programs and policies within the theater army headquarters AO. The Senior HR NCO Serves as senior enlisted Human Resources (HR) advisor to the G1 and Theater Army CSM. The HR Admin NCO provides support to the G1 focusing on administration support for the monitoring, tracking, and reporting of HR functions within the G1.
- **Processes:** In addition to the Operations Process, the G1 HR mission is governed by regulatory guidance and accomplished through a combination of direct communication between subordinate G1 and S1 sections and through the TSC to the Human Resources Service Center (HRSC) and theater SRC 12 units.

G-1 Theater Army 5.4 Design



12-5. Manpower Section and Headquarters Element

- **Mission:** The Manpower Section establishes policy and manages the theater army awards program and personnel readiness of deployed, deploying assigned and or attached units within the theater army AO
- **Tasks:** The Manpower Section establishes, manages, and executes theater army awards and decorations programs, monitors and reports personnel readiness of deployed, deploying assigned and or attached units within the theater army AO, and manages personnel readiness of the theater army headquarters which includes personnel augmentation. The Manpower Section conducts unit readiness and personnel distribution analysis, establishes and distributes plans upon the creation of theater replacement and casualty replacement shelves, and plans and manages the rotation policy. It also assists in reconstitution and reorganization efforts, conducts theater-level strength reporting analysis, and establishes and monitors theater army deployed theater personnel database.
- **Organization:** The Manpower Section is comprised of a HQs Element and three Elements: Awards and Actions, Individual Augmentation, and Personnel Readiness Management. The HQs Element has a Section Chief, Operations officer and Senior NCO.
- **Staff Tasks and Functions:** The Chief, Personnel Operations establishes and manages theater army awards and decorations program and monitors and reports personnel readiness of deployed and deploying assigned and or attached units within the theater army headquarters AO. The strength accounting officer provides support to the Chief Personnel Operations in establishing and managing the theater army awards and decorations program and monitoring personnel readiness of deployed and deploying assigned and or attached units. The Senior HR NCO assists the Chief Personnel Operations with technical expertise in

establishing and managing theater army awards and decorations program and monitoring personnel readiness, theater army manpower programs, systems, policies, and procedures.

12-6. Awards and Actions Element

- **Mission:** The Awards and Actions Element establishes policy, processes and manages the theater army's awards program and other essential personnel services requiring action at the theater level.
- **Tasks:** The Awards and Actions Element provides regulatory guidance on awards and personnel actions. Leads and directs military awards program. It promulgates orders for approved awards and generates certificates for approved awards. It delegates authority for specific awards and decorations. Coordinates awards policy with all downtrace units. The element coordinates and monitors actions forwarded for Department of the Army approval. It executes Essential Personnel Services required at the theater army level to include awards and personnel actions requiring recommendation and/or approval of the theater army commander. The element also coordinates congressional actions and line of duty investigations.
- **Organization:** The Awards and Action Element is comprised of a Personnel Officer and a HR NCO.
- **Staff Tasks and Functions:** The Personnel Officer provides support to the G1 in building, generating, coordinating, and sustaining theater army and or joint awards and personnel actions programs, systems, policies, and procedures. The HR NCO receives, reviews, and processes theater army awards and decorations.

12-7. Individual Augmentee (IA) Management Element

- **Mission:** The Individual Augmentee (IA) Element establishes policy and manages IA for Theater Forces in the AO.
- **Tasks:** The IA Element coordinates and manages individual augmentation support for theater forces. Integrates joint force staff augmentees. It maintains and coordinates input to the Worldwide Individual Augmentation System (WIAS) to include requirements in support of the Theater Security Cooperation Program. Coordinate and manages Individual Augmentation Management (IAM). The element coordinates with HQDA, HRC, and MACOMS on the deployment process and priorities for personnel placement in contingency operations based on Joint Services and SECDEF priorities of fill. It assists and manages personnel actions to include extensions and renewal of position requirements. The element manages and maintains the Army portion of joint manning documents. The IA Element also reviews, analyzes, and processes manpower requests for active component, ARNG, USAR, and retiree recalls to fill WIAS positions.
- **Organization:** The IA Management Element is comprised of one officer and one NCO.
- **Staff Tasks and Functions:** The Personnel Management Officer provides support to the G1 in building, generating, coordinating, and sustaining theater army and/or joint Individual Augmentation programs, systems, policies, and procedures. The Senior Human Resources NCO assists the Individual Augmentation Personnel Management Officer in building, generating, coordinating, and sustaining AO/theater Army-wide Individual Augmentation programs, systems, policies, and procedures.

12-8. Personnel Readiness Element

- **Mission:** The Personnel Readiness Element manages personnel readiness for theater army Forces in the AO.
- **Tasks:** The Personnel Readiness Element manages readiness, replacement, and accountability of officer, warrant officer, and enlisted personnel. It manages strength reporting, reconstitutes forces, and receives subordinate JPERSTAT. It analyzes, compiles, and submits ARFOR/JFLCC JPERSTAT reports. It

monitors personnel/unit flow and management, coordinates with Army Human Resources Command (HRC), downloads, reviews, and publishes results of promotion lists, and processes strength related personnel actions.

- **Organization:** The Personnel Readiness Element consists of an Element Chief, two operations officers, a warrant officer and two Senior NCOs.
- **Staff Tasks and Functions:** The Chief, PRE assists the Chief Personnel Operations, Headquarters Element in building, generating, coordinating, and sustaining theater army officer and enlisted management programs, systems, policies, and procedures. The Strength Acct Off assists the Chief PRM Branch in building, generating, coordinating, and sustaining theater army officer management programs, systems, policies, and procedures. The Readiness Officer assists the Chief Personnel Operations in personnel readiness for USR reporting. The Military personnel Tech assists the Chief PRM Branch in building, generating, coordinating, and sustaining theater army enlisted management programs, systems, policies, and procedures. The two Senior HR NCOs assist the Chief Officer Management in building, generating, coordinating, and sustaining theater army officer management programs, systems, policies, and procedures.

12-9. Plans and Operations Programs and Policy Section and Headquarters Element

- **Mission:** The Plans and Operations Programs, Policy Section provides the theater army with current operations support, planning, Morale Welfare and Recreation (MWR) and Postal support.
- **Tasks:** The Plans, Operations, Programs and Policy Section facilitates tracking and management of HR operations in the theater army AO and ensures resourcing of the commander's HR guidance and priorities. It maintains operational information and force status IOT provide a G1 common operating picture. It provides HR representation for theater army planning and exercises, develops future HR plans, and coordinates future HR operations. The section participates in joint operational planning (JOPES), conducts casualty operations and replacement policies and planning, and prepares personnel estimates (running estimates), plans, and orders. It develops R&R policy, synchronizes MWR activities, and provides oversight for casualty operations. The section also manages and oversees theater postal operations including development and integration of internal/external policies and procedures, and plans for, ICW SRC 12 units, supporting contingency operations.
- **Organization:** The Plans, Operations, Programs and Policy Section is comprised of four elements. They are HQs, Current Operations, MWR, and Postal. The HQs Element consists of a Section Chief and Senior NCO.
- **Staff Tasks and Functions:** The Chief, Plans and Operations Programs, Policy Section supports the G1 in building, generating, coordinating, and sustaining theater army and/or joint human resources plans, programs, systems, policies, and procedures. The SR HR NCO assists the Chief Programs and Policy in building, generating, coordinating, and sustaining theater army and/or joint human resources programs, systems, policies, and procedures

12-10. Current Operations Element

- **Mission:** The Current Operations Element provides HR coordination and oversight of current operations.
- **Tasks:** The Current Ops Element conducts HR planning and staff operations, conducts mission prep and performs coordinating staff operations. It prepares daily updates to CHOPS (Chief of Operations), conducts analysis of personnel operations and support, and develops courses of action/prepares staff estimates. It participates in Battle Staff drills and training, integrates non-combatants evacuation into analysis and plans and provides policy guidance and staff supervision for sustainment operations. It conducts MDMP and running estimate analysis of HR operations and support. Reviews OPORDS and FRAGOs for HR Management input.

- **Organization:** The Current Operations Element consists of two officers.
- **Staff Tasks and Functions:** The Chief, Current Operations supports the G1 in building, generating, coordinating, and sustaining theater army and/or joint human resources plans and operations systems, policies, and procedures. The HR Officer assists the Chief Current Operations Element in building, generating, coordinating, and sustaining theater army and/or joint human resources plans and operations systems, policies, and procedures.

12-11. Morale, Welfare, and Recreation (MWR) Element

- **Mission:** The Morale, Welfare, and Recreation (MWR) Element establishes policy, coordinates and manages MWR activities and services for the theater army.
- **Tasks:** The MWR Element programs for base support and services, as well as wholesale MWR supply and maintenance. It acquires host-nation support (HNS), and provides Personnel Management and Morale Support. The element provides MWR supplies and services for theater forces. It supports Recreation & Relaxation (R&R) sites, locations, and activities. The MWR Element provides for personnel services. It also develops and coordinates support for Wartime Standards of Service (military/civilian) from/with MWR, AAFES, Red Cross, and USO/AFE.
- **Organization:** The MWR Element consists of two officers.
- **Staff Tasks and Functions:** The Chief, MWR Element supports the G1 in building, generating, coordinating, and sustaining theater army and/or joint human resources programs, systems, policies, and procedures. He develops Wartime Standards of Service (military/civilian) from/with: MWR, AAFES, Red Cross, USO/AFE, and providing management and oversight of Unit Funds; R&R programs, MWR Trip Programs, donations, contractor ID, USO procedures, and policies governing operational deployments. The Assistant HR Officer assists the MWR Element Chief in building, generating, coordinating, and sustaining theater army and/or joint MWR programs, systems, policies, and procedures.

12-12. Postal Element

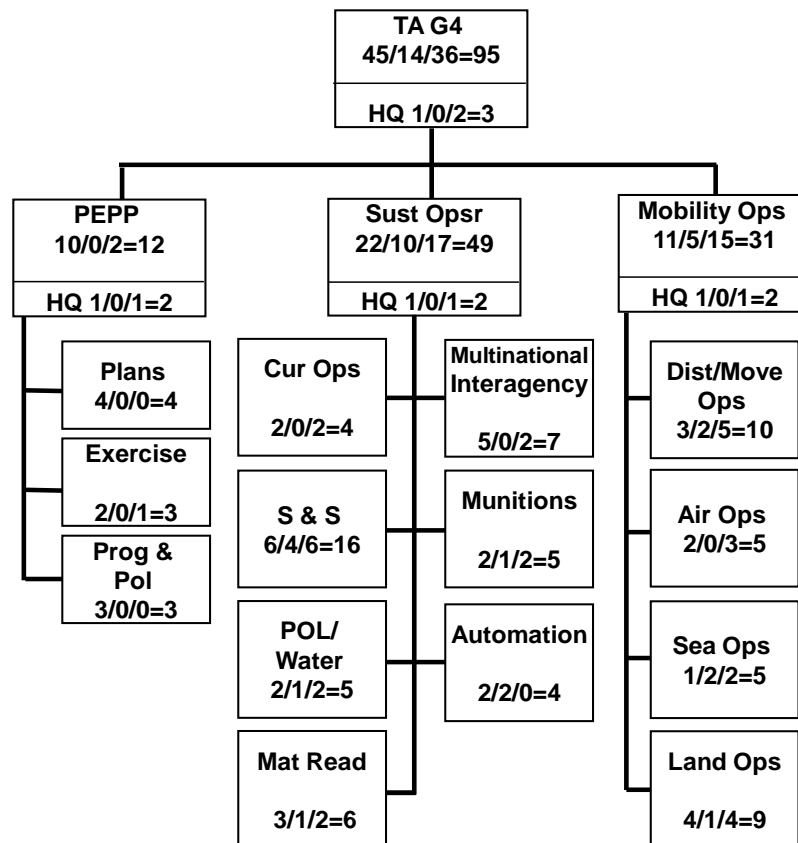
- **Mission:** The Postal Element establishes postal policies and manages postal operations for the theater army.
- **Tasks:** The Postal Element coordinates postal operations, coordinates with MPSA and agencies for issue of postal effects and delivery of mail to ground forces for the AO. It coordinates and synchronizes postal support to include nongovernmental agencies and manages theater postal operations including development and integration of internal/external policies and procedures. It develops/ coordinates contractual postal support operations.
- **Organization:** The Postal Element has one Officer.
- **Staff Tasks and Functions:** Director, Postal Element (05/42H) manages and oversees theater postal operations including development and integration of internal/external policies and procedures.
- **Processes:** In addition to the Operations Process, The Postal Element operates under United States Postal Service (USPS) regulations, and Military Postal Service Agency regulations (MPSA).

12-13. G4 Section and Headquarters Element.

- **Mission:** The G4 Section is responsible for logistics oversight, assessing readiness, coordination, plans, and policy. The sections inside the G4 do not manage commodities but rather establish policies, plans, and priorities that are executed by and are synchronized with the TSC.

- **Tasks:** The G4 serves as the principal staff officer and advisor to the commander for logistics. The section conducts contingency Theater Level logistics planning for sustainment inside the theater army area of operations. It provides planning, policy and staff oversight of Title 10 and ASOS requirements in support of theater missions. It collects, assesses, and prioritizes all logistics functions of supply, maintenance, and transportation. The section advises the Commander and staff using the running estimate. It accommodates requirements from the CCP for reach support. The G4 Section develops appropriate Logistics Annexes to the theater army Operations Order (OPORD). The primary functions/tasks of the G4 are to assess, coordinate, integrate, direct, and provide all theater army and/or joint logistics operations and programs.
- **Organization:** The G4 Section is organized into a HQs Element and three Sections: Plans, Exercises, Programs, Policy; Sustainment Operations; and Mobility Operations Branches. The HQs sections consists of the G4 the Senior Logistics NCO and one Supply NCO.

G-4 Theater Army 5.4



- **Staff Tasks and Functions:** The G4 is responsible for logistics integration within the command and. serves as the principal logistics advisor to the commander and directs, prioritizes, and supervises the operations and functions of the G4 staff sections assigned to the MCP and CCP. The G4 NCOIC Senior Log Advisor (E9/63Z50) provides senior enlisted supervision of logistics operations. Assists in the planning, coordination of and implementation of operations, administration, training programs and communication activities within the G4. The Supply SGT supports administration and operates/ maintains assigned vehicle; provides security and safety for passengers.

- In addition to the Operations Process, the G4 uses Logistics Estimate Calculations, Running Estimates, Distribution, Materiel Management, Movement Control and Sustainment Processes through meetings, Working Groups and Boards,

12-14. Plans, Exercises, Programs, Policy (PEPP) Section and Headquarters Element

- **Mission:** The Plans, Exercises, Programs, Policy (PEPP) Section is responsible for preparing the concept of support for OPLANS/CONPLANS, analyzing, evaluating and monitoring the force flow inputs for OPLANS/CONPLANS for operations and exercises and providing advice and guidance concerning ASOS and ADCON resources to commanders and staffs.
- **Tasks:** The PEPP Section is responsible for the analysis of all sustainment requirements and correlations against capabilities for theater army Forces and select requirements for coalition and other service components and for the development of processes and procedures for identifying OPLAN and Exercise sustainment requirements. It develops processes to evaluate LOGCAP requirements generated by US Forces in theater and plans. It is responsible for developing, coordinating, and monitoring logistical support of exercises, oversees planning of all activities relating to the logistical execution of operational level exercises and simulation, drafts, coordinates and issues instructions, and develops and prepares the program and budget for logistical contracts involving sustainment in operations and exercises and monitors execution of the program and budget.
- **Organization:** The PEPP Section consists of a HQs Element and three Elements: Plans, Exercises and Program and Policies Elements. The HQs Element consists of the Branch Chief and one OPS NCO.
- **Staff Tasks and Functions:** The Chief, PEPP Section is responsible for developing the logistics portion of plans and contingencies in support of the headquarters security strategy. He publishes plans, programs and policies regarding all manner of Logistical ASOS and ADCON support to assigned forces. The Operations Sergeant assists in developing the theater army logistics portion of operational/contingency plans in support of the headquarters security strategy, and provides logistics input to boards, Cells and working groups.

12-15. Plans Element

- **Mission:** The Plans Element is responsible for preparing the concept of support for OPLANS/CONPLANS, analyzing, evaluating and monitoring the force flow inputs for OPLANS/CONPLANS.
- **Tasks:** The Plans Element is responsible for preparing the concept of support for OPLANS/CONPLANS, and for analyzing, evaluating and monitoring the TPFDD inputs for OPLANS/CONPLANS. It is responsible for the analysis of all sustainment requirements and correlations against capabilities for theater army Forces and select requirements for coalition and other service components and for the development of processes and procedures for identifying OPLAN sustainment requirements. The Plans Element serves as the focal point for overall systemic aspects of the acquisition process and the life cycle management process, to include the development and coordination of materiel fielding plans, contracting support plans, and specific analysis of acquisition strategies in order to provide recommendations for corrective actions to the ASCC leadership. The Plans Element conducts pre-deployment planning, develops appropriate SOFA agreements and insures the integrated flow of contractors into theater.
- **Organization:** The Plans Element is comprised of the Element Chief, one Acquisition Plans Officer, one Aviation Logistics Plans Officer and one Logistics Plans Officer
- **Staff Tasks and Functions:** The Element Chief is responsible for preparing the concept of support for OPLANS/CONPLANS, analyzing, evaluating and monitoring the force flow inputs for OPLANS/CONPLANS and analyzing all sustainment requirements and correlations against capabilities for theater army Forces. The Acquisition officer monitors the execution of materiel fielding plans and contracting support plans, and provides specific analysis and recommendations for corrective actions to the ASCC leadership in order to support the successful execution of the operation plans and/or contingency plans.

The Aviation Logistics Plans Officer provides and manages command policy and issues command planning guidance on aviation maintenance and logistics. He plans, coordinates, and recommends employment of aviation maintenance/logistics assets. The Logistic Plans Officer performs mission analysis on logistics portion of higher headquarters plans and provides policy, tasks and guidance on the development of supporting plans of subordinate units.

12-16. Exercise Element

- **Mission:** The Exercise Element is responsible for developing, coordinating, and monitoring logistical support of exercises.
- **Tasks:** The Exercise Element operates based on contingency plans and operations in support of HQDA and GCC missions and develops coordinated G4 inputs for inclusion in the theater army training and exercise program.
- **Organization:** The exercise Element is composed of the Element Chief, one Operations Officer and one NCO.
- **Staff Tasks and Functions:** The Chief is responsible for developing, coordinating and monitoring logistical support of exercises based on contingency plans and operations in support of HQDA and GCC missions. He oversees planning of all activities relating to the logistical execution of operational level exercises and simulation. The Operations Officer is responsible for developing, coordinating and monitoring logistical support of exercises based on contingency plans and operations in support of HQDA and GCC missions. He develops, plans, and coordinates all aspects of logistics for Theater Security Cooperation operations and engagements. The Operations NCO is responsible for developing, coordinating, and monitoring logistical support of all assigned exercises based on contingency plans, and operations in support of HQDA, and GCC missions. He develops, plans, and coordinates all aspects of logistics for Theater Security Cooperation (TSC) operations.

12-17. Programs and Policy Element

- **Mission:** The Programs and Policy Element provides advice and guidance concerning ASOS and ADCON resources to commanders and staffs and manages internal G4 budget for travel, TDY and Sustainment Cell needs.
- **Tasks:** The Programs and Policy Element drafts, coordinates and issues instructions, develops and prepares the program and budget for logistical contracts involving sustainment in operations and exercises and monitors execution of the program and budget. It coordinates funding supply support from other sources, theater infrastructure programs, and wartime host nation support agreements. It sets sustainment policies as required for theater effectiveness. The element interprets Army managerial policy and drafts, and coordinates and executes policy for the logistical realm. It develops coordinated G4 inputs for approval and submission into the PPBES process. The element develops coordinated G4 command budget submissions, conducts program reviews and maintains program information for use in the justification of staffing requirements for the G4. The Programs and Policy Element also develops coordinated G4 inputs for approval and submission through the Integrated Priority List process.
- **Organization:** The Programs and Policy Element is comprised of the Element Chief, one Logistics P&P Officer and one Programs Officer
- **Staff Tasks and Functions:** The Chief provides advice and guidance concerning ASOS resources to commanders and staffs. He drafts, coordinates and issues instructions, develops and prepares the program and budget for logistical contracts involving sustainment in operations and exercises and monitors execution of the program and budget. The Logistics P&P Officer manages internal G4 budget for travel, TDY and Sustainment Cell requirements. The Programs Officer develops coordinated G4 inputs for

approval and submission into the PPBES process, and develops coordinated G4 command budget submissions.

- Processes: In addition to the Operations Process, this element uses the PPBES process

12-18. Sustainment Operations Section and Headquarters Element

- Mission: The Sustainment Operations Section coordinates and monitors logistics operations and provides sustainment for all classes of supply in the AO.
- Tasks: The Sustainment Operations Section reviews and provides input regarding logistics support to all war plans and contingency plans. It coordinates Mortuary Affairs in the Theater and serves as the Theater Executive Agent for the Joint Mortuary Affairs program. It coordinates support for forces in the AO. The Branch is responsible for planning and coordinating ASOS and ADCON logistics support within the theater army AO and monitors current operations in support of full spectrum forces. It coordinates logistics support requirements and capabilities with higher HQS and the supported and supporting units. The Sustainment Operations Section establishes command policy for retrograde operations, and directs the disposal/redistribution of captured enemy supplies and equipment in conjunction with operational intelligence. It also coordinates Host Nation Support Requirements in the AO.
- Organization: The Sustainment Operations Section consists of a Headquarters section and seven element: Current Operations, Supply and Services, POL/Water, Materiel Readiness, Multi-National and Interagency, Munitions and Automations elements. The HQs Section is comprised of the Chief and one Senior Logistics Services NCO.
- Staff Tasks and Functions: The Chief coordinates and monitors logistics operations and provides sustainment for all classes of supply in the AO. Coordinates support for forces in the AO and establishes and coordinates distribution of supply/services for Theater Campaign. The Senior Logistics Services Supervisor provides senior enlisted supervision of logistics and operations for the Sustainment Operations Division. He assists in coordinating and monitoring logistics operations and providing sustainment for all classes of supply in the AO.

12-19. Current Operations Element

- Mission: The Current Operations Element is responsible for supply chain integration and synchronization in the AO and is linked to the CCP which provides situational awareness of current operations in the JOA.
- Tasks: The Current Operations Element consolidates staff action input from all sections within Sustainment Operations Cell to produce SITREP and LOGSTAT reports. It synchronizes and fuses current Sustainment operations. It monitors current operations in support of full spectrum forces, to include ADCON and ASOS support responsibilities. The element sets priorities, establishes stock levels, provides staff oversight of critical materials and obtains support from the civilian economy. It also provides policy guidance and staff supervision for sustainment operations.
- Organization: The Current Operations Element is composed of the Element Chief, one Logistics Officer, one Senior Supply NCO and one Maintenance NCO.
- Staff Tasks and Functions: The Chief is responsible for supply chain integration and synchronization in the AO and consolidates staff action input from all sections within Sustainment Operations Cell to produce SITREP and LOGSTAT reports. The Logistics Officer monitors current operations in support of full spectrum forces, to include ADCON and ASOS support responsibilities. The Senior Supply Officer (E8/92A50) monitors current operations for maintenance status in support of course of action recommendations. The Maintenance NCO (E8/63Z50) monitors current operations and assists in supply chain integration and synchronization in the AO.

12-20. Supply and Services Element

- **Mission:** The Supply and Services Element establishes and coordinates distribution of supplies/services in AO, and provides policy guidance and staff supervision for supply and service functions and assesses effectiveness of the supply chain.
- **Tasks:** The Supply and Services Element provides staff supervision over theater airdrop operations. It establishes wartime property accountability standards in conjunction with the DA G4. The element provides policy, guidance and tracks execution of retrograde operations. It develops supply and services appendices for OPLANS, reviews subordinate units' plans, and coordinates and monitors the flow of Class I, II, IV, VII and IX to Army, joint, interagency and multinational forces in accordance with the theater army commander's operational plans.
- **Organization:** The Supply and Services Element consists of six officer, four warrant officers and six NCOs and is organized as follows: An Element Chief, Class I Operations Officer, CL II, III (P), IV Officer, Mortuary Affairs (MA) Officer Aerial Delivery Warrant Officer, Food Service Warrant Officer, Supply Systems Warrant Officer, Senior Food Operations NCO, Logistics NCO, Mortuary Operations NCOIC, Field Services NCO, CL VII Chief, Asset Visibility Officer, CL VII Integration NCO, Property Book Warrant Officer and Readiness NCO.
- **Staff Tasks and Functions:** The Element Chief provides policy guidance and staff supervision for supply and service functions and assesses effectiveness of the supply chain. He provides supplies and services for Theater Forces. The CL I Operations Officer coordinates and monitors the flow of Class I to Army, joint, interagency and multinational forces in accordance with the theater army commander's operational plans. The CL II, III(P), IV Officer coordinates and monitors the flow of Class III(P) to Army, joint, interagency and multinational forces in accordance with the theater army commander's operational plans. The MA Officer coordinates MA in the AO and serves as the Theater Executive Agent for the Joint Mortuary Affairs program. The Aerial Delivery Warrant Officer monitors and provides oversight of aerial delivery operations in coordination with counterparts in the theater army OCP and in the TSC/ESC in the AO and in forward deployed areas. The Food Service Warrant Officer provides planning, policy and coordination for food service operations in the AO. The Supply Systems Warrant Officer provides technical guidance to SSAs command wide in order to assist, establish, and maintain adequate stockage levels for mission accomplishment to include operational floats. The Senior Food Operations NCO assists in providing planning, policy and coordination for food service operations in the AO. The Logistics NCO plans and coordinates CL II, III (P), IV, & IX support for units deployed to the AO. He monitors offline requisitions and the supply transactions of all forward based SSAs. The MA Operation NCOIC prepares plans, policies, and procedures for OPLANS supporting the AO. The Field Services NCO determines requirements for laundry and shower activities and provides field services input to OPLAN annexes and establishes, evaluates, and monitors unit training and preventative maintenance programs for field services units in the AO. The CL VII Chief provides plans, programs, policies and managerial oversight of CL VII stocks for the combatant commander and monitors operational readiness of APS, TPE, & TSS equipment and stocks. The Asset Visibility Officer tracks and reports asset visibility and property accountability issues for CL VII equipment in AO. The CL VII Integration NCO provides deployment requirements and instructions to units designated to use APS, TPE, & TSS assets. The Property Book Warrant Officer analyzes data and reports to recognize trends, problem areas and any other data that creates a need for action by support units, PBO teams and staff sections. The Readiness NCO monitors operational readiness of APS, TPE, & TSS equipment and stocks. He plans, coordinates, and executes exercise programs for use of APS, TPE, & TSS equipment and stocks.

12-21. POL and Water Element

- **Mission:** The POL and Water Element provides policy guidance and staff supervision for bulk Class IIIB and water support operations in the AO

- **Tasks:** The POL and Water Element synchronizes supply of fuel in the theater. It develops Class IIIB and water support appendices for OPLANs and reviews subordinate units' plans. The element coordinates, monitors, and provides staff oversight of fuel and water support to Army, joint, interagency and multinational forces in accordance with the theater army commander's operations plan. It also maintains interface and coordination with the Joint Petroleum Office, DLA, and AMC regarding fuel and water support.
- **Organization:** The POL and Water Element consists of the Element Chief, one Petroleum MGT Officer, one Petroleum Warrant Officer one POL OPS NCO and one Water Treatment NCO.
- **Staff Tasks and Functions:** The Chief provides policy guidance and staff supervision for bulk Class IIIB and water support operations in AO. He synchronizes supply of fuel in the AO. The Petroleum MGT Officer monitors the flow of units and assesses their impact on petroleum usage, and the impact of a crisis on the petroleum capability to meet operational and supply requirements. He monitors logistics force structure, requirements and status of petroleum supply and distribution units. The Petroleum Warrant Officer coordinates, monitors, and provides staff oversight of fuel support to Army, joint, interagency and multinational forces in accordance with the theater army commander's operations plan. The POL OPS NCO assists in monitoring flow of units and assesses their impact on water requirements. He monitors logistics force structure, requirements and status of water supply and distribution to units. The Water Treatment NCO assists in monitoring reinforcement flow of units and assess their impact on petroleum requirements.

12-22. Material Readiness Element

- **Mission:** The Material Readiness Element monitors and analyzes equipment readiness status and coordinate maintenance services and parts within the AO.
- **Tasks:** The Material Readiness Element formulates policy, procedures and directives related to materiel readiness. In coordination with the Theater Sustainment Command, the element determines maintenance workload requirements (less medical). It coordinates recovery, salvage and evacuation operations, to include battle damage assessment, and determines maintenance time lines and provides staff oversight of Class IX supply chain.
- **Organization:** The Material Readiness Element consists of the Element Chief, Readiness Officer, Maintenance Officer, Aviation Maintenance Warrant Officer, Senior Maintenance NCO and Special Equipment Maintenance NCO
- **Staff Tasks and Functions:** The Chief monitors and analyzes equipment readiness status and coordinate maintenance services and parts within the AO. He formulates policy, procedures and directives related to materiel readiness. The Readiness Officer monitors and analyzes equipment readiness status and coordinate maintenance services and parts within the AO. The Maintenance Warrant Officer provides and manages command policy and issues command planning guidance on aviation maintenance and logistics. The Aviation Maintenance Warrant Officer provides and manages command policy and issues command planning guidance on maintenance and logistics. The Senior Maintenance Supervisor assists in the oversight and operation of the maintenance reporting system. Collects, analyzes and reports maintenance statistics. The Special Equipment Maintenance NCO assists in the oversight and operation of the special equipment maintenance reporting system.

12-23. Multinational and Interagency Element

- **Mission:** The Multinational and Interagency Element serves as the designated point for Multinational forces, US Agencies, NGOs, IGOs and PVOs to request logistics support from US Forces in theater.
- **Tasks.** The Multinational and Interagency Element coordinates with CMO for the planning and oversight of Multinational logistics, Host Nation and interagency support within theater. The element facilitates the

legal exchange and cross servicing of logistics support between US Forces and multinational and interagency partners. It is responsible for deliberate and contingency planning for Multinational Logistics, Host Nation, Interagency and NGO support operations. The element writes Multinational, Interagency, NGO portions of contingency and operations plans. It develops detailed Statements of Requirements in order to negotiate support from Host Nation. The element manages Acquisition and Cross Servicing Agreements program in theater. It conducts HNS, ACSA and MNL technical training in theater, and develops procedures to track cost and insure proper legal reimbursement to for services provide by US Forces to multinational, interagency and NGO partners.

- **Organization:** The Multinational and Interagency Element consists of the Element Chief, four Logistics Officers, Logistics Operations NCO and a Transportation Management NCO.
- **Staff Tasks and Functions:** The Chief serves as the designated point for Multinational forces, US Agencies, NGOs, IGOs and PVOs to request logistics support from US Forces in theater. The four Logistics Officers facilitates the legal exchange and cross servicing of logistics support between US Forces and multinational and interagency partners, write Multinational, Interagency, NGO portions of contingency and operations plans, coordinate with CMO for the planning and oversight of Multinational logistics, Host Nation and interagency support within AO and manage Acquisition and Cross Servicing Agreements program in theater. The Logistics Operations NCO assists in developing procedures to track cost and insure proper legal reimbursement to for services provide by US Forces to multinational, interagency and NGO partners. The Transportation Management NCO (CMO) coordinates with CMO for the planning and oversight of Multinational logistics, Host Nation and interagency support within AO.

