

The ultimate goal of deception is to mislead the opposing military commander, prompting him to plan and conduct his activities in a manner that unwittingly serves the friendly force's objectives. Deception operations are planned and executed at the operational level of war and synchronized with strategic objectives. They can support theater objectives by deterring the escalation of conflict, destroying the enemy's warfighting means, gaining and maintaining the initiative, and shaping the enemy's scheme of maneuver.

The operational-level commander participates in the deception process at two levels. He may plan and execute deception operations within his mission purview, or he may be asked to provide planning and operational-level support for deception activities planned and executed by subordinate, adjacent, or higher command echelons. Deception operations at the operational level must complement or reinforce the theater deception plan effort. The operational-level commander reconciles operational and tactical deception plans to ensure they complement but do not contradict the strategic (theater) plan.

### **PROTECTING OPERATIONAL FORCES AND MEANS**

The operational-level commander safeguards his operational force by reducing the effects of enemy operational-level actions (movement, radio electronic combat, and so forth). He does this by preparing operationally significant fortifications, removing operationally significant hazards, and protecting the use of the electromagnetic spectrum.

The operational commander provides protective construction hardening for operational forces and key facilities, for example, C<sup>2</sup>, logistics, and rear area positions. However, even hardened facilities are vulnerable to a determined attack. The operational commander eliminates hazards that may adversely affect the execution of his plan. Additionally, he ensures that actions are taken to ensure friendly, effective use of the electromagnetic spectrum, despite the enemy's use of EW.

### **EMPLOYING OPERATIONS SECURITY**

The operational-level commander attempts to hide friendly force indicators associated with

planning and conducting major operations. He does so by employing signal security (SIGSEC) and concealment techniques and avoiding operational patterns.

The operational-level commander protects emitters and information transmitted through friendly C<sup>2</sup> communications-electronic systems from enemy exploitation. He also hides operational forces and facilities from enemy observation and surveillance sensors. He ensures units vary activities and ways of conducting operations to avoid predictable patterns that are vulnerable to enemy interception.

### **PROVIDING SECURITY OF FORCES AND MEANS**

By identifying and reducing friendly vulnerability to hostile acts, influence, or surprise, the operational-level commander enhances the force's freedom of action. Enhancement consists of measures to protect the force from surprise, observation, detection, interference, espionage, and sabotage. It includes protecting and securing the flanks of operational formations, critical installations, facilities, and systems.

### **CONDUCTING REAR OPERATIONS**

The operational-level commander is responsible for rear operations subject to applicable host nation laws and agreements. Rear operations include those activities that allow freedom of maneuver in the COMMZ, continuity of sustainment, and uninterrupted battle command. The combatant CINC is ultimately responsible for all rear operations in the theater of operations. He normally assigns subordinate commanders the responsibility for operations in a JRA according to mission requirements, force capabilities, the strategic environment, and the threat. The CINC may assign the overall mission of rear operations to one commander—the JRAC. The JRAC must ensure integration of all rear operations missions and forces and synchronization with the CINC campaign plan.

The potential magnitude of the threat to the theater base and COMMZ dictates that US forces be trained to cope with threat forces when and where they attempt to interrupt COMMZ operations. The operational-level commander uses every appropriate active and passive measure for defense against detection

from the air, attack from the ground, and compromise of friendly defense systems.

Successful rear security operations are critical in the rear area since it contains the LOCs, establishments for supply and evacuation, and agencies required for immediate support and maintenance of field forces. The key tasks of successful rear security operations are—

- Coordinating base/base cluster defense plans.
- Collecting, integrating, analyzing, and disseminating timely and accurate intelligence.
- Patrolling aggressively in coordination with the host nation, to intercept and defeat small threat forces before they close on their objective.
- Deploying forces sufficient to counter the enemy intrusion.

### **CONDUCTING RISK ASSESSMENTS**

Also integral to force protection is the conduct of risk assessments. Risk assessments identify hazards and examine the resulting risks associated with the mission. Special risk considerations must be made where the threat of WMD exists. Risk assessment is dynamic. As circumstances change and the command's experience level increases, risk assessments confirm and reconfirm critical information that affects decisions.

### **PLANNING FOR POSSIBLE RESPONSE OR USE OF WEAPONS OF MASS DESTRUCTION**

US policy concerning nuclear warfare is to deter it, and, if deterrence fails, to terminate the conflict at the lowest possible level of violence consistent with national and allied policy objectives. This policy does not preclude US first use of nuclear munitions. Nuclear weapons may only be used following the specific directives of the President.

Since the Army no longer has an organic nuclear capability, it must rely on other services for delivery of nonstrategic nuclear weapons to support its operational warfare requirements. Nuclear weapons should be integrated with other fire support systems to achieve the greatest operational advantage.

The potential employment of WMD can have an enormous impact on the conduct of all operations. These strategic, operational, psychological, and political impacts affect campaign designs. The sheer killing and destructive power of these weapons create an illusionary battlefield effect. Further, the proliferation of WMD dramatically alters the nature of regional conflict.

As these weapons proliferate, the likelihood of their use against friendly forces or in response to an enemy's first use increases. The effects of these weapons on a campaign or major operation—either through use or the threat of use—can cause large-scale shifts in tactical objectives, phases, and/or COAs. Thus, planning for the possibility of their use against friendly forces is critical to campaign design. Commanders must be aware of the political as well as public sensitivities to the use of WMD and be prepared to respond to the possibilities of postuse public relations problems.

From the combatant commander's perspective, a swift end to a conflict will partially negate the escalator potential of these weapons. A combination of conventional offensive and defensive measures can help deter or reduce the likelihood of an enemy's use of these weapons. Offensive preventive measures may include raids, surgical air strikes, and operations designed to locate and neutralize the threat of such weapons. Commanders implement the defensive nuclear, biological, chemical (NBC) principles of avoidance, protection, and decontamination. They also plan for effective air and ballistic missile defense with different systems. US military policy attempts to deter enemy use of WMD through a defense posture that allows US forces to survive, fight, and win under conditions produced by these weapons.

Commanders must assess an enemy's willingness to employ these weapons and the conditions that would prompt him to do so. However, commanders should never assume rationality in the mind of the enemy. A virtually defeated enemy may resort to unrestricted warfare by any means at hand.

Army forces may support use of WMD with SEAD or with the reconnaissance and selection of targets. More importantly, however, Army officers must participate in drafting and executing campaign plans that envision friendly use of WMD. The campaign plan must identify the requirement for strikes with WMD

that support campaigns and major operations. Additionally, Army planners should identify appropriate WMD targets and ensure integration of WMD into the campaign plan and/or major operation plan.

### **The Mass Destruction Environment**

When WMD are used, extensive destruction and mass casualties can result. Only cohesive, disciplined, physically fit, and well-trained units can function in this environment. But long-term operations in this environment degrade even the best individual and unit performance as a result of wearing protective equipment. Commanders must train and equip soldiers and civilians alike to endure these conditions. By being better prepared than the enemy for continuous operations under conditions produced by WMD, US forces can maintain an advantage over the enemy that deters him from using these weapons.

Force protection is an imperative in this environment. Units can survive the use of WMD by anticipating their employment. Commanders can protect their forces in a variety of ways. These include training, OPSEC, dispersion of forces, and proper use of terrain for shielding against effects.

In an NBC environment, battle command becomes more difficult. Command posts and headquarters at all levels are likely targets. Control is difficult even within the smallest unit. Personnel in protective clothing are slow to respond to rapid changes in mission. The employment of these weapons greatly alters the tempo of combat. So, commanders must never assume that they are immune to attack but consider ways of decreasing their risk.

Contamination avoidance is essential for successful operation when faced with an NBC threat. Avoiding contamination allows units to maintain tactical momentum and preserves combat power by keeping soldiers out of increased NBC protective postures. It also removes or lessens the need for decontamination. Detailed information on NBC contamination avoidance is found in FM 3-3.

Multinational operations become more risky with the threat of NBC use. Countries that cannot protect themselves against these weapons may become the primary target of an enemy whose aim is to disintegrate the coalition. The likelihood that an enemy will use

WMD against other coalition members will increase as US forces demonstrate the ability to defend effectively against their effects. Commanders should consider that possibility in all strategic, operational, and tactical planning.

### **Nuclear Weapons**

As a force that now lacks organic nuclear capability, the Army must rely on Air Force and Navy nuclear capabilities to deter regional threats from using WMD and, should it be necessary, to respond to regional use of these weapons. The integration of nuclear weapons and long-range ballistic missile systems expands the scope of regional conflict. Ballistic missiles significantly reduce reaction times and create complex planning and decision criteria. The ability of some nations to employ nuclear weapons at extended ranges, using ballistic or cruise missiles and high-speed aircraft, will significantly enhance their effectiveness as instruments of terror. With the ability comes the possibility of conflict escalation beyond the boundaries of the region.

Using intelligence estimates, planners advise the commander of the enemy's capability to employ nuclear weapons and under what conditions he is most likely to do so. A significant intelligence task is locating these weapons and assessing the probability of their employment. Accordingly, the integration of national, joint, and multinational intelligence means is vital to this effort.

The immediate effects of a nuclear detonation are blast, thermal radiation, initial nuclear radiation, and electromagnetic pulse (EMP). These effects can cause significant personnel and materiel losses. Secondary effects include urban devastation, fires, and radiological contamination. The EMP from a nuclear detonation can affect unshielded electronic equipment and degrade C'I systems. Residual radiation can also have long-term effects on personnel, equipment, facilities, terrain, and water sources. Therefore, ensuring that friendly force dispositions do not provide lucrative targets for nuclear weapons is important.

### **Biological Weapons**

While the US has renounced the use of biological weapons, many nations have not. The availability of biological weapons to possible enemies requires that commanders prepare for operations in a biological

environment. Defensive measures are necessary to mitigate the effects of a biological attack. Both military and civilian populations require information and psychological and medical preparation.

### **Chemical Weapons**

All current and future operations have the potential to occur in a chemical environment. US policy does not condone or authorize first use of chemical weapons. However, preparedness to operate in this environment negates many possible advantages for an enemy to employ these weapons. This preparedness is itself a deterrent.

Chemical weapons produce immediate and delayed effects that can hamper operations through the contamination of equipment, supplies, and critical terrain features. Commanders can reduce the effects of chemical employment by applying the fundamentals of contamination avoidance, protection, and decontamination. Chemical reconnaissance and decontamination are two planning imperatives for all future missions; training is the key. Detailed information on providing NBC protection to the force, as well as risk analysis and assessment, is found in FM 3-4.

## **OPERATIONAL BATTLE COMMAND**

Initially described in FM 100-5, *operational battle command* is the exercise of authority and direction by a commander to accomplish operational objectives. The control mechanisms support the exercise of battle command. The commander's vision and his stated intent guide the organization toward the accomplishment of their mission or assigned tasks. Battle command focuses efforts, establishes limits, and provides structure to operational functions. Battle command supports the organization in the conduct of current operations while planning and preparing for future operations.

### **THE COMMANDERS RESPONSIBILITIES**

Visualizing the battlefield is a continuing requirement for commanders. Battle command at the operational level includes the collection and protection of information, the assessment of that information, the selection of appropriate actions, and the establishment of direction for the leaders of subordinate operational forces. In exercising battle command, the operational-level commander considers those assets available from higher headquarters as well as from other service components and allies. He then organizes his command and delegates responsibilities.

Operational-level battle command requires longer lead times, involves a greater span of control, and is inherently joint and often multinational. It includes tactical-level principles such as issuing mission orders,

anticipating requirements, and using initiative. The senior army commander translates these principles, the CINC's strategic direction, and the operational-level objectives into a clear statement of intent.

The concept of battle space was developed to help the commander visualize and organize the projection of combat power to gain physical dominance over the enemy. Battle space is the three-dimensional physical environment—that is not constrained by boundaries—in which commanders visualize conducting combat operations over time. Commanders use the concept of battle space to help determine how the terrain and all available combat power can be used to dominate the enemy and protect the force. Eventually, this vision becomes the battlefield framework from which the commander's intent and concept of operation are derived. Understanding of this concept contributes to the synchronization of full-dimensional operations.

Understanding also allows commanders to synchronize combat power against the enemy and keep the enemy from extending his battle space to its greatest range. This helps commanders determine how they might task-organize and position their units. By understanding how to visualize operations to disrupt the enemy in depth, commanders can synchronize operations to disrupt the enemy in depth to throw him off balance, to attack his functions, and to set the conditions for decisive victory. Synchronization, sequencing, and phasing of the battle within the battle space is critical to success. New technology in

digitization has provided opportunities for improved battlefield situational awareness and increased weapons systems lethality. Digitization efforts include ground maneuver battle space as well as the airspace above the theater. Digitization increases operational tempo and protects friendly forces. Battle space is discussed in detail in FM 100-5 and TRADOC Pamphlet 525-5.

The senior army commander maintains clear unity of command during changes of operational phases. This unity includes relationships with joint and multinational organizations. Significant changes in command relationships require phasing plans to avoid confusion. Any major organizational changes require a review of the existing battle command process.

### THE COMMANDER'S VISION

A senior army commander performs four functions to implement his vision and achieve proper operational battle command. First, he decides upon and communicates his intent and provides direction so that others can understand and respond. Next, he establishes the structure to focus effort. Then, he plans and organizes the activities necessary to get results. Finally, he motivates, influences, and supervises the force to develop and sustain the organizational purpose required to accomplish the mission.

#### Communicating the Commander's Intent

The *commander's intent* is a concise expression of the commander's expected outcome of an operation. The commander's intent funnels an organization's collective activities to achieve the commander's desired outcome. The commander's intent is the central goal and stand-alone reference that enables subordinates to gain the required flexibility in planning and executing. It is the standard reference point from which all present and future subordinates' actions evolve.

Commanders and leaders—guided by their commander's intent—who can make decisions can better ensure the success of the force as a whole when conditions are vague and confusing and communication is limited or impossible. The design of commander's intent is not to restrain but to empower subordinates by giving them freedom of action to accomplish a mission.

### Structuring to Focus Effort

Structure is critical for implementing the commander's vision. At the operational level, the complexity and scope of the mission contribute to uncertainty. Leaders cannot always draw upon experience or previous solutions to problems that may be entirely different. An important component is establishing the rules and defining the limits. ROE, control measures, degree of risk, success criteria, report formats, and other tools contribute to the function of establishing structure. Many of these matters are standard procedures in smaller units. However, at echelons above corps (EAC), the inherent joint and multinational nature of operations, along with the peculiarities of each theater, compel the senior army commander to specify certain elements.

Structuring focuses effort. Structure is a characteristic of the control function of leadership. The senior army commander applies structure when he assigns missions and communicates his vision. Structure is accomplished formally through orders and directives and informally in communicating with subordinate commanders.

### Planning and Organizing

Operational planning begins with the assignment of a mission or with the commander's recognition of a requirement; it continues until the mission is accomplished. The staff uses the commander's intent to develop and coordinate the supporting operation plan. Once the commander develops the plan, he organizes his command and designates command relationships to accomplish the mission.

An operational-level commander keeps his eye on long-range objectives throughout any operation. He views tactical outcomes and task accomplishments from the perspective of how they contribute to the major operation. While tactical setbacks might cause adjustments to the operation, they should not unduly divert attention away from the operational objective.

In the plan development process, the commander and his staff interact continuously during the commander's analysis, the restated mission, guidance to the staff, estimates, and development of COAs. This interaction continues through the commander's decision to publish an order. Continuous feedback and coordination ensures that the staff and commander focus on the objective.

## Motivating and Influencing the Force

At the operational level, leadership and command is no longer simply a direct influence process. It also includes a well-formed ability to exercise indirect, organizational leadership. Success depends on creating and maintaining cohesive teams, units, and organizations, using both direct and indirect modes of leadership. FM 22-103 discusses these modes of leadership.

The senior army commander must be able to sustain the appropriate command climate—a climate that fosters free communication—in order to generate the motivation to maintain cohesive teams. Free communication permits the senior commander to assess how well his vision is understood. It also assists him in influencing every level of his command.

## OPERATIONAL INTELLIGENCE

*Operational intelligence* is that intelligence required for the planning and conduct of major operations within a theater of operations. At the operational level of war, the joint and multinational intelligence system does not concentrate just on the collection, identification, location, and analysis of the center of gravity and operational objectives. It also must focus its production effort downward and concentrate efforts on warfighting priority intelligence requirements (PIR).

- Basic (or finished) intelligence.
- Strategic indications and warnings.
- Tactical warnings.
- Current intelligence reporting.
- Intelligence-preparation-of-the-battlefield (IPB) on an operational or theater basis.
- Targeting intelligence.
- Battle damage assessment (BDA) and poststrike assessment.
- Collection requirements management (synchronization of intelligence product reports).

The operational-level intelligence organizations also provide unique counterintelligence (CI), signals intelligence SIGINT, imagery intelligence (IMINT), measurement and signatures intelligence (MASINT), technical intelligence (TECHINT), human intelligence (HUMINT), security countermeasures services, and force protection. These capabilities are found within the units of the operational-level military intelligence (MI) organization. An example of a typical theater MI structure is discussed in detail in Appendix A.

## COLLECTION

Military leaders normally rely on DOD or other government agencies to monitor and

assess operational-level information applicable to nonhostile situations that could require military support. MI efforts focus normally on potentially hostile threats. This intelligence leads to the identification and location of high-payoff targets that, if successfully attacked, help achieve the assigned operational-level objective.

During hostilities, the focus of the operational-level intelligence effort is to analyze the enemy's operational capabilities and estimate his intent. Many elements of analysis that underwrite war or conflict tactical intelligence apply at the operational level, for example, enemy order-of-battle, enemy capabilities, WMD, doctrinal norms, and characteristics of the AOR.

Commanders and their intelligence and chemical officers should evaluate these elements and other products and reports in a broad context. They should also establish Army force collection requirements and allocate organic and supporting collection assets.

A key role for the Army service component is to expedite access to and facilitate dissemination of theater and national-level intelligence through the JIC. Intelligence at the operational-level requires information broader than that normally associated with the tactical echelons. Political, economic, and social factors affect the enemy decision-making process and the corresponding friendly collection plan.

## PRIORITY INTELLIGENCE REQUIREMENTS

Intelligence at the operational level must project well into the future. The senior army commander drives the intelligence effort by articulating PIR and information requirements needed in his decision-making process. For intelligence to be timely, this commander must

plan and control the intelligence effort with the same level of interest and personal involvement he devotes to other functions. In particular, he must assure that his intelligence system distributes products and intelligence information that meet the needs of his staff and the requirements of his subordinate commanders.

### INTEGRATION

Intelligence is vital to the design of a successful operation. The senior army commander must integrate intelligence with all the other operational-level functions. Tactical commanders must react quickly to unanticipated shifts in the flow of battle with forces reserved for that purpose. Operational-level commanders, however, must determine their lines of operations and lines of support much further in advance. Deployment of intelligence collection personnel as part of the force establishing a forward presence in a contingency area contributes to this capability. Commanders should consider both permanent stationing and periodic deployment of CONUS-based resources.

### SYNCHRONIZATION

*Synchronization* is the arrangement of operations and battlefield activities in time, space, resources, and purpose to produce maximum relative combat power at a decisive point. It focuses the vast arsenal of intelligence resources available from national to division levels to accomplish the desired result—synchronized intelligence operations at each level that satisfy and deliver PIR to theater and combat commanders.

Synchronization ensures IEW operations are linked to the commander's requirements and respond in time to influence decisions and operations. In the synchronization process, the intelligence officer takes the commander's PIR and backward plans to orchestrate the collection and production efforts with the operation and deliver intelligence when required. Intelligence synchronization is a continuous process that ensures the intelligence system answers the commander's intelligence requirements in time to influence his decisions.

### VULNERABILITIES

Operational-level commanders must clearly understand both enemy and friendly

capabilities and vulnerabilities. This understanding focuses on hostile situations but includes information applicable in nation assistance, disaster relief, and other nonhostile situations.

### POTENTIAL THREAT CAPABILITIES

Potential threat operational doctrine and force capabilities across the range of military operations remain the largest part of military collection requirements. As collectors probe, the critical focus must be on the nature of the enemy's battle command structure.

Collectors must seek the identity and personal characteristics of opposing operational commanders, their relationships with their superiors and subordinates, and the effects of these relationships on the mechanisms through which the enemy makes operational decisions. Questions that may be asked include—

- What freedom of action does the opposing commander have?
- How aggressively is he likely to exercise it?
- What degree of compliance can he expect from his subordinates?
- How effective is his battle command system?

Such questions are more critical at the operational-level than at the tactical level, particularly for those military forces in which initiative is reserved at relatively high levels of command. A vital operational-level intelligence task is to discover who commands and how he exercises command in a given situation.

### COMMANDER'S REQUIREMENTS

The senior army commander requires a risk assessment concerning friendly susceptibilities and vulnerabilities an enemy may exploit. This assessment is part of predictive products that support the commander's battle planning. Intelligence agencies also must obtain information concerning the nature and characteristics of the AOR, to include significant hazards. The commander needs to know the enemy's total capability, the area's basic physical features, climatological characteristics, and topography. Information should include significant military, technical, scientific, diplomatic, economic, industrial, geographic, demographic, topographic, hydrographic, climatic, cultural,

and psychological features of the area. This information contributes to hostile and nonhostile military preparations.

## PROBLEMS

The operational-level intelligence collection process has some unique characteristics. No analytical method or mechanism completely eliminates the problems of uncertainty, volume, and security.

### Uncertainty

The products of intelligence at this level are sometimes imperfect guides to action; therefore, senior army commanders may be required to take risks. Commanders can mitigate these risks by clearly articulating the PIR and information requirements they need for their decision making. The senior intelligence officer mitigates risk by ensuring that facts are distinguished clearly from assumptions and not by constraining intelligence estimates by preconceived expectations of preferences.

### Volume

Another concern is the sheer volume of intelligence that can overwhelm the commander and his staff. The senior intelligence officer must manage this volume and clearly separate the key intelligence reports the commander and his staff need from the background intelligence- supporting analysis. A coordinated push mechanism that alerts senior army commanders of significant changes in the situation must be complemented by a pull mechanism that keeps theater, departmental, and national activities focused on support to military operations.

### Security

Operational-level commanders must always consider security when working with sensitive intelligence information, especially in the multinational operational environment. Operational-level commanders normally have access to national strategic intelligence means. Often, these systems can provide valuable insights into probable enemy intentions. By their very nature, these national collection means are among the most sensitive of intelligence assets, especially those sources most likely to reveal probable enemy intentions. Commanders must therefore carefully balance their desire to act on information derived from these sources, with the realization that such action could risk exposing the source and compromising the national defense capability. The operational-level commander must make the decision on the information to be shared. In nonhostile situations, revealing information gained from national assets could compromise US defense capabilities. In multinational operations, the problem is compounded by questions concerning allied internal security.

## DISSEMINATION

Senior commanders require free and timely exchange of intelligence to make decisions with confidence. Intelligence is timely if it allows the commander to act at the appropriate time. The dissemination means and the form employed affect the timeliness of the dissemination of intelligence. The timely dissemination of usable and pertinent intelligence is the most important intelligence problem that must be solved on the battlefield.

## OPERATIONAL LOGISTICS

*Operational logistics* consists of logistical and other support activities required to support the force during campaigns and major operations within a theater of operations. Using the LPT process, logisticians at all echelons determine the logistics requirements to support the CINC's campaign plan. Logistics plays a dominant role in maintaining force readiness for operations, mobilizing critical human and materiel resources, moving the force to its intended AO, sustaining the force throughout the duration of operations, redeploying the force to its peacetime base or

next contingency area, restoring the Army's total capability, and demobilizing resources.

A force-projection army requires a logistics system that anticipates requirements and makes use of all available resources, improvising when required. The Army logistics system relies on local resources, when possible, whether they are those of host nations or those contracted or purchased. The system recognizes constraints of time and limits of strategic transportation systems and compensates by pre-positioning materiel, either afloat or ashore, in or near likely future

AOs. It makes use of all resources available, to include DA and those of other government agencies, as well as contractor personnel.

### OPERATIONAL SUPPORT OF THE FORCE

Operational support of the force extends from the theater of operations logistics bases to the forward CSS units and facilities. Early in an operation, logistics planning and management cells within the ASCC structure are used to ensure rapid establishment of battle command of logistics and to determine future support requirements.

As the theater matures, a requirement for separate, more formal logistical battle command organizations may exist. Based on the CINC's campaign plan and the operations to be conducted, the ASCC determines the nature and scope of the logistical force structure. See FM 100-16 for a detailed description of the logistics function at the operational level of war.

Logisticians concentrate on providing capabilities, not organizations, to fulfill whatever support requirements exist. Logisticians use logistics support bases to fulfill support requirements as far forward as possible. They tailor logistics forces so that the required capability, and nothing more, is deployed and employed. Although local resources are used, logisticians rely on a CONUS-based support source through communications and reliable transportation and distribution systems.

The theater of operations logistics base, in performing its theater of operations logistics functions, links strategic sustainment to tactical CSS. At the operational level of activity, the familiar distinction between *operations* and *logistics* begins to blur. Logistics is synonymous with operations and becomes a significant undertaking of the ASCC and his staff. Commanders conducting operations across the range of military operations must concern themselves with operational support.

Operational logistics is the link between the strategic and tactical levels. It encompasses support required to sustain joint and multinational campaigns, other military activities, US forces, and forces of friendly countries or groups within an AO. Military units, augmented by DOD civilians, contractor personnel, and available host nation resources,

make up the organizational structure found at this level.

Operational-level logistics support may be complemented by the deployment of USAMC's LSE. The LSE, largely a table of distribution and allowances (TDA) activity, performs any logistics function not normally performed by table of organization and equipment (TOE) units. It is a self-contained organization that may be staffed with any combination of civilian and military personnel required to perform specialized tasks. Civilians may be DA or DOD, or they may be contractors who agree to deploy to support highly sophisticated equipment. Military personnel are battle-rostered from other duty assignments or brought in to fulfill special requirements of the LSE. The LSE's unique skills include depot maintenance, oil analysis, calibration of test equipment, ammunition surveillance, release of pre-positioned strategic stocks, materiel fielding, technology insertion, and BDA.

The primary focus of the operational logistician is on—

- Reception.
- Position of facilities.
- Materiel management.
- Movement control.
- Distribution management.
- Reconstitution and regeneration.
- Redeployment.

As the CINC develops his strategic concept of operation, he concurrently develops a concept of support in coordination with his service component commanders. They and their staffs consider a myriad of logistics factors that affect the ability of the operational forces to conduct operations. Among the most conspicuous, tangible resources are equipment and other materials of war. When resources are limited, the CINC/ARFOR must prioritize the allocation of materiel among his commands, giving the preponderance of support to forces making the main effort and sometimes shifting priorities as the campaign unfolds.

At the campaign- and major-operation-planning levels, logistics is a dominant factor in determining the nature and tempo of operations. Sound logistics planning and analysis are factors that allow for rapid changes to operations plans. Logistics cannot win a war, but its absence or inadequacy can

cause defeat. Operational-level activities are characterized by—

- High consumption of military materiel.
- A great diversity of equipment types.
- Expansion of the battle area, resulting from the employment of sophisticated weapons, communications, and sensors by both sides.
- Extended lines of operation.
- Constrained resources.

### COMBAT SERVICE SUPPORT CHARACTERISTICS

Senior army commanders must effectively apply the five CSS characteristics: *anticipation, integration, continuity, responsiveness, and improvisation* in planning and conducting the tactical CSS functions of *manning, arming, fueling, fixing, moving the force, and sustaining soldiers and their systems.*

#### Anticipation

Anticipation ensures CSS operations are agile and characterized by the demonstration of initiative. Requirements must be accurately projected to provide resources at the necessary time and place. The synchronization of logistics with operations is also a part of anticipation. This synchronization requires a versatile and mobile organization structure that maintains an operational perspective.

#### Integration

Integration recognizes that CSS is integral to the conduct of operations and the two are mutually supportive. It ensures the agility and versatility of an operation by providing the maximum operational freedom. Standardization and interoperability agreements contribute to integration in the joint and multinational environment.

#### Continuity

Continuity provides for the continued flow of CSS that is essential to successful operations. It exploits operational lulls to restore logistics capabilities depleted during past operations. Alternative approaches are sought to avoid total reliance on any single source.

#### Responsiveness

Responsiveness provides for rapid reaction during a crisis. The CSS challenge is to make

required adjustments as the crisis response is refined and the situation evolves. Forces must be tailorable to meet force-projection requirements that restrict the deployment of entire CSS organizations. A split-based logistics concept complements this capability. Units must compensate for partial organizations deployed in tailored packages and for operating losses through the formation of provisional units. These units must be able to surge support at critical times and locations. The concept of modularity must be built into unit design to facilitate this process.

#### Improvisation

Improvisation helps units meet CSS needs with available resources and may call for nonstandard solutions. Improvisation permits solutions to anticipated and real problems where no solution has been identified previously.

### TACTICAL COMBAT SERVICE SUPPORT FUNCTIONS

An operational perspective on logistics requires the translation of the five CSS characteristics into tactical-level applications as described by the CSS functions of *manning, arming, fueling, fixing, moving the force, and sustaining soldiers and their systems.*

#### Manning

The manning function provides for unit and individual replacements. In addition, it provides for personnel readiness management and casualty management.

#### Arming

The arming function replenishes arms, munitions, and equipment in an environment characterized by high consumption rates, the demands of which are controlled by throughput distribution and the establishment of controlled supply rates.

#### Fueling

The fueling function ensures the availability of fuels and packaged POL products for a highly mobile force with the potential for high consumption rates demanding a dependable fueling system.

#### Fixing

The fixing function provides for preserving availability of equipment. This function is

performed as far forward as possible and in minimum time. Expedited means of recovery, repair, and return are characteristic of the function.

### Moving the Force

This function involves transportation operations of units and materiel. Often, this function may be done on short notice for large forces involved in major shifts of direction. Total asset visibility, in-transit visibility, and

contracting support are critical to the performance of this function.

### Sustaining Soldiers and Their Systems

This function has five elements: *personnel service support*, *health service support*, *field services*, *quality of life*, and *general supply support*. Public affairs (PA), religious support, and legal support operations are elements of personnel service support. These areas are described in Appendix A of this manual, in FM 100-10, in FM 100-16, and in branch-specific manuals.

---

### Historical Perspective

During the deployment stage of Operation Desert Shield, US forces were faced with the task of conducting operations in an austere theater. Having anticipated the difficulty of operations in this environment, plans had been made and resources put in place for this eventuality.

On 22 August 1990, the first Army pre-positioned ship, the USS Green Harbor, completed its 2,700-mile trip from Diego Garcia to discharge its cargo at ad Dammam, Saudi Arabia. During the mid-eighties, the Army had stocked the Green Harbor and three similar vessels with enough tentage, food, ammunition, and water purification and refrigeration equipment to provide a logistical jump-start to any Gulf operation until seaborne transport could arrive from the United States. After the Green Harbor arrived, the logistics was well under way and the theater in Saudi Arabia continued to build at an extraordinary rate. (Certain Victory, 2 August 1993)

Adaptability, innovation, and ingenuity worked to fill voids in the logistics system. Soldiers' and leaders' individual initiative and determination to get the job done made the

logistical system work. As an example, convoy support centers were established to increase road network efficiency. These centers resembled huge truck stops in the desert, and, like all truck stops, operated 24 hours a day, providing fuel, latrines, food, sleeping tents, and limited vehicle repair facilities. The convoy support centers became welcome oases for exhausted long-haul transporters.

Upon initiation of the ground war, logistics support was even more critical. During the planning stages, logisticians realized that as the LOCs extended, resupply efforts would become increasingly difficult. Therefore, moving as quickly as possible, yet stealthfully, to retain secrecy, the 22d Support Command began to establish forward logistics bases to counter the extended LOCs. Vast quantities of supplies were shifted also to the west by the 22d Support Command. These supply bases contained enough materiel to support combat operations for up to 60 days. Some supply bases were moved several times, to the west and then northward, once the ground operation commenced. (Conduct of the Persian Gulf Conflict, An Interim Report to Congress, July 1991)

## PART THREE

### Army Component Operations

This part includes three chapters that discuss Army service component operations during force projection, operations in war, and MÖOTW.

#### Chapter 6

#### Force Projection

Codified in the *National Security Strategy (NSS) of 1994* and further developed by the SECDEF, the US military strategy is built upon the central components of engagement and enlargement.. “to enhance our security by maintaining a strong defense capability and promoting cooperative security measures; work to open foreign markets and spur global economic growth; and promote democracy abroad.”

The Army represents a portion of the potential military power of the nation. That power translates directly to influence the international system. The US uses military power to compel an adversary to accede to US will. That potential power deters opponents from taking actions hostile to US interests. Peaceful employment of military forces reassures our allies, demonstrates our capabilities, promotes stability, and contributes to our ability to influence international outcomes.

#### CRISIS

A *crisis* is an incident or situation involving either an internal or external threat to the US, its territories, citizens, military forces, and possessions or vital interests. A crisis develops rapidly and creates a condition of such diplomatic, economic, or military importance that commitment of US forces and resources is contemplated to achieve national objectives.

During deliberate planning or CAP, commanders prescribe, in TPFDD format, who, what, when, and where forces will be deployed. Based on these initiatives and a unit’s ability to accurately identify its movement requirements, USTRANSCOM then identifies how the unit will move to meet *National Military Strategy* objectives.

With the knowledge that extended force closure times may directly increase the domestic and coalition support risks for a particular crisis, commanders rigorously discipline their strategic lift requirements to that needed for the operation. During the deployment process, US

forces are most vulnerable to significant casualties. Conversely, as closure times extend, the duration of a crisis extends, increasing the risk of casualties.

A crisis can occur in peacetime, conflict, and war. In peacetime, a crisis can be precipitated by a natural disaster or civil disturbance, resulting in a threat to civil authority. In war, the threat focus can be directed at the sovereignty of a nation. The extent to which the Army is prepared to respond to a crisis can significantly influence the eventual outcome.

Adaptive planning is required to ensure favorable outcomes. At the theater level, the CINC is responsible for developing a range of response options. These response options are not limited to the military instrument of national power but include economic, diplomatic, and informational alternatives. The requirement for interagency cooperation and multinational considerations is evident.

### **The Army Strategic Mobility Program**

The Army Strategic Mobility Program (ASMP) was initiated to address the conclusions of the Mobility Requirement Study (MRS). The MRS concluded that the military can only increase its deployability through an expanded investment in sealift and airlift, pre-positioning, and transportation infrastructure. The ASMP Action Plan was published on 2 March 1993.

The Army develops the capability to provide a crisis-response force of up to corps size with the following mobility standards:

- A light or airborne, brigade-sized force to be inserted into a theater by C+4, with the remainder of that division to close not later than C+12. This force, including its personnel and equipment and logistical support structure, would be transported largely by air.
- An afloat heavy combat brigade with support APA to close into the theater and be ready to fight not later than C+15. The APA brigade force would be a 2x2 heavy brigade (two armored and two mechanized battalions, plus support). This force would be organized into force modules, tailoring them to meet the CINC's needs.
- By C+30 two heavy divisions (a mix of mechanized infantry, armor, or air assault forces, depending on the theater commander's priorities), to include the logistical support structure, would close in theater. The equipment for the heavy force would transit by sea.
- The remaining force (two divisions and support) would close by C+75.
- Air transport would be the preferred mode of travel for all contingency force personnel.

For this program to be successful, three key mobility initiatives are critical. The first is the acquisition of fast sealift shipping. The second is the creation of the APA capability. The third is the infrastructure and procedures necessary to rapidly and efficiently deploy forces from their location through CONUS ports.

Deterrence is preferable to war. Effective deterrence can prevent escalation of a crisis. Deterrent action can resolve a crisis on favorable terms. When the opportunity exists, the use of a deterrent action, such as a show of force, can send a clear signal of US resolve to intervene should the threat of unfavorable crisis resolution continue.

Sometimes, deterrent actions do not prevent the continued escalation of a crisis. The CINC requires an Army capability to rapidly project combat-ready forces. The goal of these forces is to deter conflict or, should deterrence fail, to win quickly, decisively, and with minimum casualties. This Army requirement demands a deployable, lethal, versatile, expandable, and sustainable force.

## **CONTINGENCY OPERATIONS**

A contingency is the employment of military forces in response to a crisis caused by natural disaster, terrorists, subversives, or required military operations. Due to the uncertainty of the situation, contingencies require rapid planning, response, and development of special procedures to ensure the safety and readiness of personnel, installations, and equipment. Like crises,

contingency operations can occur in the environments of peacetime, conflict, and war.

A contingency may be a unique, stand-alone event in response to a natural disaster or a man-made event or change in the direction (branch) of an evolving campaign or major operation. Within a campaign or major operation, a branch is a contingency plan for the deviation of operations from the planned

line. It is a result of chance or uncertain events that are identified as crisis triggers.

Senior army commanders assess their operations. During this assessment, they anticipate the probability of an occurrence of a particular contingency, and they develop plans (OPLAN or CONPLAN) to respond to that contingency. If a crisis occurs, the commander updates the OPLAN or CONPLAN and converts it into an OPORD for execution. The characteristics of a contingency operation include crisis situations, NCA involvement with US national interests at stake, and operations that require a rapid military response.

### UNIQUE REQUIREMENTS

Army commanders must understand and address additional requirements that are unique to contingencies. Rapid deployment, crisis action, and time-sensitivity make contingency operations unique. Contingency operations are usually joint undertakings conducted within the framework of the *UCP*. Once forces are deployed, the execution of specific missions remains similar to normal military operations in the peacetime, conflict, or war environments. Successful contingency operations, as in all military operations, require detailed planning and aggressive, synchronized execution.

### IMPORTANT CHARACTERISTICS

Some particularly important characteristics of this type of operation include—

- Early response.
- Rapid projection of military power.
- Forcible-entry capability.
- Forces tailored to the situation.
- Unambiguous command relationships.
- Thorough coordination among all forces (joint and multinational) and interagency organizations.
- Timely, detailed intelligence.
- Lethality for early entry forces—hold enemy forces at risk, protect the force, deter.
- Strict OPSEC.
- Sensitivity to the diplomatic implications of the military operation.

- Quick resolution (win early with minimal casualties).
- Major impact of national and international news coverage.
- Effective instant communications with attendant interest by the NCA and senior service leadership in any operation.
- Effective theater air and missile defenses to provide force protection and ensure the security of lodgment areas and protection of US and multinational forces and interests.
- Under the national strategy, the requirement for possible redeployment with subsequent employment in another theater.

### RESPONSIBILITIES

The Army has a major responsibility to execute a variety of contingency operations. This responsibility requires the commander and his staff to exercise operational art in applying joint and Army doctrine in a highly charged, time-sensitive environment. This ability is of particular importance to the ASCC in theater.

While the tactical combat operation may be somewhat limited in duration, scope, and intensity, the ASCC, in conjunction with the CINC and the other component commanders, sequences military operations that are not necessarily combat operations to achieve the desired end state. This sequencing includes close coordination with DOS to ensure that military operations support diplomatic objectives after completion of tactical combat operations.

The ASCC in theater has the following responsibilities relating to contingency operations:

- Training and sustaining the force to conduct operations required by the CINC.
- Installing, operating, and maintaining signal capabilities that are interoperable with joint, multinational, and/or interagency systems. To ensure interoperability, the ASCC may have to provide signal capabilities to the allies within the multinational force.
- Exercising OPCON of assigned and attached forces and exercising operational direction of supporting forces.

- Coordinating with other component commanders to ensure effective and efficient conduct of operations.
- Monitoring the operational situation and passing information to the CJTF (JFC).
- Planning and conducting operations according to JFC guidance and detailed plans.
- Ensuring administrative and logistics support as required and as directed by the JFC.
- Establishing liaison with the JFC and other joint organizations, multinational organizations, NGOs and PVOs, or government agencies.
- Coordinating with supporting commanders to redeploy the force effectively to home stations or to another theater.
- Planning and coordinating with supporting organizations to reconstitute effectively the force. This may require the use of operational project stocks.
- Coordinating effective support of the media and use of PA assets.
- Ensuring the units comply with federal, state, and local (to include host nation) environmental and pollution abatement requirements.

### ORGANIZATIONAL OPTIONS

The NCA tasks a combatant commander with the responsibilities in a particular crisis as outlined in Chapter 2. Based upon the

required tasks, the NCA, CJCS, and CINC choose an appropriate command structure. They may select any of the six COCOM options (discussed previously in Chapter 2) for the organization of forces. Having selected the command structure, they select a commander. In this chapter, the JTF option is used for illustrative purposes. The CINC and ASCC determine the composition of the ARFOR of the JTF. Several options exist for the Army structure in a JTF. The commander of the ARFOR OPCON to the JTF determines the best option based upon an assessment of the operational environment.

### Single Army Headquarters to a Joint Task Force

The commander of ARFOR, in conjunction with the JFC, may organize them under a single Army headquarters responsible for the three Army tasks: joint, multinational, NGO and PVO, and interagency linkage; operations; and internal support. He selects this option when the mission is simple, limited ARFOR are involved, and/or the threat is relatively small. (See Figure 6- 1). The three tasks include joint and multinational coordination. In this example, we have omitted the multinational coordination requirement because we assume that the JTF is composed of US forces.

This single Army headquarters may be a corps headquarters or smaller echelon of command. While the corps and division, as organizations, may be able to accomplish these missions, they are not currently staffed or trained to assume these and other operational-level missions. Therefore, both would require substantial additional training, personnel, and

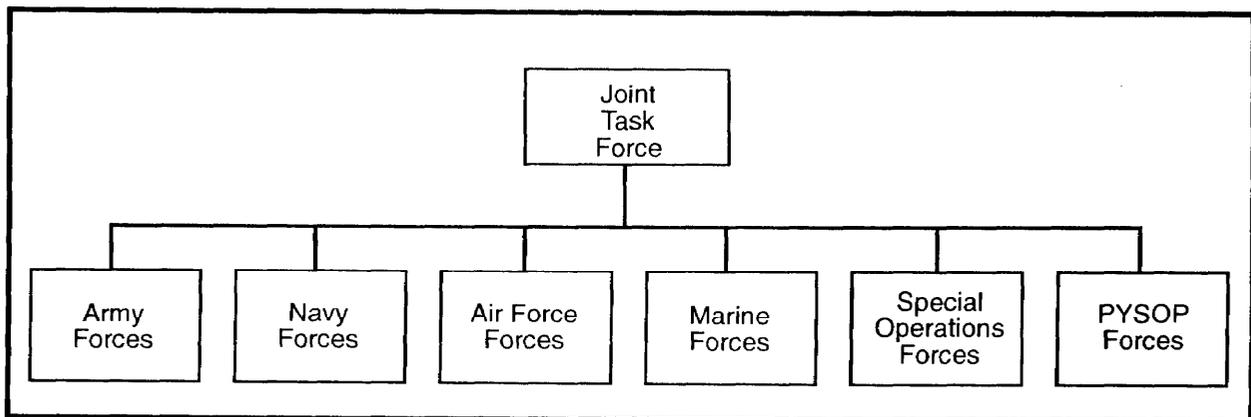


Figure 6-1. Single Army Headquarters in a Joint Task Force

### Division as an ARFOR to a JTF

Precedent has been established designating a division as the ARFOR headquarters subordinate to a JTF. The 10th Mountain Division (L) was designated as the ARFOR HQ for Operation Restore Hope. The division worked for a JTF commanded by the commanding general of the 1st Marine Expeditionary Force (I MEF). While this is not a typical relationship, in the future it may very well be. US Army divisions may be required to perform operational-level missions during force-projection operations.

C<sup>2</sup> resources to be effective. Once the corps is designated as the ARFOR to a JTF, the corps commander is subordinated to the CJTF or the establishing headquarters and must look to him for guidance, strategic direction, and missions for the force. In turn, the CJTF exercises OPCON or TACON of assigned or attached forces. This includes the responsibility to train the joint force if the JTF was developed during a deliberate planning process to support existing OPLANs. Although the ARFOR of the JTF is responsible for operations and the direct support of his forces, the ASCC retains responsibility to provide overall support to all ARFOR, to include the forces in the JTF. As the ARFOR to the JTF, the corps and division staffs require training on—

- JOPES.
- Management of TPFDD.
- Operational-level functions.
- Theater movement control.