12-24. Munitions Element

- **Mission:** The Munitions Element provides staff oversight of ammunition requisition, acquisition and storage within the AO.
- **Tasks:** The Munitions Element coordinates supply of arms, munitions and equipment in the theater. It is responsible for preparing and developing theater munitions policies and procedures. The element is responsible for developing the policy concerning disposition of captured enemy ammunition. It develops ammunition concept of support for theater army operations plans. It coordinates ammunition policy and procedures with HQDA, and Army Materiel Command (AMC). The element also provides munitions representatives and information to boards, centers and Cells as required, and recommends support and supply priorities and controlled supply rates (CSR) for publication in operations plans and orders.
- **Organization:** The Munitions Element is comprised of the Element Chief, one Ammo Retrograde Officer one Ammo Warrant Officer, one Ammo NCO supervisor, and one Ammo NCO.
- **Staff Tasks and Functions:** The Chief provides staff oversight of ammunition requisition, acquisition and storage within the AO. He coordinates supply of arms, munitions and equipment in the theater, and coordinates supply of arms and munitions. The Chief ensures sufficient ammo stocks are available and properly positioned in the theater. The Ammo Retrograde Officer is responsible for developing the plans and policy concerning ammo retrograde operations. Responsible for developing the policy concerning disposition of captured enemy ammunition. The Ammo Warrant Officer provides staff oversight of ammunition requisition, acquisition, storage and accountability of ammunition within the Theater. He reviews construction plans for new or proposed modifications of ammunition facilities. The Chief Ammo NCO provides oversight of planning, developing, coordinating and execution of Theater/AO ammunition and ammunition infrastructure. He ensures sufficient ammunition stocks are available and properly positioned within the theater/AO to execute missions. The Ammo NCO assists in providing oversight of ammunition requisition, acquisition and storage within the Theater. He coordinates and monitors resupply operations throughout the AO, and maintains visibility of shipments throughout the Theater.

12-25. Automation Element

- **Mission:** The Automation Element establishes logistics STAMIS policy and coordinates/monitors status of logistics STAMIS information network across the AO
- **Tasks:** The Automation Element provides Theater Strategic Command and Control, Communications and Computers (C4) of Logistics Systems. It develops logistics automation policy and prepare logistics automation plans for the theater army. It designs system architecture for logistics automation systems to ensure connectivity from tactical level systems to the national systems. The element coordinates communications requirements with communications staffs and supporting units and activities. It ensures that logistics automation architecture supports command logistics policies. In coordination with the JCND and G6, the Automation Element ensures sustainment STAMIS systems connectivity between Army and other services, allied and/or host nation. It coordinates with C4I Cell to ensure sustainment systems are in compliance with network architecture guidelines. Finally, the element maintains Logistics Common Operating Picture (LCOP) by monitoring logistics visibility network between tactical, operational and strategic nodes.
- **Organization:** The Automation Element is comprised of one Logistics Automation Management Officer, one Automation Operations Officer, one Senior Supply Systems Warrant Officer and one Information Systems Warrant Officer.
- **Staff Tasks and Functions:** The Logistics Automation Management Officer establishes logistics STAMIS policy and coordinates/monitors status of logistics STAMIS information network across the AO. He provides Theater Strategic Command and Control, Communications and Computers (C4) of Logistics Systems. The Automation Operations Officer coordinates communications requirements with communications staffs and supporting units and activities. The Senior Supply Systems Warrant Officer designs system architecture for logistics automation systems to ensure sustainment connectivity from tactical level systems to the national systems. The Information Systems Warrant Officer ensures that logistics automation architecture supports command logistics policies.

12-26. Mobility Operations Section and Headquarters Element

- **Mission:** The Mobility Operations Section serves as the primary technical advisor to the G4 on all matters pertaining to the theater transportation policy, transportation system, movement planning and execution, JOPES Operations and TPFDD validation in-transit visibility, and automation systems to support the deployment and redeployment of forces and distribution of material.
- **Tasks:** The Mobility Operations Section provides oversight for the Mobility Operations Section. It provides staff oversight of the effective distribution and efficient retrograde (supply chain visibility) and redeployment of equipment, personnel, supplies and services (intra and inter theater distribution). It also arbitrates conflicting unit deployment/redeployment in coordination with the G3.
- **Organization:** The Mobility Operations Section is comprised of the HQs and four elements. They are the Distribution/Movement Operations, the Air Operations, Sea Operations and Land Operations Elements. The HQs Element consists of the Branch Chief and Senior NCO.
- **Staff Tasks and Functions:** The Section Chief serves as the primary technical advisor to the G4 on all matters pertaining to the theater transportation policy, transportation system, movement planning and execution, JOPES Operations and TPFDD validation, in-transit visibility, and automation systems to support the deployment and redeployment of forces and distribution of material. The Section NCOIC provides senior enlisted supervision of transportation operations for the Mobility Operations Section. He assists in coordinating and monitoring transportation operations in the AO.

12-27. Distribution and Movement Operations Element

- **Mission:** The Distribution and Movement Operations Element coordinates and monitors inter-theater deployment/re-deployment operations in the AO.
- **Tasks:** The Distribution and Movement Operations Element determines transportation and support availability. It coordinates and matches transportation resources and requirements. The element integrates deployment systems, and coordinates redeployment or retrograde of personnel and equipment from theater. It coordinates for onward movement in the Theater, exercises staff proponentcy for distribution programs, policy and systems providing in-transit visibility of the distribution network, and supports the management of an integrated distribution network for the theater army. It projects distribution volume, flow rates, contents, and associated node and port handling requirements. It coordinates, align, and reconcile receipts of sustainment resources with intra-theater movement control operations. The element establishes policy, procedures and oversight of the inland container management program. It provides oversight of the effective distribution and efficient retrograde (supply chain visibility) and redeployment of equipment, personnel, supplies and services (intra and inter theater distribution). The element integrates and prioritizes unit and sustainment movements in the AO. It manages operational transportation, movements, distribution and JOPES operations taskings and issues. It analyzes and provides recommendations on force-flow impact of RSO&I capabilities. The element serves as proponent for JOPES operations for deployment, redeployment and rotation of forces and material for the G4.
- **Organization:** The Distribution and Movement Operations Element consists of the Element Chief, Integration Operations Officer, Transportation Operations Officer, two Mobility Warrant Officers, Transportation Supervisor Operations NCO, Transportation Logistics NCO, JOPES/JFRG Analyst, two Staff Movements NCOs and a Systems Admin NCO.
- **Staff Tasks and Functions:** The Chief coordinates and monitors inter-theater deployment/re-deployment operations, as well as coordinating intra-theater deployment and re-deployment of forces and supplies within the AO and determines transportation and support availability. The Integration Operations Officer supports the management of an integrated distribution network for the theater army. He integrates and prioritizes unit and sustainment movements in the AO. The Transportation Operations Officer (JOPES) analyzes and provides recommendations on force-flow impact of RSO&I capabilities - standardizes Army component policy and procedures for JOPES execution for RCC, theater army and down trace units. The two Mobility Warrant Officers monitors STAMIS and other sources of information to maintain in-transit visibility of deploying forces and material to synchronize theater deployment, theater RSOI and redeployment operations and Review SOPs, Regulations, operational plans, briefings, annexes and publications for transportation distribution and JOPES mobility issues. The Transportation Supervisor Operations NCO conducts reviews of transportation apportionment decisions and act on emergency transportation requests. The Transportation Logistics NCO provides oversight of the effective distribution and efficient retrograde (supply chain visibility) and redeployment of equipment, personnel, supplies and services (intra and inter theater distribution). The JOPES/JFRG Analyst monitor STAMIS and other sources of information to maintain in-transit visibility of deploying forces and material to synchronize theater deployment, theater RSOI and redeployment operations. The Staff Movements NCO reviews reports and data on transportation actions and plans. The Systems Admin NCO (JOPES) monitor STAMIS and other sources of information to maintain in-transit visibility of deploying forces and material to synchronize theater deployment, theater RSOI and redeployment operations.

12-28. Air Operations Element

- **Mission:** The Air Operations Element monitors the operation of aerial ports and contingency airfields to determine operational capabilities and limitations across the AO
- **Tasks:** The Air Operations Element plans, coordinates and monitors aerial port operations. It establishes/reviews channel airlift for non-unit movements and sustainment. It receives/validates airlift requests from theater components and forward requests to Air Operations Center (AOC) at theater level. It

coordinates with AOC for theater airlift schedule. The element allocates/matches apportioned assets to operational requirements/missions, monitors the assessment and validation of airlift requests and enforces movement priorities to support theater army requirements. It monitors the theater airlift schedule and route structure and recommend other modes of transport if airlift will not meet requirements. The element plans and coordinates air movement operations including all common-user theater air, including host nation assets, special and combined operation moves. It monitors/validates airlift for deployment/ redeployment of forces and coordinates JOPES data base adjustments. The element collects, compiles, and maintains transportation data needed to manage current operations. The element provides personnel to the Joint Movement Center Airlift Movement Branch as required.

- **Organization:** The Air Operations Element is comprised of an Air Movements Officer, one Air Operations officer, one Terminal Ops NCO, one Air OPS NCO, and one Staff Movements NCO.
- **Staff Tasks and Functions:** The Air Movements Officer monitors the operation of aerial ports and contingency airfields to determine operational capabilities and limitations across the AO - Plans, coordinates and monitors aerial port operations. The Air Operations Shift Leader receives/validates airlift requests from theater components and forwards requests to AOC at theater level. He coordinates with AOC for theater airlift schedule. The Terminal Ops NCO monitors/validates airlift for deployment/ redeployment of forces and coordinates JOPES data base adjustments. He examines courses of action and determines terminal workload requirements. The Air Operations NCO monitors operation of aerial ports and contingency airfields to determine operational capabilities and limitations. The Staff Movements NCO reviews reports and data on transportation actions and plans.

12-29. Sea Operations Element

- **Mission:** The Sea Operations Element coordinates and integrates the operational efforts of the Sea Operations Element to support execution of deployment/redeployment/rotation of forces across the AO
- **Tasks:** The Sea Operations Element is responsible for policies, programs and procedures for deployment of personnel and equipment and movement of material by sealift. It conducts planning, analysis, coordination and allocation of resources, and recommends priorities for effective utilization of inter- and intra-theater sealift assets. The element coordinates and integrates the operational efforts of the Sea Movements Element to support execution of deployment/ redeployment/rotation of forces. It monitors the deployment and redeployment of theater army forces and maintains in-transit visibility of material by sealift. The element focuses on management of port clearance and intra-theater watercraft movement to efficiently apportion transportation assets and enforce movement priorities to support theater army movement priorities. It maintains data on the sealift and terminal operations transportation infrastructure. It plans, coordinates and monitors seaports, Joint Logistics Over-the-Shore (JLOTS), and other LOC operations in coordination with SDDC. The element coordinates with Operational Protection for port security and Naval Coastal Warfare Coordination.
- **Organization:** The Sea Operations Element is composed of one Marine Terminal Officer, one Mobility Warrant Officer, one Watercraft Operations Warrant Officer, one Movement Operations NCO, and one Cargo Specialist NCO.
- **Staff Tasks and Functions:** The Marine Terminal Officer reviews and analyzes transportation network to ensure required coordination is ongoing between various mode operators as to priorities, desired mode of onward movement, origin and destination. The Mobility Warrant Officer conducts planning, analysis, coordination and allocation of resources, and recommends priorities for effective utilization of inter- and intra-theater sealift assets. The Watercraft Operations Officer monitors the deployment and redeployment of theater army forces and maintains in-transit visibility of material by sealift. The Movement Ops NCO monitors operation of sea ports to determine operational capabilities and limitations. The Cargo Specialist NCO monitors berthing, port clearance and staging capabilities and the clearance of forces and material from seaports by rail, highway, or intra-theater watercraft operations. He maintains data on the sealift and terminal operations transportation infrastructure.

12-30. Land Operations Element

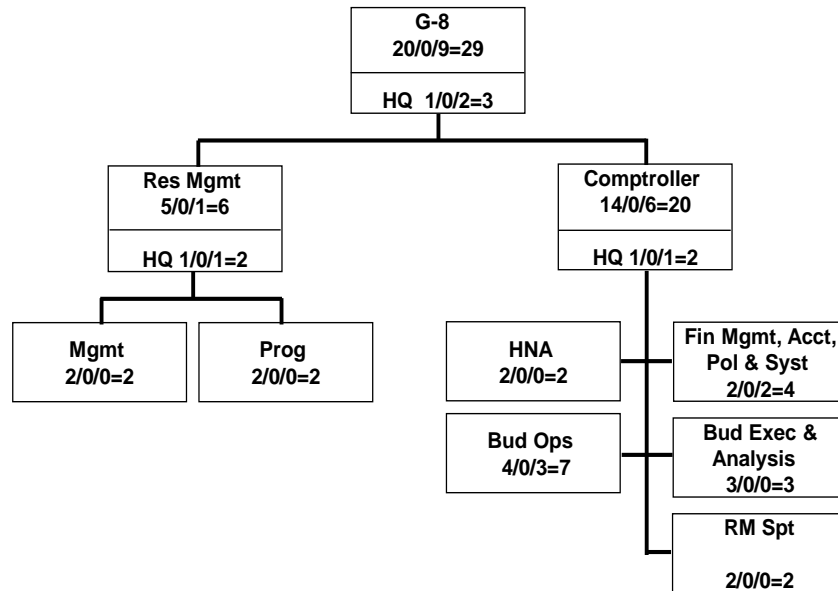
- **Mission:** The Land Operations Element formulates ground transportation and movement control policy across the AO.
- **Tasks:** The Land Operations Element is the proponent for inter and intra theater movements of general and hazardous cargo; Joint, Multinational, NATO and Host Nation movement issues and theater freight movement. It focuses on management of surface movements to efficiently apportion transportation assets and enforces movement priorities to support theater army land movement priorities including HA, NGO and collation forces. It conducts planning, analysis, coordination and allocation of resources, and recommends priorities for surface movement. The element resolves host nation issues related to transport of HAZMAT, POL, Class V and other cargo. It resolves custom and tax issues. It also coordinates with host nation transportation and traffic control, rear area, MP, engineer, contracting, medical evacuation, Civil/Military OPs and other units/agencies as appropriate. The element monitors port clearance and movement of forces by surface movement and monitors movement of forces using rail, highway or inland waterway assets. The land Operations Element maintains and disseminates the status of the surface transportation network, including main supply routes, including data on obstructions, detours, capabilities, critical choke points, surface conditions, etc.
- **Organization:** The Land Operations Element is composed of one Element Chief, one Operations Officer, one Motor/Rail Officer, one Circulation Control Officer, one Mobility Warrant Officer, two Operations NCOs, one Highway Operations NCO and one Staff Movements NCO.
- **Staff Tasks and Functions:** The Chief formulates transportation and movement control policy across the AO and is the Proponent for inter and intra theater movements of general and hazardous cargo; Joint, Multinational, NATO and Host Nation movement issues and theater freight movement. The Operations Officer conducts planning, analysis, coordination and allocation of resources, and recommends priorities for surface movement. He resolves host nation issues related to transport of HAZMAT, POL, Class V and other cargo. The Motor/Rail Officer reviews and analyzes transportation network to ensure required coordination is ongoing between various mode operators as to priorities, desired mode of onward movement, origin, and destination. The Mobility Warrant Officer conducts planning, analysis, coordination and allocation of resources, and recommends priorities for effective utilization of inter- and intra-theater land transportation assets. The Circulation Control Officer coordinates plans to expedite the movement of personnel and vehicles throughout the AO to support the commander's tactical plans. The two Operations NCOs supervise the operation and control of movement of personnel and cargo by rail and motor transport. The Highway Operations NCO monitors port clearance and movement of forces by surface movement and monitors movement of forces using rail, highway or inland waterway assets. The Staff Movements NCO monitors port clearance and movement of forces by surface movement and monitors movement of forces using rail, highway or inland waterway assets.

12-31. G8 Section and Headquarters Element.

- **Mission:** The Theater Army G8 is singularly responsible for all financial management (RM & FO) support within the theater. The Theater Army G8 mission is to analyze the commander's priorities and missions in order to recommend the best allocation of resources to accomplish the mission.
- **Tasks:** The G8 Section develops, coordinates and synchronizes theater financial management policy, requirements, and support. It manages the Planning Programming Budget Execution (PPBE) process, identifies resource requirements and determines sources of funding for administrative control (ADCON), Army Support to Other Services (ASOS), and when designated, Executive Agent functions. It also synchronizes financial management operations between command posts. The G8 Section develops and implements a management control program and establishes cost management and accounting procedures.

- Organization: The G8 is composed of a Headquarters and two sections, the Resource Management Section and the Comptroller Section. The HQs section consists of the G8 the Senior FM NCO and one Operations NCO.

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- Staff Tasks and Functions: The Theater Army G8 is responsible for financial management integration and is singularly responsible for financial management operations. The TA G8 is the principal FM advisor to the commander and directs, prioritizes, and supervises the operations and functions of the G8 staff sections assigned to the MCP and CCP. The Theater Army G8 coordinates with the Financial Management Center (FMC) to establish and implement command FO policies. The Senior FM NCO (SGM) provides advice and guidance to the G8 on financial management planning, operations and all enlisted matters. The SGM reviews and synchronizes correspondence, drafts messages reviews changes to regulations and provides technical oversight on FM actions. The Operations NCO provides administrative and technical support, to include personnel and training reports to the G8 staff.
- Processes: The G8 FM mission is governed by regulatory guidance from public law. The Assistant Secretary of the Army Financial Management & Comptroller (ASA (FM&C)) and Defense Finance and Accounting Service (DFAS) provide guidance on the proper use, safeguarding, and disbursement of public funds. Essential processes are PPBE, ARB, PBAC, JROC, and IPL.

12-32. Resource Management (RM) Section and Headquarters Element

- **Mission:** The Resource Management Section plans and coordinates financial management policy and support. Supervises Management Element and plans and Programming Element.
- **Tasks:** The Resource Management Section coordinates force flow for financial management units. It prepares financial management annexes in support of orders/plans. The section coordinates administrative control (ADCON) and Army support to other Services (ASOS) RM functions. It synchronizes RM operations between CPs. The RM Section coordinates tactical RM support for major operations and monitors the orders process for resource implications. It supervises and provides leadership on management and program guidance based on command priorities. It supervises command and staff programming/PPBE support to geographic combatant commander, management internal control programs, and coordinates external audits with external agencies.
- **Organization:** The Resource Management Section is composed of a Headquarters and two elements, the Management Element and the Program Element. The HQs consists of the Section Chief and a Senior NCO.
- **Staff Tasks and Functions:** The Chief, Resource Management Section supervises the Management Element and Plans and Programming Element -provides oversight of the coordination of the force flow for financial management units. The FM Advisor provides contracting maintenance of the contracting review panel. He plans, executes and coordinates the Financial Management portion of the Command's OIP, CIP and Staff Assistance Visit programs.

12-33. Management Element

- **Mission:** The Management Element performs management functions for the command and monitors the orders process for resource implications.
- **Tasks:** The Management Element administers the management control program. It validates cost factors associated with requirements. The element conducts contract cost analysis and monitors command work year execution to ensure programs are executed appropriately. It conducts contract review, and performs lean six sigma functions. The element coordinates audits with external agencies, and plans and coordinates financial management support and prepares financial management annexes in support of contingency and operational plans.
- **Organization:** The Management Element consists of two officers.
- **Staff Tasks and Functions:** The Chief, Management Element provides oversight of the management processes and monitors the orders process for Financial Management implications. The Management Analyst monitors the orders process for resource implications. Plans and coordinates financial management support and prepares financial management annexes in support of orders/plans.

12-34. Programs Element

- **Mission:** The Programs Element is responsible for submission of required fiscal documents. The element is the command fiscal expert and advisor on DOD, Joint Chiefs of Staff (JCS) and HQDA planning and programming documents (SPG, TAP, etc.)
- **Tasks:** The Programs Element monitors legislative initiatives to assess impacts and provide input to Congressional Liaison personnel. It produces extended future year plans; associated programs and supporting budgets IAW national and DOD policy guidance and the national Military Strategy (NMS). It provides policy guidance for contingency planning and fiscal guidance. The element determines the constrained mix of assets which best satisfies the defense posture expressed in the National Military Strategy, SPG, and other higher headquarters directives. It prepares the program objective memorandum (POM) and integrated priority list (IPL). Finally, the Programs Element reviews and analyzes change

proposals, program budget decisions (PBD), program decision memorandum (PDM), joint quarterly readiness review (JQRR) and Joint Requirements Oversight Council (JROC).

- **Organization:** The Programs Element consists of two officers.
- **Staff Tasks and Functions:** The Chief, Programs Element provides oversight of the Programming portion of the PPBE process to acquire funding and is the Command fiscal expert and advisor on DOD, Joint Chiefs of Staff (JCS) and DA planning and programming documents (SPG, TAP, etc.). The Comptroller acquires funds by participating in the PPBE process, to include submission of required documents. Prepares the Command's programming documents for submission to COCOM/JCS/DA in accordance with JCS and DA planning and programming documents (SPG, TAP, etc.).

12-35. Comptroller Section and Headquarters Element

- **Mission:** The Comptroller Section is responsible for identifying resource requirements, types and sources of funding, providing accounting and systems support of resources, providing resource management support for host nation, and providing RM support to exercises and theater program managers (e.g., Flying Hours, JCS Exercises, CTC).
- **Tasks:** The Comptroller Section synchronizes RM operations between MCP and CCP and performs budget execution as determined by the commander. It supervises and provides leadership and guidance for budgeting, receipt, distribution, and execution of funding based on command requirements and priorities. The section supervises and manages financial management systems oversight. It is responsible for joint reviews, cost accounting, past year liquidation, past year trend analysis, and coordinating with the FMC and management accounting support. It provides accounting policy, advice, assistance, and cost management assessment during the MDMP process for current and future operations. The section also prepares Budget Estimate Submission (BES).
- **Organization:** The Comptroller Section is organized into a HQ and five elements: Host Nation Assistance Element, Budget Operations Element; Financial Management, Accounting, Policy, & Systems Element; Budget Execution and Analysis Element; RM Support Element. The HQs Section consists of one Section Chief and one Senior NCO.
- **Headquarters Staff Tasks and Functions:** The Comptroller provides oversight and supervision for coordination and synchronization of resource requirements identification and fulfillment methods by identifying types and sources of funding. Provides accounting programs policy, advice, assistance, and cost management assessment during the MDMP process for current and future operations. The Comptroller performs supervision and management of financial management systems oversight. Coordinates accounting programs policy and prepares the Budget Estimate Submission (BES).

12-36. Host Nation Assistance Element

- **Mission:** The Host Nation Assistance Element conducts theater-wide international arrangements and assesses financial impacts.
- **Tasks:** The Host Nation Assistance Element coordinates with host nations for agreements on host-nation support (HNS) assistance in kind, and reimbursable costs. It provides support as required in host nation negotiations. The element prepares HNS reports as required, determines impact to burden share between the host nation and command, and coordinates & synchronizes inter-service support agreements, memo of understanding, and memo of agreements for inter-service or inter-agency support requirements.
- **Organization:** This element consists of two officers.
- **Staff Tasks and Functions:** The Chief, Host Nation Assistance Element supervises HNA Element which includes theater-wide international arrangements and assesses financial impacts. Coordinates with host

nations for agreements on host-nation support (HNS) assistance in kind and reimbursable costs. The FM Officer prepares HNS reports as required and determines impact to burden share between the host nation and the command.

12-37. Budget Operations Element

- **Mission:** The Budget Operations Element synchronizes resource management operations between the MCP and the CCP for policy, advice, assistance, and technical oversight. Monitors current operations budget execution for compliance with fiscal law and current policy directives.
- **Tasks:** The Budget Operations Element coordinates and integrates resource management support for current operations. The element coordinates the execution of ADCON & ASOS FM functions. It monitors the orders process for resource implications. The element reviews and coordinates contingency cost estimates. It provides fiduciary advice, assistance & technical oversight during MDMP for current operations. It determines best practices and most efficient fiscal courses of action. The element performs current financial management planning, and writes FM annexes in support of operational and fragmentary orders.
- **Organization:** The Budget Operations Element consists of a Element Chief, three Officers and three NCOs.
- **Staff Tasks and Functions:** The Chief, Budget Operations Element supervises and synchronizes resource management operations between the MCP and the CCP for policy, advice, assistance, and technical oversight. He monitors current operations budget execution for compliance with fiscal law and current policy directives. The two Budget Officers conducts cost and economic analysis, current operations forecasting, current year analysis, LOGCAP costing, and strategic lift forecasting and tracking in support of theater operations. The Budget Manager NCO reviews reports and data on theater actions and plans and prepares administrative and personnel reports. The Budget Analyst performs input into financial management systems including Resource Management Tool (RMT) and locally developed tracking systems for theater operations. The Budget Tech performs input into financial management systems including Resource Management Tool (RMT) and locally developed tracking systems for theater operations.

12-38. Financial Management, Accounting, Policy (FMAP) and Systems Element

- **Mission:** The Financial Management, Accounting, Policy (FMAP) and Systems Element provides financial management systems design, integration and modification.
- **Tasks:** The FMAP and Systems Element captures operational costs via standard accounting systems and the management of the operations systems that account for obligations and disbursements. It manages prior year unexpired appropriations, and accounts for cost of DOD real estate, equipment, supplies, civilian personnel, and other assets.
- **Organization:** The FMAP consists of a Element chief, an officer and two Budget/FM NCOs
- **Staff Tasks and Functions:** The Chief, FMAP supervises the FMAP Element and provides financial management systems design, integration and modification. He captures operational costs via standard accounting systems and the management of the operations systems that account for obligations and disbursements. The FM Officer analyzes system procedures, workflow, policies, and foreign management of service organizations and provides recommendations to improve accounting operations and budget execution. The two Budget/FM Managers establishes command finance and accounting program advice assistance and technical oversight and prepares financial and accounting reports as required to track costs for the command.

12-39. Budget Execution and Analysis Element

- **Mission:** The Budget Execution and Analysis Element is responsible for budget execution and funds certification in support of theater wide operations.
- **Tasks:** The Budget Execution and Analysis Element coordinates with Army staff, supporting units, host embassies, host nation personnel, and the Combatant Command. It receives, obligates and monitors disbursement of funds in compliance with laws and policies. The element provides fund control, monitors fund execution, tracks and reports costs and obligations. It is responsible for MIPRs, purchase request and commitment (PR&C), TDY processing, RMT, files maintenance, and Defense Travel System (DTS) Management.
- **Organization:** The Budget Execution and Analysis Element is composed of an Element Chief and two budget officers.
- **Staff Tasks and Functions:** The Chief, Budget Execution and Analysis Element supervises the BEA Element and is responsible for budget execution and funds certification in support of theater wide operations. The Budget Officer monitors budget execution and funds certification compliance. He tracks and reports costs of combat operations to support the reimbursement process. The second Budget Officer conducts review and analysis of current year budget execution. He provides fund control, monitors fund execution, tracks and reports costs and obligations.

12-40. Resource Management Support Element

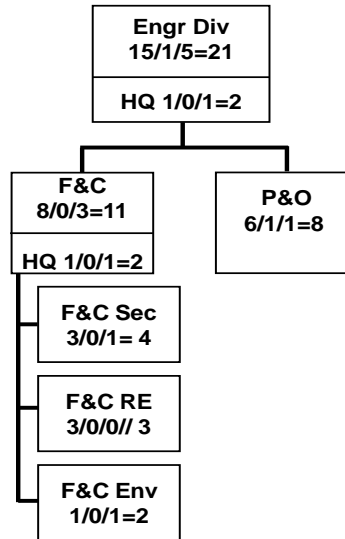
- **Mission:** The Resource Management Support Element provides RM support to exercises and theater program managers (e.g. Flying Hours, JCS Exercises, CTC).
- **Tasks:** The Resource Management Support Element monitors Army exercise budget execution for legal compliance. It identifies and manages funds available for immediate expenses. The element performs analysis, planning, administration, and control of DOD resources. It also provides cost and economic analysis, forecasting, current year analysis, life support and other sustainment costing, and strategic lift forecasting and tracking
- **Organization:** The element has one Chief and one officer.
- **Staff Tasks and Functions:** The Chief, Resource management Support Element assists the Chief, Resource Management Support Branch in the coordination and integration of resource management support for exercises and theater program managers. He monitors Army exercise budget execution for legal compliance. The Budget Officer conducts cost and economic analysis, current operations forecasting, current year analysis, LOGCAP costing, and strategic lift forecasting and tracking.

12-41. Engineer Section and Headquarters Element.

- **Mission:** The Engineer Section integrates Engineer programs, policy and plans within the theater army AO to support the force.
- **Tasks:** The Engineer Section is responsible for the coordination and synchronization of engineer operations across the AO. It is responsible for the coordination of efforts within the Civil Affairs, BDEs, NGOs, IGOs USACE, other Services, the Host Nation, and other interested parties. The section is responsible for overall planning for real estate and environmental actions, facilities construction, de-mining operations, mobility and counter-mobility operations, and general construction. It is also responsible for establishing overall engineer policy within the AO, and is the primary engineer advisor to the Theater Army Commander.

- Organization: The Engineer Section of the Theater Army Sustainment Cell is organized into a Headquarters and two sections, the Facilities and Construction (F&C) Section and the Plans and Operations (P&O) Section. The HQs consists of the Section Chief and Senior NCO.

Engineer Theater Army



- Staff Tasks and Functions: The Engineer Chief provides leadership, direction and guidance to Sustainment EN Cell. The Chief Engineer SGM provides the Engineer Chief with advice on planning and employing EN assets and assists the Chief in managing the Cell's personnel and establishing priorities.
- Processes: In addition to the operations process, the Engineer Section participates in the PPBE, ARB, PBAC and Environment processes.

12-42. Facilities & Construction Section and Headquarters Element

- Mission: The Facilities & Construction Section reviews policies and procedures for construction, real estate actions, environmental programs, and deconstruction and retrograde of materiel and equipment from theater.
- Tasks: The Facilities & Construction Section reviews policies and procedures for construction, real estate actions, environmental programs, and deconstruction and retrograde of materiel and equipment from theater. It coordinates and synchronizes engineer actions in the construction of Joint or single Service use facilities, general construction, real estate actions, environmental programs on Service bases and within the AO. The section conducts assessments and plans for natural hazard mitigation on both military operations and impact on civilians, verifies critical infrastructure, and verifies the presence of industrial hazards and coordinating mitigation response. It also verifies availability of construction materials, recommending

construction methods and materials for the AO. It recommends priorities of construction and allocation of resources to the various competing organizations throughout the AO.

- **Organization:** The Facilities and Construction Section is composed of a Headquarters and three sections: Facilities and Construction Element, Real Estate Element and an Environmental Element. The Headquarters consists of the Section Chief and Senior NCO.
- **Staff Tasks and Functions:** Chief/Ops Off plans, coordinates, assesses and monitors F&C ops throughout AO. The F&C NCO plans, coordinates, assesses and monitors F&C ops throughout AO.

12-43. Facilities & Construction Element.