As the ARFOR, the corps or division maybe tasked to assume specific operational-level Army responsibilities within its AO. Under such circumstances, the corps or division would not only be responsible for all Army units but could also be responsible for providing support to all services for—

- Mortuary affairs.
- Casualty operations.
- Postal operations.
- Finance.
- Signal support.
- Environmental protection and cleanup.
- NBC decontamination.
- Rear area protection.
- Base security.

- Transportation and distribution of Class I, III, V, and VIII supplies.
- Real estate and contract support.
- Theater topography support.
- General engineering and real property maintenance activities (RPMA).

The corps/division would assume this support responsibility as the Army executive agency under agreements and memorandums of understanding previously established between services.

External augmentation of staff sections, to include equipment, is required to properly perform the ARFOR C<sup>2</sup> tasks. Augmentation is required for—

- Operational planning and control.
- Establishment of a JOPES cell.
- Diplomatic military planning activities.
- Signal support.
- Intelligence support.
- Liaison teams.
- PA support.
- Historical data collection of lessons learned.

The ARFOR's intelligence connection to theater and national assets must be deployed early into a theater. The deployable intelligence support element (DISE) accomplishes this. The DISE is a small, scalable, deployable element. It is the initial forward intelligence team of split-based operations. The DISE is tailored tactically from MI units according to the factors of METT-T, lift, and pre-positioned assets.

The mission of the DISE is to provide the deployed commander accurate, detailed, continuous, and timely intelligence to support

The 10th Mountain Division's (L) initial experience in planning Operation Restore Hope provides insight into the required augmentation packages and increased responsibilities when assigned the mission as ARFOR to a JTF. The 10th Mountain Division (L) expanded its division signal element into the ARFOR G6 (Communications) Section. The G6 controlled 10 different nondivisional signal units and over 300 added personnel during Operation Restore Hope. The G6 had staff responsibilities on a much greater scale than the normal division signal officer.

After-Action Report Executive Summary  
US Army Forces, Somalia, 10th Mountain Division (L), May 1993 (Draft).

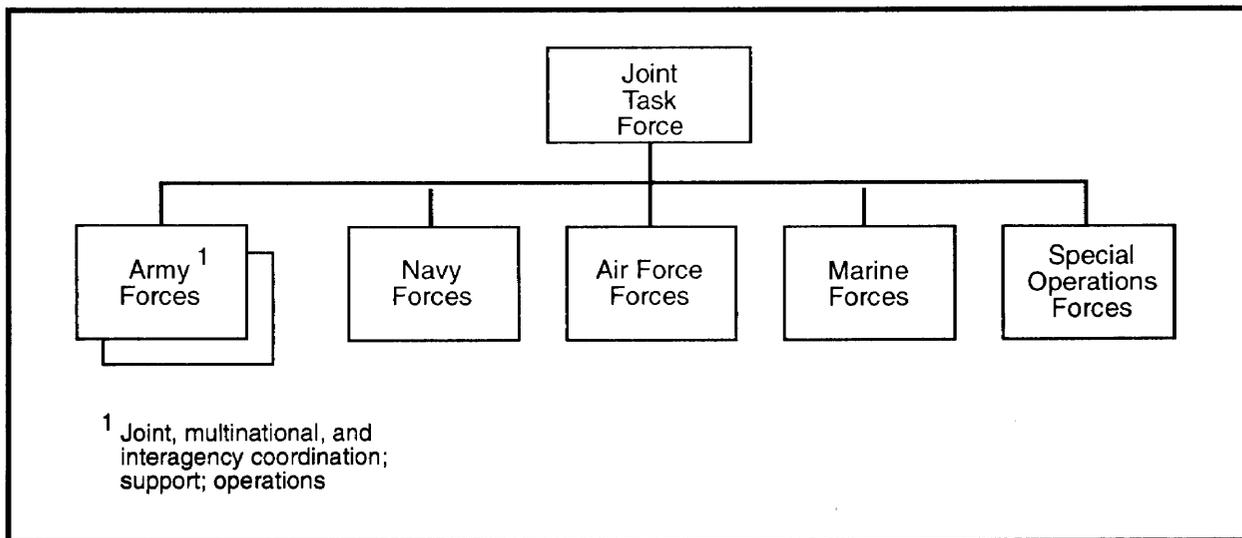
the rapid entry of US forces across the range of military operations. Its communications processing and downlink assets are linked to a national and theater intelligence support base located in CONUS or outside the AO. The two types of tailorable DISE configurations are mini-DISE (manpack) and DISE (vehicular). Together these DISE configurations provide the commander a robust intelligence capability to support deploying forces. The DISE provides split-based communications, broadcast intelligence, and intelligence processing.

Additionally, the ARFOR must plan and operate effectively with the media. The impact of the media on the conduct of operations is substantially greater today than in any previous time. The capability of the news media to transmit ongoing operations activities to news networks globally cannot be discounted. This new technology requires the JFC/ARFOR to establish points of contact and

procedures for releasing information regarding ongoing operations. The ARFOR's public affairs officer (PAO) should manage all media and public requests for information. The JFC/ARFOR must develop procedures and guidelines that provide releasable information to the media within security, accuracy, propriety, privacy, and safety considerations of the ongoing operation.

**Two or More Army Forces to a Joint Task Force**

The JFC may desire direct control of several separate Army ground operations. He establishes, with the advice of the ASCC in theater, two or more separate ARFOR headquarters that are directly subordinate to the JTF (see Figure 6-2). Each of these separate Army headquarters would maintain the three Army tasks of joint, multinational,



**Figure 6-2. A Joint Task Force with Two or More Army Forces**

and, perhaps, interagency coordination; operations; and internal support. The JFC might use this particular option when—

- The operation is relatively simple.
- Several large Army organizations are involved.
- Two or more lines of operation exist.
- The threat is located in two or more different geographic areas.
- The situation allows the JFC to focus on several dispersed ground operations without diffusing his joint responsibilities.

**Separate Support and Army Forces Headquarters**

As the situation grows more complex, the JFC and the ASCC may organize ARFOR to resemble a miniature theater organization. In this organization, one headquarters would focus on operations, while a separate headquarters would focus on support responsibilities (see Figure 6-3). These circumstances align with the chain of command discussed in Chapter 2.

The performance of the three tasks is a constant requirement within the operational-level environment. Under these circumstances, multiple commanders could share the tasks. The ASCC would retain traditional responsibilities as discussed previously. The responsibility for the conduct of operations at the operational-level could then be taken on by the ARFOR commander within the task force, assuming that the operation is of sufficient size and scope to require an operational and not solely tactical perspective. The requirement for joint, multinational, and, perhaps, interagency linkage would become a task that must be performed by both commanders.

This alignment of the responsibilities, though not expected to be a normal structuring, shows the flexibility of the design to meet a wide range of potential operational conditions. The Army might organize under this option when—

- The operation is extremely complex.
- More than one Army combat force headquarters exists.
- The Army has a significant support responsibility to other services/multinational forces.

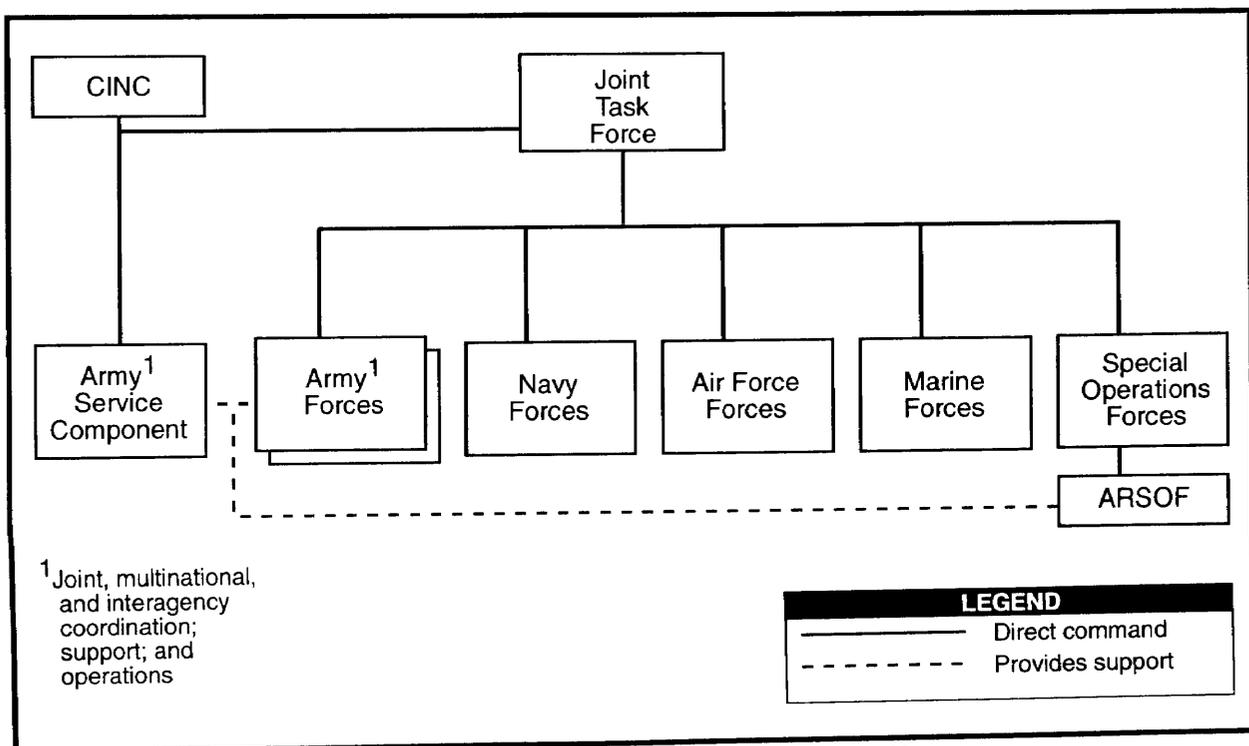


Figure 6-3. Separate Support and Army Combat Force Headquarters

- Two or more lines of support exist.
- Additional theater support organizations make a forward support element too large to control effectively without dedicated command effort.
- The JTF requires a significant support effort that exceeds normal corps support capabilities.

**Army Commander as a Joint Force Functional Component Commander**

The JFC may organize forces functionally under a single headquarters. As a norm, the service commander with the predominant number of forces is tasked to provide the controlling headquarters. The JFLCC may build his organization from an existing structure and augment it with joint staff billets for needed expertise. The Army force commander, as the functional component commander, would retain his responsibilities for joint, multinational, and interagency linkage operations and internal support of ARFOR. See Figure 6-4. In those cases where the Army force commander is not designated as the functional component commander, he still retains responsibility for internal support.

**Army Commander as the Commander of a Joint Task Force**

When the contingency is predominately a land operation, the CINC may designate an Army commander as the JFC. This JFC has considerable requirements placed upon him in addition to his three Army tasks of joint,

multinational, and interagency coordination; operations; and support. Under these circumstances, the multinational and interagency coordination task could require a significant resource increase. He may consider delegating some of the authority for his Army tasks to subordinate commanders.

This JFC may build his joint organization from an existing Army organization—a corps headquarters or a numbered army. Today’s corps will most likely find itself conducting force-projection operations as part of a tailored joint force and may be assigned the role of serving as a JTF headquarters. The unit can be designated as the JTF headquarters at any time during either the deliberate planning process or during CAP if the nature of the mission so warrants. The Army JFC may organize his subordinate Army units based upon the three options presented in Figures 6-1, 6-2, and 6-3.

Once the corps is designated as a JTF, the corps commander, as the CJTF, is subordinated to the combatant commander (or the establishing headquarters) and must look to him for guidance, strategic direction, and missions for the force. In turn, the CJTF exercises OPCON or TACON of assigned or attached forces. This includes the responsibility to train the joint force if the JTF was developed during a deliberate planning process to support existing OPLANs.

The CJTF must determine what augmentation requirements are needed for the task at hand and coordinate support through the establishing headquarters. Augmentation

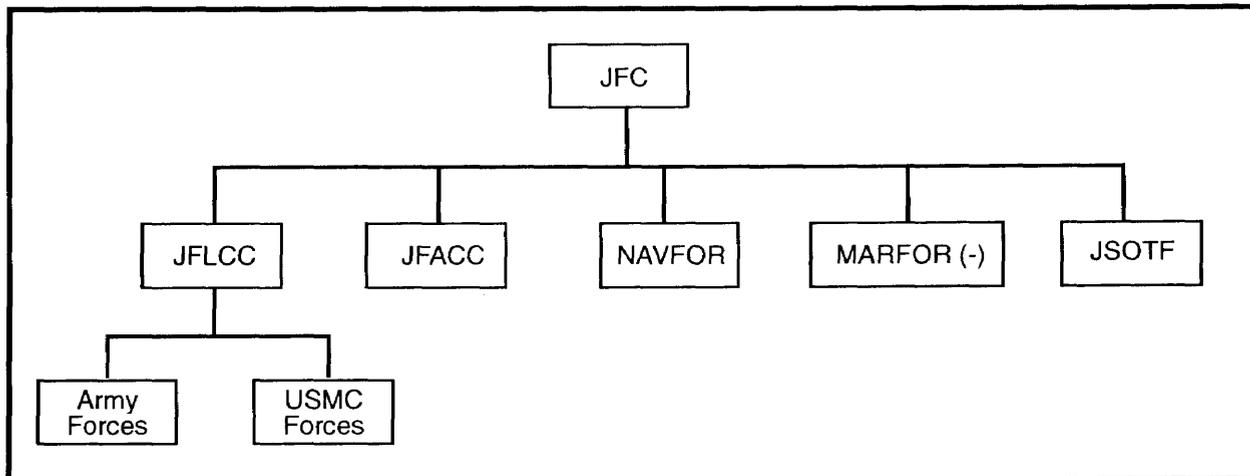


Figure 6-4. Army Commander as a Joint Force Land Component Commander

of the corps staff is essential in transitioning the corps to a JTF structure. Augmentation can be organized using a modular concept to address the various staff entities such as—

- Command and staff (joint staff and special staff).
- Headquarters support and sustainment (life support functions).
- Signal support.
- Security support for the JTF headquarters.
- Augmentation in technical areas such as CA, PSYOP, and so on (Joint Pub 5-00.2).

Although augmentation must be tailored for the specific situation and is different for every mission, some augmentation is almost always required in—

- Intelligence collection.
- Joint planning procedures.
- Logistics planning.
- Signal support, especially Army Global Command and Control System (AGCCS) access.
- Medical planning.

Augmentation in these areas assists in ensuring linkage between the JTF staff and the combatant command joint staff, especially concerning access to information and capabilities available at the combatant command level.

The corps cannot function simultaneously at both the tactical and operational levels. The

corps, as a JTF, can conduct either tactical- or operational-level planning and missions. The mission, not the size of the force, determines the level at which the JTF functions. Once fully engaged at one level, the corps cannot be expected to assume the additional functions and command responsibilities that correspond to the other. Still, the corps commander must fully understand both tactical- and operational-level environments to ensure a supportive relationship exists between his plans and operations and those of subordinate and higher headquarters.

The commander thinks not only in terms of military resources but also considers those interagency, diplomatic, economic, and other resources that may be available and appropriate for the task at hand. The CJTF must understand the strategic and regional environments, to include US policies, treaty commitments, status of forces agreements (SOFA), coalition parties' interests, and so on. These influences affect campaign and operational planning and the establishment of ROE for the force.

The Army JFC must have the additional flexibility to assume the joint coordination role and may choose to augment organic support units with additional divisional, corps, or operational-level support organizations. As such, subordinate Army combat force commanders would concentrate on operations while the JFC conducts a large portion of the joint, multinational, and interagency coordination and operations support tasks (internal and external). See Figure 6-5.

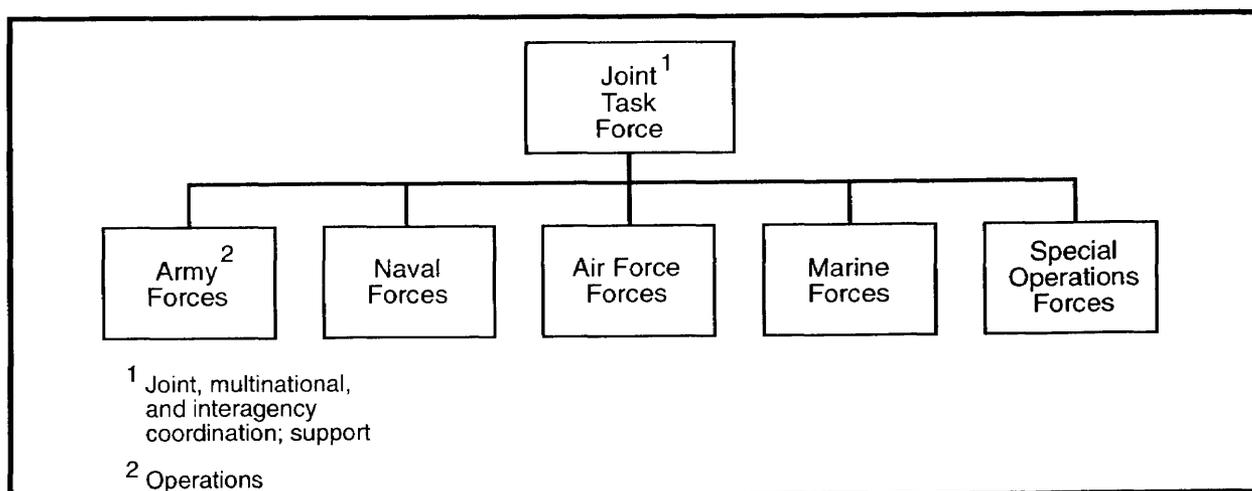


Figure 6-5. An Army Commander as the Commander of a JTF

The Army JFC could retain these coordination and support tasks when the operation is largely an Army ground operation, the other services play a support role to the Army, or the Army JFC has sufficient resources in his organization to accomplish these additional missions.

**Establishing Authority**

The authority who establishes the JTF designates the JFC, assigns the missions, prescribes the broad concept of operations, allocates the forces, and defines the command relationships. Generally, the establishing authority designates the JFC from within his own headquarters or from the preponderant service within the joint force. The establishing authority may direct formation of a joint staff from his own staff, or he may direct the JFC to form the JTF staff from his own resources and augment it as necessary from other service or component headquarters within the designated JTF.

**Headquarters Functions**

The Army JFC organizes the JTF headquarters to accomplish assigned missions. This headquarters may vary from a small group aboard a ship to a large staff and

support personnel at a ground location (see Figure 6-6). The CJTF and staff—

- Plan operations of the JTF in accordance with operational direction from the establishing authority.
- Direct, control, and coordinate operations of assigned forces.
- Coordinate planning activities of subordinate forces.
- Under supervision of the joint staff, establish, when required, joint boards and agencies to plan, control, and coordinate the use of joint assets in specific functional areas, for example, the JTCB.
- Coordinate with other joint and multinational forces, the UN, other government agencies not assigned, and NGOs and PVOs.
- Coordinate with other national forces and foreign governments when required by the establishing authority.
- Coordinate signal support.

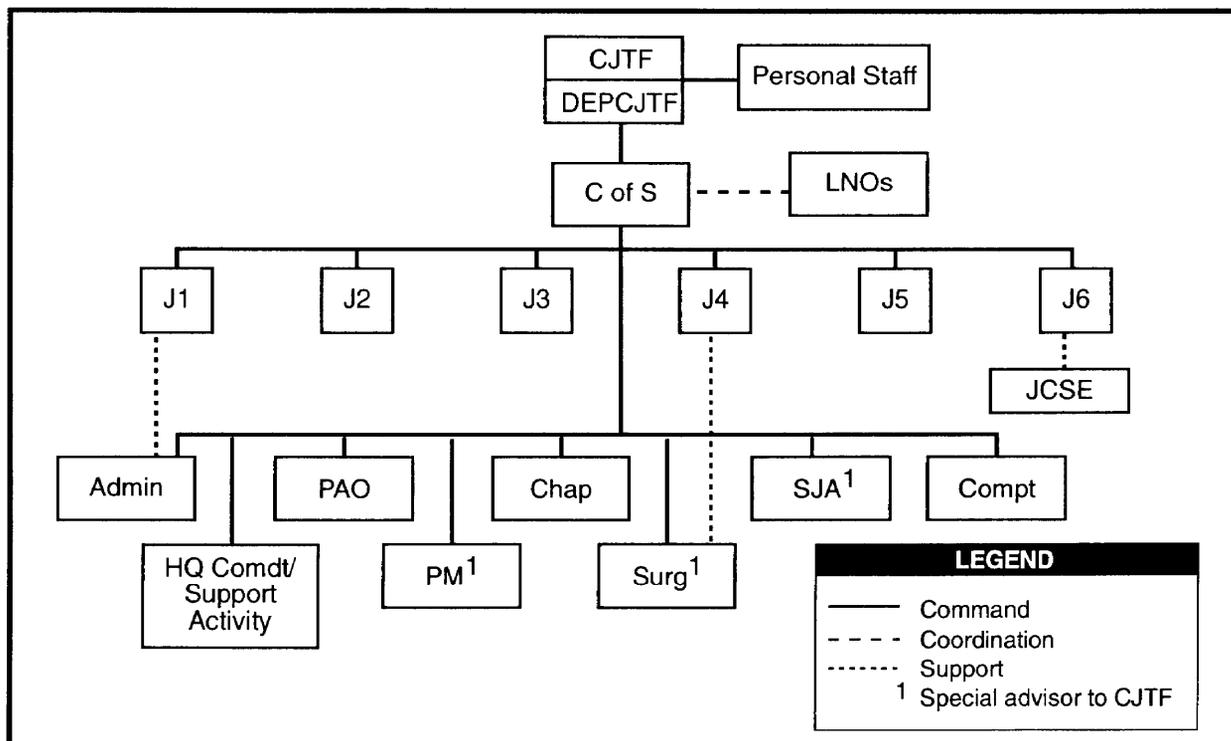


Figure 6-6. Joint Task Force Headquarters of an Army JFC

**Planning.** During the deliberate planning process, the CINC may designate the ASCC as a JTF or ARFOR planning agent. The ASCC director of plans coordinates the planning effort. The Army staff planners develop JTF and ARFOR plans in each functional area, using Joint Pubs 5-00.1 and 5-00.2 as guides. Each Army staff planner coordinates as required with functional area counterparts in the joint community. Planners should understand and consider RSI during planning. When agencies outside the Army must contribute to the planning effort, the Army force's director of operations, or G3, requests support from the appropriate agency. This planning process develops the base OPLANs and CONPLANs modified for execution during contingencies.

During CAP, the director of plans directs the planning effort until he receives an execution order. After he receives the execution order, the G3 completes execution planning and conducts operations. The G3 (plans) begins future planning, normally focusing on the next major operation or phase. The JOPES publications (Joint Pub 5-03 series) provide planning policies, procedures, formats, and guidance for joint operations.

**Operations and Training.** When designated as the joint force headquarters, the ASCC deputy chief of staff for operations (DCSOPS) organizes the J3 section, receives augmentation from other services, establishes the JOC, and initiates CAP. The J3 assists in planning, coordinating, and executing JTF operations. The J3 normally organizes a battle staff with representatives of all the directorates within a JOC in order to provide consolidated oversight. When the joint staff does not have a J5 (plans), the J3 performs long-range or future planning. However, the J3 has a plans cell to conduct near-term planning of branches to the current operation. Besides the JOC, the J3 also may supervise—

- A JTCB to coordinate targeting guidance and objectives and to develop the joint target list.
- A joint rescue coordination center (JRCC), although the CJTF may task a subordinate service force commander to perform this function.
- A joint information warfare staff composed of component representatives and representatives of the J2 and J6.

- A joint meteorological forecasting unit (JMFU) to provide weather support.

As a matter of principle, training remains a national responsibility. To ensure the units are able to execute their assigned missions and be operationally ready, the leaders must know and understand the capabilities and limitations of the other nations' units. The enhanced mutual understanding of the capabilities and limitations is to minimize the differences and optimize effectiveness. To that end, all command levels must conduct training, which should include the JFC's ideas and desired outcomes. These concepts, specified by content (basic tasks), scope (condition), and objectives (standard), are an essential basis for effective training. Training should be coordinated and integrated where feasible. Coordination is required among respective participants to ensure mutual understanding and compliance. Although the J3 must monitor and evaluate the training status of all units, the actual evaluation of the training status and operational readiness of the respective units remains a national responsibility. The standards and criteria used for evaluation should be published and understood by all parties.

**Special Operations.** At the theater level a special operations theater support element (SOTSE) performs special operations staff functions at the Army service component command headquarters. At corps level, a special operations coordination element (SOCOORD) serves as a functional staff element of the G3. The SOCOORD is the mechanism by which a corps plans for and obtains SOF support. As such, it has staff responsibility for SF and ranger integration in each of the battle operating systems' functional areas and serves as a focal point for SF and ranger support to the corps staff.

The SOCOORD develops SOF target nominations and mission requirements for the corps to forward to the JFC. These developments result in mission taskings from the JTCB to the JFSOCC, who assigns missions to appropriate SOF units. Service distinctions of SOF are transparent. The nature of the requirement and the total force capability determines whether Army special operations forces (ARSOF) or another element of SOF is tasked to meet a given requirement.

**Communications.** When designated as the joint force headquarters, the ASCC's theater signal officer organizes a J6 staff, receives augmentation from other services, and establishes a joint communications control center (JCCC) as required. Joint Pub 6-0 discusses the responsibilities and functions of the J6. A key function among these responsibilities is network management. The JCCC exercises staff supervision over C<sup>4</sup> control centers belonging to deployed components and subordinate commands. Joint Pub 6-05.1 describes the JCCC and its functions.

Alternate communications means are essential. During planning, the primary means is the Worldwide Military Command and Control System (WWMCCS). (Once fielded, the Global Command and Control System (GCCS) replaces WWMCCS.) Communications networks include the four major networks of the DCS:

- Defense Switched Network (DSN).
- Secure Voice System (SVS).
- Automatic Digital Network (AUTODIN—the future defense message system).
- Defense Data Network (DDN).

Initially, tactical satellites (TACSAT) may be the only means of secure communication with operational forces,

The Army JFC establishes alternate communication means as soon as possible. The JTF, ASCC, and ARFOR headquarters establish communications during Phase I of contingency operations. Organic signal organizations provide signal support and identify and forward shortfalls to the JCCC for resolution. The JCCC requests JCS-controlled contingency communications assets as required.

**Intelligence.** When tasked as a joint force headquarters, the ARFOR G2 organizes a JTF J2 section, incorporating other service augmentation and establishing a JIC from organic assets. The other services may augment the JIC as required. The JTF J2 is responsible for determining the requirements and direction of the intelligence effort to support the CJTF's objectives. He assists the CJTF in ensuring that intelligence objectives are correct, understood, prioritized, synchronized, and acted upon. The J2 is also responsible for employing joint intelligence

resources, identifying and integrating additional intelligence resources such as the JIC, and applying national intelligence capabilities. He works with subordinate service G2s (S2s) to develop complementary intelligence operations that support the CJTF's requirements.

The JTF JIC is the primary J2 organization supporting the JFC and the ARFOR. The JIC facilitates efficient access to the entire DOD intelligence system. The composition and focus of each JIC varies according to the commander's needs, but each is capable of performing indications and warnings (I&W) and collecting, managing, and disseminating current intelligence. Through the JIC, ARFORs coordinate support from the Air Force, Navy, and Marine Corps and national, interagency, and multinational sources.

In addition to its other functions (I&W, situation development, target development, BDA, IPB, and force protection intelligence development), the JIC coordinates the acquisition of national intelligence between the JTF and the CINC's staff. The CINC posts special intelligence teams to the AOR. These teams are OPCON to the JFC and under staff supervision of the JTF J2. They may include DIA, the US Army Intelligence and Security Command, or the National Security Agency. Staff weather augmentation, as required, is under staff supervision of the JTF J2. The JTF J2, through the JIC, establishes and supervises required functional intelligence organizations that may include a—

- Joint interrogation facility (JIF).
- Joint captured materiel exploitation center (JCMEC).
- Joint documents exploitation center (JDEC).
- Joint imagery processing center (JIPC).

The JTF J2 requests a cryptologic support group (CSG) and an associated mobile cryptological support facility (MCSF) or equivalent SIGINT communications package from the CINC. The CSG works from within the JIC.

Successful IEW support during force-projection operations relies on continuous peacetime information collection and intelligence production. Peacetime IEW operations support contingency planning and develop baseline knowledge of threats and

environments. These operations engage and challenge the intelligence battlefield operating system to respond effectively to commanders' contingency planning intelligence requirements. During peacetime operations, commanders closely examine MI force structures, operations, and training, which ultimately leads to a combat-ready IEW force capable of successfully supporting force-projection operations.

IEW operations planners must anticipate, identify, consider, and evaluate potential threats to the force as a whole throughout force-projection operations. For smooth transition to hostilities, intelligence staffs must coordinate collection and communications plans before the crisis occurs. MI units continually update their contingency plans to reflect the evolving situation, especially during crisis situations. Immediately before deployment, intelligence activities update or *top off* deploying forces with the most recent intelligence on the AO. MI units continuously update technical data bases and situation graphics.

**Logistics.** The J4 (logistics) plans, coordinates, and supervises supply, maintenance, transportation, general engineering, health services, and other related logistics activities. Each service component of the combatant command is responsible for the logistics support of its respective forces, except when the CJTF designates a single-service responsibility for a particular logistics function. The CJTF establishes logistics priorities for the force, assigns terrain and facilities for use as support bases, and designates and maintains LOCs.

The J4 supervises the activities of any logistics-related coordinating centers and boards that may be required. These may include—

- A joint movement center (JMC) that coordinates strategic movement with USTRANSCOM and ensures effective use of transportation assets.
- A subarea petroleum office (SAPO) formed around elements from the combatant command's joint petroleum office (JPO) to augment the JTF in managing petroleum-related logistics.
- A joint facilities utilization board (JFUB) to manage real estate requirements (unless

the JTF engineer is designated a special staff officer and assigned these duties).

- A joint civil-military engineering board (JCMEB) to provide overall direction for civil-military construction efforts and development of a civil engineering support plan (again, the JTF engineer may manage this activity).
- A joint medical regulating office (JMRO) to coordinate the movement of patients in and out of the assigned AOR.
- A joint military blood program office (JMBPO) to coordinate the distribution of whole blood within the AOR.
- A joint central graves registration office (JCGRO) to handle mortuary affairs (normally tasked to the ARFOR).

Logistical considerations permeate the planning effort. These considerations are essential conditions and objectives in each phase of a plan or operation. The proper type of service support units must deploy early for port opening, reception, staging, and onward movement of incoming units; to support initially arriving forces; and to prepare lodgment for rapid force buildup. The CINC must decide whether to establish an in-theater COMMZ. In most force-projection contingency operations such a capability is not present. A COMMZ is required if the operational environment assessment identifies a requirement to stockpile support and logistics in theater.

Logistics planners should anticipate circumstances that could threaten logistics support capabilities. The plan should provide for alternative COAs as external and internal circumstances threaten the support capability. As circumstances warrant, the Army and JFC plan for operational replenishment to protect or regenerate combat power that has been dissipated in the conduct of operations. See Joint Pub 4-0 and FM 100-16 for a detailed discussion of theater logistics doctrine.

### ***Influencing Factors***

Whatever the organizational option chosen, the Army commander must have the capability to fulfill the tasks assigned him by the Army and the JFC. If assigned both the joint coordination and external support tasks, in addition to his operations tasks, the ARFOR commander must coordinate directly with the

required joint agencies and those Army logistics organizations that are part of the force-projection contingency operation.

The resources and capabilities of Army units correspond to their design and the missions they perform. Units designed for tactical operations do not have an operational capability as an inherent part of that tactical design. The three operational tasks are predicated upon a unit design that provides the capability to perform the operational functions described herein. Echelons at, division level and below have a tactical design and no inherent capability to perform the operational-level functions discussed in Chapter 5.

At corps level, more flexibility exists and augmentation can be used to correct specific design shortcomings for conducting operations at the operational level. The ASCC and numbered army are designed specifically for operational-level operations. The corps, however, when engaged in tactical operations, cannot perform simultaneously at both the tactical and operational levels. Though the corps commander must maintain an operational perspective, full-scale tactical operations preclude the performance of operational

functions. As ARFOR are designated to participate in force-projection contingency operations, the commander must consider that resource availability, media impact, US public will, the geopolitical structure/support, and the dynamics of the contingency environment may restrict his selection of optimal organizational structures. The commander selects lesser design options because of restraints, constraints, and the evolving nature of the operational environment.

Logistics units are particularly suitable for modular design so that entire units are not required to perform specified functions. Logistics units are also suitable for performing split-based operations, where only essential cells are deployed while the base organization performs its function in CONUS or from a forward-presence location elsewhere. Split-based operations are feasible only when communications and automation are assured.

As circumstances evolve, final design of the Army force must reflect the tactical and operational requirements. Where an operational requirement exists, the CJTF must allocate ARFOR from the appropriate echelon to perform those functions.

### FORCE-PROJECTION STAGES

Contingency operations are undertaken in response to a crisis. That crisis can occur in isolation, as would be the expected case in MOOTW. But a crisis also can occur during the conduct of a major operation during hostilities. Viewing the contingency operation as a series of stages serves to sequence operations. When the contingency occurs during the conduct of a major operation, the stages assist in both resolving the crisis and in returning the contingency forces back into the ongoing operation as rapidly as possible.

The eight stages of a force projection—*mobilization, predeployment activities, deployment, entry, decisive operations, postconflict/postcrisis operations, redeployment, and demobilization*—provide the general structure for a contingency operation and can be adjusted to fit the needs of a particular contingency (FM 100-5). Execution of these stages may not be distinct. *Predeployment activities* and *deployment*, for example, might be so closely followed by *forced entry* and *initial operations* as to be indistinct. Operations might begin well before the entire

force has closed. At minimum, commanders and staffs must consider the—

- Coordination of sequencing and phasing of forces (combat, CS, and CSS).
- Requirement and time frame to establish and build up the theater base.
- Protection of forces, to include rear area operations (rear area rapid reaction force).
- Preparation time for deployment, operational readiness—types of units and their readiness, and so forth.
- CINC's critical items list in the TPFDD flow.
- Requirement and level of in-theater stocks.
- Host nation capability and availability.

Any particular contingency may not include all of the general stages. For example, a contingency operation may be the first phase of an evolving major operation. Redeployment of all forces may not begin until the end of the subsequent phases of the major operation, of which the contingency was a single phase.

## STAGE I MOBILIZATION

Mobilization is the process that permits augmentation of the active force. The Army Mobilization and Operations Planning and Execution System (AMOPES) is the guide for planning and participating in the JOPEs. The five levels of mobilization are *selective mobilization, Presidential selected reserve call-up, partial mobilization, full mobilization, and total mobilization*. These options need not be executed sequentially and are part of the graduated mobilization response. Units mobilize through five phases: *planning, alert, home station, mobilization station, and port of embarkation*. FM 100-17 discusses mobilization in detail.

## STAGE II PREDEPLOYMENT ACTIVITIES

This is a critical stage of a contingency force-projection operation for which units throughout the total force train. The ASCC recommends to the CINC the size and composition of the ARFOR required to support the mission, including forces that support assembly and deployment of the force. Additionally, the ASCC identifies the lift requirements to move the ARFOR and requirements for reception and onward movement upon arrival in the theater of operations. The ASCC's recommendation is based on the assessment of the operational environment. That assessment is revised to reflect the dynamics of the operational environment.

The JTF ARFOR commander maintains the Army's operational-level perspective within the JTF for the contingency. The attainment of strategic or operational objectives requires sequencing of Army military operations. In force-projection contingency operations, ARFOR commanders must keep this operational perspective, even if they conduct separate tactical operations directly for the JFC. The overall attainment of the strategic objective may require military operations not limited to combat missions. These sequenced military operations require an operational-level perspective over time.

The JFC's primary Army advisor for this perspective is the ARFOR commander assigned to the JTF. This commander provides operational-level perspective to the JFC during planning, deployment, employment, and redeployment. During planning, the ARFOR commander must receive a clear definition of the desired end state from the JFC. Because of

the inherent dynamics of the contingency environment, considerable effort may be involved in gaining clarity on the military end state. The military end state may include those diplomatic considerations that inevitably accompany contingencies over which the Army commander may have little direct control.

The CINC assigns the ways and means for mission accomplishment. His ASCC advises him on Army requirements to employ effective and efficient Army means. The NCA and the CINC assign the ways, in the form of constraints and restrictions, to the ARFOR commander. For example, the CINC may direct the seizure of objectives with psychological, rather than military, significance and may establish specific ROE. Once the ARFOR commander clearly understands the ends, ways, and means for the contingency, he begins the planning process in earnest or adjusts exiting plans.

Based on the CINC's concept of operations, the ASCC reviews all existing OPLANs and CONPLANs for suitability. He updates and adjusts these plans to develop an OPOD. Existing CONPLANs and lessons learned from the joint and Army repositories (Joint Universal Lessons Learned System [JULLS] and the Center for Army Lessons Learned [CALL]) should be the starting point when conducting crisis planning. If no suitable plan exists, the Army commander OPCON to the JTF develops OPODs, using the time-sensitive or CAP procedures outlined in Joint Pub 5-03.1.

The ARFOR commander develops his contingency OPODs based on the maximum capability the enemy can generate. In a crisis caused by a natural disaster, the enemy becomes the threat to human life and safety and the potential for damage to the environment. The ARFOR commander conducts parallel, but more detailed, execution planning with the JFC and normally issues a supporting Army OPOD with detailed instructions to subordinates. The concurrent planning occurs at all Army echelons involved in the contingency.

The ARFOR commander issues immediate warning orders to all subordinate units. Because of the time-sensitive nature of contingency operations and the crisis-action system, information must get to the appropriate unit as rapidly as it becomes available. Subordinate units must recognize

that they may not receive complete OPORDs from their higher headquarters until late. Subordinate OPLANs based upon earlier warning orders must be flexible enough to adapt to the evolving contingency operations. Therefore, horizontal and vertical coordination must occur between staffs so that plans can be made concurrently. Liberal use of warning orders should be used so subordinate commanders can begin work.

Certain planning considerations are critical during this stage. Anticipatory logistics requires appropriate commanders to project support requirements and synchronize support actions with tactical organizations. This action is necessary to ensure combat power can be sustained or reconstituted as required. The ARFOR commander identifies potential consequences to ensure that the JFC makes knowledgeable decisions on lift prioritization. Finally, as with all operations, OPSEC must not be sacrificed, despite the urgency of the crisis situation.

An important task facing the ARFOR commander is the organization of his staff and the Army augmentation of the JFC's staff to support the planning and execution of the contingency operation. The makeup of the JTF staff should reflect the composition of the operational forces. If the JFC's mission is largely an Army mission, Army personnel should predominate the staff. The Army contribution to the JTF may include light, armored, or special operations forces.

The Army augmentation package given to the JTF staff should reflect the proportional balance of the JTF force package. If the joint staff is not sufficiently and appropriately augmented, the ARFOR commander must spend more effort advising the JFC on the capabilities and limitations of the Army force. Therefore, ARFOR likely to conduct contingency operations should have designated augmentation cells (discussed earlier in this chapter) that automatically push forward to support JTFs. See Figure 6-7.

### STAGE III DEPLOYMENT

The initial response force is the product of a combination of many factors. It reflects the mission of the JTF and the Army's corresponding tasks, along with the lift that has been made available to conduct the necessary strategic and operational movement.

#### Considerations During Predeployment Activities

The senior ARFOR commander tailors the force based upon the mission assigned and the resources available. He is responsible for informing the JFC when allocated means do not ensure the probability of success. If he is the land component commander, he also plans for the integration of all land forces allocated to the operation.

The Army service component command headquarters ensures that it integrates effectively with the joint communications plan. The ASCC ensures he has access to the DCS. Some links require specific hardware when the joint force headquarters and core staff are from another service. This communications link must be redundant and apply in all of the functional areas, not just in the maneuver control function.

The Army service component command headquarters must coordinate the use of space assets to support the operation. Some considerations include optimizing communications and global positioning systems and receiving current weather satellite data. Additionally, the headquarters must arrange for requirements for rapid response satellite image maps and terrain analysis products.

Corps and above intelligence organizations are critical to Army intelligence preparation. They provide the interface among tactical forces and the joint and national agencies that provide supporting intelligence. These Army organizations must link their intelligence networks into all sources. The ARFOR commander ensures he receives an intelligence *push package* and liaison officers for intelligence products.

Army commanders ensure adequate LNO representation at higher, lower, and adjacent organizations. These LNOs must be of appropriate rank and experience to be effective. LNOs during contingency operations are particularly important because each contingency is likely to be unique, and the organizational requirements are normally *ad hoc*. This type of situation demands rapid communication channels between different units and other service elements that have not had the opportunity to train extensively together. LNOs assist in rapidly establishing these important communication channels.

Figure 6-7. Stage II (Predeployment)

Other factors include the capabilities of the host nation to support ARFOR on either a long- or short-term basis. Finally, the contributions of alliance or coalition forces shape the initial response by ARFOR. The supported CINC's decision on the composition of this force requires the ASCC to project future events. The Army force commander seeks to maintain versatility, a flexible force mix, and the ability to generate superior combat power, sustainability, and the necessary internal lift capability.

#### STAGE IV ENTRY OPERATIONS

The execution stage—entry operations—encompasses the occupation of the initial lodgments in the operations area. In this stage the capability for force is generated. Initially, that capability does not go far beyond self-sustainment. The ARFOR commander sequences his resources into the operations area to create the conditions for decisive operations. This sequencing includes joint mobility of operational forces that seek to gain a positional advantage early.

Two alternative approaches exist to establishing positional advantage. The first is a long-term approach that focuses on building the force capability over time. Once sufficient capability is available, the ARFOR commander tries to resolve the cause of the crisis. In the second approach, rapid crisis resolution is sought through the positioning of initially deploying forces into the critical location. By rapidly positioning forces with the requisite capability, the crisis may be resolved earlier. However, the Army might have to conduct forcible entry operations. This approach has a high payoff. Risk is the price for such potential.

The ARFOR commander coordinates the movement of intertheater or intratheater forces into the operations area. Opposed-entry combat activities may take place during this stage. The ARFOR commander deploys operations and support forces into the contingency area and establishes C<sup>2</sup> to provide initial lodgments. While the focus during this phase is the deployment of forces, operations may be required to secure simultaneous entry zones that ensure force protection into the contingency area.

An effective air defense should be established in the lodgment area as rapidly as possible. Air defense is critical for the

protection of the lodgment area. TBM, CM, ASM, and UAV threats could seriously disrupt or compromise the security of lodgment operations. Based on the threat and availability of joint and/or multinational ADA systems, early entry forces tailor the ADA force packages that are deployed initially. An ADA task force is deployed to protect selected enclaves. This stage ends with the establishment of a secure airhead and/or beachhead. See Figure 6-8.

#### STAGE V DECISIVE OPERATIONS

A rapid buildup of force capability is the focus of this stage. This buildup includes establishing a forward-operating base, closing the remainder of the force, expanding the lodgment, linking up with other joint forces, and establishing multinational and interagency linkages. Decisive combat power is

##### Considerations During Entry Operations

The ARFOR commander coordinates all joint mobility assets required to deploy his forces and materiel. He requests support in a mission format to the JFC. He does not specify numbers and types of transportation.

This mission-type requirement to the USTRANSCOM avoids confusion and allows for a greater number of options for deployment. Specific requirements may be necessary and should be articulated by the ARFOR commander to the USTRANSCOM in terms of numbers of personnel, types of equipment, and required time schedule. The ASCC's staff works closely with the USTRANSCOM to ensure that the lift provided meets the specifications of the Army force.

The ARFOR commander, in conjunction with the JFC, tailors the entry force to accomplish specific operations in preparation for follow-on forces during this phase. This force may or may not participate in the following stages of the contingency. The entry force C<sup>2</sup> structure evolves as the operation progresses. A need exists early on for an operational-level C<sup>2</sup> element. This headquarters unburdens tactical-level leaders and permits them to focus on the tactical-level operations for which they were designed.

**Figure 6-8. Stage IV (Entry Operations)  
Considerations**

positioned to resolve the crisis rapidly by synchronizing and simultaneously engaging enemy forces throughout the depth and space of the operational area.

Force protection becomes increasingly important during the operations stage. Reconnaissance assets are focused to provide the ARFOR commander with an accurate picture of the enemy force actions and intentions. OPSEC ensures the protection of the force in part by preventing the enemy reconnaissance from gaining similar information on friendly forces. Deception operations complement OPSEC by painting a false picture of the friendly force's intentions. Effective air defense and TMD remain a priority during this phase of the operation.