- **Mission:** The Facilities and Construction Element recommends policies and procedures for construction, real estate actions, environmental programs, and deconstruction and retrograde of materiel and equipment from theater
- **Tasks:** The Facilities and Construction Element assists in the conduct of policy implementation and quality checks. It conducts analysis of building methods, assists with project designs, assesses designs based on natural hazard mitigation on military projects; and assists in verifying critical infrastructure and potential hazards. The element seeks sources of building materials and can evaluate building material suitability for construction. It recommends construction methods and materials for the AO and uses information from various sources to make recommendations on priorities of construction and allocation of resources to the various competing organizations throughout the AO.
- **Organization:** The Facilities and Construction Element is composed of an Element Chief, two FFCME officers and one Senior Technical Engineer NCO.
- **Staff Tasks and Functions:** The Chief provides guidance, direction and supervision over F&C Section. The two FFCME provides plans, policy, and procedures to coordinate, synchronize, all EN facilities & construction efforts within AO. The Senior Technical Engineer NCO provides building data and info to the Section MCS operator.

12-44. Real Estate Element

- **Mission:** The Real Estate Element conducts comprehensive analysis of existing and additional real estate requirements
- **Tasks:** The Real Estate Element coordinates real property maintenance and activity support. It coordinates and synchronizes real estate operations and requirements throughout the AO.
- **Organization:** The Real Estate Element is composed of two Real Property Officers and one Engineer Real Estate Officer.
- **Staff Tasks and Functions:** The two Real Property Officers plan, coordinate, assess, monitor and synchronize real estate operations and requirements in AO. The Engineer Real Estate Off plans, coordinates, and monitors facility maintenance throughout AO.

12-45. Environmental Element

- **Mission:** The Environment Element conducts comprehensive analysis of existing and additional environmental requirements.
- **Tasks:** The Environmental Element coordinates for best practices to be instituted across the AO. It provides technical support to other sections as required. The element advises the commander on all aspects of the environmental mission to include interface with the medical and supply sections.

- **Organization:** The Environmental Element is composed of an Environmental Chief and an Environmental NCO.
- **Staff Tasks and Functions:** The Environmental Officer plans, coordinates, assesses and monitors environmental interests in AO. The Environmental NCO plans, coordinates, assesses and monitors Environmental interests in AO.

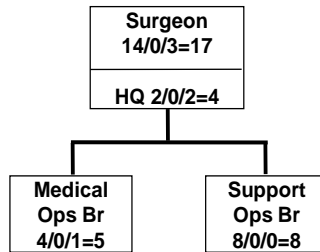
12-46. Plans and Operations Section

- **Mission:** The Plans and Operations Section is responsible for the coordination and synchronization of operations across the AO.
- **Tasks:** The Plans and Operations Section coordinates for missions and resources within the Civil Affairs, BDEs, NGOs, IGOs USACE, other Services, the Host Nation, and other interested parties. It advises the commander on all aspects of the current mission and guides the staff sections. The section is responsible for the near term operations to include tracking engineer specific operations and the coordination and synchronization of engineer specific operations across the AO. Focus is on the current operational environment. It advises the Chief on all aspects of the near term mission and the requirements and capabilities that will be needed to complete the current and forecasted missions.
- **Organization:** The Plans and Operations Section is organized with a Section Chief, a plans officer, three operations officers, an assistant operations officer, a utility maintenance warrant officer, and an operations NCO.
- **Staff Tasks and Functions:** The Section Chief plans, coordinates, assesses, and monitors Engineer interests throughout AO, and synchronizes with CA, HN, allied, IGO, NGO etc. Supervises P&O Section. The Plans Officer plans, coordinates, assesses and monitors Engineer operational Requirements within AO. The three Operations Officers plan, coordinate, assess and monitor Engineer products and Interests throughout AO. The Asst Operations Officer plans, coordinates, assesses, and monitors Engineer products and interests throughout the AO. The Utility Maintenance Warrant Officer plans, monitors and advises on all construction issues within the AO. The Operations NCO provides QA/QC on all plans, provides advice and analysis on construction Products.

12-47. Surgeon Section and Headquarters Element

- **Mission:** The Surgeon Section is responsible for planning, coordinating, monitoring, and synchronizing the execution of the Army Health System (AHS) activities for the Command in order to ensure the provision of a fit and healthy force. The section develops plans and policies over medically related matters and exercises technical supervision of all medical activities within the theater army area of operations.
- **Tasks:** The Surgeon Section provides medical staff planning, operational and technical supervision, and administrative assistance for the theater army and its subordinate units. It advises the Commander and provides recommendations for the conduct of medical activities in support of full spectrum operations. The section monitors the effectiveness and efficiency of the Army Health System within the area of responsibility to include provision of Title 10 responsibilities and Army Support to Other Services. It provides technical advice and consultation for veterinary services in support of the Army's food inspection, animal medical care, and veterinary preventive medicine mission. It provides technical advice and consultation on medical automated information systems and programs such as the Theater Medical Information Program (TMIP) and Medical Communications for Combat Casualty Care (MC4). The Surgeon Section develops and coordinates medical evacuation and medical regulating plans, policies, and procedures with the GCC Surgeon and the Theater Patient Movements Requirements Center. It coordinates through technical channels with the GCC Surgeon, the Medical Command (Deployment Support), Office of the Surgeon General, and US Army Medical Command (USAMEDCOM) for the synchronization of medical functions.

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- **Organization:** The Command Surgeon Section is composed of a headquarters, Medical Operations Element, and Support Operations Element. As an additional role, the Command Surgeon functions as a personal staff officer to the theater army commander. The headquarters consists of the Surgeon (PROFIS), the Deputy Surgeon, the Senior Medical NCO and a Driver.
- **Staff Tasks and Functions:** The Surgeon, when assigned by HQDA, coordinates Army Health System activities AO wide. He monitors execution of AHS functional areas to ensure they support the Commander's decisions and intent. He advises the theater army commander on the health of the command. The Deputy Surgeon coordinates Health Service Support throughout the theater army Area of Operations. He monitors execution of AHS to ensure it supports the theater army commander's decisions and intent. The Senior Medical NCO advises the Surgeon on the utilization and training requirements of medical personnel, and assists in planning and coordinating of AHS resources throughout the theater army AO. The Driver Provides dedicated transportation support for the Command Surgeon.
- **Processes:** In addition to the Operations Process, the Surgeon's mission is governed by regulatory guidance, public law and Standards of Care.

12-48. Medical Operations Element

- **Mission:** The Medical Operations Element functions as the clearinghouse for staff products (FRAGOs, medical annexes or appendices) produced by the Surgeon Section. It is responsible for updating and maintaining the common operating picture for all medical assets operating in the area of operations.

- **Tasks:** The Medical Operations Element manages the movement of patients within and from theater. It manages the flow of casualties within the AO, and monitors the flow of patients to medical facilities within the combatant command AO or for inter-theater evacuation. It develops and monitors mass casualty plans, and determines the medical workload requirements based upon the casualty estimate. The element recommends medical evacuation policies and procedures. It monitors medical regulating and patient tracking operations, and monitors treatment and patient flow of medical and dental treatment of sick, injured and wounded personnel. The element the AO medical resources to provide effective and consistent treatment of wounded, injured, or sick personnel so as to return to full duty or evacuate from the AO. It develops, synchronizes and coordinates Force Health Protection (FHP) to support the commander's decisions, planning guidance, and intent. It ensures that the general threat, medical threat, and medical intelligence considerations are integrated into FHP OPORDs and plans. Finally, the Medical Operations Element determines the medical threat and provides advice concerning the medical effects of the environment and of NBC weapons on personnel.
- **Organization:** The Medical Operations Element consists of the Chief, Medical Operations Element, an Aeromedical Evacuation Officer, a Medical Regulating Officer, a Medical Operations Officer, and a Medical Operations NCO.
- **Staff Tasks and Functions:** The Chief, Medical Operations Element plans and coordinates Health Services Resources in the theater army AO and plans and coordinates medical resources to provide effective and consistent treatment of wounded, injured, or sick personnel so as to return to full duty or evacuate from the theater army AO. The Aeromedical Evacuation Officer ensures tactical and strategic evacuation requirements are synchronized. The Medical Regulating Officer plans and coordinates the movement of patients within and from the TA AO and monitors the flow of patients to medical facilities within the Theater Army AO or for inter-theater evacuation. The Medical Operations Officer monitors Health Services Resources within the theater army AO. He monitors and adjusts medical resources to provide effective and consistent treatment of wounded, injured, or sick personnel so as to return to full duty or evacuate from the theater army AO. The Medical Operations NCO assists in planning and coordinating Health Services Resources throughout the theater army AO. He also assists in planning and coordinating medical resources to provide effective and consistent treatment of wounded, injured, or sick personnel so as to return to full duty or evacuate from the theater army AO.

12-49. Support Operations Element

- **Mission:** The Support Operations Element functions as the principal policy development arm for the Surgeon. The element provides the clinical, medical personnel, and medical logistics expertise for the Surgeon, and coordinates with the MC (DS) for analysis of theater trauma data in order to develop effective clinical practice guidelines.
- **Tasks:** The Support Operations Element manages Health Services Resources in the AO. It manages the AO medical resources to provide effective and consistent treatment of wounded, injured, or sick personnel so as to return to full duty or evacuate from the AO. The element monitors policies, protocols, and procedures pertaining to the medical and dental treatment of sick, injured and wounded personnel. The element determines requirements and priorities for medical logistics. It adapts medical equipment sets for a specific scenario to include adding items based on forecasted types of injuries. It monitors and manages the requisition, procurement, storage, maintenance, distribution, management, and documentation of Class VIII materiel, blood and blood products, and special hospital peculiar items of subsistence. The element also monitors the final disposition of all blood products, to support protocols, and communicate between Area Joint Blood Program Office (AJBPO), Joint Blood Program Office, and Armed Services Blood Program Office (ASBPO). The element ensures an effective and consistent operation for medical and dental services, and ensures preventive medicine and veterinary services for all Services on a theater – wide basis.
- **Organization:** The Support Operations Element consists of the Chief, Support Operations Element, the Chief of Medical Services, the Chief of Clinical Services, Environmental Sciences and Veterinary Services

Officers; Health Services Personnel Manager, Health Services Materiel Officer, and the Health Services Systems Management Officer.

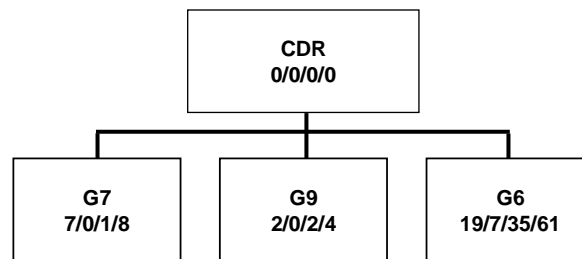
- **Staff Tasks and Functions:** The Chief, Support Operations Element plans and coordinates Health Services Resources within the theater army AO and determines requirements and priorities for medical logistics within the theater army AO. The Chief, Medical Services plans and coordinates Health Services Resources in the theater army AO to provide effective and consistent treatment of wounded, injured, or sick personnel so as to return to full duty or evacuate from the AO. The Chief, Clinical Services plans and coordinates Health Services Clinical Resources in the theater army AO to provide effective and consistent treatment of wounded, injured, or sick personnel so as to return to full duty or evacuate from the AO. The Environmental Sciences Officer ensures that the general threat, medical threat, and medical intelligence considerations are integrated into theater army OPORDs and FRAGOs and maintains situational understanding by coordinating for medical threat information with Med Ops staffs of the next higher, adjacent, and subordinate HQs within the theater army AO. The Veterinary Services Officer Develops veterinary policies and programs for the theater army AO. The Health Services Personnel Manager performs duties in the Operational Sustainment Division and plans and coordinates medical personnel resources within the theater army AO. The Health Services Materiel Officer performs duties in the Operational Sustainment Division and plans and coordinates Health Services Resources throughout the theater army AO by determining requirements and priorities for medical logistics within the theater army AO. The Health Services Systems Management Officer advises and assists the Surgeon in the area of health care information management and/or biomedical engineering. He formulates policies and plans for the development, implementation, operation and evaluation of patient oriented information systems and medical administration information support systems.

Chapter 13

Command and Control Cell

13-1 Command and Control (C2) Cell: The Command and Control (C2) Warfighting Cell is the primary integrator of information tasks associated with information superiority. The theater army commanders use information tasks to shape the operational environment throughout the operations process. The C2 Cell integrates the information superiority contributors—the Army information tasks, conduct information engagement and civil affairs activities. The CoS directs operations of the C2 Warfighting Cell. The Command and Control Cell is organized into the G7 Information Engagement Section, G9 Civil Affairs Operations Section and G6 Signal Section.

Command and Control Cell



13-2 G7/Information Engagement (IE) Division

- **Mission.** The G7/Information Engagement (IE) Section coordinates and synchronizes theater army words and images to communicate and engage (inform/influence) with the diverse population and actors relevant to the success of the theater army missions.
- **Tasks:** The G7/IE Section plans, coordinates and synchronizes ongoing PSYOP with theater army plans. It coordinates with Military Information Support Teams working within the AOR that are supporting GCC TSCP, counterterrorism, DSPD and DOS activities through approved PSYOP programs. The section plans and coordinates PSYOP to facilitate integration across the whole of government and within the interagency. It coordinates PSYOP actions with other Services, agencies, allies, coalition partners to ensure cooperation

and mutual support of PSYOP programs. G7/IE coordinates the assessment of PSYOP effects with intelligence agencies. It provides direction and ensures integration of PSYOP plans, programs, and policies with IO and PSYOP functions within the AOR.

- **Organization:** The G7/Information Engagement Section consists of seven officers and one NCO and is organized into Section Chief Element, an Information Engagement Element and a PSYOP Element.
- **Staff Tasks and Functions:** The Senior PSYOP officer advises the Commander during PSYOP planning and coordinate the message with Military Information Support Teams working within the AOR. The Senior PSYOP officer coordinates PSYOP activities with the LCC and JPOTF Staffs. The IE Ops Officer conducts IE planning and provides planning support to CCP. The IE Ops and Targeting Officer provides IE planning ISO the MCP and future plans while providing AOR wide IE plans and policy recommendations. The IE Assessment officer plans and develops Measures of Effectiveness to assess future execution of information in the AOR. The IE PA Ops Officer coordinates PA section plans with G7/IE and provides AOR-wide IE plans and policy recommendations. The Senior PSYOP NCO is the Operations NCO for the Division.
- **Processes:** The G7 Section participates in the Operations Process and other subordinate processes, including the MDMP/JOPP planning processes, the D3A targeting process, risk assessments and IPB. The section allocates its subordinates between participating in theater army planning sessions, preparing or conducting Working Groups, Boards and Cells, and supporting the CCP when deployed.

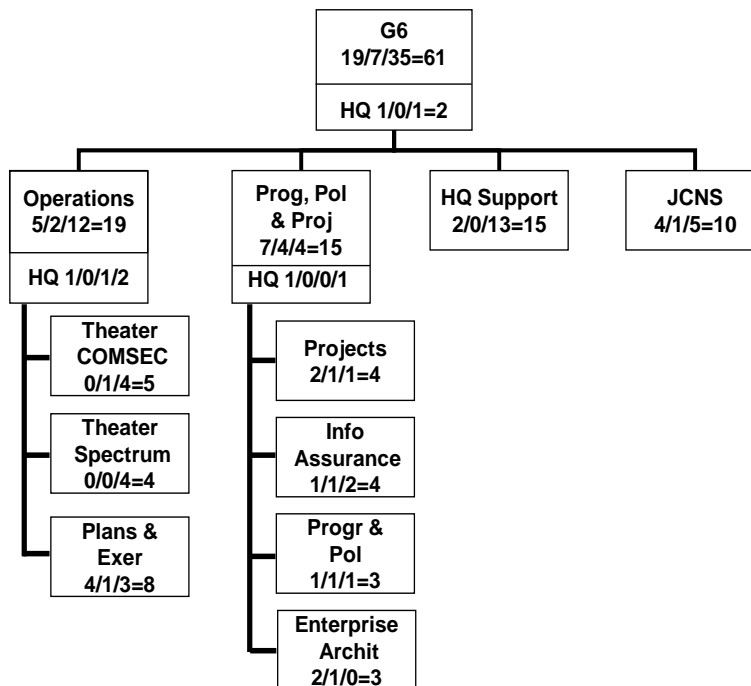
13-3. G9/Civil Affairs Operations Section

- **Mission:** The G9/Civil Affairs Operations Section engages and influences the civil populace within the GCC AOR by planning, executing, assessing, and transitioning Civil Affairs Operations (CAO) and Civil Military Operations (CMO) in Army, joint, interagency, and multinational operations to support the theater army.
- **Tasks:** The G-9 Section accomplishes its mission and functions by coordinating, synchronizing, and integrating the theater army's civil-military plans, programs, and policies with strategic and operational objectives as directed by higher authority and coordinated with interagency partners. The G-9 Section provides subject matter advice and accurate civil component analysis to other staff elements of the MCP by maintaining the CAO running estimate and analyzing civil information and civil reconnaissance reports that support the development of the CAO Annex of theater army OPLANs/OPORDs. The G-9 Section further provides politico-military support to other government agencies, host nations, Intergovernmental organizations (IGOs) and nongovernmental organizations (NGOs) by coordinating and integrating joint, interagency, and multinational support into theater army operations.
- **Organization:** The four-man G-9, Civil Affairs Operations Section is internally organized with the staff principal, a Chief of Operations, a G-9 Sergeant Major and an Operations NCOIC.
- **Staff Tasks and Functions:** All specified and implied tasks and functions assigned to the MCP, G-9, Civil Affairs Operations Section are accomplished by incumbent personnel. The G9, supported by the SGM is the CAO/CMO advisor to the theater army commander and facilitates CMO Working Group. The Chief, Civil Affairs Operations is the principal CAO/CMO functional advisor to the theater army staff and represents the G-9 Section in the MCP COIC. The Operations NCOIC represents the G-9 Section in the MCP COIC and provides CAO/CMO and cultural relations training to the theater army staff.
- **Processes:** The G9 Section participates in the Operations Process and other subordinate processes, including the MDMP/JOPP planning processes, the D3A targeting process, risk assessments and IPB. The section allocates its subordinates between participating in theater army planning sessions, preparing or conducting Working Groups, Boards and Cells, and supporting the CCP when deployed.

13-4. G6 Signal Section and Headquarters Element.

- Mission: The G6/SignalSection coordinates and integrates theater army communications and information network capabilities and the extension of those capabilities to austere environments across the Geographic Combatant Commander's (GCC) Area of Responsibility (AOR).

G6 Theater Army 5.4



- Tasks: The G6 Signal Section delivers a net-centric information enterprise that enables warfighter decision superiority while supporting the Army's information and technology management strategic objectives in the GCC's area of responsibility and, IAW the Commander's priorities, coordinates, manages, and apportions all spectrum requirements for land forces. The section stores, manages, and distributes communications security (COMSEC) material and plans the theater army communications network. It plans and provides management and control over command and control, communications, and computers (C4) input to theater army HQ basing initiatives, information management system architecture, and long-range modernization plans and, coordinates the integration of commercial off-the-shelf communications and command and control (C2) information systems for the theater army. The section manages theater army-wide computer intrusion awareness, prevention, training standards, and assistance to secure the network infrastructure. The section plans, manages, administers, and maintains theater army HQ C2 information systems (INFOSYS) connectivity with joint and multinational C2 systems and develops network and support requirements for joint and multinational architectures. It integrates Army-centric and joint/combined computer and communications interoperability to support Title 10 policy/technical requirements. It also provides, manages, and protects information services for the theater army headquarters. The Signal Section may be employed at any location in support of theater army operations.

- **Organization.** The MCP includes the HQs Element; Operations Section; Programs, Policy, and Projects Section; Headquarters Support Section; and Joint/Coalition Network Section (JCNS). The Signal Section HQ consists of the Assistant Chief of Staff G-6/Director/CIO, the deputy G-6, and the Chief Signal NCO. The G-6, for most Armies, are the commander of the senior signal organization assigned to the theater army and are carried on that organization's TO&E.
- **Staff Tasks and Functions.** The G6 is the principal advisor to the theater army commander on all matters pertaining to information management and information systems across the AOR. On a day-to-day basis, in the absence of the G-6 (who also serves as commander of the theater's senior Signal organization in those Armies assigned Theater Signal enablers) the deputy G-6 manages the operation of the Signal Section with the assistance of the chief signal NCO.
- **Processes:** The G6 Signal Section utilizes the operations process (planning, preparation, execution, and assessment) to integrate and synchronize staff activities, tasks and functions. The MDMP/JOPP provide mechanisms for the section to synchronize operations. The section allocates its subordinate elements between participating in theater army planning sessions, preparing or conducting Working Groups, Boards and Cells, and supporting the CCP when deployed Processes. The section follows procedures and processes established by international, national, and regional spectrum management agencies

13-5. MCP G6 Signal Operations Section and Headquarters Element

- **Mission.** The Signal Operations Section in the MCP manages and integrates INFOSYS networks to support theater army AO communication requirements.
- **Tasks.** The Signal Operations Section in the MCP coordinates with host nation communications authorities. It manages the theater army HQ communications and INFOSYS environment, and integrates INFOSYS support to GCC-designated joint, multinational, OGA, and NGO sites. The section manages theater army HQ INFOSYS asset availability, assesses the INFOSYS network ability to meet battle command and information exchange requirements, and develops relevant portions of theater army OPORDs and OPLANs.
- **Organization.** The Operations Section consists of the headquarters and three subordinate Elements: the Theater Communications Security (COMSEC) Management Element, the Theater Spectrum Management Element, and the Plans and Exercise Element. The Section HQ is staffed by a LTC Division Chief and a MSG Senior Network Operations (NETOPS) NCO.
- **Staff Tasks and Functions.** On a day-to-day basis, the O5 Section Chief manages the operation of the Operations Section with the assistance of the Senior NETOPS NCO.

13-6. Theater Communications Security (COMSEC) Management Element

- **Mission.** The Theater Communications Security (COMSEC) Management Element directs the COMSEC program. It develops operations policy and enforces guidance on COMSEC matters.
- **Tasks:** The Theater Communications Security (COMSEC) Management Element provides training on COMSEC materials, management, and accountability procedures. It establishes operational policy and enforces guidance on COMSEC matters for the theater army and provides training on COMSEC keying materiel, management, and accountability procedures. The section prepares operational policy for command approval, and enforces COMSEC directives within the theater army. It provides limited COMSEC distribution to the MCP and subordinate headquarters in the theater army's AO, and provides limited receipt-and-storage courier service for COMSEC key materials for further distribution. It provides COMSEC support for the RSOI of joint, interagency, and multinational forces in established and bare-base locations.

- **Organization.** The Theater COMSEC Management Element is staffed by a senior warrant officer and four senior NCOs.
- **Staff Tasks and Functions.** On a day-to-day basis, the element chief manages the operation of the Theater COMSEC Management Element. Four element NCOs provide COMSEC management expertise in the execution of element tasks and functions to include COMSEC custodian for Army units in the JOA, alternate COMSEC custodian for Army units in the JOA, COMSEC materiel manager for the theater army and assisting the COMSEC custodian and COMSEC materiel manager with COMSEC records management.

13-7 Theater Spectrum Management Element

- **Mission.** The Theater Spectrum Management Element plans for and manages the use of the electromagnetic spectrum within the theater army.
- **Tasks.** The Theater Spectrum Management Element establishes the theater Joint Frequency Management Office (JFMO) and assists with spectrum management matters affecting the integration of Army and joint functional systems into the theater army's network architecture. It coordinates, manages, and apportions all frequency requirements for land forces and submits satellite access requests to the supported GCC J-6 satellite manager for single channel UHF and EHF operations. The element receives and processes joint spectrum interference reports from U.S. military forces and the Signal Operations Section in the CCP and coordinates with host-nation authorities to de-conflict military use of the electromagnetic spectrum. It coordinates spectrum management support for the RSOI of joint, interagency, and multinational forces in established and bare-base locations.
- **Organization.** The Theater Spectrum Management Element is staffed by a sergeant major and three senior NCOs.
- **Staff Tasks and Functions.** On a day-to-day basis, the Senior Spectrum NCO manages the operation of the Theater Spectrum Management Element. Element NCOs provide spectrum management for the AOR, with the assistance of the senior NETOPS NCO. The three NCOs coordinate frequency requests and allocations for the theater, assist in the coordination of frequencies within the JOA, submit single-channel satellite frequency requirements to the GCC J-6 Satellite Manager, receive and distribute allocated frequencies and submit frequency requests to the GCC J-6 Spectrum Management Office, and receive and distribute allocated frequencies.

13-8. Plans and Exercise Element

- **Mission.** The Plans and Exercise Element develops theater army information system requirements in support of joint operations, plans, and exercises.
- **Tasks:** The Plans and Exercise Element supports reception, staging, onward movement, and integration (RSO&I) for coalition and joint land forces and coordinates and synchronizes signal operations. It validates tactical and strategic-level data, voice, and VTC communications operational needs statements for the theater army as well as prioritizing installation and restoration of communications systems and circuits. It evaluates operational impacts of authorized service interruptions and network outages and enforces policies regulating the use of non-tactical radio systems. The element provides and maintains Signal CCIR and operational awareness of the JOA signal environment, coordinates combat camera activities in coordination with the G-3, and manages JOA network directories (VTC, telephone, SIPR, NIPR). It also conducts planning for and configuration, implementation, and analysis of information systems requirements.
- **Organization.** The Plans and Exercise Element is staffed by an O5 Element chief, three plans officers, a warrant officer, and three senior NCOs.

- **Staff Tasks and Functions.** On a day-to-day basis, the element chief manages the operation of the Theater Plans and Exercises Element. Officers and NCOs provide plans and exercise oversight for the Signal Section Division. The three officers plan, configure, implement and conduct analysis of information system requirements within the JOA. They develop signal requirements for AO-wide exercises; conduct planning, configuration, implementation, and analysis of exercise Signal requirements, and monitor/synchronize the signal portion of the TPFDL within the JOA. The warrant officer assists in planning JOA networks. The three NCOs assist in preparing technical signal impacts and requirements for FRAGOs, OPOARDS, and EXORDS in the MCP.

13-9. Programs, Policy, and Projects Section and Headquarters Element

- **Mission.** The Programs, Policy, and Projects Section and Headquarters Element plans and provides management and control over theater army communications and information networks-related basing initiatives, information management systems architecture, and long-range modernization plans.
- **Tasks:** The Programs, Policy, and Projects Section and Headquarters Element plans and provides management and control over C4 input to theater army, information management systems architecture and long-range modernization plans. It acquires and communicates operation level information and maintains theater army HQ Command and Control (C2) system status. It develops and justifies long-range financial plans such as the research and analysis to determine technology availability to support user requirements. The section manages top-down theater army network enterprise initiatives, and ensures theater army architectures meet DOD, joint, DA, and other pertinent operational and doctrinal standards. Theater army chief information officer functions and theater-level information technology (IT) governance for the ASCC, per the Clinger-Cohen Act and AR 25-1, are performed by this section.
- **Organization.** The Programs, Policy, and Projects Section consists of the headquarters and four elements: Projects, Information Assurance (IA), Programs and Policy, and Enterprise Architecture. The Section HQ is staffed by a LTC Section Chief.
- **Staff Tasks and Functions.** On a day-to-day basis, the section chief manages the operation of the Programs, Policy, and Projects Section by providing staff management and oversight of AOR-wide signal programs, policies, and projects.
- **Processes.** In addition to the G6 Signal Section's processes this section engages in network design and architecture processes established by HQ U.S. Strategic Command, the Defense Information Systems Agency (DISA), the U.S. Army Chief Information Officer/G-6, and Commander U.S. Army Network Enterprise Technology Command/9th Signal Command (Army) and Host Countries.

13-10 Projects Element

- **Mission.** The Projects Element manages network enterprise initiatives and projects for the theater army.
- **Tasks:** The Projects Element manages network enterprise initiatives and projects for the theater army and manages intra-theater information systems projects and initiatives IAW the Clinger-Cohen Act. It coordinates the integration of commercial-off-the-shelf communications and information systems for the theater army and with national and strategic information systems engineering activities. It synchronizes and coordinates project requests for service, satellite, and gateway access and submits requests for funding through the MCP G-8 and GCC J-8 resource management organizations. The element plans and monitors the theater army communications commercialization program through all phases of operations. It coordinates with national and strategic information system engineering activities to implement initiatives in support of theater army operations and plans.
- **Organization.** The Projects Element is staffed by an O5 Element Chief, a telecommunications engineering officer, a warrant officer, and a senior NCO.

- **Staff Tasks and Functions.** On a day-to-day basis, the element chief manages the operation of the Projects Element and element personnel provide technical and management expertise to execute assigned tasks. The telecommunications engineering officer coordinates with national and strategic signal engineering agencies to implement AOR signal initiatives; the warrant officer plans and monitors AO-wide communications commercialization programs, and the Senior NCO coordinates with Spectrum Mgt Element for special projects within the AO.

13-11. Information Assurance (IA) Element

- **Mission.** The Information Assurance (IA) Element establishes, manages, and assesses the theater army HQ IA program.
- **Tasks.** The IA Element serves as the Theater IA program manager. The element provides computer intrusion awareness and prevention, training, and assistance in securing the network infrastructure for the theater army. It oversees, assesses, and supports IA certification and accreditation for theater army units. It manages and directs theater army IA policy and funding to include COMSEC, firewalls, and intrusion detection systems and recommends the MCP IO condition in coordination with the MCP operational ISR, OMMD, and operational fire support Cells (G-2, G-3, and G-7). The element also coordinates IA activities with the MCP operational fire support Cell's IO Section, the theater network operations and security center (TNOSC), and the regional computer emergency response team (RCERT).
- **Organization.** The IA Element is staffed by an O4 Element Chief, a warrant officer, and two NCOs.
- **Staff Task and Functions.** On a day-to-day basis, the element chief manages the operation of the IA Element and element personnel provide IA technical and management expertise to execute assigned tasks. The warrant officer provides technical assistance and oversight of IA for information systems and networks AOR-wide. The two NCOs assist in development and implementation of IA policies and procedures within the AO and assist in development and dissemination of computer intrusion awareness programs within the AO.

13-12. Programs and Policy Element

- **Mission.** The Programs and Policy Element plans for and provides C4 input to theater army basing initiatives and develops the theater army information management systems program and long-range modernization plan.
- **Tasks:** The Programs and Policy Element plans and provides management and control over theater army communications system basing initiatives, information management systems program, and long-range modernization plans. In coordination with the DCS G-8, the element manages the C4 Management Decision Packages (MDEP) for the theater army and develops policy for theater army top-down network enterprise initiatives. The element ensures theater army information systems architectures meet DOD, joint, HQDA, and other pertinent operational and doctrinal standards. It provides information systems perspectives as part of theater army and supported GCC strategic planning to align the command's information systems investment strategy per the Clinger-Cohen Act. The element manages theater level G-6/CIO boards and Cells; e.g., Theater Configuration Management Board.
- **Organization.** The Programs and Policy Element is staffed by an O5 Element Chief, a warrant officer, and a senior NCO.
- **Staff Tasks and Functions.** On a day-to-day basis, the element chief manages the operation of the Programs and Policy Element and element personnel provide program and policy technical and management expertise to execute assigned tasks. The warrant officer serves as deputy element chief and manager of AO-wide network enterprise initiatives and the senior NCO assists the element chief in planning the theater army information management systems program, and long-range modernization plans.

- Processes. In addition to the G6 signal processes, this element participates in the PPBE, ARB, PBAC, JROC, and IPL.