In MOOTW, decisive operations contain similarities and differences from the principles that guide operations in war. The principles of *objective, unity of effort, legitimacy, perseverance, restraint, and security* guide actions in MOOTW. Figure 6-9 describes areas for consideration during conduct of operations.

## STAGE VI POSTCONFLICT OPERATIONS

During the previous stage, the ARFOR commander completes the Army contribution toward attaining those operational objectives to resolve the crisis that instigated the contingency operation. Postconflict operations secure the strategic objectives. Planning for postconflict operations must be an integral part of the overall Army plan, which is revised continually as the conclusion of hostilities approaches. The objective of this planning is to transition operations with minimum confusion to either the host nation, an international body, or DOS. The Army contribution to postconflict operations may include—

- Controlling prisoners.
- Handling refugees.
- Arranging for civilian contractors to clear minefield and conduct demining operations.
- Destroying explosive ordnance.
- Conducting civil affairs.

Simultaneously, units prepare for future operations by consolidating, reconstituting, and training. These future operations can

### Considerations During Operations

The ARFOR commander adjusts his plan based upon the situation on the ground. Invariably, portions of the plan are based upon invalid assumptions or inaccurate information. No plan survives intact, but the flexible one is adjusted quickly to allow for changes. Adjustments to the plan affect other portions of the operation. This is particularly apparent when adjusting the flow of personnel and equipment into the area. As an illustration, changing the lift priorities may have extensive impact on employment operations during a subsequent stage.

The ARFOR commander receives follow-on forces during this stage. He ensures adequate airports and seaports of debarkation are available and that the force is equipped as required. He marshals and stages the follow-on forces in preparation for decisive operations.

The ARFOR commander determines if resources are adequate to accomplish the mission. He recognizes the dynamics of the operational environment and adjusts plans and operations to reflect those changes. He makes specific recommendations to the JFC within the constraints and restrictions of the operation.

The ARFOR commander receives administrative and logistics support from his service chain or from organic assets. The Army commander tasked with the support responsibility stages support resources forward to support the operation. This support includes directing the efforts of Army organizations temporarily tailored for the specific operation. The ASCC, in conjunction with the ARFOR commander, develops intermediate staging basing (ISB), if required. ISB may be located offshore afloat or in a third country close to the contingency area.

The CINC establishes movement control for the Army assets into the AO. He sets the priority for ARFOR entry and supervises the operational movement. He works closely with the JFC to enforce lift priorities. The supervision of lift into the contingency area becomes a critical task for several reasons: lift into the contingency area may be constrained, planned lift assets may be diverted, or the lodgment area may have limited reception capability. The sequencing of resources into the AOR becomes a critical task for the senior army commander during this stage.

**Figure 6-9. Stage V (Decisive Operations) Considerations**

### Considerations During Postconflict Operations

The senior ARFOR commander desires overwhelming strength to execute the contingency operation. The mere presence of overwhelming strength is a force multiplier. At the same time, the reduction of collateral damage may be a major constraint during this phase. The ARFOR commander tightly controls the ROE (instructions, artillery position, azimuth-determining system, control measures). These controls are an important part in determining the complexity of postconflict operations.

Consolidation operations begin during this stage. These operations may be more significant long term than actual contingency operations for achieving strategic objectives. Restoration operations consist of a number of activities that have political, economic, or diplomatic impact. Some of these activities include nation assistance, CA, and infrastructure repair. The ARFOR commander carefully sequences these operations into the theater CINC's continuing major operation or campaign.

The ARFOR commander may focus on tactical-level operations during the contingency. However, he must maintain a larger perspective, looking beyond the relatively short-term contingency operation. The contingency operation alone seldom achieves the desired end state. The ARFOR commander must recognize how the contingency operation fits into the long-term strategic objectives of the theater CINC.

During the operations stage, the ARFOR commander responsible for the operational-level perspective may change. The JTF may have achieved its primary mission and the CINC may disestablish it. The senior army commander responsible for executing the contingency operation may redeploy with the main body of forces. A modified C<sup>2</sup> structure may replace the JTF, the CINC may assume direct control, or the theater may revert to its normal peacetime organization. Regardless, the Army's operational-level perspective must pass to the new senior ARFOR commander to continue postconflict operations. The new commander continues with postconflict operations and completes redeployment of the contingency force.

As part of postconflict operations, the ARFOR commander conducts operations to stabilize the situation. These include internal security, law and order, PSYOP, and CA programs. PSYOP emphasize the purpose of the US actions and balance any negative residual effects of the contingency operation.

**Figure 6-10. Stage VI (Postconflict) Considerations**

range from the resumption of hostilities to redeployment. See Figure 6-10.

### STAGE VII REDEPLOYMENT AND RECONSTITUTION

During this stage, the force prepares for future operations. The force may be redeployed to its home station, to a staging base, or to another theater for subsequent operations. In addition, the ARFOR commander reconstitutes his force, within his capabilities, to ensure flexibility for future operations. (See Figure 6-11).

Reconstitution of the force requires an extensive reallocation of resources and skills. The LSE may play a major role during reconstitution operations. The LSE must be able to receive, identify, and determine disposition; maintain accountability; store, prepare for shipment, and arrange for movement of Class I, II, III (package), IV, V, VI, VII, and IX items to the port or a theater stockage location. Some of these functions can be performed by augmenting LSE personnel with TOE units or contractor personnel. Items requiring repair may be repaired by the LSE or a contractor within the theater or sent out of the theater to a repair facility. The theater materiel management center identifies the items requiring redistribution instructions.

### Considerations During Redeployment and Reconstitution

The ARFOR commander controls the flow of Army assets out of the operations area. There is a natural inclination to redeploy all forces out of the area as quickly as possible upon the completion of tactical operations. This may be the CINC's stated objective, but it has diplomatic ramifications. The ARFOR commander must find a way to balance this objective with his requirement to conduct restoration operations. He does this by gaining additional guidance from the JFC, who in turn reconciles objectives with the CINC.

The ARFOR commander may change several times as the Army forces are reduced and their composition changes. However, the ARFOR commander remains the JFC's primary advisor on Army matters. Once the JTF achieves the CINC's designated objectives, the CINC dissolves it. Then, the CINC's ASCC assumes the remaining Army missions.

**Figure 6-11. Stage VII (Redeployment and Reconstitution) Considerations**

## STAGE VIII DEMOBILIZATION

Demobilization is the process by which units, individuals, and materiel transfer from active to reserve status. Demobilization is accomplished in five phases: *planning actions*, *area of operations actions*, *transit actions*,

*demobilization station/center actions*, and *home station/horne-of-record actions*. As with mobilization, demobilization is discussed in detail in FM 100-17.

---

## Chapter 7

# Army Operations in War

The NCA may exhaust its options to achieve vital national interests with the diplomatic, economic, and informational elements of national power. Such would require the NCA to use the military element of national power as a primary instrument for protecting national interests.

When the military element becomes the predominant element for the execution of policy in a particular theater, the Army may enter the third state of the range of military operations—war. This chapter discusses modern warfare and the transition to war from peacetime or conflict. The chapter closes with a short look at the termination of war.

## MODERN WARFARE

War is a state of hostile, armed combat. War is characterized by the sustained use of armed force between nations or organized groups within a nation. War involves regular and irregular forces in operations to achieve vital national security objectives. War may be limited or general in the resources employed and the risks of survival at stake.

Modern warfare may be nonlinear, thereby making air operations increasingly vital to the effectiveness of ground operations. The commander may, by choice or by lack of maneuver forces, place his force in dispersed, noncontiguous areas from which he can operate to destroy enemy forces. Nonlinear operations require commanders to seize the initiative through offensive action, to force the pace of battle, and to retain the flexibility to bring overwhelming force to destroy the enemy at a time and place where he is most vulnerable.

The long-term aim is to regain the initiative and flexibility needed to quickly destroy the enemy force. At the operational-level, this involves an appreciable amount of risk but offers an opportunity for high-payoff success. The Army organizes in war to fight effectively both linear and nonlinear operations.

## TRANSITION TO WAR

During peacetime, the Army trains to deter war and, if necessary, to fight the nation's wars. The ASCC must ensure that during realistic training for war his subordinate units consider the effect of training on the environment and the effect of the environment on training. Federal laws require that Army activities

conducting training and operations during war and MOOTW comply with all federal, state, and local (to include host nation) environmental and pollution abatement requirements and standards. Environmental pollution standards cover solid waste management and control of pollutants in the air and water and on terrain. Other legal requirements cover resources such as endangered species and wetlands. Other environmental areas that must be addressed concern noise, terrain damage, ecological areas, and historical/archeological sites. Still, the environment should be treated as a resource, not a constraint.

The CINC structures the army in theater to transition to war, to receive reinforcements, to conduct major operations, and to terminate war on favorable terms. The CINC fixes area and organizational responsibilities for the Army in consonance with the theater strategy, the threat, available forces, and existing or prospective alliances. These responsibilities evolve significantly during the transition from peacetime to wartime.

## Unity of Effort

At the operational level, Army operations in war are always part of unified and joint operations and often part of multinational operations. Therefore, the Army commander must have a unified, joint, and multinational view of operations. Army cooperation with the other components is necessary to produce unity of effort. Military operations are more than just combat operations and do not necessarily end with the cessation of hostilities. Some of the

military operations that occur during and after combat operations include—

- Processing and return of enemy prisoners of war (EPW).
- Return of displaced civilians.
- Transfer of responsibilities to peacekeeping forces.
- Restoration of basic life support services.
- Battlefield policing.

Units conduct these operations until acceptable peacetime conditions are achieved and the force is redeployed.

### **The Range of Military Operations**

All states of the range of military operations may exist within the theater of war. Peacetime activities may characterize a portion of the theater, while other areas may experience conflict. Thus, the principles and operations that apply to peacetime and conflict discussed in previous chapters may apply to the theater of war. The primary focus of the war environment, however, remains on combat operations and those activities that ensure success.

### **Organizational Changes**

When the Army in theater transitions to war, significant changes occur in Army organizations. Such changes require a rapid expansion of the Army in order to introduce large numbers of maneuver and support forces

to reinforce the theater. The ASCC evolves and expands to cope with the increased tempo of operational and support missions. The Army may introduce additional operational-level headquarters to assist the CINC in controlling the increased number of tactical organizations.

Depending on the analysis of METT-T and the extent of global conflict, the CINC may organize several theaters of operation within the theater of war. This has not been done since World War II. The CINC may form JTFs for specific missions in theater, as was done during Operation Desert Storm. Each of these will most likely include ARFOR. In theater, more than one Army commander may have operational-level responsibilities. These operational-level Army commanders sequence operations over space and time to attain operational or strategic objectives. The principles outlined in Chapter 3 for the design and execution of operational art apply to these commanders.

### **RETURN TO PEACETIME**

The desired end state of war is the rapid return to peacetime on terms favorable to the US and its allies. This end state includes setting the conditions to prevent future war or conflict. Postwar or military consolidation operations may be necessary to ensure that the theater transitions to peacetime and remains there for the foreseeable future. Diplomatic and economic considerations may predominate during this process, with military operations supporting these elements of national power.

## **ARMY SERVICE COMPONENT FUNCTIONS IN WAR**

The ASCC's primary mission is to contribute to the success of the joint or multinational commander's major operation. The ASCC must envision the long-range strategic objective in formulating his initial plans for positioning forces. Army service component functions during war include movement and maneuver, fires, protection, deception, C<sup>2</sup>, joint information systems interface, IEW, and support.

### **MOVEMENT AND MANEUVER**

The CINC requests forces stationed in CONUS or from other theaters. USTRANSCOM has overall responsibility to

move forces into the theater of war via strategic lift. Based upon operational requirements, the ASCC influences this process through JOPES, AMOPES, and TPFDD. He ensures that the proper types of Army personnel and materiel flow into the theater to conduct and support major operations. The CINC sequences this flow to ensure that it supports the concept of operations for current and future missions. Within the AO, movement and maneuver must be well-coordinated, integrated, and synchronized to maximize the combat power available to the theater commander. This coordination and synchronization is conducted on an area basis through maneuver control,

movement control, and battlefield circulation control.

### **Theater Commander**

The CINC may designate the ASCC as a senior support headquarters without responsibilities for conducting combat operations. This becomes highly probable as the requirements for support increase and the CINC becomes more involved in directing Army combat operations.

### **Army Service Component Commander**

The reception, preparation, and flow of ARFOR in the theater is a primary function of the ASCC. The ASCC sets clear movement priorities within the context of the current major operation and in preparation for future major operations. The ASCC uses the senior movement control agency (MCA) to provide the *movements program*, which allocates transportation support based on these priorities to support reception and onward movement activities. Execution of the program provides for the movement of units, supplies, and equipment from support areas forward to the deployed forces and ultimately retrograde of materiel from these forces.

The ASCC concentrates forces and creates economy of force through the use of intratheater movement. Through intratheater movement, the ASCC develops positional advantage in relation to the enemy to support the campaign. The ASCC carefully weighs the risks of concentration against the protection of forces, installations, and the infrastructure on which future operations depend.

The ASCC visualizes maneuver in the operational sense. His visualization is from the perspective of the entire theater army, not just one or several of its elements. Divisions, separate brigades, or regiments are the level of resolution of his perspective. An early decision is imperative. Once initial corps and division positions are selected, the ASCC will find it difficult to change the initial set.

### **Army Operational-Level Commander**

Planning offensive and defensive operations and maneuvers to achieve the CINC's campaign plan is a primary function of the ARFOR operational-level commander. In addition, he plans large-scale operations and directs maneuver of subordinate forces.

### ***Plans Offensive and Defensive Operations***

The ARFOR commander at the operational level plans offensive operations in war to secure or retain the initiative, to exploit or pursue the enemy, and to prevent the enemy from regrouping and regaining the combat initiative. He also plans defensive operations to gain time or space to conduct decisive offensive actions. Even in the defense, the ARFOR commander seizes opportunities and plans for offensive maneuver, counterattack, and deep operations whenever possible.

### ***Plans Large-Scale Operations***

The ARFOR commander at the operational level plans large-scale maneuver of assigned forces to support the theater campaign, with a view to the theater CINC's ultimate objectives. The CINC sequences and/or integrates major operations by assigning zones or sectors, boundaries, objectives, priorities, resources, and phases. He integrates within his battle space resources such as space-based systems and information warfare assets. Planning responsibilities center on analyzing the assigned mission, visualizing major combat operations and logistical requirements, and disseminating plans and directives. The plans generally project future operations and provide details on mission accomplishment as directed by the CINC.

### ***Directs Maneuver of Subordinate Forces***

The Army operational-level commander directs the maneuver of subordinate forces to support the theater campaign plan. This direction is tied to the overall concept of operations and the estimate of the situation at key decision points during the operation. The primary emphasis of operational maneuver is on the concentration of combat power through the exercise of large land formations on broad fronts.

Synchronization of operational movement, fires, and support produces a series of operational maneuvers that provide the Army operational-level commander and subordinate commanders with the necessary leverage to shape the battle space to gain, retain, and sustain the initiative. The ARFOR commander synchronizes attacks on the enemy throughout the battlefield to counter known or anticipated enemy efforts, to exploit success, and to hasten the total collapse of enemy forces.

Tactical execution focuses on destruction of the enemy throughout his battle space through

use of depth and simultaneity. The Army operational-level commander, while sensitive to these immediate engagements, cannot allow himself to be preoccupied with the close operations and be distracted from the larger perspective. He reallocates forces, reprioritizes efforts, and conducts a continuous estimate throughout the battle space to react to current and future decisive points.

The Army operational-level commander initiates changes designed to facilitate the execution of current operations, with due consideration to the impact on future operations. He directs the movement of subordinate forces to ensure that after a distinct phase of the operation they are positioned in a manner that will enable rapid transition to subsequent phases.

Normally, deciding the specific form of maneuver to be used against tactical or operational objectives is left to the judgment and discretion of subordinate tactical commanders. Directing a tactical form of maneuver at the operational level reduces the flexibility of subordinates, narrows options, and may unnecessarily restrict subordinate commanders in developing optimum COAs.

To defeat the enemy's center of gravity, the commander can synchronize maneuver, fires, and operations simultaneously in depth against enemy forces at all levels. This synchronization is one of the most dynamic concepts available to a commander. Maneuver and fires should not be considered separate operations against a common enemy, but rather complementary operations designed to achieve the commander's objectives. The commander phases the operation against the enemy's decisive points at successive depths. This phasing helps him determine the most advantageous simultaneous employment of forces and firepower for decisive engagement to achieve the end state.

### **FIRES**

JFCs use a variety of firepower means to divert, disrupt, delay, damage, or destroy the enemy's air, surface, and subsurface military potential. This paragraph discusses how the JFC thinks about applying joint fires to support his concept of operations.

#### **The Firepower Model**

Joint firepower can be classified as tactical, operational, or strategic, based on its intended effect.

### ***Tactical Firepower***

The primary purpose of tactical firepower is to directly and immediately support tactical operations of the joint force against appropriate tactical decisive points. Therefore, maneuver commanders exercise control over tactical firepower that supports their maneuver operations. Tactical firepower includes the coordinated and collective use of target acquisition data, indirect-fire weapons, armed aircraft (both fixed- and rotary-wing), and other means against enemy elements in contact or imminent contact. Included are artillery, mortars, other nonline-of-sight fires, naval gunfire, CAS, attack aviation assets, and electronic attack. Tactical firepower also could include the means for surface-to-air and air-to-air engagements.

Interdiction operations conducted by all elements of the joint force can also be designed to achieve or support tactical objectives. Some interdiction missions may therefore be considered as tactical. All interdiction missions affecting the land battle require coordination between several levels of command, both within and across service lines (see Figure 5-2).

### ***Operational Firepower***

Operational firepower achieves a decisive impact on a subordinate campaign or major operation. Operational firepower is joint and multinational. It is a separate element of the subordinate JFC's concept of operations (addressed separately from operational maneuver) but must be closely integrated and synchronized with his concept for maneuver. In that regard, operational firepower is integrated normally with operational land maneuver for synergistic effect, staying power, and more rapid achievement of strategic aims. Operational firepower is **not** fire support, and operational maneuver is not necessarily dependent upon operational firepower. Still, operational maneuver can be affected by such fires and can exploit opportunities created or developed by the JFC's operational firepower.

Today, all services contribute capabilities that can be used for operational firepower. To synchronize operations, the JFC may task one component to provide fires to support another component's operations. Still, as service means for operational firepower may be used for tactical firepower, the JFC should preserve that tactical capability as he develops his concept of fires.

Operational firepower includes targeting and attacking land and sea targets whose

destruction or neutralization will have a major impact on a subordinate campaign or major operation. Operational firepower includes the allocation of joint and multinational air, land, sea (surface and subsurface), and space means. In a war involving WMD, fires could be an operational instrument at decisive points that leads to the enemy's strategic center of gravity. Operational firepower can be designed to achieve a single, operationally significant objective that could have a decisive impact on the campaign and major operation. Operational firepower may include the interdiction of a major enemy force or forces to set the conditions for subsequent, decisive operations.

Operational firepower is planned *top down*. The operational commander establishes objectives, identifies targets, and then passes them to subordinate joint or multinational units for execution. Subordinate nominations contribute to this top-down approach. Operational firepower focuses largely on one or more of the following:

- Destruction of critical functions, facilities, and forces having operational significance.
- Isolation of a specific battle within the battle space.
- Facilitation of maneuver to operational depths.

Systems capable of providing operational firepower generally include land- and sea-based airpower and surface-to-surface, long-range missiles.

The ASCC has various means with which to execute operational firepower. He may mass fires, concentrate long-range missile fires, employ attack helicopters, or coordinate the use of air forces with Army resources. Application of operational firepower is a primary means for concentrating combat power.

### ***Strategic Firepower***

Strategic firepower is intended to achieve a major impact at the strategic level and thus an impact on the course of the theater campaign or war as a whole. Strategic firepower includes selection and assignment of strategic targets to attack capable forces. Strategic firepower also makes the forces and resources available for attacking those targets according to the theater strategy and campaign plan.

Systems capable of providing strategic firepower are generally those also capable of providing operational firepower. The intended effect or outcome qualifies a system, weapon, or operation as either strategic or operational. Nuclear munitions, because of the escalation they signal, are normally categorized as strategic firepower—whether they are delivered by aircraft, missile, or other means—and are closely controlled through a system the theater commander establishes.

### **Army Interface**

The Army operational-level commander is the critical link for coordination of joint support for Army operations and Army support for joint operations. The Army operational-level commander has a key role in ensuring that ground and air operations, as devised by the JFC, complement and reinforce each other. The Army operational-level commander begins coordination with the JFC and ACC early in the operational planning process. During the operational planning process, the Army operational-level commander, in coordination with his subordinate commanders and staff, identifies Army requirements for air support (reconnaissance, CAS, air interdiction, and airlift). He also participates in the targeting process by nominating targets for Army and Air Force engagement.

### ***Interdiction***

Interdiction contributes substantially to operational firepower, although it also can have tactical and strategic effects. Interdiction diverts, disrupts, delays, or destroys the enemy's surface or subsurface military potential before it can be used effectively against friendly forces. Although interdiction can have tactical effects, it generally applies forward of or beyond units in contact or imminent contact. Its effects must be synchronized in time, space, and purpose with other supporting or supported operations of the joint force. Interdiction-capable forces include, but are not limited to—

- Fighter or attack aircraft and bombers.
- Ships and submarines.
- Conventional airborne, air assault, or other ground maneuver forces.
- SOF.
- Surface-to-surface, subsurface-to-surface, and air-to-surface missiles, rockets, munitions, and mines.

- Artillery and naval gunfire.
- Attack helicopters.
- EW systems.
- Antisatellite weapons.
- Space-based satellite systems or sensors.

Synchronizing interdiction and maneuver is critical to the successful execution of the campaign or major operation. Interdiction and maneuver should not be considered separate operations against a common enemy, but rather complementary operations designed to achieve the JFC's campaign objectives. Moreover, interdiction could be a maneuver itself to gain positional advantage over an enemy.