13-13. Enterprise Architecture Element

- Mission. The Enterprise Architecture Element ensures compliance and interoperability with the Army and joint information environment for technology.
- Tasks. The Enterprise Architecture Element plans and provides management and control over information management systems architecture, Signal input to theater army basing initiatives, and long-range modernization plans for the theater army. It develops the theater army operational, systems, and technical architectures and standards to ensure equipment, systems, and networks meet DOD, joint, DA, and other pertinent operational and doctrinal requirements. It provides services in compliance with the Clinger-Cohen Act, to include management of the theater army portion of the Army knowledge management program, and provides oversight of network technology insertions, expansions, and upgrades.
- Organization. The Enterprise Architecture Element is staffed by an O4 Element Chief, an additional officer, and a warrant officer.
- Staff Tasks and Functions. On a day-to-day basis, the element chief manages the operation of the Enterprise Architecture Element and element personnel provide program and policy technical and management expertise to execute assigned network and information INFOSYS architecture tasks. The officer ensures compliance and interoperability of the theater army enterprise architecture for information technology within the AOR in support of the GCC. The warrant officer ensures theater army compliance with Army enterprise architecture for information technology technical standards.
- Processes. In addition to the G6 Signal processes, this element participates in the PPBE, ARB, PBAC, JROC, and IPL.

13-14. Headquarters Support Section

- Mission. The Signal MCP Headquarters Support Section installs, operates, and maintains networks and video teleconferencing (VTC) services, supports user-operated information systems in the MCP, and manages the theater army MCP information system automation life cycle replacement plan.
- Tasks. The Signal MCP Headquarters Support Section installs, operates, and maintains network and video teleconferencing services for the MCP to include administering the headquarters' VTC schedule and determining MCP and CCP headquarters requirements for C2 communications and information systems and services. The section protects MCP and CCP information systems from enemy IO attack and natural occurrences and installs, operates, maintains, and manages the configuration of networks in support of user-operated terminals in the MCP. It implements information assurance vulnerability assessments and automation policy/procedures for the MCP headquarters. The section manages the headquarters information systems automation life cycle replacement plan, provides telephone and data directory support for the MCP and manages MCP use of wireless services (Cellular phones, PDAs), satellite-based phones, and commercial off-the-shelf radios. The section includes the COMSEC custodian for the theater army HQ.
- Organization. The Headquarters Support Section is staffed by an O4 Section Chief, an additional officer, nine NCOs, and four lower grade enlisted Soldiers.
- Staff Tasks and Functions. On a day-to-day basis, the section chief manages the operation of the Headquarters Support Section and section personnel provide technical expertise to execute assigned tasks. The supporting officer manages theater army MCP C4 systems and services. The NCOs serve as senior technical supervisors and NCOICs of technician teams supporting the theater army HQ. They install and

maintain networks in support of user-operated terminals in the theater army MCP, serve as COMSEC custodian for the theater army MCP; ensure automation policy and procedure compliance, oversee installation, operation and management of video teleconferencing for the theater army MCP and install local area networks at the theater army MCP. The four lower grade enlisted Soldiers assist with VTC operation and with installation and maintenance of local networks.

- Processes. In addition to the G6 Signal processes, installs, operates, and maintains networks and video teleconferencing (VTC) services and supports user-operated information systems in the MCP based on customer demand.

13-15. Joint/Coalition Network Section

- Mission. The Joint/Coalition Network Section plans, manages, administers, and maintains joint and multinational C2 information systems integration with Army Battle Command Systems (ABCS) and sustainment systems to include developing the information management plan.
- Tasks: The Joint/Coalition Network Section performs configuration management for Army, joint, and coalition functional systems and leads and participates in Army, joint, and coalition information management boards. The section develops and maintains operational, systems, and technical architectures of the theater army's battle command and related information systems, and determines the theater army's C2 information systems requirements. It develops and maintains concept of operations for multinational network systems information exchange for joint and multinational exercises, and reviews Army, joint, and coalition doctrine for emerging concepts in information and the management of theater army information systems. It plans, manages, administers, and maintains training, training support, and certification programs for C2 information systems. The section maintains GCCS (both Army and Joint) servers providing COP to the theater army AOR on a 24-hour basis. It also researches, plans, and implements new technology insertions.
- Organization. The Joint/Coalition Network Section is staffed by a LTC Section Chief, three officers, a warrant officer, three NCOs, and two lower grade enlisted Soldiers.
- Staff Tasks and Functions. On a day-to-day basis, the section chief manages the operation of the Joint/Coalition Network Section and section personnel provide joint and coalition network technical and management expertise to execute assigned tasks. The three officers oversee and direct administration of Army and Joint battle command and related information systems, oversee integration of Joint/Army/Multinational Battle Command Systems, and execute new battle command hardware/software fielding and integration within the JOA. The warrant officer manages Army and joint battle command systems and develops/maintains theater battle command information exchange requirements. The three NCOs plan and coordinate management of joint functional computer systems hardware and software within the JOA, assist the section chief in researching and planning for new technology insertions within the theater army, and plan, manage, administer, and maintain training and TSP certification programs for battle command systems within the theater army. The lower grade Soldiers assist in battle command hardware/software fielding and integration within the JOA.
- Processes. In addition to the G6 Signal processes, this section coordinates with joint and coalition C2 system activities to determine network interface and system interoperability requirements.

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PART THREE

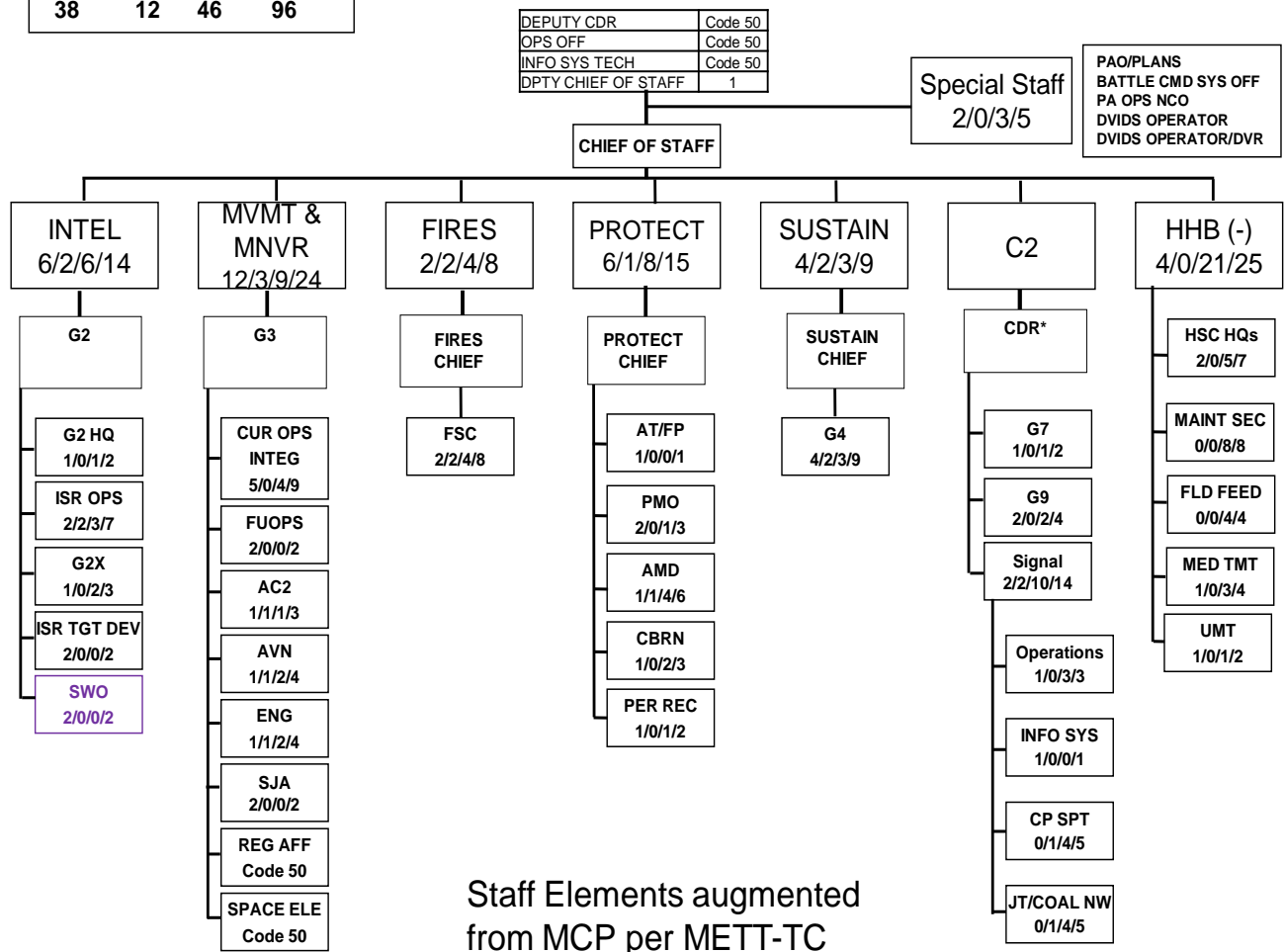
Theater Army Organizational Concept Contingency Command Post (CCP)

Chapter 14

Contingency Command Post

CCP Design 5.4

OFF	WO	ENL	TOTAL
38	12	46	96



14-1 Contingency Command Post (CCP). The CCP is designed to provide the theater army with a capability to directly command and control small Limited Intervention or Peace Operations, ranging from Non-combatant Evacuation (NEO), Foreign Humanitarian Assistance in both permissive and non-permissive environments where major combat operations are not anticipated, to limited intervention operations such as peace enforcement, which may involve some combat, but is limited in scale, scope, and complexity and expected intensity and duration. The CCP is organized into a Command Group, Personal Staff Section, Intel, Movement and Maneuver (M2), Fires, Protection, Sustainment and Command and Control Cells. The CCP Headquarters and Headquarters Battalion (HHB) support slice is discussed under the HHB (Chapter 15).

14-2 Command Group

- **Mission:** When deployed, the CCP Command Group (normally the DCG) extends the control of the commander in the CCP's AO.
- **Tasks:** When deployed, the Command Group visualizes the nature and design of operations to support the GCC's concept of operations and describing the time, space, available resources, purpose and action of assigned forces to the CCP in the AO. It directs, leads, and assesses land operations using designated land forces to support the GCC's concept of operations. The Command Group directs Army support to the joint, interagency, and multinational forces in the CCP's AO. The DCG leads the execution of the Operations Process.
- **Organization:** When deployed, the DCG Element is organized to provide direct support to the DCG consisting of the Deputy Chief of Staff (DCoS), Aide de Camp, and Driver/Communications Support. The DCG, Aide de Camp and Driver are Code 50 positions from the MCP. The DCoS maintains staff oversight of the CCP when not deployed; tracks CCP manning, readiness and training.
- **Tasks and Functions:** When deployed, the DCG provides Command and Control for the forces assigned to the CCP in the AO. The Deputy Chief of Staff maintains staff oversight of the CCP when not deployed. He tracks manning and training of CCP personnel, and tracks equipment readiness for CCP missions. The DCS advises the CoS on CCP training /equipping and personnel status. He serves as CoS to the DCG when deployed on CCP missions. The DCG's Aide de Camp and driver/communications specialist supports the DCG for scheduling, review of activities, travel and staff actions.
- **Processes:** When deployed, the DCG uses the Operations Process to provide direction to the Theater Army CCP's activities in the GCC's AOR.

14-3 Special Staff. The Special Staff consists of the Knowledge Management (KM) Section and PAO Section. It can be augmented from the MCP with Code 50 positions based on Mission Analysis.

14-4. CCP Knowledge Management (KM)

- **Mission:** When deployed, the KM section supports the CCP's Commander and staff in achieving situational understanding and making informed, knowledgeable, and timely decisions.
- **Tasks:** The KM Section advises staff on KM processes and enabling technologies. It creates, collects, organizes, stores, applies and transfers knowledge to facilitate situational understanding and decision making. It enhances battle command by helping the commander and staffs integrate battle command systems into the headquarters in a manner consistent with best KM practices and unique aspects of military operations. The KM Section augments the MCP KM staff when not deployed.
- **Organization:** The KM Section consists of one officer.
- **Staff Tasks and Functions:** The KM Officer advises the CCP on using KM processes and tools to maximize relevant information availability. He coordinates with external knowledge sources and integrates them into the organizational knowledge network. He also coordinates technical network requirements with

G-6. Analyzes newly recommended information technology for KM capabilities. The Officer assists the staff in managing the common operational picture and briefings.

- Processes: In addition to the Operations Process, KM process consists of five steps: assess, design, develop, pilot, and implement the Knowledge Management Process.

14-5. CCP Public Affairs Office (PAO)

- Mission: When deployed, the CCP Public Affairs Office (PAO) expedites the flow of accurate and timely information about the activities of U.S. Army and U.S. joint forces to target audience or internal audiences.
- Tasks: The CCP PAO advises and counsels commander and staff on all aspects of information strategies, media facilitation, public affairs training and community relations issues and operations including command information print and radio/TV capabilities/requirements. It coordinates PA operations, media facilitation and NGO requests with Theater Army MCP, adjacent and higher headquarters as required. The PAO continually assesses the communication environment, operational and tactical situation impact on the Commander's information strategy goals informs and provides recommendations to the CCP CDR and Theater Army MCP Public Affairs Officer regarding such activities. The CCP PAO provides guidance, and directs Public Affairs missions and taskings to subordinates, attached and assigned Public Affairs assets within the CCP AOR.
- Organization: The CCP PAO Section is organized into a PAO Chief of Media, one PA Broadcast NCO and two VI Equipment/DVIDS Operator/Maintainer NCOs. May be augmented by the Deputy PAO in the MCP.
- Staff Tasks and Functions: The CCP PAO directs the activities of the CCP PA section, responds to media queries, plans and coordinates media visits and media embed requests, ensures coordination with the CCP COIC, coordinates media operations with the MCP and directs media operations for subordinate PA units, and serves as personal staff to the CCP Commander. The Senior NCO advises and assists the CCP PAO in determining broadcast requirements, coordinates CCP AOR/JOA broadcast requirements with attached radio and television facilities, and acquires and transmits audio-visual information products between higher/lower echelon and attached headquarters within available capabilities. He supervises the VI Equip/DVIDS operator in the execution of PA operations requiring the use of DVIDS and in the maintenance of the system. He also conducts limited media support, and provides limited print and digital video releases. The CCP DVIDS NCO serves as the VI equipment maintainer; produces limited VI product acquisition redistribution. He serves as the primary DVIDS operator and maintainer for the CCP. The NCO provides limited digital video releases, and is the vehicle driver for assigned vehicle.

14-6 Intelligence Cell: The Intelligence Cell is responsible for the synchronization and integration of Intelligence operations throughout the CCP's AO. The CCP Intel Cell facilitates effective execution of small-scale contingency operations ranging from Non-combatant Evacuation (NEO), Humanitarian Assistance and Disaster Response (HA/DR) in both permissive and non-permissive environments. The Intelligence Cell is dependent upon the Theater Army MCP and Theater Military Intelligence Brigade for planning and products to support the CCP's operations. Although the CCP will actively participate with the MCP in the collaborative planning process, the MCP will normally produce the OPORDs and the CCP will focus largely on controlling execution of the plan, including short term assessment of operations. The most influential/ important processes are the MDMP and JOPP in IPB development. The Intelligence Cell, CCP is organized with a HQs, ISR Operations Section, G2X Section, ISR Target Development Section, and a Staff Weather Office (USAF).

14-7 Intelligence Cell and Headquarters Element

- Mission. The Intelligence Cell conducts management, staff supervision, force integration, evaluation, and oversight for all intelligence activities in support of the CCP.

- **Tasks:** The Intelligence Cell is responsible for supervision of processing, reporting, and dissemination of theater and national intelligence to ensure theater army intelligence requirements for CCDOR are satisfied. The Cell collaborates with the Military Intelligence Brigade (MIB) (Theater Operations Company (THOC), Regional Operations Company (ROC), Analysis and Control Element (ACE)) for prioritization of analytic requirements. It accesses information from national assets. It manages information requests based on mission needs. The Cell is responsible for the management, validation, approval, and dissemination of the threat COP to higher, lower, and adjacent commands and agencies, as well as preparation of intelligence products for distribution.
- **Organization:** The Intelligence Cell, CCP is organized with a HQs, ISR Operations Section, G2X Section, ISR Target Development Section, and a Staff Weather Office (USAF). The Headquarters consists of a Chief or G2 Forward (O5) and Chief Intelligence NCO/Special Security representative (E8).
- **Staff Tasks and Functions:** The G2 Forward serves as the Senior Intelligence Officer for the CCP. In this capacity he manages intelligence requirements, production, allocation of intelligence assets, collection, evaluation, fusion, analysis, and production and dissemination of all-source intelligence for the CCP; and advises the Commander on the enemy, weather and terrain.
- **Processes:** The Intelligence Cell utilizes the operations process (planning, preparation, execution, and assessment) to integrate and synchronize staff activities, tasks and functions. The MDM/JOPP provides mechanisms for the Cell to synchronize IPB.

14-8 Intelligence, Surveillance, and Reconnaissance (ISR) Operations Section.

- **Mission.** The Intelligence, Surveillance, and Reconnaissance (ISR) Operations Section, CCP provides current Intelligence support to contingency operations of limited scale, scope, intensity and duration.
- **Tasks:** The ISR Operations Section receives collection reports from G2X (CCP), Intelligence Support Element (MIB), interagency, coalition, and OGAs (USAID). It receives, collates, processes, disseminates, and presents intelligence products derived from multiple sources to US, coalition, NGOs, and host nation (Foreign Disclosure). The section develops information requirements and requests for Information. Integrates and synchronizes intelligence collection operations forward. It recommends situational changes to CCIR, PIR, and IR. The section establishes and maintains TS/SCI networks (JWICS / NSANet) and operates JWICS VTC capability for CCP.
- **Organization:** The ISR Operations Section, CCP is organized with seven permanent Soldiers and one code 50 Soldier. There are two Intelligence Officers (O4 and O3), a All-Source Intelligence Technician (W3), a Imagery Technician (W3) (Code 50), a SIGINT Analyst Technician (W3), a Senior Intelligence Sergeant (FDO Rep) (E7), an Intelligence Sergeant (E6), and a Senior LAN Manager (ADP Security Team Chief) (E5).
- **Staff Tasks and Functions:** The O4 Intelligence Officer oversees and approves development of intelligence requirements for the CCP; prioritize intelligence production; participates in the B2C2WG as required. The O3 Intelligence Officer ensures that the input to the CCP COP is up to date and disseminated to all subordinate elements in the AO, and collates and correlates the flow of intelligence traffic within the CCP to include reporting, RFI processing, requirements dissemination, and orders generation. The All-Source Technician leads near-term predictive analysis for support to current operations and works with the watch officers to develop the threat portion of the regular update. The Imagery Technician (Code 50) develops Imagery Intelligence (IMINT) requests to generate actionable intelligence, interprets imagery products for inclusion in the COP, and assesses the quality of IMINT reporting and recommends TPED adjustments as necessary. The SIGINT Analyst Technician provides continuous SIGINT expertise and analysis for the CCP, and coordinates SIGINT collection and analysis requirements with the MIB and other SIGINT elements operating in support of the theater army. He also assesses quality of SIGINT reporting and recommends TPED adjustments as necessary. The Senior Intelligence Sergeant (FDO Representative) coordinates the flow of intelligence information between intelligence disciplines and supervises Foreign

Disclosure. The Intelligence Sergeant receives and analyzes intelligence information, and identifies intelligence resources in the development of collection tasks and assessments of enemy vulnerabilities. The Senior LAN Manager (ADP Security Team Chief) installs, operates, and performs unit maintenance on multi-functional / multi-user information processing systems, peripheral equipment, and auxiliary devices. He performs data control and bulk data storage operations, and transfers data between information processing equipment and systems.

14-9 G2X Section.

- **Mission.** The G2X Section, CCP conducts oversight of intelligence operations, and provides operation Intelligence to support contingency operations of limited scale, scope, intensity and duration.
- **Tasks:** The G2X Section receives, processes, disseminates, and presents intelligence derived through CI and HUMINT operations. It synchronizes, coordinates, and de-conflicts source operations with National agencies, Host Nation, Law enforcement, and Sister Services. It provides Intelligence Oversight management for forward deployed CCP and assigned/attached forces. The Section synchronizes, coordinates and de-conflicts cyber CI targeting, collection, and investigations. It synchronizes and coordinates with antiterrorism and force protection elements. The G2X Section ensures all CI and HUMINT sources are registered with the OSB at the MCP. It provides CI case control and CI source operations management and oversight. It also provides HUMINT source operations management and oversight. The G2X Section synchronizes, coordinates and de-conflicts technical services in support of CI and HUMINT operations. The section is responsible for establishing quality controls and releases HUMINT reporting.
- **Organization:** The G2X Section, CCP is organized with three personnel: one HUMINT Officer (HO Chief O4), one CI Senior SGT (E8), and a HUMINT Collector (E5).
- **Staff Tasks and Functions:** The O4 HUMINT Officer (HO Chief) is the primary advisor to the G2 and the CCP commander on employment of HUMINT/CI capabilities in the AO. He recommends HUMINT/CI force structure to support OPLANS, CONPLANS, and FRAGOS, executes HUMINT/CI policy and procedures for subordinate unit HUMINT/CI activities in the AO, directs HUMINT/CI collection activities to ensure they meet the theater army commander's intelligence requirements, and oversees and manages the use of ICF by fielded teams and subordinate theater army units to ensure regulatory compliance. The Senior CI/HUMINT Sergeant constitutes the 24/7 watch within the CICA, performs day-to-day control of subordinate CI collection elements, and establishes quality control of all CI reporting by subordinate elements within the AO. The Sergeant ensures reports are posted to the database, and disseminated in accordance with regulations and JFLCC policy, maintains status of all collection elements subordinate to the JFLCC within the AO, and tracks other CI collection activities within the AO. Finally, the HUMINT Collection Sergeant constitutes the 24/7 watch within the HO, ensures reports are posted to the database, and disseminated in accordance with regulations and theater army policy, assists with maintaining status of all collection elements subordinate to the theater army within the AO, and tracks other HUMINT collectors operating in the AO.

14-10 ISR Target Development Section.

- **Mission.** The Intelligence, Surveillance, and Reconnaissance (ISR) Target Development Section, CCP integrates and synchronizes Intelligence into the targeting cycle for lethal and non-lethal fires, and develops intelligence requirements in support of targeting and nominates priority targets.
- **Tasks:** The Intelligence, Surveillance, and Reconnaissance (ISR) Target Development Section attends the Joint Collection Management Board and represent the G2 at targeting working groups and boards. It presents and briefs Intelligence in support of targeting. It recommends changes to the ISR synchronization matrix based on current operations, and provides direction and guidance to Intelligence collection operations in support of targeting.

- **Organization:** The ISR Target Development Section, CCP is organized with 2 Intelligence Officer (O4s).
- **Staff Tasks and Functions:** The O4 Intelligence Officers develop intelligence requirements in support of targeting and nominates priority targets, integrates and synchronize intelligence into the targeting cycle for lethal and non-lethal fires, attends the Joint Collection Management Board and represent the G2 forward at targeting working groups and boards. The Officers present and brief intelligence in support of targeting, recommend changes to the ISR synchronization matrix based on current operations; and provide direction and guidance to intelligence collection operations in support of targeting.

14-11 Staff Weather Office (SWO) (USAF).

- **Mission:** The Staff Weather Office (SWO) Element provides full-range weather support to the CCP
- **Tasks:** The SWO Division Monitors weather effects on mission. Tailors weather support products to support OPLAN / CONPLAN development and maintenance.
- **Organization:** The SWO Element is organized with two Air Force Weather Officers (O4s).
- **Staff Tasks and Functions:** The Air Force Weather Officers provide standard weather observations, forecasts, and warning support to deployed Army headquarters forces, and specialized operations mission and planning weather products to the Army HQ staff in garrison and field locations.

14-12. Movement and Maneuver (M2) Cell. The CCP Movement and Maneuver (M2) Cell facilitates effective execution of small-scale contingency operations ranging from Non-combatant Evacuation (NEO), Humanitarian Assistance and Disaster Response (HA/DR) in both permissive and non-permissive environments. The Movement and Maneuver Cell is dependent upon the theater army MCP for operational planning for the conduct of military operations within the AOR. Although the CCP will actively participate with the MCP in the collaborative planning process, the MCP will normally produce the OPORDs and the CCP will focus largely on controlling execution of the plan, including short term assessment of operations. The CCP Movement and Maneuver Warfighting Functional Cell directs the Operations Process and other subordinate processes, including the MDMP/JOPP planning processes, the D3A targeting process, risk assessments and IPB. The Movement and Maneuver Cell is organized with a Current Ops Cell, a FUOPS Cell, AC2 Section, Aviation Division, Engineer Section, SJA Section, Regional Affairs Section (Code 50), and a Space Section (Code 50).

14-13. Current Operations and Integration Cell (COIC)

- **Mission:** The Current Operations and Integration Cell (COIC) conducts limited short term planning, issues OPORDS, FRAGOs and WARNOs and monitors, assesses, collects and processes relevant operational information to produce and disseminate a Common Operational Picture (COP).
- **Tasks:** The Current Operations and Integration Cell (COIC) synchronizes all current operations in order to provide the command with the common operational picture (COP) and facilitate command and control of theater army assets within the geographic combatant commander's area of responsibility. The COIC oversees the operation in the CCP and all its functions. The COIC synchronizes all current operations IOT provide the command with the common operational picture (COP) and facilitate command and control of theater army assets within the AO. It maintains current operations estimates with other staff agencies through the B2C2WGs while synchronizing all aspects of operational maneuver with all Warfighting Functions, to include relevant aspects of sister service and multinational partner operations. The CCP COIC manages the Battle Rhythm to ensure that the command is synchronized through BUBs, CUBs, and other means. It monitors LNOs reports and integrates all Liaisons into COIC for functionality and communications.
- **Organization:** The CCP Movement and Maneuver Cell, Current Operations Integration Cell consists of Cell Chief, a Deputy and four Operations Officers and four Operations NCOs.

- **Staff Tasks and Functions:** The Chief of Operations, along with eight Operations Officers and NCOs, monitor subordinate forces, their status and is responsible for all battle updates/briefings. They manage the COP and ensure that it is disseminated to all commands and continuously monitor and evaluate the tactical situation and CCIRs throughout AOR and recommend adjustments as needed.

14-14 Future Operations (FUOPS) Cell

- **Mission:** The Future Operations (FUOPS) Cell is a planning nucleus placed in the CCP to coordinate with the MCP FUOPs. FUOPS refines and modifies OPLANS and OPORDs based on current situation, develops Branches and assesses mid range progress of operations
- **Tasks:** The Future Operations (FUOPS) Cell develops Branches as required. It produces WARNORDs as necessary. It refines OPORDs within current phase. The cell provided responsive planning for near and mid-term contingency situations. It hosts theater deployment/ redeployment planning conference for land forces in the AOR. It also conduct Crisis Action Planning
- **Organization:** The CCP Movement and Maneuver Cell, Future Operations Cell consists of two plans officers.
- **Staff Tasks and Functions:** The FUOPS Cell in the CCP Movement and Maneuver Cell is the top level synchronization point for near and mid-term theater army operations within the AO. The FUOPS Chief and Operations Officer coordinate and synchronize future operational plans and CONPLANs that support the GCCs OPLANS, OPORDS, and campaign plans within the theater of operations. The FUOPS Working Group facilitates the synchronization of all Warfighting Functions to produce WARNOS, FRAGOS, and OPORDS.

14-15 Airspace Command and Control (AC2) Section

- **Mission:** The Airspace Command and Control (AC2) Section is responsible for the coordination, integration and regulation of airspaces users operating under the authority of the CCP and its subordinate units.
- **Tasks:** The Airspace Command and Control (AC2) Section operating under the authority of Chief of Operations integrates theater army airspace use for the CCP. The AC2 Section is the primary airspace POC for subordinate army units under the control of the CCP. The AC2 Section coordinates with the Fires and Protection Cells for the integration of army and joint fires. The AC2 Section coordinates with the Aviation section for Air Traffic Services planning, and with the AMD section for the development of a theater tactical air picture. It coordinates with both Aviation and AMD for procedures for airspace combat ID and counter fratricide. The AC2 Section develops and submits Army requirements for the joint Airspace Control Plan (ACP) and for the joint airspace control order (ACO). The AC2 Section integrates airspace use with GCC and army commander mission priorities and risk guidance by producing and maintaining AC2 annexes to plans, orders and policies. The AC2 Section routinely coordinates with the JTF ACA, other functional components, the Battlefield Coordination Detachment, subordinate units and host nation civil airspace authorities.
- **Organization:** The CCP Movement and Maneuver Cell, AC2 Section consists of a Section Chief, Warrant Officer and Senior NCO.
- **Staff Tasks and Functions:** The AC2 Control Officer, along with one Warrant Officer and one NCO, routinely coordinates with the GCC's Airspace Control Authority ensuring that Army requirements for airspace use are integrated into the GCC's Airspace Control Plan. The AC2 Section ensures that GCC and theater army commander airspace use priorities and guidance are implemented in army orders, directives and policies.

14-16. Aviation Section

- **Mission:** The Aviation Section coordinates and synchronizes the execution of operational and tactical aviation maneuver and maneuver sustainment operations for aviation assets located within the CCP's AO.
- **Tasks:** The Aviation Section synchronizes and integrates aviation actions to maximize combat effectiveness, monitors and advises the OMMD director on aviation asset status. It performs the military decision-making process (MDMP). The section provides aviation qualified staff officers to participate on Army and joint boards and centers. It monitors and assists in the execution of actions associated with aviation force projection, Reception, Staging, Onward Movement and Integration (RSO&I), and Theater specific training, for Army, joint, and multinational aviation forces. The section provides aviation qualified staff officers to participate on Army and joint boards and centers as required.
- **Organization:** The CCP Movement and Maneuver Cell, Aviation Section consists of a Section Chief, Warrant Officer and two Operations NCOs.
- **Staff Tasks and Functions:** The Aviation Section coordinates and synchronizes the execution of operational and tactical aviation maneuver and maneuver sustainment operations for the ARFOR's aviation assets. This section coordinates and synchronizes operational and tactical aviation maneuver and maneuver sustainment operations for any subordinate Army aviation assets located in the ARFOR's area of operations (AO). It coordinates and synchronizes the execution of aerial reconnaissance, attack, vertical envelopment, air assault, battle command, aerial maneuver sustainment, and the transportation of ARFOR key personnel. It plans, monitors, and assists in actions associated with aviation force projection; reception, staging, onward movement, and integration (RSOI), and theater and/or AO specific training for joint, interagency, and multinational aviation forces. The section provides aviation input and receiving and distributing information related to and from the joint air tasking order. It coordinates and synchronizes Army and joint fires and fire support for aviation supported and supporting operations. The section ensures aviation maintenance and logistic assets are coordinated and available for operations. It develops aviation elements of COA, prepares aviation staff estimates, monitors, reacts, plans, and issues FRAGOs during operational and tactical operations, and provides aviation subject matter expert support to assist ISR, sustainment, force protection, airspace control, and C2 current operation plans.

14-17. Engineer Section

- **Mission:** The Engineer Section Engineer in the CCP provides procedures to coordinate, design, and synchronize engineer projects in construction, real estate and environmental considerations throughout the AO.
- **Tasks:** The Engineer Section synchronizes engineer operations and reviews construction plans and programs. It provides a degree of QA/QC, issues construction guidance to staff sections, and coordinates, designs, and resources Host Nation construction support.
- **Organization:** The CCP Movement and Maneuver Cell, Engineer Section consists of a Section Chief, Warrant Officer and two Senior NCOs.
- **Staff Tasks and Functions:** The Engineer Section plans, coordinates, synchronizes and monitors all engineer activity within the CCP mission set. The Engineer Operations Officer, along with one Warrant Officer and two Technical NCOs develop, coordinate, manage and synchronize utilities requirements. They supervise construction site development relating to surveying, drafting, and verifying specifications. Conducts QA on projects. They supervise construction projects, and provide estimates on projects concerning material, time and amount of labor. They also conduct Quality Assurance on projects.

14-18. Staff Judge Advocate (SJA) Section

- **Mission:** The Staff Judge Advocate (SJA) Section integrates international and operational law into the CCP's current operations planning and execution.
- **Tasks:** The SJA Section Provides legal, regulatory, and policy expertise to the theater army commander and staff during the conduct of current operations within the AO. It provides expertise on international law, rules of engagement, and the legal aspects of current operations. It also coordinates with the MCP OSJA for the provision of legal services in military justice, administrative and civil law, contract and fiscal law, legal assistance and claims.
- **Organization:** The CCP Movement and Maneuver Cell, SJA Section consists of two OPLAW lawyers.
- **Staff Tasks and Functions:** The OIC is responsible for working a 12-hour shift and integrating international and operational law into the theater army current operations planning and execution. The two OPLAW JA Officers in the SJA Section have the same responsibilities during a complementary shift.
- **Processes:** In addition to the Operations Process the CCP SJA Section provides international and operational law advice 24/7 and coordinates with the CP OSJA for the provision of legal services in the remaining core legal disciplines.

14-19. Regional Affairs Section

- **Mission:** Based on Mission Analysis, a Regional Affairs Section of the MCP may be tasked to deploy with the CCP (Code 50). The Regional Affairs Section plans the theater army's provision of politico-military support to other nations, groups, and government agencies by advising the CCP staff and subordinate units on all political events affecting the theater army's operations.
- **Tasks:** The International Military Affairs Element provides regional cultural advice to the theater army commander and staff in support of operations. It advises the CCP staff and subordinate theater army units on cultural aspects of operations in the AOR. It coordinates politico-military support to authorized governments and groups by serving as the key link between the CCP headquarters and appropriate U.S. embassies, defense attaché offices, and other U.S. agencies. The element interfaces with counterparts on the GCC and Service or functional component staffs.
- **Organization:** When tasked to deploy with the CCP, the Regional Affairs Section consists of three Desk Officers.
- **Staff Tasks and Functions:** The Three Regional Desk Officers provide politico-military support to the CCP staff in planning, execution, and assessment of operations.

14-20. Space Section

- **Mission:** Based on Mission Analysis, a Space Element from the MCP may be tasked to deploy with the CCP (Code 50). The Space Section provides the CCP with operational capabilities for space in the AOR.
- **Tasks:** The Space Section advises the MCP staff on the capabilities, limitations, availability, and use of military and commercial space assets, and advises the commander and CCP staff on theater space systems for force enhancement and space control. It provides space-based multi-spectral imagery products and hyper-spectral imagery products obtained from the Spectral Operations Resource Center, performs ongoing Army space operations in support of theater army operations, and when necessary, deploys personnel forward in support of the space section within the CCP.
- **Organization:** When tasked to deploy with the CCP, the Space Section consists of one officer.

- **Staff Tasks and Functions:** The Space Operations Plans Officer of the Space Section develops and provides space input to theater army IPBIPB. He prepares space support annex and space input to estimates, theater army OPLANs, concept plans (CONPLANs), orders, and integrates space operations for the CCP staff.

14-21. Fires Cell. The CCP Fires Cell coordinates, integrates and synchronizes the employment and assessment of lethal/non-lethal joint fires and Command and Control Warfare in support of current AO small Limited Intervention and Peace Operations. Although the CCP will actively participate with the MCP in the collaborative planning process, the MCP will normally produce the OPORDs and the CCP will focus largely on controlling execution of the plan, including short term assessment of operations. The Fires Cell is influenced by all supporting staff processes. The most influential/ important processes are the MDMP/ and JOPP and D3A.

- **Mission:** The CCP Fires Cell coordinates, integrates and synchronizes the employment and assessment of lethal/non-lethal joint fires and Command and Control Warfare in support of current AO small Limited Intervention and Peace Operations.
- **Tasks:** The Fires Cell of the CCP employs, processes and attacks targets/target sets with lethal/non-lethal fires and Command and Control Warfare. It collects target information and provides target intelligence for Joint Operations Area, establishes targeting guidance, and develops high payoff and high value targets and selects targets for attack. The cell coordinates, integrates and assigns joint, interagency and multinational firepower to targets/target systems. It synchronizes firepower to include Army, joint, interagency, and multinational component air assets, special operations forces, attack helicopters, maritime gun and missiles, Army rockets and missiles, and Command and Control Warfare (physical attack, electronic warfare, and computer network operations). The cell conducts electronic attack, and conducts Combat Assessments (battle damage, munitions effects, re-attack requirements). It also develops planning guidance and coordinates precision engagement counter countermeasures
- **Organization:** The CCP Fires Cell is organized as a single current operations cell with fire support, targeting, electronic warfare, and fire control personnel. It consists of two officers, two warrant officers and four Operations NCOs.
- **Staff Tasks and Functions:** The DFSCoord serves as the principal fires support advisor for the CCP and provides leadership, direction and support for the CCP Fires Cell. The DFSCoord chairs the Joint Target Coordination Board, establishes targeting guidance, determines high value and high payoff targets and selects targets for attack. The AFSCoord coordinates, integrates and assigns joint, interagency and multi-national firepower resources to targets and target sets. The AFSCoord participates in boards, Cells, working groups and planning teams. The Targeting Officer collects target information and provides target intelligence for the Joint Operations Area. The Electronic Warfare Technician integrates and deconflicts the effects of friendly and enemy electronic warfare with the Intelligence and Signal Sections. The Electronic Warfare Technician conducts AO Command and Control Warfare planning, electronic deception operations and develops Command and Control Warfare targeting products for working groups, boards, plans and orders. The Fire Support Sergeants employ Fire Support Coordinating Measures, coordinate the immediate attack of targets, conduct combat assessments and develop fire support products for boards, Cells, working groups, orders and plans. The Fire Control Sergeants provide automated fire support capability, maintain digital system connectivity, maintain operations and force status information, and produce fire support products and documents.
- **Processes:** The Fires Cell utilizes the operations process (planning, preparation, execution, and assessment) to integrate and synchronize staff activities, tasks and functions. The MDMP/JOPP and D3A provide mechanisms for the cell to synchronize operations.

14-22. Protection Cell. The CCP Protection Cell coordinates, integrates and synchronizes the employment and assessment of protection operations in support of current AO small Limited Intervention and Peace operations. Although the CCP will actively participate with the MCP in the collaborative planning process, the MCP will normally produce the OPORDs and the CCP will focus largely on controlling execution of the plan, including short

term assessment of operations. The Protection Cell utilizes the operations process (planning, preparation, execution, and assessment) to integrate and synchronize staff activities, tasks and functions. The MDMP/JOPP provide mechanisms for the cell to synchronize operations the CCP Protection Cell is organized into AT/FP, PMO, AMD, CBRNE and PR Divisions.

14-23. Anti-Terrorism/Force Protection (AT/FP) Section.

- **Mission:** The Anti-Terrorism/Force Protection (AT/FP) Section establishes AT/FP plans, programs, and policies focused on the prevention & detection of terrorist attacks against forces in the AO.
- **Tasks:** The Anti-Terrorism/Force Protection (AT/FP) Section monitors and executes HQ assessments of subordinate organizations AT plans. It advises the CCP Commander on terrorism force protection conditions (FPCON) requirements and reporting. It coordinates the execution of specialized AT operations, to include select reconnaissance operations, area damage control operations, base and air base defense operations, response force operations, and critical site and asset security operations. The section coordinates AO terrorism threat, vulnerability, criticality and risk assessment installations, camps and troop concentrations.
- **Organization:** Consists of one vulnerability assessment officer.
- **Staff Tasks and Functions:** The Vulnerability Assessment Officer executes the Core Vulnerability Assessment Management Program in the AO, Reports AO force protection conditions (FPCON) changes and monitors compliance. He assists in AT program management and executes required working groups and executive committees. He monitors the current theater threat situation and exercises staff oversight of the joint security area operations mission within the AO. The Officer conducts coordination, assessments and estimates for AT/FP requirements.

14-24. Provost Marshal (PM) Section.

- **Mission:** The Provost Marshal (PM) Section assesses, and coordinates law enforcement, Area Security, Internment and Resettlement operations with the CCP's AO.
- **Tasks:** The Provost Marshal (PM) Section advises the Commander regarding Military Police functions, security, Force Protection issues, and the employment of assigned/attached Military Police Elements. It coordinates with allied and coalition forces, HN military territorial organizations, and civilian police authorities concerning support to the area of operations. The PM Section develops, plans, and monitors the implementation of policies regarding MP operations in support of freedom of movement, security for Ground Lines Of Communication (GLOCs), operational law enforcement and operational internment and resettlement operations within the AO. It monitors the current theater threat situation and exercises staff oversight of the joint security area operations mission within the AO, and conducts coordination, assessments and estimates for AT/FP requirements;
- **Organization:** The Provost Marshal Section consists of a Section Chief, an Operations Officer and an Operations NCO.
- **Staff Tasks and Functions:** The Section Chief provides leadership, direction, guidance and supervision to staff and is the Senior Protection Staff Officer within CCP. The MP Operations Officer coordinates all MP functions within AO. The Operations NCO advises for using MP assets within the CCP for the specific mission set. Tracks MP units in the AO.

14-25. Air and Missile Defense (AMD) Section.

- **Mission:** The Air and Missile Defense (AMD) Section coordinates and monitor the implementation of Air and Missile Defense force protection within the CCP's AO.

- **Tasks:** The AMD Section is responsible for all Air Missile Defense (AMD) support of the commander's concept of the operation in the AO. It conducts collaboration with theater and AMD Elements, facilitates MDMP producing AMD defense design based on recommended AMD priorities, and prepares AMD estimates. It assists Air Space Management and Fires planners, as required. The section is responsible for gathering AMD intelligence, maneuver, and logistical graphics and control measures. It maintains AMD systems and assigned equipment, monitors the current theater threat situation and exercises staff oversight of the joint security area operations mission within the AO, and conducts coordination, assessments and estimates for AMD requirements
- **Organization:** The AMD Section is comprised of the AMD Officer, one C2 integration warrant officer and four Operations NCOs.
- **Staff Tasks and Functions:** The ADA Officer conducts coordination, estimates and assessments of AMD picture and synchronizing requirements. Directs and Supervises staff. The C2 Systems Integration Warrant Officer ensures linkage and coordination of AMD picture into Theater plans. The four Operations NCOs maintain and update ADA graphics and the Area Air Defense Plan.

14-26. Chemical, Biological, Radiological, Nuclear, High Yield Explosive (CBRNE) Section.

- **Mission:** The Chemical, Biological, Radiological, Nuclear, High Yield Explosive (CBRNE) Section monitors the current CBRNE situation, and provides estimates, analysis, and coordination of CBRNE and EOD operations in the CCP's AO.
- **Tasks:** The CBRNE Section provides CBRNE, analysis, coordination and staff supervision across the AO. It monitors SSE (WMD exploitation and elimination) effort in the AO. It monitors the current theater threat situation and exercises staff oversight of the joint security area operations mission within the AO and conducts coordination, assessments and estimates for CBRNE requirements.
- **Organization:** The CBRNE Section is composed of a CBRNE Ops Officer, a CBRNE Ops NCO, and an EOD NCO.
- **Staff Tasks and Functions:** The CBRNE Officer conducts coordination of assets, prepares estimates and analysis of CBRNE Operational requirements, and directs and supervises staff. The CBRNE Operations NCO assists in producing CBRN plans and estimates and provides coordination for Employment of CBRN units. The EOD NCO maintains EOD OP picture. He provides assessments and estimates of EOD requirements, and monitors use of EOD Elements within CCP.

14-27. Personnel Recovery (PR) Section.

- **Mission:** The Personnel Recovery (PR) Section coordinates, manages and monitors the personnel recovery missions within the mission sets of the CCP.
- **Tasks:** The PR Section is responsible for the coordination of all PR related matters. It recommends recovery COAs to decision makers, and supports Joint PR or establishes a JPRC as required. It supervises and coordinates with the joint search and rescue center for repatriation. The Section monitors the current theater threat situation and exercises staff oversight of the joint security area operations mission within the AO, and conducts near term planning, coordination, assessments and estimates for P/R requirements
- **Organization:** The PR Section is composed of the PR Officer and a Tactical Operations NCO.
- **Staff Tasks and Functions:** The PR Section chief develops PR guidance for the AO and ensures that is synchronized across all war fighting functions and integrated into all operations. The NCO assists in planning and integrating PR operations within the command.

14-28. Sustainment Cell. The CCP Sustainment Cell is responsible for controlling execution of sustainment plans and short term (24/7 for up to 30 days) sustainment operations and initiatives throughout the AO. Although the CCP

will actively participate with the MCP in the collaborative planning process, the MCP will normally produce the OPORDs and the CCP will focus largely on controlling execution of the plan, including short term assessment of operations. The Sustainment Cell is influenced by all supporting staff processes. The most influential/important processes are the MDMP/JOPPs, Logistics Estimates and Running Estimates. The Sustainment Cell is composed of representatives from G1, G4, G8 and Surgeon.

- **Mission:** The CCP Sustainment Cell is responsible for controlling execution of sustainment plans and short term (24/7 for up to 30 days) sustainment operations and initiatives throughout the AO.
- **Tasks and Functions:** The CCP Sustainment Cell is composed of representatives from G1, G4, G8 and Surgeon and is responsible for controlling execution of plans and short term (24/7 for up to 30 days) sustainment operations and initiatives throughout the AO. It monitors current operations in support of full spectrum forces. It evaluates information received through reports to assess the current operational situation. The cell maintains contact with the MCP for coordination with higher, adjacent, subordinate, joint and combined headquarters. It monitors the current theater sustainment operations, and provides staff oversight of critical materials and obtains support from the civilian economy.
- **Organization:** The Sustainment Cell consists of eleven personnel, a Chief, five other officers, two warrant officers, and three NCOs. Two of these positions (the Chief and one other officer) are Code 50, and augment the cell from the MCP based on mission analysis. It is organized into logistics, human resources, financial management and medical.
- **Staff Tasks and Functions:** The Sustainment Chief coordinates sustainment for forces in the AO and is the Principal Staff Officer responsible for sustainment integration within the CCP. A Code 50 Logistics O6 would be assigned as the Sustainment Chief when the CCP is deployed. The two logistics officers monitor current operations in support of full spectrum forces and evaluate information received through reports to assess the current operational situation. The Mobility Warrant provides guidance and staff supervision for transportation support. He provides oversight of distribution, retrograde and redeployment of equipment, personnel, supplies and services. The Logistics NCO provides senior enlisted supervision of logistics operations. He monitors current operations and assists in the planning, coordination of and implementation logistics support. The Human Resources Warrant Officer Assists with HR technical expertise in near-term planning, coordinating, and supervising the execution of operational theater army personnel support within the AO. The Human Resources NCO provides support in near-term planning, coordinating, and supervising the execution of operational theater army personnel support within the AO. The Financial officer functions as initial theater contingency focal point for FM operations in the AO and is augmented with a Code 50 from the MCP when the CCP is deployed. Key tasks are to support the expeditionary acquisition process through funds certification and execution, assistance, and technical oversight of all DOD resources executed in support of designated operations. The Medical Operations Officer provides medical technical expertise in near-term planning, coordinating, and supervising the execution of operational theater army medical support within the AO. The Medical Logistics NCO provides support in near-term medical logistics planning; coordinates, and supervises the execution of operational theater army personnel support within the AO.
- **Processes:** The Sustainment Cell utilizes the operations process (planning, preparation, execution, and assessment) to integrate and synchronize staff activities, tasks and functions. The MDMP/JOPP provide mechanisms for the Cell to synchronize operations. In addition to the operations process, the Sustainment Cell also uses Logistics Estimates and Programming, Budgeting and Execution (PPBES) Processes.

14-29. Command and Control (C2) Cell. The CCP Command and Control (C2) Cell is the primary integrator of information tasks associated with information superiority in support of current AO Limited Intervention and Peace operations. Although the CCP will actively participate with the MCP in the collaborative planning process, the MCP will normally produce the OPORDs and the CCP will focus largely on controlling execution of the plan, including short term assessment of operations. The C2 Cell utilizes the operations process (planning, preparation, execution, and assessment) to integrate and synchronize staff activities, tasks and functions. The MDMP/JOPP provides mechanisms for the Cell to synchronize operations. The Theater Army CCP is dependent on the Signal

Command (Theater) for installation, operation, maintenance, and protection of the theater wide area network; the Signal Command (Theater) and for network situational awareness. The Command and Control Cell is organized into the G7 Information Engagement Section, G9 Civil Affairs Operations Section and G6 Signal Section.

14-30. G7/Information Engagement (IE) Section

- **Mission.** The CCP G7/Information Engagement (IE) coordinates and synchronizes theater army words and images to communicate and engage (inform/influence) with the diverse population and actors relevant to the success of the CCP mission.
- **Tasks:** The G7/IE Section coordinates and synchronizes ongoing Psychological Operations (PSYOP) with CCP Operations. It coordinates with Military Information Support Teams working within the AO through approved PSYOP programs. It coordinates PSYOP to facilitate integration across the whole of government and within the interagency. G7/IE coordinates the assessment of PSYOP effects with intelligence agencies. It provides direction and ensures integration of PSYOP plans, programs, and policies with IO and PSYOP functions within the AO.
- **Organization:** The G7/Information Engagement Section is organized into Section Chief an Information Engagement officer and a PSYOP NCO.
- **Staff Tasks and Functions:** The Section Chief advises the CCP Commander during operations and coordinates the message with Military Information Support Teams working within the AO. The IE Ops and Targeting Officer provides IE supervision of CCP operations and provides running assessments of operations as well as Collection Management and Targeting activities the PSYOP NCO coordinates PSYOP activities within the AO and with the MCP.

14-31 G-9/Civil Affairs Operations (CAO) Section

- **Mission:** The G9/Civil Affairs operations (CAO) Division engages and influences the civil populace within the CCP's AO by executing, assessing, and transitioning Civil Affairs Operations (CAO) and Civil-Military Operations (CMO).
- **Tasks:** The Deputy G-9 is the principal and coordinating staff officer responsible for all matters concerning CAO and CMO conducted by the Theater Army CCP throughout the designated AO/AOR. The G-9 Section coordinates, synchronizes, and integrates the theater army's civil-military plans, programs, and policies with strategic and operational objectives as directed by higher authority and coordinated with interagency partners. The G-9 Section provides subject matter advice and accurate civil component analysis to other staff elements of the CCP by maintaining the civil component of the COP and analyzing civil information and civil reconnaissance reports that support current operations. The G-9 Section further provides politico-military support to other government agencies, host nations, IGOs and NGOs by coordinating and integrating joint, interagency, and multinational support into Theater Army CCP operations.
- **Organization:** The CCP, G-9, Civil Affairs Operations Section is internally organized with the Deputy G-9 acting as the staff principal, one Civil Affairs Operations Officer and two Civil Affairs Operations NCOs.
- **Staff Tasks and Functions:** The Deputy G9 is the principal CAO/CMO/ advisor to the CCP commander and facilitates both the CCP CMO Working Group and CCP Stability Operations Working Group. The Deputy, G-9 is the principal staff officer responsible for the integration of interagency representation to the CCP staff. The Civil Affairs Operations Officer represents the G-9 Division in the CCP COIC (1-Shift) and develops and maintains the CCP, G-9 Division CMO running estimate of the current operation; the senior Civil Affairs Operations NCO represents the G-9 Division in the CCP COIC (1-Shift) and coordinates and refines CAO/CMO/support into orders, annexes, and FRAGOs. The Junior Civil Affairs Operations NCO assists in the development and maintenance of the G-9 Division CAO running estimate of

the current operation and provides analysis of civil information and civil reconnaissance reports ISO CAO/CMO/ related RFIs.

14-32 G6 Signal Section/Operations Element

- **Mission.** The G6 Signal Section/Operations Element coordinates and synchronizes the Theater Army CCP information systems operations. It integrates Theater Army CCP functional systems into the network architecture.
- **Tasks and Functions.** The CCP G-6/Operations Element coordinates, synchronizes, and directs CCP G6 Signal operations. The Element supports RSO&I for coalition and joint land forces, coordinates with host nation communications authorities, and integrates G6 Signal support for sites designated by the GCC. It acquires and communicates network operational information and maintains status, and synchronizes and manages Signal resources within the AO. The element continually assesses the CCP's ability to meet battle command and information exchange requirements, manages contingency spectrum operations within the AO, and manages AO network directories (VTC, telephone, SIPR, NIPR)
- **Organization.** The CCP G-6/Operations Element chief is a lieutenant colonel who also serves as the CCP G-6 and manages CCP G6 Signal operations. The Senior NETOPS NCO assists the CCP G-6 in oversight of CCP Signal operations and manages CCP NETOPS functions the Spectrum Manager NCO coordinates spectrum utilization and de-confliction within the CCP's AO.
- **Staff Tasks and Functions.** When not deployed, this Element is integrated with the MCP G6 Signal Operations Element HQ, Plans and Exercise Element, and the Theater Spectrum Management Element. When deployed, this element oversees G-6 operation in the CCP. Element personnel provide technical and management expertise to execute assigned tasks.

14-33 Information Systems Management Element and Headquarters Element

- **Mission.** The CCP Information Systems Management Element integrates, operates, and manages theater army and joint information systems and joint collaborative planning systems in the Theater Army CCP.
- **Tasks and Functions.** The CCP Information Systems Management Element provides staff oversight of CCP computer network defense posture, manages CCP network directories (VTC, telephone, SIPR, NIPR, CENTRIX, JWICS), integrates joint and Army functional systems into the AO network architecture, and provides management of wireless devices within the CCP, to include Cellular and satellite based phones, and COTS hand-held radios.
- **Organization.** The CCP Information Systems Management Element consists of an Element headquarters and two subordinate Elements: a command post support Element and a joint/coalition network Element. The HQs consists of a LTC Element Chief.
- **Staff Tasks and Functions.** When not deployed, the Element Chief is integrated with the MCP Signal Joint/Coalition Network Section. When deployed, the Element chief oversees the operation of the subordinate CCP Information Systems Management Element.

14-34 Command Post Support Element

- **Mission.** The Command Post Support Element determines CCP requirements for communications and information network services and installs, operates, protects, and maintains CCP information systems and networks.
- **Tasks and Functions:** The CCP Command Post Support Element, installs, operates, and maintains video teleconferencing services for Theater Army CCP, administers the CCP VTC schedule, and assists with other teleconferencing requirements as required. It installs, operates, and maintains networks in support of

user-owned and -operated terminals for the Theater Army CCP, implements automation policies and procedures in the Theater Army CCP, manages and provides troubleshooting of local area network services for the Theater Army CCP, and provides telephone and data directory support to Theater Army CCP.

- **Organization:** The CCP Command Post Support Section consists of a warrant officer Element Chief, two NCOs, and two lower grade enlisted Soldiers.
- **Staff Tasks and Functions:** The warrant officer serves as Signal CP Support Element Chief for the CCP and validates tactical and strategic level data, voice, and VTC communication and information technology requirements for the CCP. The two NCOs coordinate and synchronize land mobile radio use within the CCP AO and coordinate and integrate CCP information network services directories. The two lower grade enlisted Soldiers assist in establishing/maintaining the LAN and associated services within the CCP to include the VTC.
- **Staff Tasks and Functions.** When not deployed, the section is integrated with the MCP Signal Headquarters Support Section. When deployed, the section chief oversees the operation of the section and all members of the section provide technical expertise to execute assigned tasks in support of CCP operation.

14-35 Joint/Coalition Network Element

- **Mission.** The CCP Joint/Coalition Network Element integrates, operates, and manages AO, joint, and multinational C2/battle command information systems and collaboration systems in the Theater Army CCP.
- **Tasks and Functions.** The CCP Joint/Coalition Network Element plans and coordinates management of joint functional computer systems, and manages, administers, and maintains desktop visual information equipment and systems. It installs and manages Joint Battle Command Systems and Joint Functional Systems, and develops and maintains concept of operations for coalition network systems information exchange. The element manages, administers, and maintains web sites; and plans, manages, administers, and maintains ABCS sustainment programs for the CCP.
- **Organization.** The CCP Joint/Coalition Network Element consists of a warrant officer Element Chief and four NCOs.
- **Staff Tasks and Functions.** The warrant officer serves as chief of JCN Element in the CCP and manages Army, joint, and multinational battle command systems in the CCP. The warrant officer also maintains Information Assurance for J/ABCS systems within the CCP AO. The two senior NCOs operate/troubleshoot the CCP LAN and administer CCP websites. The two junior NCOs are the systems administrators for joint/Army/coalition info systems, to include CSS systems in the CCP.

PART FOUR

Theater Army Organizational Concept Headquarters and Headquarters Battalion (HHB)

Chapter 15

Headquarters and Headquarters Battalion

15-1. Headquarters and Headquarter Battalion (HHB). HHB Cdr and staff, with support from the three companies, assists the theater army commander and staff in the in the areas of administration, logistics, deployment and redeployment, occupying and establishing a Life Support Area (LSA), conducting Command Post (CP) Operations and operational area security coordination. The HHB receives direction from the Theater Army CoS. The HHB works under constant staff work flow in garrison. When deployed, the HHB provides the CCP with 24/7 support. The most influential/important HHB process is the MDMP. The HHB provides normal administrative, supply and training and maintenance support to the theater army staff. The HHB consists of a Command Group, S1 Section, S2/3 Section, S4 Section, S6 Section, Chaplain Unit Ministry Teams (UMT) and the Headquarters Support Company (HSC), Operations Company (Ops Co), and the Intelligence and Sustainment Company (I&S Co). Additionally, the HHB provides support to CCP operations with the following capabilities: mess, medical, and maintenance (ground vehicle, generator, environmental, and decontamination equipment maintenance).

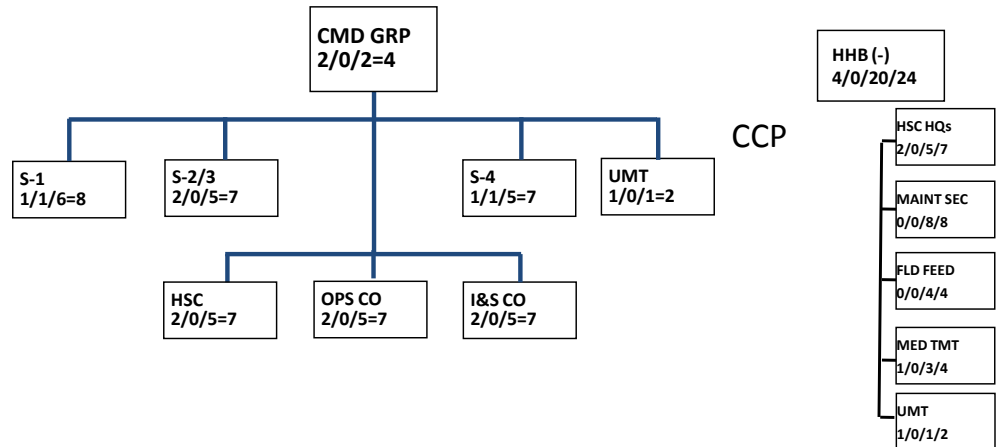
15-2. Command Group:

- **Mission:** The Headquarters and Headquarter Battalion (HHB) provides C2 for assigned and attached units to the HHB and supervision of the HHB staff. Provides recommendations on logistics support to the supported CCP HQs.
- **Tasks:** When required, deploys selected Elements of the HHB provide sustainment support the CCP. It provides supervision/command and control of the HHB personnel by directing, controlling, and supervising command post support operations.
- **Organization:** The HHB Command Group is organized as a group of four personnel. The Commander is supported by the BN XO, BN CSM, and a driver.
- **Staff Tasks and Functions:** The Commander is responsible for directing, controlling, and supervising operations by allocating forces, assigning missions, and areas of responsibility in support of the theater army, HQs. The XO integrates the functions of the HHB staff, ensuring a coordinated effort in support of the theater army HQs. The BN CSM plans, directs, supervises, and motivates the enlisted soldiers of the HHB. The CSM makes recommendations to the Cdr on matters relating to the enlisted soldiers of the command. The Driver supports the Command Group as a vehicle driver.

- Processes: The Command Group uses the MDMP to develop and issue Commander's Concept of Operations, guidance, and Commander's Intent. It develops and issues the Commander's CCIR and PIR to the staff for implementation and development.

HHB: Theater Army 5.4

OFF	WO	ENL	TOTAL
14	2	49	65



15-3. S1 Section

- Mission: The S1 Section provides administrative and personnel (Human Resources) support to all assigned/attached personnel within the theater army HQs. The S-1 section performs BDE-level functions with direct reporting requirements to HRC.
- Tasks: The HHB S-1 Section plans, coordinates, and executes HR support to assigned HHB and theater army HQs personnel and other personnel attached or ADCON to the theater army HQs. It monitors personnel strength and projects future personnel requirements. The HHB S-1 is the theater army HQs Commander's principal staff coordinator for HR support, providing HR policy, information, and support for assigned or attached personnel to the theater army HQs and HHB.
- Organization: The HHB S-1 is staffed as a section of eight personnel (one officer, one warrant officer and six NCOs), and is assigned specific areas of responsibility. Personnel are then cross trained within the section to synchronize personnel management activities.
- Staff Tasks and Functions: The S1/ Adjutant, 42B, performs staff supervision over the eight personnel section tasked to provide administrative and HR support to all assigned/attached theater army HQs

personnel and assigns personnel action priorities. The senior HR NCO, MOS 42A40, and the two HR NCOs, 42A30 and 42A20, perform personnel accounting and strength reporting, assign personnel, and initiate personnel actions. They perform additional tasks to include, but not limited to, awards, promotions, officer and enlisted evaluation reports, and military pay input for assigned/attached personnel. The Paralegal NCO manages administrative UCMJ functions and provides assistance to the commander with disposition of offenses. Management and integration of the automated personnel systems into the HRC database center is the responsibility of the PERS TECH, who is also responsible for the management of the ID card system, to include updates to the DEERS/RAPIDS database. The INFO SYST SGT Manages personnel databases to include PERSTAT, DTAS, eMILPO, and DEERS Rapid.