Potential responses to synchronized maneuver and interdiction can create an agonizing dilemma for the enemy. If the enemy attempts to counter the friendly maneuver, enemy forces can be exposed to unacceptable losses from interdiction; if the enemy employs measures to reduce such interdiction losses, enemy forces may not be able to counter the maneuver. The synergy achieved by integrating and synchronizing interdiction and maneuver assists commanders in gaining the greatest leverage against the enemy at the operational level.

The ARFOR operates within the theater operational battle space that the JFC establishes for the conduct of all operations. Strategic, political, and internal boundaries are examples of the further subdivision of the battle space that must be considered by the operational commander. The JFC establishes operational boundaries to facilitate the synchronization of maneuver and interdiction. Synchronization of efforts within these boundaries is of particular importance.

According to Joint Pub 3-0, the operational land commander is the supported commander for air interdiction in his AO, and he therefore specifies the target priority, effects, and timing of interdiction operations therein. While this may mean specifying individual targets or target sets and the desired effects to be achieved in attacking them, the often preferred method is for the land commander to specify the operational-level effects he intends the interdiction to achieve, the target priorities to achieve those effects, and the date/time by which the effects are required (for example, eliminate the counterattack capability of X

Guard's corps by destroying artillery, armor, and soft-skinned vehicles not later than D+7).

Interdiction operations, whether by land, air, or naval forces, complement overall maneuver to destroy the enemy's center of gravity. The ARFOR commander may choose to use interdiction as a principal means to achieve the intended objective (with his subordinate forces supporting the component leading the interdiction effort). For example, actual or threatened maneuver can force an enemy to abandon or reveal covered positions or attempt rapid resupply. These reactions provide excellent and vulnerable targets for interdiction.

### *Targeting*

Targeting by the ARFOR staff follows the same targeting process used at subordinate echelons. This process is detailed in FM 6-20-10. The targeting process is an important part of the military decision-making process described by FM 101-5.

At the operational level, the focus of the targeting effort is more on planning and coordination, rather than on execution of operational firepower. Typically, when the ARFOR staff identifies high-payoff operational targets, it will coordinate with subordinate units for acquisition and attack by systems allocated or organic to the corps. There will be some critical targets that subordinate units are not capable of acquiring or engaging. The critical nature of these targets—and the requirement to coordinate and synchronize the employment of several joint acquisitions/attacks as quickly as possible—requires the ARFOR commander to establish a staff section to support the associated targeting effort. This section is the DOCC.

The DOCC is organized with appropriate joint service, multinational arms, and coalition force representatives. The primary functions of the DOCC are situational awareness, planning and coordination, targeting, and control of designated operational firepower. A description of the DOCC functions is shown in Figure 7-1. The primary mission of the DOCC is to provide centralized coordination and management of ARFOR deep operations. The DOCC ensures effective and efficient employment of critical assets and facilitates synchronization of joint operations. The primary functions of the DOCC apply across the range of military operations.

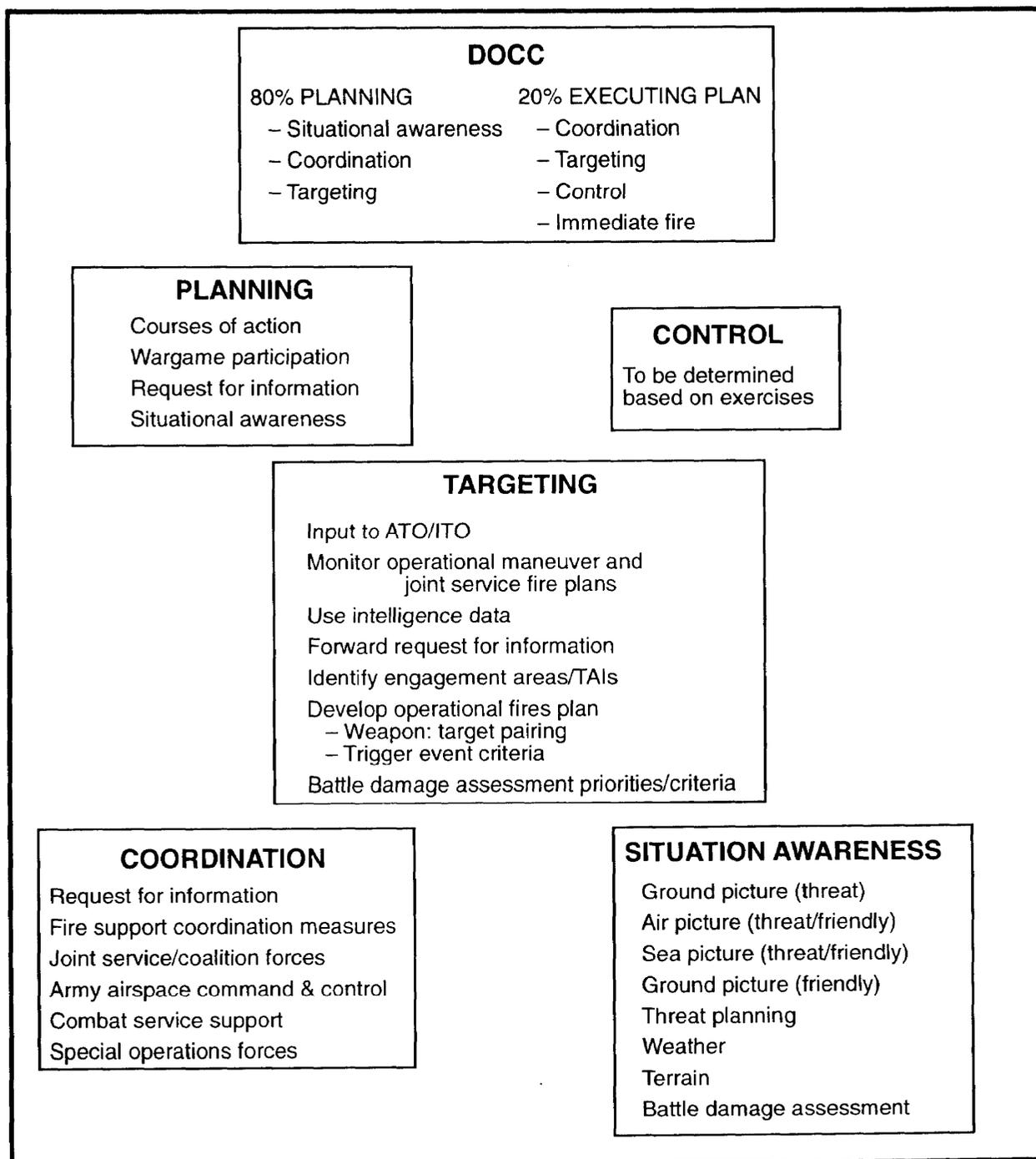


Figure 7-1. Deep Operations Coordination Cell Requirements

**Fire Control Measures**

JFCs employ various fire support coordination measures to facilitate effective joint operations. Many maneuver control measures have fire coordination implications. Specific joint fire support coordination measures and the procedures associated with those measures also assist in preserving the

fluidity and flexibility of successful joint operations.

**Fire Support Coordination Line**

The ARFOR may establish an FSCL within the AO to support his concept of operation. The ARFOR must coordinate the FSCL's location

with the appropriate ACC and other supporting elements. If an FSCL is established, its purpose is to allow the ARFOR, its subordinates, and supporting units, such as Air Force, to swiftly attack targets of opportunity beyond the FSCL. Such attacks by Army assets must be coordinated with all other affected commanders in sufficient time to allow necessary action to avoid friendly casualties. This coordination includes informing and/or consulting with affected commanders (that is, supporting air components). The inability to effect this coordination will not preclude the attack of targets beyond the FSCL; however, failure to coordinate this type of attack increases the risk of friendly casualties and could waste limited resources through duplicate attacks. If the land force commander desires to shoot or maneuver beyond his lateral boundaries, he must first coordinate with the appropriate commander. The interface within the DOCC among the various fire support representatives provides an excellent means of initially coordinating the attack of targets in the area.

The FSCL must complement the ARFOR commander's concept for deep operations and optimize the synergy between operational maneuver and operational firepower. To achieve this synergy, supported and supporting commanders must have clearly defined responsibilities, selective targeting, and coordinated operations. As the supported commander, the ARFOR provides necessary guidance (restrictions, constraints) for all operations in the area beyond the FSCL and within the designated ARFOR AO. The ARFOR commander does not necessarily have to control the supporting operations or joint service activities in this area. Still, supporting commanders must follow the ARFOR commander's intent and guidance for activities in this area. Control of interdiction provides a functional example.

Interdiction occurs both short of and beyond the FSCL. Attack of planned interdiction targets on either side requires no further coordination, assuming the attack is proceeding as planned. Deviation from the plan requires coordination with affected commanders. Attack of interdiction targets of opportunity short of the FSCL requires coordination with the affected commanders. Before attacking targets of opportunity beyond the FSCL, supporting commanders should coordinate with the ARFOR commander.

However, if he cannot effect coordination, the supporting commander controlling the attack must follow the ARFOR commander's guidance for attacking targets in this area. Thus, the ARFOR commander need not directly control the overall interdiction effort (air, ground) but, as the supported commander, he exercises general direction over interdiction and other activities of supporting commanders in his AO.

Besides the FSCL, other fire support coordination measures may be used to facilitate or restrict operational firepower. These include restrictive fire areas (RFAs) and no-fire areas (NFAs) to protect friendly elements on either side of the FSCL. If ROE permit, commanders should consider the use of free-fire areas (FFAs) to expedite fires or the jettisoning of ordinance in specific areas.

Whether attacking or defending, the ARFOR commander usually designates an initial FSCL and plans for a subsequent series of on-order FSCLs. Execution of on-order FSCLs must be transmitted in sufficient time to allow higher, lower, adjacent, and supporting headquarters time to effect necessary changes.

### *Warfighting Airspace*

Warfighting airspace is the airspace directly above the ground commander's AO that provides for freedom of maneuver for those forces operating in the third dimension. Commanders in the field use various means to gain freedom of maneuver in this area, especially in the conduct of deep operations. Warfighting airspace uses the coordinating altitude to define this area. The coordinating altitude is an airspace permissive control measure designed to coordinate airspace between high performance fixed-wing and rotary-wing aircraft. The JFC has already designated the AO. The warfighting airspace presents a three-dimensional view of the battlefield. In the warfighting airspace, the ground commander retains freedom of maneuver without overly restricting any of the other users of airspace.

### *Coordination*

To coordinate operational-level fires, the DOCC interacts with multiple Army, Air Force, and sometimes Naval aviation organizations. The DOCC works very closely with the command's MI organization and the echelons above corps (EAC) analysis and control

element (ACE). They are the DOCC's main source of targeting data.

To ensure that targeting data is developed into target lists, the manning of the section must include MI officers. The DOCC works with the command's subordinate unit's fire support element (FSE) to deconflict targets and targeting information, to task corps for operational fires support, and to forward air support requests to the AOC. The DOCC also provides the corps with target feedback, especially BDA received through the BCE. Assignment of artillery, WMD target analysts, and maneuver arms (especially aviation) officers to the coordination section is crucial to its effective coordination with the tactical-level headquarters.

The Army DOCC effects coordination with the US Air Force through the BCE located at the Air Force AOC, the ground liaison officers at the wings, and the Army liaison officer aboard the airborne battlefield command and control center (ABCCC). Similar functions are performed within the Navy Tactical Air Control System (NTACS) by its tactical air control center. These assets receive information from and provide feedback directly to the DOCC. An automated targeting support system to transmit targeting priorities, targeting lists with supporting intelligence data, and targeting damage assessments are essential to this coordination.

### **Joint Interface**

The DOCC provides the Army members to the JTCB and the joint command, control, and communications countermeasures (C<sup>3</sup>CM) cell.

### ***Joint Targeting Coordination Board***

The CINC or JFC may establish a joint targeting coordination board to direct the theater targeting process, to include special operations targeting. The board consists of members of the joint staff and representatives of each subordinate command. The JTCB ensures the effective employment of all theater-level deep surveillance and attack resources, including SOF. It coordinates targeting information, provides targeting guidance and priorities, prepares or refines joint target lists (JTLs), and deconflicts lethal and nonlethal assets. The JTCB is usually chaired by the J3 or his representative.

Its organization reflects theater force composition, strategic objectives, geography, and the threat. The JTCB includes representatives of the land component commander, air component commander, naval component commander, special operations component commander, AOC, and marine, air, and electronic planning cells. Input from the joint staff element is used also to prepare the JTL.

The JTCB normally meets daily to ensure that JFC targeting and EW guidance is disseminated, to monitor the effectiveness of lethal and nonlethal targeting efforts, to coordinate and deconflict joint force operations, to validate fire support coordination measures, and to approve new target nominations for inclusion in the JTL. JTCB results are provided to the supporting forces. Joint Pubs 3-0 and 3-09 discuss the purpose and functions of JTCBs. Joint Pub 3-05.5 contains discussion of SOF mission tasking as part of the JTCB process.

### ***Joint C<sup>3</sup>CM Cell***

The JFC usually organizes a joint C<sup>3</sup>CM cell to coordinate EW targeting information, provide EW targeting guidance and priorities, prepare or refine JTLs, and compile a list of crucial friendly assets that must be protected from joint EW operations. The C<sup>3</sup>CM cell is normally chaired by the J3 or his representative and has representatives of the J2, J6, operational fires coordination section, and other staff elements and service components as appropriate.

The ASCC establishes a C<sup>3</sup>CM plan, in coordination with the CINC's plan, to attack high-value targets. The EAC C<sup>3</sup>CM plan, developed from the ASCC's intent, focuses on subordinate unit operations and complements joint operations with other component commands within the theater.

## **PROTECTION**

Operational fires organic to the joint force are key in protecting the rear area from ground threats. A vital mission of Army ADA is to protect the force and critical theater assets from aerial attack, missile attack, and surveillance during warfighting operations. The priorities may shift to protecting major concentrations of combat forces and supplementing protection of maneuver forces.

Protection of LOCs remains critical as they extend to support maneuvering forces.

Army commanders are often responsible for the security and protection of facilities and units that support joint or multinational commanders conducting close and deep operations. Additionally, Army commanders may be tasked to provide security for air bases located within their AO. ARFOR commanders must continuously employ risk-management approaches to effectively preclude unacceptable risks to personnel and property, including protecting forces preparing for or en route to combat.

Risk management is the recognition that decision making occurs under conditions of uncertainty. Decisions must remain consistent with the commander's stated intent and offer a good expectation of success. The risk-taking skill requires competency as a prerequisite. Risks from WMD must be continually assessed to ensure force protection and deterrence and should be addressed in plan synchronization and force resourcing. Trained and disciplined organizations lessen risk.

### Rear Operations

Rear operations include those activities that allow freedom of maneuver, continuity of support, and uninterrupted C<sup>2</sup>. In linear battle terms, these actions occur behind forces engaged in active combat. The rear operations procedures discussed herein focus on operations during war. Similar actions could be required in MOOTW. Joint Pubs 3-10 and 3-10.1 and FMs 90-23 and 90-12 provide additional coverage of rear operations. Rear operations has four functions: *sustainment, movement, terrain management, and security*. An Army commander may execute these rear operations functions in a COMMZ/JRA or CZ.

### Communications Zone/ Joint Rear Area

A JFC normally establishes a theater base communications zone (JRA) and the CZ within the territory of a sovereign host nation. Unlike the CZ, most host nations whose sovereignty remains viable maintain some level of control in a COMMZ.

The host nation may retain overall responsibility for security, movement, and terrain management. In such cases, commanders of US forces in the COMMZ own only the bases they physically occupy. They are responsible for the security of bases and

coordination with the host nation for additional security assistance or other rear operations support. HNS agreements, SOFA, or other legal instruments guide the US and host nation relationship. The US commander in the COMMZ directs and coordinates rear operations, using a single command headquarters. At this echelon, support is the principal operation. Several US organizations work with the host nation to execute each rear operation function.

Separate US functional commands and agencies control the movement of US assets in the COMMZ and coordinate these movements with host nation and US area commanders. The army organization with responsibility for rear operations is usually responsible for coordinating terrain management and security with host nation agencies in its AO.

- *Rear Area Operations Center.* A rear area operations center (RAOC) is a subordinate CP within the ARFOR's CP. The RAOC is responsible for collecting rear area information, managing terrain, controlling area damage, determining the impact of weather, and synchronizing the rear area battle plan to facilitate responses to enemy threats in the rear area. FMs 100-15, 90-12, and 90-23 detail these rear operations activities.
- *ARFOR Support.* The ARFOR designates a support organization (corps support command [COSCOM]) to execute the support function and assist in movement and terrain management. In contingency operations, ARFOR may hand off these rear operations responsibilities as the lodgment or AO expands. EAC organizations assume these responsibilities, thereby allowing the corps to focus on tactical operations.

### Combat Zone

In a CZ, the ARFOR commander usually *owns* all the terrain on which his forces conduct operations and is responsible for synchronizing all rear operations. This discussion characterizes rear operations at corps and below in contingency situations with no developed COMMZ and environments with no viable HNS.

### Chain of Command

Command and control of rear operations is the key to success across the width and depth

of the battle space. To ensure overall security of the rear area, commanders at all levels must clearly understand C<sup>2</sup>, C<sup>3</sup> responsibilities, and C<sup>2</sup> elements. Each unit in the rear area, regardless of its support function, should be able to defend itself. Ideally, threats to the rear should be engaged and defeated before they can affect rear operations. When they must be fought in the rear, a system of incremental responses must be able to eliminate the threat as quickly as possible.

The chain of command for rear operations is embodied in area commands for security, area damage control (ADC), and terrain management functions. Any unit in the COMMZ uses this channel to report information of intelligence value and to request engineer, chemical, explosive ordnance disposal (EOD), military police (MP), and host nation assistance.

The COMMZ tactical chain of command for rear operations flows from the theater CINC to the ASCC, to rear operations centers (ROCs), to base clusters, and to bases. This chain of command is used to coordinate protection of units and facilities within geographical areas of the COMMZ.

**Commander in Chief**

The CINC is responsible for rear operations. He normally designates a JRAC, often the ASCC. The ASCC as the JRAC would then assume US responsibility for coordinating rear operations in the COMMZ, which includes coordination with the host nation. The JRAC is responsible to his US superiors for the development and maintenance of US installations, control of US movements,

administration of the US support effort, and overall security of all US forces and resources present in or transiting the COMMZ.

**Army Service Component Commander**

The ASCC would likely delegate the responsibility for rear operations planning to his deputy chief of staff for operations. At theater, operational-level planning is conducted to sequence future rear operations, coordinate HNS, and synchronize the four rear operations functions (support, movement, terrain management, and security). The ASCC uses a decentralized control system of area commanders for rear operations covering large areas of the theater COMMZ. The area commander usually designates his deputy commander as the rear operations officer who, in turn, often executes this responsibility through the security, plans, and operations (SPO) officer.

**Rear Operations Centers.**

The ROC (as depicted in Figure 7-2) collects information and plans and coordinates security, ADC, and terrain management. The ROC is composed of functional sections that work closely with their area command structure. The ROC sections coordinate with host nation liaison elements in addition to NBC, EOD, MP, engineer, and other technical organizations.

The ROC maintains multiple communications channels using switched telephone services and combat net radios (CNRs) with higher and adjacent headquarters and units. The ROC conducts vulnerability and

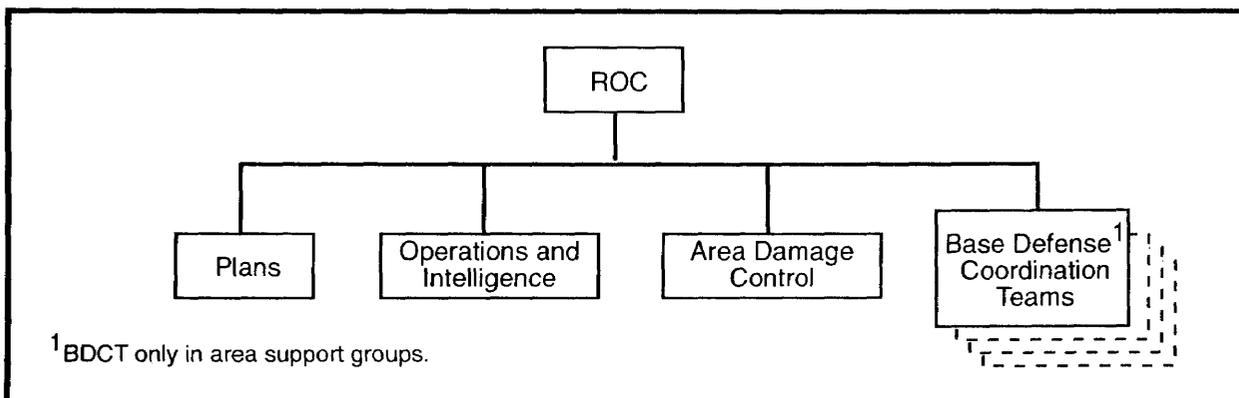


Figure 7-2. Typical Rear Operations Center

threat assessments within its AO. It then plans and coordinates protection of designated critical facilities and resources. It also advises MCAs of security issues, area surveillance responsibilities, response (combat) operations, positioning of units, and ADC. The ROC reacts to incidents most of the time but also looks to short-term planning. It has an FSE and mobile base defense coordination teams (BDCTs) to assist in detailed rear area defense planning.

The ROC's most important contribution to COMMZ/JRA security is the establishment and coordination of base defense plans. The ROC coordinates base siting with the technical chain of command and then organizes these bases into base clusters to provide mutual support. The rear operations commander, with ROC recommendation, designates base and base cluster commanders to coordinate defensive plans. Sometimes the ROC identifies single bases that are isolated, such as a specialized fixed facility, or clearly independent, such as an air base, and treats them as separate base clusters.

**Base Cluster Commander**

The base cluster commander communicates with all bases in his cluster through a base defense operations center (BDOC). Each base and base cluster is responsible for preparing its own defense plans. The ROC sends a BDCT to the base cluster commander's base cluster operations center (BCOC) to assist in consolidating individual base defense plans into a coordinated base cluster defense plan. Assets for forming the BDOC and BCOC are gathered from available base or cluster assets. See Joint Pub 3-10.1 for a detailed discussion of base defense. The BDCT reviews and assists in coordinating all needed US and host nation

security and damage control support, to include fire support and ADA support. It then ensures the completed defense plans are brought to the ROC for record and integration with the total protection concept.