15-4. S2/3 Section

- **Mission.** The S2/3 Section plans CSS missions to meet CCP deployment requirements primarily determined by the theater army HQs Movement and Maneuver and Sustainment Cells. The S2 also provide daily intelligence updates to the HHB Commander and staff. It plans, directs, and supervises sustainment operations for theater army HQs and for the CCP and assigned/attached units when deployed. It operates the base operations center formed by the CCP and supporting organizations and is responsible for coordinating base defense operations. Coordinates and conducts area security for the CCP.
- **Tasks:** The S2/3 Section plans, prepares, executes, and assesses Sustainment Support operations. It monitors operations of the theater army HQs and prepares, coordinates, and publishes orders. The Signal NCO is the focal point for turn in, evacuation, reception and distribution of Headquarters communications equipment for repair.
- **Organization:** The S2/3 Section is staffed as an integrated six personnel Intelligence and Operations Section consisting of two officers, three NCOs and one junior enlisted augmented by a Signal NCO.
- **Staff Tasks and Functions:** The S3 provides overall staff supervision for the combined S2 and S3 staff personnel and functions. This position is assisted by the OPS SGT, and an OPS ASST, who plan and publish movement orders and act as the coordination hub by directing activities of organic and supporting assets for the theater army HQs CCP. Additional functions include: monitoring the operational situation, develops, staffs, distributes plans & orders, conducts and coordinates operational area security when the CCP is operational. S3 personnel continuously monitor current operations to anticipate and adjust future planning requirements for life support, CP displacement, deployment/redeployment, and CP defense requirements. The section is responsible for establishing battle-focused training programs, and plan, coordinate, resource, evaluate and maintain readiness training programs. The CBRNE NCO, provides NBC training for assigned/attached personnel to theater army HQs/CCP. The S2 staff is led by the S2, 35D00, O3, and is responsible for the management and dissemination of intelligence products. The SR INTEL NCO is responsible for receiving and processing incoming intelligence reports and messages and determining the significance and reliability of incoming information. Additional tasks include establishing and maintaining systematic, cross-reference intelligence records and files. The SR INTEL NCO integrates incoming information with current intelligence information and prepares and maintains graphics. He conducts limited IPB using information from all sources in support of CCP operations. Additionally, he manages access control procedures for CCP facilities and supervises physical security for CCP, while conducting physical security inspections for theater army HQs/CCP facilities. The Signal NCO receives, evacuates, recovers and distributes HQs communication equipment.
- **Processes:** In addition to the Operations Process, the S2/3 section uses the Army Training Management Processes to develop and implement unit training programs.

15-5. S4 Section

- **Mission:** The S4 Section provides technical supervision and assistance for food, property book, and maintenance management and deployment planning for the theater army HQs' CCP and assigned/attached

units. The S4 is responsible for preparing the logistics estimate and making recommendations to the HHB Commander on plans and policies for internal logistics support.

- **Tasks:** The S4 Section provides logistics support to all assigned/attached theater army HQs personnel. It develops unit movement plans in support of CCP deployment. The Section coordinates with HHB staff, companies, and theater army HQs personnel in order to assemble, inspect, and load personnel and equipment and supplies in preparation of CCP deployment. It maintains organizational property books and NTV/GSA fleet vehicle accounts, and establishes and maintains the LSA for the CCP.
- **Organization:** The S4 is a seven person section consisting of an officer, a warrant officer, three NCOs and two junior enlisted.
- **Staff Tasks and Functions:** The S4 supervises logistics support operations for all assigned/attached theater army HQs personnel. The PBO and the PBO NCO are responsible for maintaining the organizational property books for the theater army HQs and companies of the HHB. The SR LOG NCO maintains the NTV/GSA fleet vehicle accounts and provides logistical support for personnel and TO&E equipment during garrison/pre-deployment and deployment operations. This position is responsible for management of supply classes I, II, III, IV, V, VII, and limited IX, and is assisted by two SUP SPCs. Movement planning in support of CCP deployment is performed by the Movement NCO. This position develops unit movement plans for pre-deployment, deployment/redeployment of theater army HQs CCP and HHB Staff/Companies.
- **Processes:** In addition to the Operations Process, the S4 uses the Property Book Unit Supply Enhanced (PBUSE) for property accountability throughout the command.

15-6. Chaplain Unit Ministry Team (UMT)

- **Mission:** The mission of the Unit Ministry Team (UMT) is to perform and provide religious support to soldiers, families, and authorized civilians as directed by the commander.
- **Tasks:** The UMT provides theater army personnel with pastoral care, personal counseling, advice, and privileged communication. Serves as personal staff officer to the HHB commander, providing essential information on troop and unit morale, quality of life matters, free exercise of religion issues, ethical decision-making, and the impact of religion on the operation. When deployed as part of CCP, the UMT develops, implements, coordinates and tracks execution of Religious Support operations and activities. Conducts Religious Leader Liaison. Assists NGOs and HN personnel in coordinating Humanitarian Assistance programs, and participates in personnel recovery operations.
- **Organization:** The UMT is organized as a two person team consisting of an officer and a NCO.
- **Staff Tasks and Functions:** The Chaplain provides direct religious ministry support to the Theater Army Headquarters, HHB and CCP personnel, to include non-denominational coverage and ministry for mass casualties and hospitalized members of the battalion. The Chaplain advises the commander and staff on religious, moral, soldier welfare issues, and impact of indigenous religions on operations. The Chaplain's Assistant coordinates UMT activities, religious retreats, and memorial ceremonies. The Chaplain's Assistant also maintains physical security of the UMT facilities and equipment

15-7. Headquarters Support Company (HSC)

- **Mission:** The Headquarters Support Company (HSC) provides unit level Command and Control (C2), UCMJ, administrative and logistical support, limited force health protection. It provides trained, qualified, ready, available and deployable soldiers for the theater army HQ. The CCP Element of the HSC provides the following limited capabilities when the CCP deploys: Force health protection; motor, generator, and air conditioner maintenance, and field feeding support for the CCP and attached units.

- **Tasks:** The HSC provides internal C2 for company sections and company- level life support to the theater army HQs and to the deployed CCP.
- **Organization:** The HSC is organized as a seven personnel company level command consisting of two officers, three NCOs and two junior enlisted.
- **Company HQs Tasks and Functions:** The Commander provides command and control and UCMJ actions (where applicable), over the activities of the company headquarters, including the Maintenance Section, Field Feeding Section, Medical Treatment Team, and the Transportation Squad and assigned theater army HQs personnel. With support from the Executive Officer and the First Sgt, the Commander is responsible for the health and welfare and logistical support to the following theater army HQs personnel: Cmd Grp, Dpty Cmd Grp, Personal Staff, CoS, Special Staff, HHB HQ Staff, HSC CO HQ, CCP Cmd Grp, CCP Special Staff, and CCP Support Element. Assisted by the Ops/Tng Sgt, 11B30, E6, the Company provides trained, qualified, ready, available and deployable soldiers for the theater army HQ. On order, the Company provides command and control for support elements assigned to the CCP. The Supply Sgt and Supply Spec/Armorer manage and coordinate supply services for the Headquarters and supported personnel, while maintaining arms room control/weapons accountability and unit maintenance. The CBRN NCO provides NBC training for assigned theater army HQs personnel and is responsible for NBC equipment unit level maintenance for all assigned personal and team CBRN equipment.

15-8. HSC Maintenance Section.

- **Mission:** The HSC Maintenance Section provides field maintenance for vehicles, trailers, power generation equipment, fuel, and environmental equipment assigned to the HHB and theater army HQs.
- **Tasks:** The Maintenance Section assists equipment operators in the performance of Operator Maintenance tasks and performs Organizational Level Maintenance IAW the Field Level Maintenance concept. This includes PMCS, modular removal and replacement, replacement of line replaceable units, and limited “off-equipment” maintenance.
- **Organization:** The Maintenance Section is organized as an eight person section Consisting of four NCOs and four junior enlisted.
- **Section Tasks and Functions:** The MOTOR SGT implements and supervises the unit maintenance program/mechanics and EQP REC/PARTS SGT by providing personnel and equipment for field level maintenance of assigned vehicles, power equipment and air conditioners assigned to the theater army HQs and HHB. The SR MECH supervises the following mechanics: LT WL VEH MECH, LT WL VEH MECH, 63B10, E4, PWR GEN EQP RP, and the DECON SPEC in the performance of unit-level PMCS and repairs of vehicles, trailers, generators, and organizational CBRN decontamination equipment. The POL operator maintains a POL point for the HQs. Deploys with the CCP to provide required support.
- **Processes:** In addition to the Operations Process, the Maintenance Section uses the following management process: scheduling, production control, quality assurance technical assistance, provisioning of repair parts, and cross-leveling workload reparable programs to meet unit needs. It uses SAMS-1 as the primary automated maintenance management tool for work load management and shop operations.

15-9. HSC Field Feeding Section.

- **Mission:** The Field Feeding Section provides food service for assigned/attached personnel to the theater army HQs.
- **Tasks:** The Field Feeding Section, in support of the CCP, is required to feed three quality meals each day, with the capability to distribute, prepare, and serve at least one A- or B-Ration meal per day (METT-T dependent).

- **Organization:** The Field Feeding Section is organized as a four personnel section consisting of two NCOs and two junior enlisted.
- **Staff Tasks and Functions:** The SR First Cook supervises the field feeding support personnel and facilities for the HHB and theater army HQs personnel. He receives requests through the S4 CLI rations and insures in-field kitchen sanitation regulations are followed. To support the CCP, three Cooks are assigned in the ranks of E5, E4, and E3. Their main tasks are to obtain, prepare, and serve prepared rations.

15-10. HSC Medical Treatment Team.

- **Mission.** The Medical Treatment Team provides emergency medical treatment when deployed in support of the CCP, provides limited ground ambulance medical evacuation support. The Physician Assistant is the principal advisor to the HHB commander and his staff in the areas of health and medical readiness.
- **Tasks:** The Medical Team provides Health Service Support and Force Health Protection to assigned/attached personnel of the theater army HQs
- **Organization:** The Medical Treatment Team consists of an officer, a NCO and two junior enlisted
- **Staff Tasks and Functions:** The PHYS ASST is responsible for Health Service Support for the theater army HQs and conducts the Medical portion of Soldier Readiness Center (SRC) for all assigned/attached personnel during CCP deployments. He is assisted by one Health Care SGT and two Health Care SPC, one E4 and one E3. These soldiers provide health service support, sick call services and medical surveillance and preventive medicine support to assigned personnel

15-11. Operations Company

- **Mission:** The Operations Company provides unit level Command and Control (C2), UCMJ, administrative and logistical support, limited force health protection. It provides trained, qualified, ready, available and deployable soldiers for the theater army HQ.
- **Tasks:** The Operations Company provides internal C2 for company sections and company-level administrative and supply support to the theater army HQs.
- **Organization:** The Operations Company is organized as a seven personnel company level command consisting of two officers, three NCOs and two junior enlisted.
- **Staff Tasks and Functions:** The Commander provides command and control and UCMJ actions (where applicable), over the activities of the company headquarters and assigned theater army HQs personnel. With support from the Executive Officer and the First Sgt the Commander is responsible for the health and welfare and logistical support to the following theater army HQs personnel: CO HQ, Movement and Maneuver, Protection, C2 (incl. G6/Signal), Fires, CCP Movement and Maneuver, CCP Protect, CCP C2 (incl. G6/Signal), and CCP Fires. Assisted by the Ops/Tng Sgt, the Company provides trained, qualified, ready, available and deployable soldiers for the theater army HQ. The Supply Sgt and Supply Spec/Armorer manage and coordinate supply services for the Headquarters and supported personnel, while maintaining arms room control/weapons accountability and unit maintenance. The CBRN NCO provides NBC training for assigned theater army HQs personnel and is responsible for NBC equipment unit level maintenance for all assigned personal and team CBRN equipment.

15-12. Intelligence and Sustainment (I&S) Company

- **Mission:** The Intelligence and Sustainment (I&S) Company provides unit level Command and Control (C2), UCMJ, administrative and logistical support, limited force health protection. It provides trained, qualified, ready, available and deployable soldiers for the theater army HQ.

- **Tasks:** The I&S Company provides internal C2 for company sections and company- level administrative and supply support to the theater army HQs.
- **Organization:** The I&S Company is organized as a seven personnel company level command consisting of two officers, three NCOs and two junior enlisted.
- **Staff Tasks and Functions:** The Commander provides command and control and UCMJ actions (where applicable), over the activities of the company headquarters and assigned theater army HQs personnel. With support from the Executive Officer and the First Sgt, the Commander is responsible for the health and welfare and logistical support to the following theater army HQs personnel: I&S CO HQs, Intelligence, Sustainment, CCP Intel, and CCP Sustainment. Assisted by the Ops/Tng Sgt the Company provides trained, qualified, ready, available and deployable soldiers for the theater army HQ. The Supply Sgt and Supply Spec/Armorer manage and coordinate supply services for the Headquarters and supported personnel, while maintaining arms room control/weapons accountability and unit maintenance. The CBRN NCO provides NBC training for assigned theater army HQs personnel and is responsible for NBC equipment unit level maintenance for all assigned personal and team CBRN equipment.

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Annex A

Command and Support Relationships

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

CHAIN OF COMMAND

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

A-2. The typical operational chain of command extends from the combatant commander to a joint task force commander, then to a functional component commander or a Service component commander. Joint task forces and functional component commands, such as a land component, comprise forces that are normally subordinate to a Service component command but have been placed under the operational control (OPCON) of the joint task force, and subsequently to a functional component commander. Conversely, the combatant commander may designate one of the Service component commanders as the joint task force commander or as a functional component commander. In some cases, the combatant commander may not establish a joint task force, retaining operational control over subordinate functional commands and Service components directly.

A-3. Under joint doctrine, each joint force includes a Service component command that provides administrative and logistic support to Service forces under OPCON of that joint force. However, Army doctrine distinguishes between the Army component of a combatant command and Army components of subordinate joint forces. Under Army doctrine, the theater army is assigned to a combatant command. There is only one theater army within a combatant command's area of responsibility.

A-4. The Secretary of the Army directs the flow of administrative control (ADCON). Administrative control for Army units within a combatant command normally extends from the Secretary of the Army through the theater army, through an ARFOR, and then to Army units assigned or attached to an Army headquarters within that joint command. However, administrative control is not tied to the operational chain of command. The Secretary of the Army may redirect some or all Service responsibilities outside the normal theater army channels. In similar fashion, the theater army may distribute some administrative responsibilities outside the ARFOR. Their primary considerations are the effectiveness of Army forces and the care of Soldiers.

ADMINISTRATIVE CONTROL

A-5. *Administrative control* is direction or exercise of authority over subordinate or other organizations in respect to administration and support, including organization of Service forces, control of resources and equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization, demobilization, discipline, and other matters not included in the operational missions of the subordinate or other organizations (JP 1). It is a Service authority, not a joint authority. It is exercised under the authority of and is

delegated by the Secretary of the Army. ADCON is synonymous with the Army's Title 10 authorities and responsibilities.

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

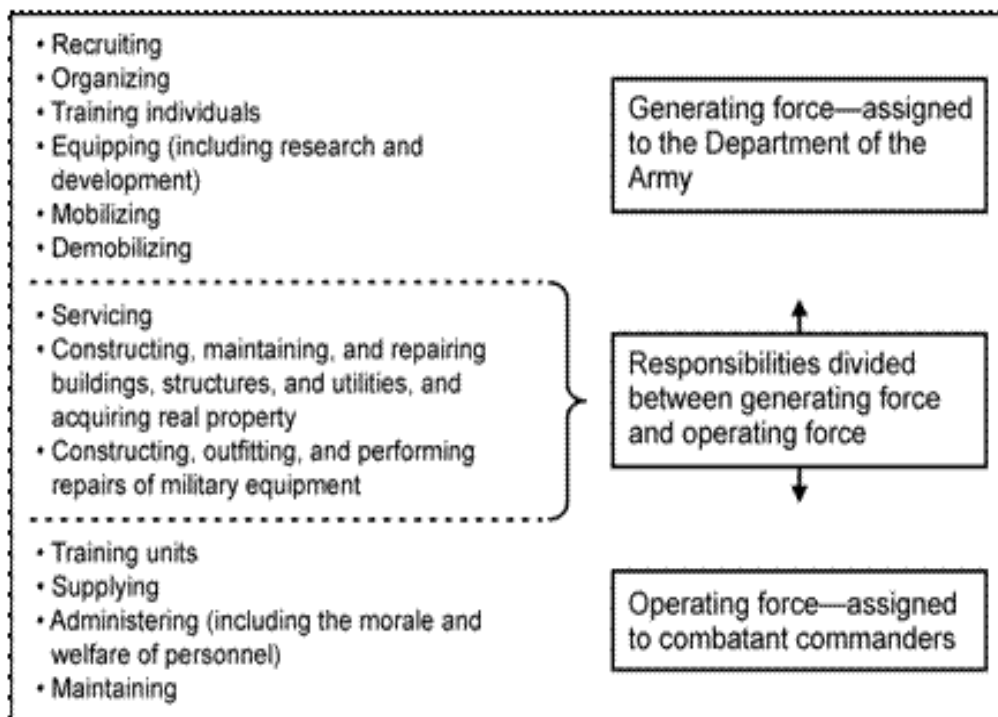
A-7. The theater army is always the senior Army headquarters assigned to a combatant command. Its commander exercises command authorities as assigned by the combatant commander and ADCON as delegated by the Secretary of the Army. ADCON is the Army's authority to administer and support Army forces even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

Theater Army Title 10 USC Responsibilities

Within its area of responsibility, the Theater Army may perform the following functions:

- Servicing
- Supplying
- Training units
- Maintaining/Servicing and Constructing/Outfitting of Army Equipment
- Mobilizing/Demobilizing
- Administering, including the Morale and Welfare of Personnel
- Construction, maintaining, repairing of buildings, structures, and utilities & management and acquisition of real property.

Normal Distribution of Army Administrative Control Responsibilities



Army Support to Other Services (ASOS)

(1 of 2)

- Overland Petroleum Support in Wartime
- Program Land-Based Water Resources to Support the GCC Requirements**
- Single Manager for Conventional Ammunition (SMCA)**
- Provide Supply
- Maintenance
- Distribution
- Transportation
- Common User Land Transportation in Overseas Areas
- General Engineering
- Health Services
- DoD Executive Agent for Armed Services Blood Program Office (ASBOO)**
- DoD Biometrics
- DoD Executive Agent for DoD's Military Immunization Program**
- DoD Immunization Program for Biological Warfare Defense

****Denotes Executive Agent**

Army Support to Other Services (ASOS)

(2 of 2)

- DoD Executive Agent for Veterinary Services**
- Single Integrated Medical Logistics Management (SIMLM)
- Patient Evacuation
- Provide Treatment for EPWs and Civilians
- Medical Biological and Chemical Defense Research
- DoD Executive Agent for the Armed Forces Institute of Pathology (AFIP)**
- DoD EPW Program**
- DoD Executive Agent for the Military Postal Services**
- DoD Executive Agent for the DoD Customs Inspection Program**
- Joint Tactics, Techniques, and Procedures for Joint Logistics Over-the-Shore (JLOTS)
- DoD Executive Agent for Mortuary Affairs Program** and Joint Mortuary Affairs Program
- Airdrop Equipment and Supplies
- Communications
- Civil Affairs
- NEO

****Denotes Executive Agent**

Annex B

Army External Support to Other Services and Executive Agent Responsibilities

<u>Source Authority</u>	<u>Support Functions</u>	<u>Responsible Agent</u>	<u>Date</u>	<u>Notes (Quotes from Source Authority)</u>
	Supply Systems			
Overland Petroleum Support				
DoDD 4140.25	Overland Petroleum Support in Wartime		4/12/2004	
DoDD 4140.25	The Secretary of the Army shall provide wartime planning and management of overland petroleum distribution support, including inland waterways, to U.S. land-based forces of all DoD Components.		4/12/2004	
DoDD 4140.25	The Secretary of the Army shall provide the necessary force structure to operate and install tactical petroleum storage and distribution systems, including pipelines.		4/12/2004	
DoDD 4140.25	To ensure wartime support, the Army shall fund and maintain tactical storage and distribution systems to supplement fixed facilities.		4/12/2004	
DoDD 4140.25	The Army shall maintain laboratories for certification testing of petroleum and related products used in ground vehicle and equipment system applications, and other than fixed-wing aircraft.		4/12/2004	
Jt Pub 4-03	Army normally provides management of Overland Petroleum Support		4/12/2004	
OpPlan XXX	Through 49th POL Group, plan for and execute the support of inland POL distribution to theater forces.	19th TSC		
Land-Based Water Resources				
DODD 4705.01	Program Land-Based Water Resources to Support the CINCs Requirements		7/9/1992	Executive Agent
OpPlan XXX	Assigned as the executive agent for tactical water resource management for USFK in support of contingency operations.	EUSA G4		
OpPlan XXX	On order, construct, maintain, and operate permanent and semi-permanent non-tactical water utility systems to support refugee. Displaced civilian and other humanitarian relief effort base camps.	EUSA Engineers		

Source Authority	Support Functions	Responsible Agent	Date	Notes (Quotes from Source Authority)
OpPlan XXX	Monitor water quality standards throughout the theater.	18th MEDCOM		
OpPlan XXX	Provide water support to other services as coordinated in inter-service support agreements.	COMUSARCENT		
OpPlan XXX	Be prepared to provide backup water support in Saudi Arabia, Kuwait, and Iraq.	COMUSARCENT		
OpPlan XXX	Identify/coordinate water support requirements beyond organic capability with predominate service at each location.	COMUSARCENT		
OpPlan XXX	Provide water support to US forces located in or passing through USARCENT rear areas.	COMUSARCENT		
Single Manager for Conventional Ammunition (SMCA)				
DODD 5160.65	Single Manager for Conventional Ammunition (SMCA)		4/14/2004	
DODI 5160.68	Acquire Conventional Ammunition (upon receipt of funded programs)		12/23/2003	
DODI 5160.68	Develop conventional ammunition industrial base strategic plan		12/23/2003	
DODI 5160.68	Provide Inventory Management for Assigned Conventional Munitions		12/23/2003	
DODI 5160.68	Demilitarize and Dispose of All Conventional Ammunition		12/23/2003	
DODD 5210.65	Subject: Chemical Agent Security Program. Secretary of the Army, or designee, as single manager for conventional ammunition which includes chemical agents shall issue regulations; have the authority to approve waivers; maintain current, evaluated information concerning threats to the security of chemical agents; and establish maximum allowable limits of concentration and quantity for dilute solutions.		10/15/1986	
DODD 6055.09	Serve as the DoD Executive Agent for emergency response to transportation mishaps involving ammunition and explosives; and Provide administrative support for the DoD Explosives Safety Board (DDESB)		7/29/1996	

Source Authority	Support Functions	Responsible Agent	Date	Notes (Quotes from Source Authority)
OpPlan XXX	Maintain capability to receive, store, coordinate and distribute ammunition using maximum throughput and containerization consistent with unstuffing capability.	COMUSARCENT		
Provide Supply				
Jt Pub 4-01.4	The primary logistics-related functions of the Commander, Army Forces (COMARFOR) are: • Perform the following Army component command responsibilities: Provide management of overland petroleum support, including coastal and inland waterways, to US land-based forces of all DOD components; Provide common item and common service support to other components as required.	COMARFOR	8/22/2000	
CINCPAC OPLAN XXX	Arrange ISAs for CIS, service support, and other logistics support. Develop procedures for implementation of common item/common service support with service components in the KTO. CIS methodology should collect projected requirements and include provisions that ensure supplies are requisitioned for all supported in country components. This support must include common-item support requirements for Army, Air Force, Navy, Marine Forces, and US Agencies as identified by Service components.	COMUSKOREA		
OpPlan XXX	Plan for and support the onward movement of U.S. Army augmentation forces, and other service component forces, IAW existing policies and directives.	19th TSC		
OpPlan XXX	Provides logistics support of RS&O for U.S. forces, vehicles, cargo and personnel. Support requirements such as fuel, messing, beddown and parking space will be required for drivers and assets at the ports, RS&O sites, and at final destinations	19th TSC		
OpPlan XXX	EUSA/AMC coordinated preplanned supply increments of common items upon arrival in Korea are comingled and stored in Army operated supply facilities and will be available to USAF, USN and USMC elements by requisitioning through the 6 SPT CTR (MMC).			
OpPlan XXX	Demand supported requisitions (DSS or Non-DSS) will be submitted by 6 SPT CTR (MMC) to CONUS ICP/SICC commencing NLT D+5. These requisitions will include USAF, USN, and USMC common item support and supply buildup to attain and maintain the prescribed stockage objective.			

Source Authority	Support Functions	Responsible Agent	Date	Notes (Quotes from Source Authority)
OpPlan XXX	Common Item Support: The Theater Army is responsible for providing Army common items support for the USAF, USN and USMC elements deployed to Korea not covered by existing ISSAs. The Army common items support has been agreed by ALCON (Ltr, HQ EUSA, DJ-P-O, 13 Feb 81, Subj: Memo of Record - Common Item Support Conference). Common item support provided by EUSA consists of the following classes of supply: I - operational rations, II - consumables/expendables, III - (package), IV - field fortification/barrier materiel, V - Army common ammunition, VIII - medical items, and IX - repair parts for Army managed major end items.			
OpPlan XXX	As the theater logistics manager, responsible for common item and common service support. COMUSARCENT is responsible for all theater-level Army logistics forces and other support organizations (LSE, DLA, MTMC, and other Joint agencies) in the theater.	COMUSARCENT		
OpPlan XXX	Is responsible for the management of the Theater Distribution Management Center to ensure theater requirements for the management and movement of resources are processed and distributed.	COMUSARCENT		
OpPlan XXX	As executing agent, receive, store, issue, coordinate and provide common items of Classes I, II, III, IV(B), and IX to other forces ashore.	COMUSARCENT		
OpPlan XXX	Maintain the theater reserve of chemical protection clothing and equipment.	COMUSARCENT		
Procurement				
JCS Memo No. 37	Ground Mobile Forces Tactical Satellite Communications			
JCS Memo No. 37	Ground Systems for Defense Satellite Communications			
Various OSD Memos	Support for United Nations Missions (furnish supplies, equipment, services)			
MOU with Air Force & Navy	Black Hawk and T-7000 Procurement			
Miscellaneous Supply Services				
DODD 5160.05	Development of all chemical agents for military purposes.		5/1/1985	

Source Authority	Support Functions	Responsible Agent	Date	Notes (Quotes from Source Authority)
OpPlan XXX	Provide for billeting, messing, and medical support of transient personnel ... during other than unit moves.	COMUSARCENT		
DODD 3025.01	Emergency Water Responsibilities in CONUS		1/15/1993	
Maintenance				
DODI 5160.68	Manage the maintenance of wholesale conventional ammunition in support of the SMCA mission.		12/23/2003	
DODI 5160.68	Fund, on a non-reimbursable basis, and perform maintenance on SMCA-assigned conventional ammunition deteriorating from a serviceable condition to an unserviceable condition due to improper storage and handling conditions while in SMCA facilities.		12/23/2003	
DODI 5160.68	Develop, acquire, and maintain conventional ammunition peculiar equipment required for the maintenance of conventional ammunition at SMCA facilities on a non-reimbursable basis.		12/23/2003	
OpPlan XXX	Provide seaport damage assessment and repair capability, port maintenance, and port development capability in coordination with COMUSNAVCENT, as required.	COMUSARCENT		
Distribution				
Jt Pub 4-01.4	The primary logistics-related functions of the Commander, Army Forces (COMARFOR) are • Develop theater lines of communications (LOCs) as follows: Provide management of distribution assets and prioritize movement requirements and mode asset utilization; Provide common-user land transportation in theater to include rail unless otherwise designated by the CINC; Provide equipment load rigging support in conjunction with other Service component commands; Operate some or all water terminals in the theater in coordination with the MTMC port manager; Provide coastal and inland pipeline fuel support; Establish and operate coastal and inland waterways; Provide engineer support for inland physical network (highways and bridges). Provide rotary-wing common-user support. Maintain the appropriate automation system infrastructure to support DOD ITV requirements by providing ITV data feeds at key transportation nodes to GTN and joint total asset visibility (JTAV).	COMARFOR	8/22/2000	

Source Authority	Support Functions	Responsible Agent	Date	Notes (Quotes from Source Authority)
Transportation				
DODD 6055.9	DoD Executive Agent for DoD emergency response to transportation mishaps involving ammunition and explosives		7/29/1996	
OpPlan XXX	25th Trans Bn will establish Movement Control Teams (MCT) to service transportation needs of all U.S. units in theater.	25th Trans Bn		
OpPlan XXX	Serves as the U.S. Theater Movement Control Agency (TMCA) providing movement management services and highway traffic regulation on all U.S. forces until closure of the TAMCA	25th Trans Bn		
OpPlan XXX	Tasks assigned US common user lift transportation (CULT) in support of US forces	25th Trans Bn		
Common-User Land Transportation in Overseas Areas				
Jt Pub 4-01.5	Secretary of the Army has single manager transportation responsibilities for land transportation		4/9/2002	
Jt Pub 4-01.3	The Army component usually provides common-user land and inland waterway transport		4/9/2002	
OpPlan XXX	Plan for the in-country distribution of dry cargo arriving at KIMHAE, POHANG, and KWANGJU	19th TSC		
OpPlan XXX	Executive agency authority for all theater U.S. movement/transportation.	EUSA G-4		
OpPlan XXX	Provide theater-level command and control for common-user water terminal operations, common-user line haul transportation, common-user waterborne transportation, and common user rail transportation.	19th TSC		
OpPlan XXX	Provide or arrange for common user line-haul transportation, including wholesale distribution of bulk POL and water and aerial/water port clearance.	COMUSARCENT		
Operate Overseas Ocean Terminals				
Jt Pub 4-01.3	In-Theater Surface, Sealift, and Inland Waterway Transportation Requests		4/9/2002	
Jt Pub 4-01.5	Operate some or all water terminals in the theater in coordination with the MTMC port manager.		4/9/2002	

Source Authority	Support Functions	Responsible Agent	Date	Notes (Quotes from Source Authority)
OpPlan XXX	Manage and operate US common user military ocean terminals in Korea	837th Medium Port Command/MTMC		
OpPlan XXX	Serves as single Port Manager for Korea.	837th Medium Port Command/MTMC		
OpPlan XXX	Port Terminal Operations: The Military Traffic Management Command (MTMC) is the U.S. Single Port Manager. The Combined Seaport Coordination Center (CSCC), a coordinating agency of CTMC, manages and workloads port operators in common-user seaports in CFC area of responsibility. The CSCC interfaces with the CINC's and designates Logistics Over the Shore (LOTS) commander to coordinate common-user seaport and sealift assets to support logistics over the shore operations.	MTMC		
OpPlan XXX	The Port Movement Control Teams (PMCTs coordinate intratheater line haul movement of passengers and cargo discharged at APODs.	25th Trans Bn		
OpPlan XXX	Serve as Port Manager unless CINC directs otherwise I.e. 837th MPC	MTMC		
OpPlan XXX	Provides traffic management, CONUS commercial air and surface transportation and common user ocean terminal support.	MTMC		
OpPlan XXX	Through MTMC, operate all common user seaports. Assist USNAVENT and USMARCENT in operation of all expeditionary seaports, as required.	COMUSARCENT		
OpPlan XXX	Operate common user seaport terminals using US military, MTMC, allied and/or commercial sea ports and related terminal services for transit of DOD cargo, and clearance of cargo through customs based on CENTCOM established policy and procedures with HN.	COMUSARCENT		
Miscellaneous Transportation				
DoDD 4500.9E	The Secretary of the Army shall serve as the DoD Executive Agent for the Military Assistance to Safety and Traffic (MAST) program		2/12/2005	Executive Agent
DODI 5160.68	Provide Transportation and Handling Management for Assigned Conventional Munitions		3/3/1995	