**Host Nation**

The host nation, when capable, retains responsibility for security and ADC of all areas outside US bases. Despite the status of HNS, US commanders are always responsible for the defense of their base. They take measures to avoid detection by reducing the base signature, most notably through OPSEC, and the use of camouflage and concealment. US commanders take protective measures to withstand enemy attacks and employ measures to speed recovery and return to full mission capability should an attack occur. Measures include the emplacement of protective obstacles, fortification of critical facilities, and installation of NBC defense systems.

US commanders also plan graduated levels of response to enemy attack to defeat Level I threats and to delay and disrupt Level II and III threat forces until outside assistance arrives. See Table 7-1. If the host nation has limited capabilities to fulfill its rear operations responsibilities, or the AOR is hostile, the JFC or ASCC may designate US assets to execute these functions. The commander could require additional US engineer forces for ADC and other sustainment engineering tasks. He might provide more CSS and CS organizations for supply, movement, and terrain management. Without HNS, the ASCC may assume responsibility for overall security of the COMMZ/JRA, addressing all three levels of threat. All US commanders would concern themselves with greater security roles beyond their normal self-defense responsibility.

**Table 7-1. Threat Levels**

<b>Level</b>	<b>Threat</b>	<b>Response</b>
I	Agents, saboteurs, sympathizers, terrorists	Unit, base, base cluster self-defense measures
II	Small tactical units, unconventional warfare forces, guerrillas	Self-defense measures and response forces with supporting fires
III	Large tactical force operations, including airborne, heliborne, amphibious, infiltration, and major air operations	Commitment of tactical combat force

Units in the COMMZ are especially vulnerable to enemy attack because of their focus on support and limited combat capabilities. Combat units located in the COMMZ are usually newly arrived or regenerated and thus have limited combat potential. The ASCC must coordinate responses to all three levels of threat to prevent disruption of support activities, interdiction of LOCs, demoralization of forces, and diversion of combat forces.

In the COMMZ, US response forces handle Level II and III threats. Response forces are generally tactical combat forces (TCFs) and/or host nation forces, depending upon the viability of the host nation and established host nation agreements. In the COMMZ/JRA, security operations are economy-of-force operations. US MPs provide security support to all Army operations through execution of their battlefield mission of area security. MPs are normally designated as the rear operations response force to defeat Level II threats. The ASCC normally designates a TCF to defeat level III threats. The ASCC may designate a TCF from any of the following:

- Tactical units passing through the rear area to the forward-deployed force.
- Units assigned or reconstituted in the rear area. The ASCC may already have units assigned rear security operations (an MP brigade task force augmented according to the factors of METT-T).
- Tactical units of other service components or allies within the theater army under OPCON of the senior army commander.
- Tactical units from forward-deployed elements.
- A task-organized force from assets disembarking in the theater.

The theater commander's campaign would require significant change should the threat in the rear area grow to a level that required diverting combat units. The German Army experienced this situation during World War II on the eastern front. German rear area commanders—confronted with large numbers of partisan forces—bypassed enemy units and inserted conventional and special operations forces, disrupting their operations. This threat ultimately required over 25 German divisions dedicated to rear area security. Table 7-1 lists

the three levels of response and typical threats that can trigger the response.

## DECEPTION

In war, the Army commander integrates Army deception plans with joint force deception plans to ensure unity of effort. The better the enemy is deceived, the more protection is provided to the friendly force. Deception operations must be closely coordinated with the JFC's deception staff element (DSE) and support the JFC's deception plan. The Army commander attaches representatives to the DSE to participate in deception planning. At the operational level of war, the Army commander uses deception as one of his major force multipliers. This is particularly important when the relative strength differential between opposing forces favors the enemy. In war, the Army commander finds deception particularly attractive as a means to influence the decisions of an opposing commander.

Deception requires planners to view the friendly force from the perspective of its opponent. That perspective and a notion of how that opposing commander believes the friendly force will act are key to the deception strategy. The purpose of the deception operation is to cause the enemy to act in a way prejudicial to his best interests. A deception plan seeks to exploit the expectations of the opposing commander by offering confirming evidence of those expectations. The resultant enemy action must be to his disadvantage as the actual friendly force plan unfolds. While deception can have a high payoff, it is difficult to execute successfully.

The Army operational-level commander blends his deception plans into the concept of operation. The deception plan is a viable COA that was considered but not selected. At the operational level of war, the commander forms a deception cell that includes functional representation from the entire staff. This cell requires considerable resources to be an effective element of the major operation.

The commander may execute the deception COA as a branch of the major operation. This execution requires the positioning of forces and the allocation of materiel. If required, the Army operational-level commander may execute the deception branch of the concept of operation if his selected COA is compromised. The deception operation must be a viable COA. To

be successful, it must cause the enemy to confirm its preconceived ideas of friendly force actions.

### COMMAND AND CONTROL

Command relationships in war may evolve during the transition to war to be substantially different from those exercised during peacetime or conflict. This evolution is the result of several factors, to include additional ways and means available to the CINC to prosecute the war effort.

#### **Developing the Chain of Command**

During the transition from peacetime to wartime, a theater undergoes a process of development. As the theater expands, the purpose of combat operations grows in complexity and the size and scope of combat and support force structures increases. This may result in organization of the theater into theaters of war or theaters of operation as discussed in Chapter 2.

#### ***Intermediate Army Headquarters***

The requirement to establish an intermediate Army headquarters between the ASCC and the corps depends on characteristics of the theater environment based on METT-T and the reasons identified in Section III of Chapter 2. The number of subordinate headquarters that a higher headquarters can control depends on a number of factors; mission, experience, training, communications abilities, and logistics are a few. The span of control will be as broad or narrow as the situation dictates.

#### ***Numbered Army***

The ASCC, with the concurrence of the CINC, establishes a numbered army, designates a numbered army commander, and provides him with the directive or order that forms his command. This directive specifies the rationale for establishing the numbered army, the objectives it should meet, and the forces involved. Numbered armies plan and direct major operations. Operations at this level involve the deployment, movement and maneuver, and fires of land combat power over extended terrain and the integration of all Army and other service support into the operation. Subordinate tactical commanders determine the specific tactics in maneuver,

fires, intelligence, force protection, C<sup>2</sup>, and allocated support. Primary emphasis at the numbered army level is on planning for future operations.

#### **Exercising Control Through Planning**

The Army operational-level commander actively participates in developing the subordinate JFC's theater of operations campaign plans. He interfaces with the commanders of the other services and directs the preparation of the Army's major operations to support the plan. He issues planning guidance, weighs various COAs, and develops and coordinates a concept of operations. The Army operational-level commander ensures that his concept is aligned with that of his superior commander. He coordinates vertically with senior and subordinate commands and horizontally with adjacent and supporting commands and activities. With representatives from the other services, the Army commander incorporates sea and airpower in the concept early in the planning process. This power includes fire support, reconnaissance, sealift, air defense, and airlift.

Planning in wartime at the operational level is continuous and more complex than in other environments for the following reasons:

- The synchronization of functions in large areas over greater periods of time introduces additional variables.
- The presence of an enemy with possibly equal or greater capabilities, pursuing actions independently, causes continuous updating of planning efforts.
- The planning process remains relatively the same, while the requirement for joint planning increases dramatically at nearly all echelons.
- The Army operational-level commander must plan for a large number of branches and sequels to help simplify decisions in a time-sensitive war environment.

#### **Establishing Command Relationships**

In the directive that creates the Army operational-level echelon, the theater commander establishes command relationships. These

relationships are responsive to the needs of the theater of operation commander and are unique to the environment in which the echelon is created. This operational-level echelon may be a numbered army, a designated corps, or any other Army organization that meets the needs of the JFC. The Army component designs the operational-level echelon to maximize unity of effort, to allow flexibility in employing subordinate echelons, and to effect a rapid response to changes in friendly and enemy situations. As the theater expands, the CINC may—

- Separate the Army's operations and support functions.
- Designate the ASCC as a support headquarters with OPCON of Army support organizations.
- Maintain control of major maneuver forces, or put maneuver forces under OPCON of subordinate joint commanders.

### **JOINT INFORMATION SYSTEMS INTERFACE**

The JFC's staff maintains joint communications interfaces through the JCCC. The ASCC's communications staff participates in theater joint and multinational communications network planning and management through its interface with the JCCC. In cases where the ASCC provides the bulk of the joint force headquarters staffing, the ASCC may be required to operate an integrated JCCC/ASCC communications management center. Key duties center on network management of voice, data, and video systems signal interoperability. Frequency and COMSEC management are also key duties. Joint Pub 6-05.1 provides a detailed description of JCCC organization and functions.

### **INTELLIGENCE AND ELECTRONIC WARFARE**

IEW is the commander's key to victory on a battlefield and to success in MOOTW. Intelligence enables commanders to focus, leverage, and protect the combat power and resources at their disposal to win decisively on the modern battlefield and succeed in endeavors short of war.

### **Tenets**

Army MI is commander-driven, synchronized, disseminated, split-based, and tactically tailored.

#### ***Commander-Driven***

The commander drives the intelligence effort. He focuses the intelligence system by clearly designating his PIR, targeting requirements, and priorities. He ensures that the intelligence efforts are employed fully and synchronized with maneuver and fire support. He demands that the intelligence battlefield operating systems provide needed intelligence in the correct form.

#### ***Synchronized***

The G2/S2 synchronizes intelligence collection, analysis, and dissemination with operations to ensure the commander receives the intelligence he needs, in the form he can use it, in time to influence the decision-making process. Intelligence synchronization is a continuous process that keeps IEW operations tied to the commander's critical decisions and concept of operations.

#### ***Disseminated***

Broadcast dissemination of intelligence is the simultaneous broadcast of near real-time intelligence from collectors and processors at all echelons. It permits commanders at all echelons to simultaneously receive the same intelligence, thereby, providing a common picture of the battlefield. It allows commanders to skip echelons and pull intelligence directly from the echelon broadcasting it.

#### ***Split-Based***

Split-based intelligence operations provide deploying tactical commanders with high-resolution intelligence until their organic intelligence collection assets are employed. These operations augment organic intelligence production and employ collection and analysis elements from all echelons—national to tactical—to support bases from which they can operate against the target area.

#### ***Tactically Tailored***

In force-projection operations, the commander tailors IEW support for each contingency, based on the mission and availability of resources. He must decide which key intelligence personnel and equipment to deploy early and when to phase in his remaining MI assets. The ASCC serves as the

intelligence integration headquarters for the Army operational-level commander. The ASCC must have timely intelligence on the enemy, weather, and terrain; the conditions of the AOR; the civil population; and related environmental factors. The collection of information and the production and dissemination of intelligence are continuing processes during peacetime as well as during war.

### Sources

The ASCC processes and refines intelligence information from many sources to the degree of resolution necessary to support theater army operations. Sources include the Army, the US command's JIC, DIA, CIA, NSA, other services, allied forces intelligence agencies, and other federal intelligence investigative and law enforcement agencies. These sources produce intelligence information on the capabilities, vulnerabilities, and probable COAs of the armed forces of foreign nations and other forces they may sponsor. The ASCC accomplishes his intelligence mission through the ACE.

The intelligence support elements (ISE) of the MI organization provide 24-hour liaison with the US Army; with joint, multinational, and allied military organizations; with intelligence services; and with US corps. These liaison elements assist supported organizations in identifying IEW requirements, establishing priorities, and interfacing directly with the operational-level MI organization. The ISEs serve as extensions of the ACE and are collocated with the supported organization. These elements provide a mechanism for US and allied commands to request information on the enemy.

The ISEs facilitate the production and exchange of intelligence, as well as the coordination for EW support, to include civil broadcast jamming. ISEs also work with unit intelligence officers and assist with intelligence input to operational planning, situation and target development, and IPB. These support elements are located at such distances from the ACE that they operate independently. They respond to the needs of their counterpart agencies and commands at least as often as they respond to the needs of the ACE.

Operational-level MI organizations support operational planning at ASCC level. This planning provides predictive intelligence

as the ASCC link to coordinate, synchronize, and deconflict intelligence support, intelligence asset management, deep targeting priorities, and SOF operations conducted by subordinate units.

### Direction and Coordination

The CINC provides overall direction and coordination of the intelligence effort of assigned forces. Through the ACE, the ASCC maintains the means of executing his intelligence function. However, the theater commander may establish an intelligence organization to perform theater intelligence functions. When established, this organization also provides the ASCC with the intelligence information required to supplement the component's organic intelligence capability. In war, Army operational-level commanders concentrate on several specific areas of intelligence to facilitate military combat operations. These include—

- Identifying enemy capabilities and likely COAs that could affect future major operations.
- Targeting specific enemy commanders and echelons for deception.
- Determining the best way to protect friendly vulnerabilities and exploit enemy weaknesses.
- Updating the PIR.
- Using all sources of intelligence efficiently by integrating collection assets to produce operationally useful products.

### Operational Protection

The commander uses the entire intelligence system to support force protection. The intelligence system is active and proactive, identifying, locating, and targeting an enemy's ability to target and affect friendly forces. Force protection intelligence products—

- Identify and counter enemy intelligence collection capabilities.
- Assess friendly vulnerabilities from the enemy's perspective.
- Identify the enemy's perception of friendly centers of gravity and how he will attack them or influence them.
- Identify risks to the force.
- Identify potential countermeasures to deny enemy access to friendly critical areas.

- Contribute to threat avoidance once the risk is identified.
- Enable the commander to plan for both passive and active OPSEC, deception, and other security measures.

With this intelligence, the commander decides which countermeasures he must use to shield his intentions, present false images to the enemy commander, and protect his force.

### **Counterintelligence**

CI operations counteract foreign intelligence and terrorist threats to the friendly force. Their specialty is support to force protection.

### **Rear Area Operations**

IEW contributes to the rear battle by helping to identify, analyze, wargame, and provide early warning of potential threats to the friendly rear area. IEW also contributes by identifying terrain that supports friendly rear area operations.

## **SUPPORT**

In war, the CINC may designate the ASCC to have a predominately support focus. In this role, the ASCC has a number of logistics and support responsibilities. The ASCC may also have support responsibilities for other US and allied forces as a result of established agreements or as assigned by the CINC. The ASCC provides primary support within the theater through subordinate groups, brigades, and commands specifically organized and allocated to accomplish the theater support mission. The ASCC maintains organizational flexibility by tailoring the type and number of support units to the mission requirements and by planning for the expansion of the support capability. Some specific support requirements the ASCC commander executes are base development; engineer support; replacement training; support; reception, staging, and onward movement; and reconstitution.

### **Base Development**

The ASCC role in base development is key in the operational support capability because it focuses on long-term support. The ASCC is responsible for a portion of the joint sustainment base (LOCs, ports, bases, airfields, and units responsible for operating

each). The CINC assigns the Army's portion of the sustainment base.

### **Engineer Support**

The ASCC supplies engineer support to provide the facilities needed in the COMMZ to receive, stage, move, and support combat forces. The ASCC must ensure that his LOCs remain open. He must either establish or maintain his supporting base and provide engineer support to other services. Engineers in the theater give priority to general engineering and survivability functions.

### **Replacement Training**

The ASCC provides the means to train replacements. Normally, he establishes a training center that is the focal point for regeneration. The center trains replacements and assigns them individually or as crews, squads, and platoons. Resource constraints may require the commander to delay the training of replacements.

### **Responsiveness and Suitability**

The ASCC ensures that support is suitable and responsive to the priorities of the CINC and to subordinate commands. At this level, ASCC resource management (prioritizing, stockpiling, and so forth) has a long-range perspective. The ASCC forms a logistics operations cell to orchestrate elements of the support process. This element ensures that current priorities, intentions, and operations support the requirements of the ARFOR in theater. This organization balances the needs for current operations against the needs for future operations and advises the ASCC accordingly.

### **Reception, Staging, and Onward Movement**

The ASCC is normally responsible for reception and onward movement of Army forces. As the ASCC conducts reception operations, he receives forces at aerial ports and seaports and equips, fuels, fixes, arms, moves, decontaminates, if required, and protects these forces as they pass through the support base to their tactical assembly area. Operational-level army logistics commanders, support elements, and advance parties for incoming units must ensure that augmentation forces are equipped rapidly and deployed to designated marshaling areas. Incoming forces are required to perform many of their support

functions, receiving only minimum-essential services and support from the ASCC. Reception operations may begin before hostilities start and continue until hostilities cease. Reception operations and support operations are similar and occur concurrently.

### **Reconstitution**

The ASCC plans and conducts operational- and tactical-level reconstitution operations. FM 100-9 defines reconstitution as "extraordinary actions taken by commanders to restore combat-attributed units to a desired level of combat effectiveness commensurate with mission requirements and availability of resources." The ASCC is concerned primarily with the regeneration option of reconstitution—the rebuilding of a unit through the large-scale replacement of personnel, equipment, and supplies; the establishment of C<sup>2</sup>; and the conduct of mission-essential training for the newly rebuilt unit. The ASCC must ensure time and resources are allotted to conduct reconstitution operations. The ASCC draws from the CONUS base, using intertheater and intratheater assets based upon the mission of the JFC. Reconstitution is normally done in preparation for future operations in the operational sequence. If regeneration of a unit is

undertaken, the ASCC must understand the effects those operations may have on established support operations. Reconstitution may adversely affect both support and reception operations.

A reconstitution planning cell is located in the ASCC operations section. Assignment of this task to the G3 (operations) section reveals that reconstitution is first and foremost an operational decision. This cell plans for the reconstitution operations in preparation for future operations. The ASCC employs the cell as part of the reconstitution assessment and evaluation team (AET) that performs liaison functions and assists the ASCC in implementing detailed reconstitution efforts. The reconstitution planning cell may be employed as part of the C of the reconstitution task force.

The ASCC synchronizes reconstitution with all other functions within the theater. Properly planned and executed reconstitution actions do not detract from combat efforts but enhance them. In the offense, well-executed reconstitution efforts maintain the momentum of the attack by prolonging the unit's arrival at its culminating point. In the defense, reconstitution preserves combat power potential and allows the operational-level commander greater freedom of action.

## **TERMINATION OF WAR/POSTCONFLICT OPERATIONS**

Upon successful termination of combat operations, the deployed forces transition to a period of postconflict operations prior to redeployment. This transition may occur even if residual combat operations are occurring in other parts of the theater of operations. Anticipation and early planning for postconflict operations eases the transition process. The JFC must determine the conditions to which the operations area is to be returned.

According to the CINC's directives, the ASCC must oversee the orderly transition of authority to appropriate US, international, interagency, or host nation agencies. The ASCC and subordinate commanders emphasize those activities that reduce postconflict or postcrisis turmoil and help stabilize the situation. Commanders must also address the decontamination, disposal, and destruction of war materiel; the removal and destruction of unexploded ordnance; and the responsibility for demining operations. The

consolidation of friendly and available enemy mine field reports is critical to this mission. Additionally, the ASCC must be prepared to provide health service support (HSS), emergency restoration of utilities, support to social needs of the indigenous population, and other humanitarian activities as required.

The US historical perspective upon the successful termination of past conflicts has been rapid redeployment and demobilization. Redeployment and demobilization should occur at a pace that does not disrupt the ability of the ASCC to execute continuing missions. The successful termination of war activities leads to transition to the state of peacetime. Still, the possibility always exists that resumption of hostilities may occur. Thus, units must rapidly convert to a wartime posture and be prepared to conduct wartime operations. During this period, force protection is vital in order to prevent undue harm to US forces.

## Chapter 8

### Military Operations Other Than War

This chapter discusses Army MOOTW—operations in two states of the range of military operations: *peacetime* and *conflict*. Peacetime is a state in which diplomatic, economic, informational, and military powers of the nation are employed to achieve national objectives. Since peacetime is the preferred state of affairs (as opposed to conflict or war), how well the Army and other services accomplish their missions in peacetime is vital to US national interests.

Conflict is a unique environment in which the ARFOR commander works closely with diplomatic leaders to control hostilities, with the goal of returning to peacetime conditions. In conflict, the military, as an element of national power, takes on a more prominent role than in peacetime. The Army participates in conflict as a component of a joint organization that is usually an element of a multinational structure. Other US Government agencies, NGOs, PVOs, and international organizations (IOs) often participate.

#### FUNDAMENTALS OF MOOTW

Army warfighting doctrine is based on well-established principles of war. MOOTW are based on similar principles that guide the force's actions. The principles of war apply for those actions that involve our forces in combat. For MOOTW that do not require direct combat, the principles are *objective, unity of effort, legitimacy, perseverance, restraint, and security*. FMs 100-5 and 100-23 describe these principles and their application. These principles are not immutable, but serve as guides for action. Commanders must balance these principles against the specific missions and nature of the operation.

In planning for military operations in peacetime and conflict, commanders must tailor a force that is suitable for the mission. *Suitability* is the measure of a force's capability against possible threats and the diplomatic acceptability of the chosen force. *Acceptability* is based on the force's appropriateness, given diplomatic considerations, and qualities that are consistent with accomplishment of national interests and objectives. The commander's acceptability of the force includes the perceptions of the indigenous population, the international community, and the American public. *Force capability* is the

measure of a unit's ability to counter an expected threat and execute a mission. A force must have the capability to accomplish a military mission by virtue of its training, equipment, and structure.

The force composition for MOOTW must be proportionate to the stated goals of the sponsoring authority and provide sufficient capability to complete the mission and protect the force. The perception that the force employed exceeds the limits of its mandate lessens legitimacy with the international community, the US public, and the indigenous population. Capability and acceptability are not constants but vary based upon the threat, the intensity of operations, the missions to be performed, and changing international perceptions.

The composition of the force should reflect the commander's consideration of the military end state, METT-T, mission-specific training requirements, strategic lift, pre-positioned assets, joint and multinational military forces, reserve component forces, nonmilitary US agencies, NGOs, PVOs, and host nations forces. The nature of MOOTW is such that CS and CSS units may have an equal if not greater role than combat units.

#### RESPONSIBILITIES IN PEACETIME

The Army's responsibilities in peacetime are as important as its traditional combat roles.

During peacetime, senior army commanders are always postured to present a deterrent to

internal or external threats to US national interests. They do this by conducting routine peacetime operations and nonhostile activities.

### **UNIFIED COMMANDERS**

At the direction of national leaders, CINCs may use ARFOR to perform noncombat missions that support diplomatic initiatives. Army leaders then carry out these activities as part of the overall unified command plan. These activities may include job training exercises, peace support operations, nation assistance activities, disaster relief and humanitarian assistance, security assistance, shows of force, and support for counterdrug operations.