Source Authority	Support Functions	Responsible Agent	Date	Notes (Quotes from Source Authority)
Jt Pub 4-01.5	DOD Single Manager for Military Traffic Management		4/9/2002	
OpPlan XXX	Manages the operation of US owned rolling stock.			
OpPlan XXX	Fulfills U.S. unit requests for common user transportation when they become available in theater.			
OpPlan XXX	Coastal Sealift: The Combined Seaport Coordination Center (CSCC) manages and workloads all common user coastal sealift in CFC area of responsibility. ROK Defense TRANSCOM mobilized sealift, U.A. Army Logistic Support Vessels (LSV) and Landing Craft Utility (LCU) are considered common user coastal sealift.			
General Engineering				
DODD 4270.05	The Department of the Army is the Designated DoD Construction Agent for the following countries: Afghanistan, Canada, excluding Newfoundland, Central America, Europe, excluding Spain, Portugal, Italy, Greece, and the British Isles, Northern Eurasia, which makes up Russia and the former Soviet republics, Greenland, Iraq, Japan, including the Ryukyu Islands (Okinawa), Korea, Marshall Islands, Mexico, Middle East, including the Saudi Arabian Peninsula, Egypt, and Israel, South America, Southeast Asia, from Iran to Myanmar (Burma), Sub-Saharan Africa, excluding Kenya and Somalia, Taiwan, Turkey.		2/12/2005	Construction Agent
DODD 4270.05	Within the United States, the U.S. Army Corps of Engineers or the Naval Facilities Engineering Command shall be used in the maintenance, repair, design, construction, rehabilitation, alteration, addition, and/or expansion of a real property facility for a Defense Agency or a DoD Field Activity with the approval of the Military Department having jurisdiction of the real property facility.		2/12/2005	

Source Authority	Support Functions	Responsible Agent	Date	Notes (Quotes from Source Authority)
DODD 4270.05	Within the United States, the Department of the Air Force shall use the services of the U.S. Army Corps of Engineers or the Naval Facilities Engineering Command for design and construction of the annual military construction program.		2/12/2005	
OpPlan XXX	Provide initial military troop construction support to US Forces, as appropriate. Support EAC engineer requirements beyond the capabilities of USCENTAF, USMARCENT, and USNAVCENT.	COMUSARCENT		
JT Pub 4-04	US Army Corps of Engineers (USACE) is the Army major command assigned responsibility to execute the following Army and DOD mission areas: Engineering and Design, Contract Construction, Real Estate Acquisition, Technical Assistance, Topographic Engineering Support, The Army's Civil Works Program.		9/27/2001	
JT Pub 4-04	The Army has extensive real estate acquisition and troop construction support capabilities.		9/27/2001	
Health Services				
DODD 6490.2	DoD Executive Agent for the medical surveillance for deployments for the Department of Defense and for the maintenance of the Armed Forces Serum Repository		8/30/1997	Executive Agent
DODD 6205.3	DoD Executive Agent for the DoD Immunization Program for Biological Warfare Defense		11/26/1993	Executive Agent
DODD 6200.2	DoD Executive Agent for the use of investigational new drugs for force health protection		8/1/2000	Executive Agent
DODI 6000.12	DoD Executive Agent for Armed Services Blood Program Office (ASBPO)		4/29/1996	Executive Agent
DODD 6000.12	Fund for Blood Procurement from Civilian Sources and manage the ASBPO and Provide Administrative Support.		4/29/1996	
DODI 6480.04	DoD Executive Agent for Armed Services Blood Program Office (ASBPO)		8/5/1996	

Source Authority	Support Functions	Responsible Agent	Date	Notes (Quotes from Source Authority)
Jt Pub 4-02.1	Armed Services Blood Program Office (ASBPO) Resp.		10/6/1997	
CINCPAC OPLAN XXX	EUSA will serve as the Single Integrated Medical Logistics Manager (SIMLM) (Class 8A) on the KOREAN PENINSULA.	EUSA		
DoD Biometrics				
DoDD 8521.01E	Provide for, manage, and maintain a biometrics center of excellence		2/28/2008	
DoDD 8521.01E	Program for and budget sufficient resources to support common enterprise requirements documentation, architecture development, materiel development, test and evaluation, lifecycle management, prototyping, exercises, records management, demonstrations, and evaluations to include efforts at maturing viable technologies and standards.		2/28/2008	
DoDD 8521.01E	Program for and budget sufficient resources to support common biometric data management, training, operations, and lifecycle support.		2/28/2008	
DoDD 8521.01E	Coordinate all component biometric requirements with DoD Component members of the DoD Biometrics EXCOM		2/28/2008	
DoD Executive Agent for DoD's military immunization program				
DoDD 6205.02E	Establish a MILVAX Office to synchronize, integrate, and coordinate efforts in immunization services for all DoD Components.		9/19/2006	
DoDD 6205.02E	Provide a comprehensive access point for information, education resources, and coordination of immunization-related activities for the Military Services.		9/19/2006	
DoD Immunization Program for Biological Warfare Defense				
DoDD 6205.3	Vaccine Research and Development		11/26/1993	
DoDD 6205.3	Vaccine Acquisition and Stockpiling		11/26/1993	
Veterinary Services				
DODD 6400.4	DOD Executive Agent for Veterinary Services		8/22/2003	Executive Agent

Source Authority	Support Functions	Responsible Agent	Date	Notes (Quotes from Source Authority)
Jt Pub 4-02	DOD Executive Agent for veterinary services for all Services and the advisor to the JFS on all veterinary affairs. This mission includes the control of zoonotic diseases, veterinary care of DOD owned animals, veterinary laboratory support, inspection and examination of subsistence items for quality and, when authorized, veterinary care for animals belonging to local indigenous personnel in conjunction with nation assistance or other operations. Army Veterinary Corps, Navy Preventive Medicine, and Air Force Public Health provide food safety services, assuring food quality.		7/30/2001	
OpPlan XXX	For U.S. Forces, the US Eighth Army has lead responsibility for providing veterinary support within the Korean Theater of Operations.	EUSA		
OpPlan XXX	Provide veterinary services to other components and supporting forces no later than C030, as required.	COMUSARCENT		
OpPlan XXX	Ensure the safety of the food supply and the health care of military working dogs.	COMUSARCENT		
OpPlan XXX	Provide aerial spray for insect (vector) control within deployed capabilities and coordinate ...	COMUSARCENT		
Single Integrated Medical Logistics Management (SIMLM)				
Jt Pub 4-02	Single Integrated Medical Logistics Management (SIMLM)		4/26/1995	
Jt Pub 4-07	Currently, the US Army is designated as the SIMLM in Europe and Korea.		6/11/2001	
OpPlan XXX	Will serve as the Executive Agent and function as the central point for all component requirements for optical fabrication and repair.	COMUSARCENT		
OpPlan XXX	Ensure adequate Class VIIIA supplies for Air Force forces until Single Item manager system is established by COMUSARCENT	COMUSARCENT		
OpPlan XXX	Provide medical maintenance support.	COMUSARCENT		

Source Authority	Support Functions	Responsible Agent	Date	Notes (Quotes from Source Authority)
EUCOM Directive 67-6	CG USAREUR will act as the Executive Agent for USEUCOM regarding the SIMLM mission. The CG USAREUR' lead agent will (1) Operate the central theater medical materiel and distribution system. (2) Provide intermediate and limited depot level medical maintenance support to all medical activities of the USEUCOM. (3) Provide optical fabrication support for standard military eyewear requirements for all military personnel of USEUCOM.	CG USAREUR	03/16/2000	
Patient Evacuation				
Jt Pub 4-02	Army aeromedical ambulance assets may provide dedicated patient movement to and from Navy hospital ships.		7/30/2001	
OpPlan XXX	Provide air ambulance support to hospital ships (T-AH) as required by USCINCCENT.	COMUSARCENT		
Provide Treatment for EPWs and Civilians				
OpPlan XXX	Provide HSS for EPWs and civilian war casualties.	COMUSARCENT		
Medical Biological and Chemical Defense Research				
DODD 5160.05	Medical Biological and Chemical Defense Research		5/1/1985	
DODD 5154.24	DoD Executive Agent for the Armed Forces Institute of Pathology (AFIP)		10/3/2001	Executive Agent
	Miscellaneous Services			
DoD EPW Program				
DODD 2310.01	As Executive Agent for the DoD EPOW Detainee Program (1) Develop and provide policy and planning guidance for the treatment, care, accountability, legal status, and administrative procedures to be followed about personnel captured or detained by, or transferred from the care, custody, and control of, the U.S. Military Services. (2) Provide for an EPOW and CI camp liaison and assistance program on transfer of persons captured or detained by the U.S. Military Services. (3) Plan for and operate a U.S. EPOW and CI Information Center and its branches. (4) Ensure that a national-level information center exists that can fully serve to account for all persons who pass through the care, custody, and control of the U.S. Military Services.		8/18/1994	

Source Authority	Support Functions	Responsible Agent	Date	Notes (Quotes from Source Authority)
OpPlan XXX	Provide logistic support to displaced civilians, civilian internees, and Enemy Prisoners of War (EPWs) with capabilities and IAW the Geneva Convention. Establish EPW and civilian internee camps, as governed by customary law ...	COMUSARCENT		
Military Postal Services				
DODD 5101.11	DoD Executive Agency for the Military Postal Service (MPS)		1/31/2005	Executive Agent
	Manage the MPS throughout the Department of Defense in accordance with guidance provided by the USD(AT&L). The MPS shall provide efficient and responsive postal service to authorized personnel and organizations outside the United States.			
DODI 4525.07	[DoD Executive Agent] for Military Postal Services - Establish a support team composed of personnel from the Military Postal Service Agency (MPSA) to provide technical assistance and monitor command postal operations for all Military Services in overseas areas.		4/2/1981	
Customs Inspection				
DODD 5030.49	Executive Agent for the DOD Customs Inspection Program (DCIP)		1/6/1984	
OpPlan XXX	Serve as Executive Agent for US/Military Customs inspection support as required in the theater of operations.	COMUSARCENT		
Joint Tactics, Techniques, and Procedures for Joint Logistics Over-the-Shore (JLOTS)				
Jt Pub 4-01.6	Joint Tactics, Techniques, and Procedures for Joint Logistics Over-the-Shore (JLOTS)		11/12/1998	
Joint Mortuary Affairs Program				
DoDD 1300.22	Serve as the Executive Agent for mortuary affairs for the Department of Defense		2/2/2000	
DoDD 1300.22	Maintain a mortuary affairs force structure		2/2/2000	
DoDD 1300.22	Maintain the Central Joint Mortuary Affairs Office (CJMAO) and appoint a Chairman.		2/2/2000	

Source Authority	Support Functions	Responsible Agent	Date	Notes (Quotes from Source Authority)
DoDD 1300.22	Operate theater and CONUS personal effects depots in support of all Military Forces		2/2/2000	
DoDD 1300.22	Establish and maintain a doctrine and training integration center for joint tactics, techniques and procedures		2/2/2000	
DoDD 1300.22	Operate and maintain a central identification laboratory in peacetime and establish other regional identification laboratories when required to support military operations.		2/2/2000	
DoDD 1300.22	Develop and obtain Chairman of the Joint Chiefs of Staff approval of joint mortuary affairs doctrine and training material to be used by the Military Services.		2/2/2000	
DoDD 1300.22	Administratively process cases considered by the Armed Forces Identification Review Board in coordination with the other Services.		2/2/2000	
Jt Pub 4-06	DCSLOG is centralized manager for human remains pouches, etc.		8/28/1996	
CFC OPLAN XXX	For U.S. Forces, the US Eighth Army has lead responsibility for providing veterinary support within the Korean Theater of Operations.	EUSA		
OpPlan XXX	Implement the Wartime Mortuary Affairs Program			
OpPlan XXX	The EUSA G4, Service Component Mortuary Affairs Officer (SCMAO) will coordinate with the SCMAO for USAFK, USNFK, and USMARFORK to provide backup general mortuary affairs support utilizing EUSA mortuary affairs assets.	EUSA G-4		
OpPlan XXX	EUSA will serve as the executive agent for the Concurrent return and Graves Registration Programs within the ROK.	EUSA G-4		
Airdrop Equipment and Supplies				
OpPlan XXX	On order, provide airdrop equipment capabilities to the theater.	COMUSARCENT		
OpPlan XXX	Provide supplies, equipment, and personnel for airdrop operations to support potential resupply requirements.	COMUSARCENT		

Source Authority	Support Functions	Responsible Agent	Date	Notes (Quotes from Source Authority)
Other Miscellaneous Services				
AR 700-45/AFR 400/OPNAV INST 4600 10C	Port Operations Support at Arctic Designated Ports		2/20/1987	
AR 525-25/AFR 55-9	Support Tactical Air Control Parties in Support to the Army		6/6/1986	
AR 115-10/AFR 105.3	Support Weather Elements Under Army Control		4/1/1990	
Non Logistical Support				
Communications				
Jt Pub 6-0	The Army's responsibility includes those Defense Communications System (DCS) facilities that are assigned to the Army for engineering, installation, operation, and maintenance.		5/30/1995	
Civil Affairs				
DoDD 5100.1	6.6.1.2. The primary functions of the Army are: 6.6.1.2.7. To provide forces for the occupation of territories abroad, including initial establishment of military government pending transfer of this responsibility to other authority.		8/1/2002	
JP 3-57.1	In accordance with the force levels, programs, plans, and missions approved by the Secretary of Defense, the Secretary of the Army is responsible for recruiting, training, organizing, equipping, and mobilizing units and personnel to (1) meet the CA requirements of the CDRUSSOCOM and (2) provide CA requested by the other DOD components as directed by the Secretary of Defense.		4/14/2003	
DoDD 2000.13	Furnish to the other Military Departments, at their request and in coordination with the Chairman of the Joint Chiefs of Staff and USCINCSOC, U.S. Army personnel qualified in civil affairs.		6/27/1994	
Military Support to Civil Authorities				
DoDD 3025.01	MSCA Responsibilities in Support of Civil Authorities		1/15/1993	
DoDD 3025.12	Executive Agent for Military Assistance for Civil Disturbances		2/4/1994	

Source Authority	Support Functions	Responsible Agent	Date	Notes (Quotes from Source Authority)
DoDD 3025.15	The Secretary of the Army is approval authority for emergency support in response to natural or man-made disasters, as specified by this Directive.		2/18/1997	
DoDD 3025.15	The Secretary of the Army shall assist the Secretary of Defense as the DoD Executive Agent for civil emergencies (disaster consequence management) during the consequence management phase of terrorist incidents.		2/18/1997	
DoDD 3025.16	The Secretary of the Army shall establish and administer a standard DoD Military Emergency Preparedness Liaison Officer (EPLO) training course consistent with the policies specified in this and referenced Directives.		12/18/2000	
DoDD 5030.50	Executive Agent for assisting the USPS in restoring and maintaining essential mail service in CONUS		4/13/1972	
Financial/Contracting				
DoDD 5515.08	Single-Service Assignment of Responsibility for Processing of Claims. Austria, Belgium, El Salvador, France, the Federal Republic of Germany, Grenada, Honduras, Korea, the Marshall Islands, and Switzerland and as the Receiving State Office in the United States under 10 U.S.C. 2734a and 2734b, and the NATO SOFA and other SOFAS with countries not covered by reference.		6/9/1990	
OpPlan XXX	The United States Army is the lead agent responsible for contracting within the Republic of Korea	US Army		
OpPlan XXX	US Army Contracting Command, Korea (USCCK) has responsibility for contract support and administration for USFK, except for contracts issues and/or administered by DCMC, Army Material Command (AMC), TRANSCOM, DLA, AAFES, DECA, and the Corps of Engineers.	USCCK		
OpPlan XXX	Be prepared to act as USCINCENT executive agent (USExAgnt)for central funding... Act as USExAgnt for control and distribution of assets of US & foreign financial operations recovered during operations. Act at USExAgnt for paying EPWs & civilian internees.	COMUSARCENT		
OpPlan XXX	Single-Service claims responsibility for Kuwait.	COMUSARCENT		
	Coordinate LOGCAP requirements.			

Source Authority	Support Functions	Responsible Agent	Date	Notes (Quotes from Source Authority)
DoDI 5160.68		CG USARPAC	1996	
Confinement Facilities				
OpPlan XXX	Will, on order, establish a joint confinement facility in the AOR.	COMUSARCENT		
OpPlan XXX	Provide military police assets for USCENTCOM HQ internal and rear area security and USCINCENT security, as required.	COMUSARCENT		
OpPlan XXX	Serve as Executive Agent for the confinement of US prisoners in the theater and establish a joint US confinement facility as required.	COMUSARCENT		
NEO				
Jt Pub 3-07.5	Act as the designated DOD Executive Agent for repatriation planning and operations , and coordinate within the Department of Defense and other Federal agencies (as well as state and local agencies) in planning for the reception and onward movement of DOD family members, nonessential DOD civilians, US nationals, and designated aliens evacuated during a NEO.		9/30/1997	
DoDD 3025.14	Executive Agent for Repatriation Planning and Operations		11/5/1990	
OpPlan XXX	NEO: Executive Agent for NEO, will control and manage the execution of NEO through the JTF-NEO and COMUSKOREA C4I.	CG EUSA		
Mapping, Charting & Geodesy				
OpPlan XXX	Provide mapping, charting, and geodesy (MC&G) to deployed and deploying forces as tasked by USCINCPAC	CG USARPAC		
Other				
DODD 4500.09	Executive Agent for the MAST program		12/29/1993	
DODD 4120.11	Lead Standardization Activity for Generators and Generator Sets, Electrical		7/9/1993	
DODD 5040.4	Directive Subject: Joint Combat Camera (COMCAM) Program. As the Network Infrastructure Services Agency for the Pentagon, provide information technology services to the DoD Joint Combat Camera Center (JCCC).		8/13/2002	

Source Authority	Support Functions	Responsible Agent	Date	Notes (Quotes from Source Authority)
DODD 5111.12	The Secretary of the Army shall Serve as the DoD Executive Agent for the Western Hemisphere Institute for Security Cooperation (WHINSEC)		6/17/2002	
DODD 5129.47	The Secretary of the Army shall serve as the Executive Agent for the Center for Countermeasures.		4/23/2002	
DODI 5515.8	Afghanistan, Albania, Austria, Belarus, Belgium, Bulgaria, the Czech Republic, El Salvador, Eritrea, Estonia, Ethiopia, the Federal Republic of Germany, Grenada, Honduras, Hungary, Iran, Iraq, Kenya, Korea, Kuwait, Latvia, Lithuania, the Marshall Islands, Moldova, the Netherlands, Poland, Romania, Seychelles, Slovakia, Slovenia, Somalia, Sudan, Switzerland, Ukraine, and Yemen, and claims in countries in the U.S. Central Command area of responsibility not specifically assigned to the Department of the Air Force or the Department of the Navy in subparagraphs E1.1.2. and E1.1.3., and as the Receiving State Office in the United States under Sections 2734a and 2734b of Reference (d), Reference (e), and SOFAs with countries not covered by Reference (e).		11/6/2006	
DODD 5515.9	The Secretary of the Army shall, pursuant to 10 U.S.C. 113 and on behalf of the Secretary of Defense, process and, where appropriate, settle claims that are filed under the Federal Tort Claims Act and arise out of the acts or omissions of civilian personnel of DoD Components other than the Military Departments who, as determined by the Secretary of the Army, are acting within the scope of their official duties.		9/12/1990	
DODD 5100.03-CHANGE-2	Support of the Headquarters of Unified, Specified, and Subordinate Joint		11/1/1988	
DODD 5160.05	Executive Agent for the DoD Chemical Warfare / Chemical Biological Defense RDA program.		5/1/1985	

Annex C

Sample Army Service Component Command Directive

Copy No. 001
HQ US Army Europe
Heidelberg, Germany
xx March 200x

Subject: USAREUR Directive xx-03: COMMAND AND ORGANIZATION OF ARMY FORCES SUPPORTING Joint Task Force (JTF) SOLID HAMMER (SH), xx March 200x

1. OPERATIONAL COMMAND RELATIONSHIPS

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

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

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

2. ADMINISTRATIVE CONTROL AND SUPPORT (ADCON) RELATIONSHIPS

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

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

c. This USAREUR directive authorizes V Corps as the Army Force (ARFOR) HQs under ADCON of USAREUR to establish Task Force Condor as an Army Task Force. Operational subordination of Task Force Condor as the Army Force (ARFOR) of JTF Solid Hammer and the subsequent attachment of Army forces to V Corps as the JFLCC will be as directed through the operational chain of command. CG, USAREUR will fulfill Secretary of the Army responsibilities for administrative control and support of TF Condor through V Corps. Within USAREUR, 21st TSC is designated the support major subordinate command (MSC) for Operation Solid Hammer; other USAREUR commands and agencies will support TF Condor through the 21st TSC.

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

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

By order of CG, USAREUR

APPENDIX A TO USAREUR DIRECTIVE XX-03

TF CONDOR TASK ORGANIZATION

V Corps HQ (-)
2d Cavalry Regiment (Stryker)
172nd HBCT
173rd IBCT (Airborne)
12th Aviation Brigade (+)
504th BFSB
303 MEB (USAR)
 95th MP Bn
 5-7 ADA Bn
 83d Chem Bn (attached)
 94th Eng Bn (Cbt Hvy) (+)
7th Signal Bde (-)
 55th Sig Co (COMCAM) (OPCON)
66 MI Bde (-)
6th PSYOP Bn (OPCON)
318th Public Affairs HQ (USAR) (attached)
350th Mobile Public Affairs Detachment (USAR) (attached)
415 CA Bn (USAR) (attached)
1st IO Cmd FST, VAT
TF 21 (Army Support Element)
 21st TSC HQ (FWD)
 30th Med Cmd DCP
 16th Sustainment Brigade (+/-)
 24th Trans (Port) Bn, 7th Sustainment Brigade (attached)
 1st HSRC (-)
 266th FMC

ARSOF (ADCON)
 10th SF GRP (-)

Annex D

Glossary

SECTION I – ACRONYMS AND ABBREVIATIONS

AAA	Army Audit Agency
AADP	Area Air Defense Plan
ABT	Air Breathing Threat
AC2	Airspace Command and Control
ACE	Analysis and Control Element
ACP	Army Campaign Plan
ADCON	Administrative Control
AJBPO	Area Joint Blood Program Office
AEA	Army Executive Agent
AFCAP	Armed Forces Contract Augmentation Program
AMC	Army Material Command
AMD	Air and Missile Defense
AOC	Air Operations Center
AOR	Area of Responsibility
APS	Army Prepositioned Stocks
ARB	Acquisition Review Board
ARFOR	Army Force
ARMG	Army National Guard
ARSTRUC	Army Structure Message
ASCC	Army Service Component Commander
ASOS	Army Support to Other Services
AT	Antiterrorism
B2C2WG	boards, bureaus, centers and Cells working group
BES	Budget Estimate Submission
BFT	Blue Force Tracking
BUB	Battle Update Brief
C&IN	Communications and Information Networks
C2	Command and Control
CAO	Civil Affairs Operations
CBRN	chemical, biological, radiological and nuclear
CBRNE	chemical, biological, radiological, nuclear and high yield explosive
CCDR	Combatant Commander
CCDOR	Combatant Commander's Daily Operational Requirements
CCIR	Commander's Critical Information Requirements
CCP	Contingency Command Post
CG	Commanding General
CI	Counterintelligence
CID	Criminal Investigation Division
CIL	Critical Information List
CMO	Civil Military Operations
COIC	Current Operations Integration Cell
COMSEC	Communications Security
CONCAP	Construction Capabilities Contract Program
CONPLAN	Concept Plan
COP	Common Operating Picture
COPSD	Current Operations Division
CoS	Chief of Staff

CPLAN	Command Plan
CPX	Command Post Exercise
CSA	Chief of Staff of the Army
CSC	Cryptologic Support Group
CSM	Command Sergeant Major
CUB	Command Update Brief
CUL	Common User Logistics
D3A	decide, detect, deliver, assess
DP	Decision Point
DCG	Deputy Commanding General
DOTML-PF	doctrine, organization, training, materiel, leader education, personnel, and facilities
DTS	Defense Travel System
DVIDS	Digital Video Imagery Distribution System
EEFI	Essential Elements of Friendly Information
EOD	Explosive Ordnance Disposal
EPW	Enemy Prisoner of War
ESC	Expeditionary Sustainment Command
EW	Electronic Warfare
FAIO	Field Artillery Intelligence Officer
FAO	Foreign Area Officer
FD	Foreign Disclosure
FHP	Force Health Protection
FMD	Force management Division
FPCON	Force Protection Condition
FRAGO	Fragmentary Order
FSCoord	Fire Support Coordinator
FUOPS	Future Operations
FUPLAN	Future Plans
GAO	Government Accountability Office
GCC	Geographic Combatant Commander
GCCS	Global Command and Control System
GEOINT	Geospatial Intelligence
HA/DR	Humanitarian Assistance and Disaster Response
HHB	Headquarters and Headquarters Battalion
HNS	Host Nation Support
HR	Human Resources
HRC	Human Resources Command
HRSC	Human Resources Support Center
HSC	Headquarters and Service Company
I&S	Intelligence & Sustainment
I&W	Intelligence & Warning
IA	Individual Augmentee
IAM	Individual Augmentee Management
ICD	Intelligence Control Division
IE	Information Engagement
IG	Inspector General
IO	Information Operations
IOD	Intelligence Operations Division
IMA	International Military Affairs
INFOSYS	Information Systems
INSCOM	Intelligence and Security Command
IPB	Intelligence Preparation of the Battlefield
IPL	Integrated Priority List
IPT	Integrated Process Team
IR	Information Requirements
I/R	Internment/Resettlement

ISD/FDO	Intelligence Support Division/Foreign Disclosure Office
ISOPREP	Isolated Personnel Report
ISR	Intelligence, Surveillance, Reconnaissance
JFLC	Joint Force Land Component
JFLCC	Joint Force land Component Commander
JIM	Joint, Inter-Agency, Multinational
JLOTS	Joint Logistics Over The Shore
JMD	Joint Manning Document
JOA	Joint Operational Area
JOPEs	Joint Operation Planning and Execution System
JPERSTAT	Joint Personnel Status and Casualty Report
JQRR	Joint Quarterly Readiness Review
JROC	Joint Requirements Oversight Council
JSA	Joint Security Area
JSCP	Joint Strategic Capabilities Plan
JQO	Joint Qualified Officer
JTCB	Joint Targeting Coordination Board
JTF	Joint Task Force
JUONS	Joint Urgent Operational Needs
KM	Knowledge Management
L&O	Law and Order
LNO	Liaison Officer
LOGCAP	Logistics Civilian Augmentation Program
M2	Movement and Maneuver
MA	Mortuary Affairs
MC4	Medical Communications for Combat Casualty Care
MCO	Major Combat Operations
MCP	Main Command Post
MDEP	Management Decision Packages
MDMP	Military Decision Making Process
METL	Mission Essential Task List
METT-TC	mission, enemy, terrain and weather, troops available, time available, civil considerations
MIB	Military Intelligence Brigade
MIPR	Military Interdepartmental Purchase request
MP	Military Police
MRBN	Medium Range Ballistic Missile
MTOE	Modified Table of Organization and Equipment
MWD	Military Working Dogs
MWR	Morale, Welfare, Recreation
NEO	Non-combatant Evacuation Operations
NETOPS	Network Operations
NGO	Non-Government Organization
NSA	National Security Agency
OCP	Operational Command Post
OGA	Other Government Agency
OIC	Office in Charge
ONS	Operational Needs Statement
OPCON	Operational Control
OPLAN	Operation Plan
OPORD	Operations Order
OPSEC	Operational Security
OPTEMPO	Operations Tempo
ORSA	Operations Research and Systems Analysis
OSINT	Open Source Intelligence
PA	Public Affairs
PAO	Public Affairs Office

PBAC	Program Budget Advisory Committee
PBUSE	Property Book Unit Supply Enhanced
PDM	Program Decision Memorandum
PEPP	Plans, Exercises, Programs, Policy
PIR	Priority Information Requirements
POLAD	Political-Military Advisor
POM	Program Objective Memorandum
PPBE	Planning, Programming Budget Execution
PPBES	Planning Programming Budget Execution System
PR	Personnel Recovery
PSYOP	Psychological Operations
RFI	Request For Information
RFF	Request For Forces
RMT	Resource Management Tool
ROC	Regional Operations Company
RS	Religious Support
RSO&I	Reception, Staging, Onward Movement and Integration
RSR	Resource Status Reports
SCD	Security Cooperation Division
SCI	Sensitive Compartmented Information
SCIF	Sensitive Compartmented Information Facility
SDDC	Service Deployment and Distribution Command
SGS	Secretary of the General Staff
SIF	Strategic Internment Facility
SIGINT	Signal Intelligence
SITREP	Situation Report
SJA	Staff Judge Advocate
SJFHQ	Standing Joint Force Headquarters
SJFH (CE)	Standing Joint Force Headquarters (core Element)
SOFA	Status of Forces Agreement
SSE	Sensitive Site Exploitation to be replaced by "Site Exploitation"
SSO	Special Security Office
STO	Special Technical Operations
SWO	Staff Weather Office
SYSAD	Systems Administrator
TA	Theater Army
TAA	Total Army Analysis
TBM	Tactical Ballistic Missile
TCP	Tactical Command Plan
THOC	Theater Operations Company
TIF	Theater Internment facility
TMIP	Theater Medical Information Program
TPE	Theater Provided Equipment
TPED	tasking, processing, exploitation and dissemination
TPFDD	Time Phased Force and Deployment Data
TSC	Theater Sustainment Command
TSCP	Theater Security Cooperation Plan
TSSCI	Top Secret Sensitive Compartmented Intelligence
TTPs	Tactics, techniques, procedures
USAR	United States Army Reserve
USAMEDCOM	US Army Medical Command
USO	United Service Organizations
USR	Unit Status Report
VTER	Victory over Terrorism
WIAS	Wartime Individual Augmentation System
WFF	Warfighting Function

SECTION II – TERMS: TERMS FOR WHICH FM 3-0 IS THE PROPONENT MANUAL ARE MARKED WITH AN ASTERISK (*).**adversary**

(joint) A party acknowledged as potentially hostile to a friendly party and against which the use of force may be envisaged. (JP 3-0)

alliance

(joint) The relationship that results from a formal agreement (for example, a treaty) between two or more nations for broad, long-term objectives that further the common interests of the members. (JP 3-0)

area of influence

(joint) A geographical area wherein a commander is directly capable of influencing operations by maneuver or fire support systems normally under the commander's command or control. (JP 1-02)

area of interest

(joint) That area of concern to the commander, including the area of influence, areas adjacent thereto, and extending into enemy territory to the objectives of current or planned operations. This area also includes areas occupied by enemy forces that could jeopardize the accomplishment of the mission. (JP 2-03)

area of operations

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

ARFOR

The Army Service component headquarters for a joint task force or a joint and multinational force.

Army positive control

A technique of regulating forces that involves commanders and leaders actively assessing, deciding, and directing them.

Army procedural control

A technique of regulating forces that relies on a combination of orders, regulations, policies, and doctrine (including tactics, techniques, and procedures).

assessment

(Army) The continuous monitoring and evaluation of the current situation, particularly the enemy, and progress of an operation.

assumption

A supposition on the current situation or a presupposition on the future course of events, either or both assumed to be true in the absence of positive proof, necessary to enable the commander in the process of planning to complete an estimate of the situation and make a decision on the course of action. (JP 1 02)

battle

A set of related engagements that lasts longer and involves larger forces than an engagement.

battle command

The art and science of understanding, visualizing, describing, directing, leading, and assessing forces to impose the commander's will on a hostile, thinking, and adaptive enemy. Battle command applies leadership to translate decisions into actions—by synchronizing forces and warfighting functions in time, space, and purpose—to accomplish missions.

battle rhythm

A deliberate daily cycle of command, staff, and unit activities intended to synchronize current and future operations. (JP 3-33)

board

A temporary grouping of selected staff representatives with delegated decision authority for a particular purpose or function.

Branch

(joint) The contingency options built into the base plan. A Branch is used for changing the mission, orientation, or direction of movement of a force to aid success of the operation based on anticipated events, opportunities, or disruptions caused by enemy actions and reactions. (JP 5-0)

campaign

(joint) A series of related major operations aimed at achieving strategic and operational objectives within a given time and space. (JP 5-0)

campaign plan

A joint operation plan for a series of related major operations aimed at achieving strategic or operational objectives within a given time and space. (JP 5-0)

center

A command and control facility with a supporting staff established for a specific purpose.

center of gravity

(joint) The source of power that provides moral or physical strength, freedom of action, or will to act. (JP 3-0)

civil considerations

The influence of manmade infrastructure, civilian institutions, and attitudes and activities of the civilian leaders, populations, and organizations within an area of operations on the conduct of military operations. (FM 6-0)

civil support

(joint) Department of Defense support to U.S. civil authorities for domestic emergencies, and for designated law enforcement and other activities. (JP 1-02)

close combat

Warfare carried out on land in a direct-fire fight, supported by direct, indirect, and air-delivered fires.

coalition

(joint) An ad hoc arrangement between two or more nations for common action. (JP 5-0)

coalition action

(joint) Multinational action outside the bounds of established alliances, usually for single occasions or longer cooperation in a narrow sector of common interest. (JP 5-0)

combatant command (command authority)

(joint) Nontransferable command authority established by title 10 ("Armed Forces"), United States Code, section 164, exercised only by commanders of unified or specified combatant commands unless otherwise directed by the President or the Secretary of Defense. Combatant command (command authority) cannot be delegated and is the authority of a combatant commander to perform those functions of command over assigned forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction over all aspects of military operations, joint training, and logistics necessary to accomplish the missions assigned to the command. Combatant command (command authority) should be exercised through the commanders of subordinate organizations. Normally this authority is exercised through subordinate joint force commanders and Service and/or functional component commanders. Combatant command (command authority) provides full authority to organize and employ commands and forces as the combatant commander considers necessary to accomplish assigned missions. Operational control is inherent in combatant command (command authority). (JP 1)

combat assessment

The determination of the overall effectiveness of force employment during military operations. Combat assessment is composed of three major components: (a) battle damage assessment; (b) munitions effectiveness assessment; and (c) reattack recommendation. (JP 3-60)

combat camera

(joint) The acquisition and utilization of still and motion imagery in support of combat, information, humanitarian, special force, intelligence, reconnaissance, engineering, legal, public affairs, and other operations involving the Military Services. (JP 3-61)

combat information

(joint) Unevaluated data, gathered by or provided directly to the tactical commander which, due to its highly perishable nature or the criticality of the situation, cannot be processed into tactical intelligence in time to satisfy the user's tactical intelligence requirements. (JP 1-02)

combat power

(Army) The total means of destructive, constructive, and information capabilities that a military unit/formation can apply at a given time. Army forces generate combat power by converting potential into effective action.

combined arms

The synchronized and simultaneous application of the Elements of combat power—to achieve an effect greater than if each Element of combat power was used separately or sequentially.

command

(joint) The authority that a commander in the armed forces lawfully exercises over subordinates by virtue of rank or assignment. Command includes the authority and responsibility for effectively using available resources and for planning the employment of, organizing, directing, coordinating, and controlling military forces for the accomplishment of assigned missions. It also includes responsibility for health, welfare, morale, and discipline of assigned personnel. (JP 1)

command and control

(Army) The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of a mission. Commanders perform command and control functions through a command and control system. (FM 6-0)

command and control system

(Army) The arrangement of personnel, information management, procedures, and equipment and facilities essential for the commander to conduct operations. (FM 6-0)

command and control warfare

The integrated use of physical attack, electronic warfare, and computer network operations, supported by intelligence, to degrade, destroy, and exploit an enemy's or adversary's command and control system or to deny information to it.

command and control warfighting function

The related tasks and systems that support commanders in exercising authority and direction.

commander's critical information requirement

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

commander's intent

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

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.

command group

The commander and selected staff members who accompany commanders and enable them to exercise command and control away from a command post.

command post

A unit headquarters where the commander and staff perform their activities. (FM 6-0)

command post Cell

A grouping of personnel and equipment by warfighting function or purpose to facilitate command and control.

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.

compel

To use, or threaten to use, lethal force to establish control and dominance, effect behavioral change, or enforce compliance with mandates, agreements, or civil authority.

concept of operations

(Army) A statement that directs the manner in which subordinate units cooperate to accomplish the mission and establishes the sequence of actions the force will use to achieve the end state. It is normally expressed in terms of decisive, shaping, and sustaining operations.

conduct

To perform the activities of the operations process: planning, preparing, executing, and continuously assessing. (FM 6-0)

consequence management

(joint) Actions taken to maintain or restore essential services and manage and mitigate problems resulting from disasters and catastrophes, including natural, man-made, or terrorist incidents. (JP 1-02)

contractor

A person or business that provides products or services for monetary compensation. A contractor furnishes supplies and services or performs work at a certain price or rate based on the terms of a contract. (FM 3-100.21)

control

(Army) *1. In the context of command and control, the regulation of forces and warfighting functions to accomplish the mission in accordance with the commander's intent. (FM 3-0) 2. A tactical mission task that requires the commander to maintain physical influence over a specified area to prevent its use by an enemy. (FM 3-90) 3. An action taken to eliminate a hazard or reduce its risk. (FM 5-19) *4. In the context of stability mechanisms, to impose civil order. (FM 3-0) [See JP 1-02 for joint definitions.]

control measure

A means of regulating forces or warfighting functions.

conventional forces

(joint) 1. Those forces capable of conducting operations using nonnuclear weapons. 2. Those forces other than designated special operations forces. (JP 3-05)

coordination

The action necessary to ensure adequately integrated relationships between separate organizations located in the same area. Coordination may include such matters as fire support, emergency defense measures, area intelligence, and other situations in which coordination is considered necessary. (FM 6-0)

counterdrug activities

(joint) Those measures taken to detect, interdict, disrupt, or curtail any activity that is reasonably related to illicit drug trafficking. This includes, but is not limited to, measures taken to detect, interdict, disrupt, or curtail activities related to substances, materiel, weapons, or resources used to finance, support, secure, cultivate, process, or transport illegal drugs. (JP 3-07.4)

counterinsurgency

(joint) Those military, paramilitary, political, economic, psychological, and civic actions taken by a government to defeat insurgency. (JP 1-02)

critical thinking

A deliberate process of thought whose purpose is to discern truth in situations where direct observation is insufficient, impossible or impractical. (FM 6-22)

culminating point

(Army) That point in time and space at which a force no longer possesses the capability to continue its current form of operations.

Decision-making

Selecting a course of action as the one most favorable to accomplish the mission. (FM 6-0)

decision point

A point in space and time when the commander or staff anticipates making a key decision concerning a specific course of action. (JP 5-0)

decision support matrix

An aid used by the commander and staff to make battlefield decisions. This matrix is a staff product of the wargaming process that lists several specifics.

decisive operation

The operation that directly accomplishes the mission. It determines the outcome of a major operation, battle, or engagement. The decisive operation is the focal point around which commanders design the entire operation.

decisive point

(joint) A geographic place, specific key event, critical factor, or function that, when acted upon, allows commanders to gain a marked advantage over an adversary or contribute materially to achieving success. (JP 3-0) [Note: In this context, adversary also refers to enemies.]

defeat mechanism

The method through which friendly forces accomplish their mission against enemy opposition.

defensive operations

Combat operations conducted to defeat an enemy attack, gain time, economize forces, and develop conditions favorable for offensive or stability operations.

depth

(Army) The extension of operations in time, space, and resources.

destroy

In the context of defeat mechanisms, to apply lethal combat power on an enemy capability so that it can no longer perform any function and cannot be restored to a usable condition without being entirely rebuilt.

direct approach

An operational approach that attacks the enemy's center of gravity or principal strength by applying combat power directly against it.

disintegrate

To disrupt the enemy's command and control system, degrading the ability to conduct operations while leading to a rapid collapse of enemy's capabilities or will to fight.

dislocate

To employ forces to obtain significant positional advantage, rendering the enemy's dispositions less valuable, perhaps even irrelevant.

early entry command post

A lead command and control Element of a headquarters designed to control operations until the remaining portions of the headquarters are deployed and operational.

end state

(joint) The set of required conditions that defines achievement of the commander's objectives. (JP 3-0)

enemy

A party identified as hostile against which the use of force is authorized.

engagement

(joint) A tactical conflict, usually between opposing, lower echelon maneuver forces. (JP 1-02)

essential Element of friendly information

(Army) A critical aspect of a friendly operation that, if known by the enemy, would subsequently compromise, lead to failure, or limit success of the operation, and therefore should be protected from enemy detection.

evaluating

A comparison of those conditions relevant to the current operation against measures of effectiveness and measures of performance to judge progress toward desired conditions.

exceptional information

Information that would have answered one of the commander's critical information requirements if the requirement for it had been foreseen and stated as one of the commander's critical information requirements. (FM 6-0)

execution

Putting a plan into action by applying combat power to accomplish the mission and using situational understanding to assess progress and make execution and adjustment decisions.

execution matrix

A visual and sequential representation of the critical tasks and responsible organizations by time or for a tactical operation used as a staff tool.

exterior lines

A force operates on exterior lines when its operations converge on the enemy.

fires warfighting function

The related tasks and systems that provide collective and coordinated Army indirect fires, joint fires, and command and control warfare, including nonlethal fires, through the targeting process.

force tailoring

The process of determining the right mix of forces and the sequence of their deployment in support of a joint force commander.

foreign humanitarian assistance

(joint) Programs conducted to relieve or reduce the results of natural or man-made disasters or other endemic conditions such as human pain, disease, hunger, or privation that might present a serious threat to life or that can result in great damage to or loss of property. Foreign humanitarian assistance provided by U.S. forces is limited in scope and duration. The foreign assistance provided is designed to supplement or complement the efforts of the host-nation civil authorities or agencies that may have the primary responsibility for providing foreign humanitarian assistance. Foreign humanitarian assistance operations are those conducted outside the United States, its territories, and possessions. (JP 3-33)

forward operating base

An area used to support tactical operations without establishing full support facilities.

fragmentary order

An abbreviated form of an operation order issued as needed after an operation order to change or modify that order or to execute a Branch or sequel to that order. (JP 5-0)

friendly force information requirement

(joint) Information the commander and staff need to understand the status of friendly force and supporting capabilities. (JP 3-0)

full spectrum operations

The Army's operational concept: Army forces combine offensive, defensive, and stability or civil support operations simultaneously as part of an interdependent joint force to seize, retain, and exploit the initiative, accepting prudent risk to create opportunities to achieve decisive results. They employ synchronized action—lethal and nonlethal—proportional to the mission and informed by a thorough understanding of all variables of the operational environment. Mission command that conveys intent and an appreciation of all aspects of the situation guides the adaptive use of Army forces.

general war

(joint) Armed conflict between major powers in which the total resources of the belligerents are employed, and the national survival of a major belligerent is in jeopardy. (JP 1-02)

graphic control measure

A symbol used on maps and displays to regulate forces and warfighting functions.

indicator

An item of information that provides insight into a measure of effectiveness or measure of performance.

indirect approach

An operational approach that attacks the enemy's center of gravity by applying combat power against a series of decisive points while avoiding enemy strength.

individual initiative

See initiative (individual).

influence

In the context of stability mechanisms, to alter the opinions and attitudes of a civilian population through information engagement, presence, and conduct.

information engagement

The integrated employment of public affairs to inform U.S. and friendly audiences; psychological operations, combat camera, U.S. Government strategic communication and defense support to public diplomacy, and other means necessary to influence foreign audiences; and, leader and Soldier engagements to support both efforts.

information environment

(joint) The aggregate of individuals, organizations, and systems that collect, process, disseminate, or act on information. (JP 3-13)

information management

(Army) The science of using procedures and information systems to collect, process, store, display, disseminate, and protect knowledge products, data, and information.

information operations

(joint) The integrated employment of the core capabilities of electronic warfare, computer network operations, psychological operations, military deception, and operations security, in concert with specified supporting and related capabilities, to influence, disrupt, corrupt, or usurp adversarial human and automated decision-making while protecting our own. (JP 3-13)

information protection

Active or passive measures that protect and defend friendly information and information systems to ensure timely, accurate, and relevant friendly information. It denies enemies, adversaries, and others the opportunity to exploit friendly information and information systems for their own purposes.

information superiority

(joint) The operational advantage derived from the ability to collect, process, and disseminate an uninterrupted flow of information while exploiting or denying an adversary's ability to do the same. (JP 3-13) [Note: In this context, adversary also refers to enemies.]

information system

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

initiative (individual)

The willingness to act in the absence of orders, when existing orders no longer fit the situation, or when unforeseen opportunities or threats arise.

initiative (operational)

The setting or dictating the terms of action throughout an operation.

insurgency

(joint) An organized movement aimed at the overthrow of a constituted government through use of subversion and armed conflict. (JP 1-02)

intelligence

(joint) The product resulting from the collection, processing, integration, evaluation, analysis, and interpretation of available information concerning foreign nations, hostile or potentially hostile forces or Elements, or areas of actual or potential operations. The term is also applied to the activity which results in the product and to the organizations engaged in such activity. (JP 2-0)

intelligence, surveillance, and reconnaissance

(Army) An activity that synchronizes and integrates the planning and operation of sensors, assets, and processing, exploitation, and dissemination systems in direct support of current and future operations. This is an integrated intelligence and operations function. For Army forces, this activity is a combined arms operation that focuses on priority intelligence requirements while answering the commander's critical information requirements.

intelligence, surveillance, and reconnaissance integration

The task of assigning and controlling a unit's intelligence, surveillance, and reconnaissance assets (in terms of space, time, and purpose) to collect and report information as a concerted and integrated portion of operation plans and orders.

intelligence, surveillance, and reconnaissance synchronization

The task that accomplishes the following: analyzes information requirements and intelligence gaps; evaluates available assets internal and external to the organization; determines gaps in the use of those assets; recommends

intelligence, surveillance, and reconnaissance assets controlled by the organization to collect on the commander's critical information requirements; and submits requests for information for adjacent and higher collection support.

intelligence warfighting function

The related tasks and systems that facilitate understanding of the operational environment, enemy, terrain, and civil considerations.

interagency coordination

(joint) Within the context of Department of Defense involvement, the coordination that occurs between Elements of Department of Defense and engaged U.S. Government agencies for the purpose of achieving an objective. (JP 3-0)

interior lines

A force operates on interior lines when its operations diverge from a central point.

intuitive decision-making

The act of reaching a conclusion which emphasizes pattern recognition based on knowledge, judgment, experience, education, intelligence, boldness, perception, and character. This approach focuses on assessment of the situation vice comparison of multiple options. (FM 6-0)

irregular forces

(joint) Armed individuals or groups who are not members of the regular armed forces, police, or other internal security forces. (JP 1-02)

irregular warfare

A violent struggle among state and nonstate actors for legitimacy and influence over a population.

isolate

In the context of defeat mechanisms, to deny an enemy or adversary access to capabilities that enable the exercise of coercion, influence, potential advantage, and freedom of action.

joint combined exchange training

(joint) A program conducted overseas to fulfill U.S. forces training requirements and at the same time exchange the sharing of skills between U.S. forces and host-nation counterparts. Training activities are designed to improve U.S. and host-nation capabilities. (JP 3-05)

joint land operations plan:

A plan for the a connected series of joint land operations to achieve the joint force commander's objectives within a given time and joint operational area. (JP 3-31)

key tasks

Those tasks the force as a whole must perform, or conditions the force must meet, to achieve the end state and stated purpose of the operation. (FM 6-0)

knowledge management

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

land control operations:

The employment of land forces, supported by maritime and air forces (as appropriate) to achieve military objectives in land domain. Such operations include deterring enemy actions, destruction of opposing ground forces, securing key terrain, protection of land lines of communication or bases, establishment of local military superiority in vital land operational areas, and the conduct of stability or civil support operations. (JP 3-31)

land domain:

The land area of the Earth's surface ending at the high water mark of the shore where terrain and people have a major effect on the movement, maneuver, and employment of joint forces. The land domain shares the Earth's surface with the maritime domain. (JP 3-31)

landpower

The ability—by threat, force, or occupation—to gain, sustain, and exploit control over land, resources, and people.

law of war

(joint) That part of international law that regulates the conduct of armed hostilities. (JP 1-02)

leadership

The process of influencing people by providing purpose, direction, and motivation, while operating to accomplish the mission and improving the organization. (FM 6-22)

liaison

Contact or intercommunication maintained between Elements of military forces or other agencies to ensure mutual understanding and unity of purpose and action. (JP 3-08)

line of effort

A line that links multiple tasks and missions using the logic of purpose—cause and effect—to focus efforts toward establishing operational and strategic conditions.

line of operations

(Army) A line that defines the directional orientation of a force in time and space in relation to the enemy and links the force with its base of operations and objectives.

main effort

The designated subordinate unit whose mission at a given point in time is most critical to overall mission success. It is usually weighted with the preponderance of combat power.

main command post

A command and control facility containing the majority of the staff designed to control current operations, conduct detailed analysis, and plan future operations.

main effort

The designated subordinate unit whose mission at a given point in time is most critical to overall mission success. It is usually weighted with the preponderance of combat power. (FM 3-0)

major operation

(joint) A series of tactical actions (battles, engagements, strikes) conducted by combat forces of a single or several Services, coordinated in time and place, to achieve strategic or operational objectives in an operational area. These actions are conducted simultaneously or sequentially in accordance with a common plan and are controlled by a single commander. For noncombat operations, a reference to the relative size and scope of a military operation. (JP 3-0)

maneuver

(joint) Employment of forces in the operational area through movement in combination with fires to achieve a position of advantage in respect to the enemy in order to accomplish the mission. (JP 3-0)

measure of effectiveness

(joint) A criterion used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect. (JP 3-0)

measure of performance

(joint) A criterion used to assess friendly actions that is tied to measuring task accomplishment. (JP 3-0)

METT-TC

A memory aid used in two contexts: 1. In the context of information management, the major subject categories into which relevant information is grouped for military operations: mission, enemy, terrain and weather, troops and support available, time available, civil considerations. (FM 6-0) 2. In the context of tactics, major variables considered during mission analysis (mission variables). (FM 3-90)

military decision-making process

A process that integrates the activities of the commander, staff, and subordinate commanders in developing an operation plan or order. It establishes methods for understanding the situation and analyzing a mission; developing, analyzing, and comparing courses of action; selecting the most favorable course of action; and producing an operation plan or order.

mission

(joint) The task, together with the purpose, that clearly indicates the action to be taken and the reason therefore. (JP 1-02)

mission command

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

mission orders

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

mission statement

A short sentence or paragraph that describes the organization's essential task (or tasks) and purpose—a clear statement of the action to be taken and the reason for doing so. The mission statement contains the Elements of who, what, when, where, and why, but seldom specifies how. (JP 5-0)

monitoring

Continuous observation of those conditions relevant to the current operation.

movement and maneuver warfighting function

The related tasks and systems that move forces to achieve a position of advantage in relation to the enemy. Direct fire is inherent in maneuver, as is close combat.

multinational operations

(joint) A collective term to describe military actions conducted by forces of two or more nations, usually undertaken within the structure of a coalition or alliance. (JP 3-16)

nested concept

A planning technique to achieve unity of purpose whereby each succeeding echelon's concept of operations is embedded in the other.

neutral

(Army) A party identified as neither supporting nor opposing friendly or enemy forces.

noncombatant evacuation operations

(joint) Operations directed by the Department of State or other appropriate authority, in conjunction with the Department of Defense, whereby noncombatants are evacuated from foreign countries when their lives are endangered by war, civil unrest, or natural disaster to safe havens or to the United States. (JP 3-0)

offensive operations

Combat operations conducted to defeat and destroy enemy forces and seize terrain, resources, and population centers. They impose the commander's will on the enemy.

objective

A graphic control measure—a location on the ground used to orient operations, phase operations, facilitate changes of direction, and provide for unity of effort. (FM 3-90)

operation order

A directive issued by a commander to subordinate commanders for the purpose of effecting the coordinated execution of an operation. (JP 1-02)

operation plan

Any plan for the conduct of military operations prepared in response to actual and potential contingencies. (JP 5-0)

***operational approach**

The manner in which a commander contends with a center of gravity.

operational area

(joint) An overarching term encompassing more descriptive terms for geographic areas in which military operations are conducted. Operational areas include, but are not limited to, such descriptors as area of responsibility, theater of war, theater of operations, joint operations area, amphibious objective area, joint special operations area, and area of operations. (JP 5-0)

operational art

(joint) The application of creative imagination by commanders and staffs—supported by their skill, knowledge, and experience—to design strategies, campaigns, and major operations and organize and employ military forces. Operational art integrates ends, ways, and means across the levels of war. (JP 3-0)

operational concept

See full spectrum operations.

operational control

(joint) Command authority that may be exercised by commanders at any echelon at or below the level of combatant command. Operational control is inherent in combatant command (command authority) and may be delegated within the command. Operational control is the authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. Operational control includes authoritative direction over all aspects of military operations and joint training necessary to accomplish missions assigned to the command. Operational control should be exercised through the commanders of subordinate organizations. Normally this authority is exercised through subordinate joint force commanders and Service and/or functional component commanders. Operational control normally provides full authority to organize commands and forces and to employ those forces as the commander in operational control considers necessary to accomplish assigned missions; it does not, in and of itself, include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training. (JP 1)

operational environment

(joint) A composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. (JP 3-0)

operational initiative

Setting or dictating the terms of action throughout an operation. (FM 3-0).

operational pause

(Army) A deliberate halt taken to extend operational reach or prevent culmination.

operational reach

(joint) The distance and duration across which a unit can successfully employ military capabilities. (JP 3-0)

operational theme

The character of the dominant major operation being conducted at any time within a land force commander's area of operations. The operational theme helps convey the nature of the major operation to the force to facilitate common understanding of how the commander broadly intends to operate.

operations process

The major command and control activities performed during operations: planning, preparing, executing, and continuously assessing the operation. The commander drives the operations process.

parallel planning

Two or more echelons planning for the same operation nearly simultaneously.

peace building

(joint) Stability actions, predominately diplomatic and economic, that strengthen and rebuild governmental infrastructure and institutions in order to avoid a relapse into conflict. (JP 3-0)

peacekeeping

(joint) Military operations undertaken with the consent of all major parties to a dispute, designed to monitor and facilitate implementation of an agreement (cease fire, truce, or other such agreement) and support diplomatic efforts to reach a long-term political settlement. (JP 3-07.3)

peacemaking

(joint) The process of diplomacy, mediation, negotiation, or other forms of peaceful settlements that arranges an end to a dispute and resolves issues that led to it. (JP 3-0)

peace operations

(joint) A broad term that encompasses multiagency and multinational crisis response and limited contingency operations involving all instruments of national power with military missions to contain conflict, redress the peace, and shape the environment to support reconciliation and rebuilding and facilitate the transition to legitimate governance. Peace operations include peacekeeping, peace enforcement, peacemaking, peace building, and conflict prevention efforts. (JP 3-07.3)

peacetime military engagement

All military activities that involve other nations and are intended to shape the security environment in peacetime. It includes programs and exercises that the United States military conducts with other nations to shape the international environment, improve mutual understanding, and improve interoperability with treaty partners or potential coalition partners. Peacetime military engagement activities are designed to support a combatant commander's objectives within the theater security cooperation plan.

phase

(Army/Marine Corps) A planning and execution tool used to divide an operation in duration or activity. A change in phase usually involves a change of mission, task organization, or rules of engagement. Phasing helps in planning and controlling and may be indicated by time, distance, terrain, or an event.

plan

A design for a future or anticipated operation. (FM 5-0)

planning

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

planning horizon

A point in time commanders use to focus the organization's planning efforts to shape future events.

PMESII-PT

A memory aid for the variables used to describe the operational environment: political, military, economic, social, information, infrastructure, physical environment, time (operational variables).

preparation

Activities performed by units to improve their ability to execute an operation. Preparation includes, but is not limited to, plan refinement; rehearsals; intelligence, surveillance, and reconnaissance; coordination; inspections; and movement.

priority intelligence requirement

(joint) An intelligence requirement, stated as a priority for intelligence support, that the commander and staff need to understand the adversary or the operational environment. (JP 2-0) [Note: In this context, adversary also refers to enemies.]

priority of support

A priority set by the commander to ensure a subordinate unit has support in accordance with its relative importance to accomplish the mission.

protection warfighting function

The related tasks and systems that preserve the force so the commander can apply maximum combat power.

raid

(joint) An operation to temporarily seize an area in order to secure information, confuse an adversary, capture personnel or equipment, or to destroy a capability. It ends with a planned withdrawal upon completion of the assigned mission. (JP 3-0) [Note: In this context, adversary also refers to enemies.]

reachback

The process of obtaining products, services, and applications, or forces, or equipment, or material from organizations that are not forward deployed.

reconnaissance

A mission undertaken to obtain, by visual observation or other detection methods, information about the activities and resources of an enemy or adversary, or to secure data concerning the meteorological, hydrographic, or geographic characteristics of a particular area. (JP 2-0)

recovery operations

(joint) Operations conducted to search for, locate, identify, recover, and return isolated personnel, human remains, sensitive equipment, or items critical to national security. (JP 3-50)

rehearsal

A session in which a staff or unit practices expected actions to improve performance during execution. (FM 6-0)

relevant information

All information of importance to commanders and staffs in the exercise of command and control.

rules of engagement

(joint) Directives issued to guide United States forces on the use of force during various operations. These directives may take the form of execute orders, deployment orders, memoranda of agreement, or plans. (JP 1-02)

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.

sanction enforcement

(joint) Operations that employ coercive measures to interdict the movement of certain types of designated items into or out of a nation or specified area. (JP 3-0)

security operations

Those operations undertaken by a commander to provide early and accurate warning of enemy operations, to provide the force being protected with time and maneuver space within which to react to the enemy, and to develop the situation to allow the commander to effectively use the protected force. (FM 3-90)

sequel

(joint) In a campaign, a major operation that follows the current major operation. In a single major operation, a sequel is the next phase. Plans for a sequel are based on the possible outcomes (success, stalemate, or defeat) associated with the current operation. (JP 5-0)

shaping operation

An operation at any echelon that creates and preserves conditions for the success of the decisive operation.

show of force

(joint) An operation designed to demonstrate U.S. resolve that involves increased visibility of U.S. deployed forces in an attempt to defuse a specific situation that, if allowed to continue, may be detrimental to U.S. interests or national objectives. (JP 3-0)

situational awareness

Immediate knowledge of the conditions of the operation, constrained geographically and in time.

situational understanding

The product of applying analysis and judgment to relevant information to determine the relationships among the mission variables to facilitate decision-making.

stability mechanism

The primary method through which friendly forces affect civilians in order to attain conditions that support establishing a lasting, stable peace.

stability operations

(joint) An overarching term encompassing various military missions, tasks, and activities conducted outside the United States in coordination with other instruments of national power to maintain or reestablish a safe and secure environment, provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief. (JP 3-0)

staff section

A grouping of staff members by area of expertise.

strike

(joint) An attack to damage or destroy an objective or a capability. (JP 3-0)

support

(joint) The action of a force that aids, protects, complements, or sustains another force in accordance with a directive requiring such action. (JP 1) (Army) *In the context of stability mechanisms, to establish, reinforce, or set the conditions necessary for the other instruments of national power to function effectively.

supporter

A party who sympathizes with friendly forces and who may or may not provide material assistance to them.

supporting distance

The distance between two units that can be traveled in time for one to come to the aid of the other and prevent its defeat by an enemy or ensure it regains control of a civil situation.

supporting range

The distance one unit may be geographically separated from a second unit yet remain within the maximum range of the second unit's weapons systems.

surveillance

The systematic observation of aerospace, surface, or subsurface areas, places, persons, or things, by visual, aural, electronic, photographic, or other means. (JP 3-0)

sustaining operation

An operation at any echelon that enables the decisive operation or shaping operations by generating and maintaining combat power.

sustainment warfighting function

The related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance.

synchronization

(joint) The arrangement of military actions in time, space, and purpose to produce maximum relative combat power at a decisive place and time. (JP 2-0)

system

(joint) A functionally, physically, and/or behaviorally related group of regularly interacting or interdependent Elements; that group of Elements forming a unified whole. (JP 3-0)

tactical combat force

(joint) A combat unit, with appropriate combat support and combat service support assets, which is assigned the mission of defeating level III threats. (JP 3-10)

tactical command post

A command and control facility containing a tailored portion of a unit headquarters designed to control portions of an operation for a limited time.

tactical control

(joint) Command authority over assigned or attached forces or commands, or military capability or forces made available for tasking, that is limited to the detailed direction and control of movements or maneuvers within the operational area necessary to accomplish missions or tasks assigned. Tactical control is inherent in operational control. Tactical control may be delegated to, and exercised at any level at or below the level of combatant command. Tactical control provides sufficient authority for controlling and directing the application of force or tactical use of combat support assets within the assigned mission or task. (JP 1)

tactics

(joint) The employment and ordered arrangement of forces in relation to each other. (CJCSI 5120.02A)

targeting

The process of selecting and prioritizing targets and matching the appropriate response to them, considering operational requirements and capabilities. (JP 3-0)

task

A clearly defined and measurable activity accomplished by individuals and organizations. (FM 7-0)

task organization

(Army) A temporary grouping of forces designed to accomplish a particular mission.

task-organizing

(Army) The act of designing an operating force, support staff, or logistic package of specific size and composition to meet a unique task or mission. Characteristics to examine when task-organizing the force include, but are not limited to: training, experience, equipment, sustainability, operating environment, enemy threat, and mobility. For Army forces, it includes allocating available assets to subordinate commanders and establishing their command and support relationships.

tempo

(Army/Marine Corps) The relative speed and rhythm of military operations over time with respect to the enemy.

terrorism

(joint) The calculated use of unlawful violence or threat of unlawful violence to inculcate fear; intended to coerce or to intimidate governments or societies in the pursuit of goals that are generally political, religious, or ideological. (JP 3-07.2)

unassigned area

The area between noncontiguous areas of operations or beyond contiguous areas of operations. The higher headquarters is responsible for controlling unassigned areas within its area of operations.

unconventional warfare

(joint) A broad spectrum of military and paramilitary operations, normally of long duration, predominantly conducted through, with, or by indigenous or surrogate forces that are organized, trained, equipped, supported, and directed in varying degrees by an external source. It includes, but is not limited to, guerrilla warfare, subversion, sabotage, intelligence activities, and unconventional assisted recovery. (JP 3-05)

unified action

(joint) The synchronization, coordination, and/or integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort. (JP 1)

urban operation

A military operation conducted where man-made construction and high population density are the dominant features.

warning order

A preliminary notice of an order or action that is to follow. (JP 3-33)

working group

A grouping of predetermined staff representatives who meet to provide analysis, coordinate, and provide recommendations for a particular purpose or function.

warfighting function

A group of tasks and systems (people, organizations, information, and processes) united by a common purpose that commanders use to accomplish missions and training objectives.

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Annex E

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