The commander of a unified command, such as PACOM and ACOM, may control and coordinate military support to domestic emergencies in the states of Alaska and Hawaii and territories and possessions of the US. CINCs must continuously assess their regions to identify the strategic situation and situations requiring military forces for noncombat missions. Armed forces may be tasked with direct responsibility, or they may conduct operations that support other US Government agencies.

### **SENIOR ARMY COMMANDERS**

The Army's role in peacetime is to support the regional CINC's efforts to prevent unstable situations from developing into the loss of local control or open conflict. Senior army commanders may do this by conducting routine activities that maintain the potential of ARFOR to conduct major operations. This potential may serve as a deterrent, or it can enhance the capability to react in emergencies. Army component forces may turn this potential into actual mission execution to actively control a situation. As ASCCs or other senior army commanders respond to the regional CINC, they may be required to conduct peacetime operations in one region while simultaneously conducting conflict and/or war operations in others.

### **SPECIAL OPERATIONS FORCES COMMANDERS**

In peacetime, SOF help attain peacetime military objectives and may promote regional stability by advising, training, and assisting allies. SOF peacetime activities could be the conduct of US humanitarian assistance

programs, security assistance programs, and multinational training exercises. Like conventional forces, SOF are a deterrent. In multinational operations, SOF involvement with allies worldwide contributes to deterrence and provides a low-visibility means of extending US influence.

Due to extensive unconventional warfare (UW) training, SOF are well-suited to conduct various peacetime operations and provide various types of support. SOF should be considered the force of choice for peacetime missions. General-purpose forces may also be called for their particular specialties or when the scope of operations is so vast that conventional forces are required.

### **ARMY SERVICE COMPONENT COMMANDER**

The operational-level functions discussed here are used as a starting point to discuss the ASCC in peacetime. Some systems, such as operational fires, may not have extensive peacetime applications. Still, the operational-level commander and his staff need to analyze each function and its corresponding subfunctions, augmenting or deleting as necessary to ensure the proper integration and synchronization of all peacetime operations and activities.

#### **Movement and Maneuver**

The CINC may use armored, light, or special operations Army forces and their corresponding CS or CSS structures available within the region. Some situations require deployment of additional units via strategic lift. The MCA provides for the orderly flow of these forces and resources. The ASCC receives and prepares incoming units for operations. Since peacetime operations are normally conducted in a permissive environment, CS or CSS units may be the predominant elements and deploy early to prepare to support the arrival of other units.

The CINC may assign operating forces a JOA, but he generally uses few boundaries or other special control measures. Normally, the ASCC, a subordinate Army commander, or a JFC employs these forces to execute a specific MOOTW mission. Each operation is discrete in response to a specific situation, though it may be sequenced with past and future operations. Execution focuses on near-term operations. Peacetime operations often require special

engineer, legal, CA, PSYOP, and PA considerations. Once the operating force completes its mission, it redeploys to its home station or continues peacetime activities in theater with little requirement for consolidation operations or other transition efforts.

### **Protection**

Protecting forces and resources from a wide range of threats is an important responsibility for all senior commanders. In force-projection contingency operations, the threat of the use of WMD must be continually tracked to preclude unacceptable risk to the force. Options for protection from these weapons encompass the politico-military range and include diplomatic defusing and deterrence through NBC readiness, active and passive defense, air defense, and WMD reduction. The ASCC directs measures in peacetime to conserve military potential so that it can be applied at a decisive place and time.

Protecting the force depends on current, accurate intelligence for I&W of possible obstacles or threats. Protection includes conducting antiterrorism measures, maintaining discipline and order, and providing limited deception measures. As part of protecting the force, the ASCC issues the peacetime ROE established by the regional commander in coordination with JCS, the host nation, and the ambassador. Through an operational risk assessment, the ASCC ensures the conservation and safety of the force. Providing air defense of the force and selected geopolitical assets has a deterrent value. It also has an advantage that it is seen as a nonescalatory measure.

### ***Conducting Antiterrorism Measures***

Terrorist acts overseas are a constant threat to US armed forces, civilians, and facilities. The ASCC presumes civil authorities and host governments will implement counterterrorism procedures to protect people within their territory. The CINC ensures coordination of all local antiterrorist policies and measures for protecting DOD facilities, equipment, personnel, and family members abroad. The ASCC may assist in implementing specific antiterrorist actions called for by terrorist threat conditions (THREATCONs) discussed later in this chapter. The theater commander's peacetime ROE provide a flexible

self-defense and deterrent posture. These rules deal with terrorist and other threats.

### ***Maintaining Discipline and Order***

Good order and discipline are instrumental for conserving military potential. The ASCC establishes a command climate conducive to this end. He ensures the maintenance of proper liaison with DOD police organizations as well as with local or host nation, allied, and interagency police agencies. Within Army organizations, the ASCC facilitates Army MP and Criminal Investigation Command elements investigating offenses. In addition, the ASCC enforces the policies of the senior army commanders. The ASCC may provide prisoner confinement facilities for those who violate good order and discipline.

### ***Providing Limited Deception Measures***

Peacetime operations usually require little deception beyond normal OPSEC. OPSEC, or the information measures the ASCC uses, must be consistent with established guidelines and may require interagency coordination.

### **Fires**

A major challenge for any force taking part in peacetime operations is to be organized to accomplish the goals of the sponsoring authority and provide sufficient capability to protect the force. The committed ARFOR must be sufficiently lethal and survivable to protect itself, deter possible aggression, and accomplish its mission. This specialized force must be capable of performing both hostile and nonhostile actions simultaneously throughout its AO. The ASCC must always have available and continuously plan for the employment of a joint or multinational force suite of fire support systems. A credible operational fires capability deters aggression and increases the options available to the commander to accomplish his mission and protect the force.

Fire support units provide more than lethal and nonlethal fires during MOOTW. Fire support coordinators and operational-level planners must establish liaison early to start planning and coordinating targeting functions (operational IPB, high-payoff target selection, target acquisition and attack system selection/tasking, and BDA planning) should fires be needed. The organization and equipment of fire

support units can augment the C<sup>3</sup>I collection and other capabilities of the joint or multinational force.

Doctrine for fires and the basic tasks of fire support do not change during MOOTW. Still, the MOOTW environment presents unique challenges that affect tactics, techniques, and procedures for fires and require the meticulous attention of planners. Planners must consider the characteristics of the MOOTW threat and their impact on both operational fires and fire support.

The MOOTW AO typically presents threats that do not conform to linear operations. Threats are diverse and may manifest themselves anywhere at any time, making them difficult to predict. Threat personnel and activities may be indistinguishable from friendly until hostilities are initiated. The prevalent threat in MOOTW is from hostile terrorist, guerilla, or partisan activities. Additionally, environmental factors (weather, disease) pose a serious threat. In some scenarios, they will be the prevalent threat. Normally, MOOTW threats do not involve a sophisticated military force unless hostilities have escalated to the realm of conflict or the threat is capable of rapidly massing and dispersing military or paramilitary force to achieve its objectives. MOOTW threat activities include hit and run harassing tactics such as attacks and raids, mining and booby traps, sabotage, deception, and psychological warfare designed to embarrass and demoralize friendly governments and forces.

External support from other nations for the indigenous MOOTW threat and adaptation of friendly operations to the local geography compound the problem. External support of the threat extends the problem to the international diplomatic arena, usually increasing the restrictions and constraints on military options. The extremes in geography require organizations to prepare for and adapt to variations in terrain and vegetation and the impact of seasonal weather changes.

All of these aspects of the MOOTW threat impact planning and execution of operational fires. The range of threats in an MOOTW environment impact both operational fires and fire support. First, all friendly forces are vulnerable. No rear area enjoys relative security. This vulnerability requires establishment of integrated base defenses with a mutually supporting fires capability. Fires

must first support the increased security requirements for both position defense and movement. Second, planners must recognize the restrictions and constraints of ROE on the application of force. Planners must then consider indirect and nonlethal fires, in addition to direct fire systems, when they write ROE. ROE should address appropriate responses to various expected threat actions and force protection. The diversity of available fire support systems, including those of coalition forces, requires that ROE include weapon system and munition selection as well. At all echelons of command, ROE significantly impact all aspects of fire planning, target acquisition, and attack. Finally, the nonspecific nature of MOOTW threats requires continuous planning. Consideration must be given to mutual support between adjacent units or bases and even AOs.

The fleeting nature of the threat requires near real-time target acquisition and sensor-to-shooter links. Target acquisition systems must be capable of distinguishing between friendly and threat activity. This capability increases the importance of HUMINT and IMINT sources, which provide real time *eyes on targets* such as patrols, police, SOF, UAV/RPV (remotely piloted vehicle), and J-STARS (joint surveillance target and attack radar system). Ground surveillance, countermortar, and counterbattery radars are equally important and have special employment considerations in the MOOTW environment. Electronic intelligence (ELINT) systems may provide valuable situation development information, but the need to verify target descriptions limits ELINT responsiveness and utility as a target acquisition system for triggering target attack.

These considerations highlight the need for close coordination among joint, multinational, and coalition force operations; intelligence; and fires representatives at the ASCC headquarters. Although these considerations are not all-inclusive, they may appear to focus fire support at lower echelons rather than operational fires. Still, the MOOTW environment forces the ASCC/ARFOR to plan meticulously, coordinate, and execute application of force.

To expedite fire support coordination, fire planning, and clearance of fires, special arrangements are required with the host nation military, allied nations, joint services, and national and local civilian authorities. These arrangements include determining

communication requirements, identifying liaison personnel, and establishing procedures—all focused on the interoperability of the multinational force effort to support peacekeeping objectives.

Within NATO and the ABCA (American, British, Canadian, Australian) quadripartite working group, special agreements exist which facilitate fire support operations. These are NATO standardization agreements (STANAGs) and quadripartite standardization agreements (QSTAGs). Many countries that the US may support have no bilateral fire support agreements. Action may be required, based on the situation, to establish agreements. Support in these efforts may be arranged through the appropriate DOS agencies and country teams. This increase in centralized C<sup>2</sup> of fires is needed for civil-military cooperation, developing and adhering to ROE, establishing appropriate procedures for clearance of fires, and establishing an appropriate joint/multinational force staff structure to plan, coordinate, and, when necessary, control operational fires.

### **Command and Control**

Peacetime operations contribute to stability and conflict prevention in order to complement diplomatic initiatives. The ASCC may conduct a wide range of peacetime operations that directly or indirectly stabilize a situation or contribute to the general welfare. Contingency force-projection operations develop through CAP (see Chapter 6). These actions may evolve into longer-term commitments such as regional peacekeeping operations. Other peacetime operations may begin as long-term commitments that may require deliberate planning. Examples include overt PSYOP programs, nation assistance, and security assistance.

Command relationships in peacetime are normally based on the in-place theater structure that conducts routine peacetime activities. These peacetime relationships require special sensitivity to and coordination with nonmilitary organizations. As a result, operational-level command relationships and unity of command may be clouded.

### ***The Ambassador***

The ambassador is responsible for the direction, coordination, and supervision of all US Government interagency activities within a particular country. The ASCC's staff, under the

direction of the unified commander's diplomatic-military staff element, may integrate ARFOR to support the ambassador. Military commanders must work closely with the ambassador and his country team to assure effective exchange of information and coordination. Sometimes, the military commander may be a part of the country team and directly advise the ambassador.

### ***The Commander in Chief***

The CINC may use forward-deployed Army units in theater when the NCA directs. In such a case, command relationships change little from routine peacetime activities. The ASCC controls ARFOR operations and recommends and coordinates the use of contingency forces and mobilization of reserve forces from outside the theater. In such a case, the CINC may use existing command relationships, or, if the mission requires forces of multiple services, he may establish a JTF. The ASCC may advise the CINC to integrate reserve component forces either in a training status or brought to active duty for an extended period to assist in executing operations.

### **Intelligence**

The ASCC needs high-quality, timely intelligence to conduct peacetime operations. The ACE serves as the clearinghouse for all-source intelligence. The ACE maintains lists of I&W that the ASCC uses to anticipate peacetime operations. The ACE produces intelligence information and disseminates it to commanders and staff agencies for use. This intelligence effort must address diplomatic and economic information as well as information related to potential natural disasters. Based on these indicators and CINC guidance, the ASCC focuses the collection and processing of information on specific peacetime operations.

Intelligence provides a basis for all US plans and operations in MOOTW. The nature of MOOTW is one of heavy involvement with the host nation populace, government, and military. Due to this heavy involvement with the host nation, most activities in MOOTW are HUMINT-intensive. HUMINT operations provide valuable intelligence, as well as I&W on threat activities and operations. HUMINT provides timely information on threat capabilities and intentions. HUMINT collects information by interrogation, observation, elicitation of personnel, and exploitation of documents and material. HUMINT is also the

most effective intelligence discipline available to the threat. Consequently, counter-HUMINT operations are the key to the success of any activity in MOOTW. Counter-HUMINT operations are used to degrade or neutralize threat espionage, sabotage, and subversion capabilities.

Close liaison with a variety of US and host nation military and civil organizations is critical to the success of any MOOTW activity. This liaison is imperative for coordination, intelligence collecting, and information sharing. CI personnel are uniquely suited to this task. As a minimum, CI personnel must coordinate with members of the US country team, US MI units, US MP units, CA units, PSYOP units, HN regional and urban area coordination centers, HN intelligence and security forces, and HN military, paramilitary, and police.

### **Battle Space**

In MOOTW, commanders seek to counter the threat's effects in a given battle space. The threats in MOOTW will vary between each MOOTW activity. Battle space is a physical volume that expands or contracts in relation to the ability to influence and counter the threat. A higher commander does not assign battle space, which extends beyond the limits of the commander's AO. Battle space is based on the premise that the commander's thinking expands to develop a vision for countering the threat before any mental constraints are emplaced, such as boundaries, legal mandates, or terms of reference (TOR).

Battle space includes all friendly assets available to counter the threat. In MOOTW, pure combat power is only a small portion of the true battle space. Other assets may include the diplomatic efforts of embassy officials, liaisons with host nation governments and military agencies, as well as the efforts of NGOs, PVOs, and IOs.

Unity of effort is essential to operations within a given battle space. Ownership of assets is less important than application of their effects toward countering the threat. An understanding of battle space allows commanders to keep their options open, synchronize all friendly assets, and counter the threat. As the commander considers the mission, as well as any perceived *mission creep*, he can visualize his battle space throughout the operation and how the battle space may change as he moves to counter the threat.

Area studies provide host nation weather and geographical information, as well as *basic intelligence* (seaports, airports, transportation systems, water storage, POL storage, building materials availability) helpful in preparing for natural disasters and other contingency-type operations. Forward presence, both through permanent stationing and periodic deployment of CONUS-based HUMINT resources, is essential to this effort.

The theater-level MI organization continuously develops and refines indicator lists. These lists allow the ASCC to monitor diplomatic, military, and economic conditions in the area. Army intelligence sources provide the necessary information and intelligence to identify and predict potential threats. All-source intelligence analysis provides the ASCC with the necessary information to protect his forces, noncombatants, and resources. It also allows him to prepare for future operations while minimizing the probability of surprise from a potential threat.

### **Logistics**

The ASCC is responsible for developing and providing the elements of sustainment for ARFOR within a region and for other services, based on executive agent responsibilities for common servicing. Unless directed by national authority, NGOs and PVOs will provide their respective support. Strategic logistics support is projected from CONUS and other OCONUS sites, using all national resources, including USAMC, DLA, other services, and commercial sources. The ASCC provides logistics, direction, and prioritization. The ASCC staff monitors all support activities to ensure smooth, daily sustainment of the force. The ASCC seeks to conserve Army resources whenever possible by using contractors, the host nation, or other viable sources of support. In peacetime, the CONUS support base continues to project logistics support from national resources. The ASCC monitors the support of the soldier as well.

The Army personnel system and training base provide a supply of qualified soldiers into forward-deployed/forward-presence theaters or to units that may deploy into any region. The following agencies provide daily support to soldiers and their family members:

- Defense Finance and Accounting Service.
- Legal Services Agency.
- Chaplaincy Service Support Agency.

- Community and Family Support Center.
- Other Army staff field operating agencies.

The ASCC may coordinate augmentation of this support through other services or allies.

Combat health support (CHS) of soldiers includes all services performed, provided, or arranged by the Army Medical Department to promote, conserve, or restore the mental or physical well-being of personnel in the Army and, as directed, in other services, agencies, and organizations. The surgeon general has overall worldwide responsibility for Army health care. Senior army commanders and service components must ensure their soldiers and their soldiers' family members receive these services effectively. In theater, the CHS system provides care in Echelons I through IV, ultimately leading to treatment in the US. Senior commanders ensure that the Army health care system provides preventive measures, progressive treatment, hospitalization, and evacuation of service members and their families. In developed theaters the support structure is available to support peacetime operations. This structure includes host nation, contract, and interservice support agreements. Forces conducting peacetime operations integrate their operations into this structure.

When operating forces require support not present in theater or operate in an austere theater, the ASCC plans and coordinates support arrangements either unilaterally or with joint support agencies. Army commanders develop tailored support packages to provide essential support for the ARFOR. This could include functional and area army commands to provide large-scale or long-term support. These considerations provide operational-level commanders with general synchronization requirements applicable to most peacetime operations.

### Training

Training for war is the Army's top priority. The ASCC provides the direction, purpose, and necessary motivation to his subordinates to successfully accomplish the training mission. The ASCC outlines his intent and then ensures that his subordinates focus on mission-essential task lists (METLs). Most missions during peacetime can be accomplished by a disciplined force proficient in METL tasks. Subordinate METLs must support the CINC's theater strategy.

### Historical Perspective

On 5 April 1991, President Bush announced the beginning of a humanitarian assistance mission in northern Iraq to provide relief to Kurdish refugees who had fled into the mountains to avoid persecution by the Iraqi Government and military. Operation Provide Comfort was a joint and multinational operation executed with no formal agreements among agencies and countries.

The threat to be countered was truly a multifaceted one. The immediate threat to the Kurdish people involved their living conditions in the mountains of northern Iraq. Temperatures day and night were below freezing. Food, water, and shelter were unavailable, and disease was running rampant through the refugee population. The secondary threat involved the continued presence of the Iraqi military and secret police. Since Iraqi military units were present in the area, the Kurds were unwilling to leave the perceived safety of the rugged mountains to receive the assistance available in the northern Iraqi cities.

Under the umbrella and battle space of Combined Task Force (CTF) Provide Comfort, two distinctly different JTFs were formed. JTF-A was involved with countering the immediate physical threat to the Kurds. This JTF set up and administered the actual humanitarian assistance operation. Battle space for JTF-A was far-reaching and included the supplies and personnel from many NGOs, PVOs, and IOs; logistical assistance and personnel from units that were already in-theater for Operation Desert Storm; and logistics and personnel from Europe and CONUS.

JTF-B was involved with countering the secondary threat, which was the continued presence of the Iraqi military and their effects on the Kurds. This JTF opened a security zone in northern Iraq that facilitated the return of the Kurdish people to northern cities, such as Zakho, where they could be given humanitarian assistance. The battle space for JTF-B included combat power that was in theater for Operation Desert Storm, units and equipment from all branches of service stationed in Europe and CONUS, and units from multiple nations that had volunteered to participate in the operation. Battle space for CTF Provide Comfort also included the diplomatic efforts of the US and UN to counter the threats to the region.

The ASCC goes beyond these fundamental training considerations. Since much of the operational-level EAC support structure resides in the reserve components, the ASCC must be involved with active and reserve component training as well as with joint requirements and potentially multinational training. Training during peacetime must prepare ARFOR for missions across the range of military operations and support the national

defense policy of strategic deterrence. Training for leaders may be much broader than the subordinate METL indicate to ensure the leader flexibility required for conducting both warfighting and MOOTW missions. Peacetime operations take advantage of the established support structure and capabilities of the support and service support elements that sustain the routine peacetime activities.

### OPERATIONS IN PEACETIME

ASCC peacetime operations include, but are not limited to, security assistance, nation assistance, search and rescue, CA, NEO, peacekeeping, shows of force, support to counterdrug operations, and humanitarian assistance and disaster relief.

#### SECURITY ASSISTANCE

The Army conducts security assistance operations to provide military articles, training, and defense-related services authorized by statute law. Security assistance is a key element of US foreign policy, with DOS as the lead agent supported by DOD. These operations are strictly controlled by the *Foreign Assistance Act of 1961*, which deals with international military education and training (IMET), or the *Arms Export Control Act of 1976*, which deals with foreign military sales. The US Government provides security assistance on a credit or cash basis to the host nation. Senior army commanders must be careful not to commit the US Government to providing any assistance that could be construed as security assistance without following the statutory requirements.

The in-country security assistance office (SAO) is the military focal point for formulating, planning, and executing these programs. Theater CINCs make significant contributions, to include supervision, support, selection, and command of SAOs. The ASCC contributes to developing assistance requirements. CONUS-based units are usually called on to provide security assistance training teams. Still, in-theater or OCONUS-based units could also provide the training. Training provides the most lasting military contribution for security assistance efforts. Security assistance officials, in rare circumstances, may direct the Army to transfer military hardware or materiel to foreign

nations in response to a crisis requiring a surge of military support.

#### NATION ASSISTANCE

Nation assistance programs promote stability and orderly progress, thus contributing to the prevention of conflict. If internal conflict has begun, the goal of nation assistance is to aid in removing its root causes. Nation assistance becomes a primary means of bringing the conflict to a successful resolution according to the internal defense and development strategy. Nation assistance consists of general missions such as assisting with development-related infrastructure projects, training health care workers, and improving the professionalism of national military forces. Nation assistance missions can generate useful good will toward the US and assist friendly governments.

#### SEARCH AND RESCUE

Search and rescue operations are sophisticated actions requiring precise execution. They may be clandestine or overt. They may include the rescue of US or foreign nationals or items critical to US national security. Rescue operations require timely intelligence and detailed planning. They usually involve highly trained special units but may be supported by general-purpose forces. Search and rescue operations may be required in peacetime as well as in conflict and war.

#### NONCOMBATANT EVACUATION

NEOs are normally conducted to evacuate US civilian noncombatants and nonessential US military personnel from locations in a foreign (host) nation to a safe haven, preferably the US. An NEO is normally conducted to evacuate US citizens whose lives are in danger

from a hostile environment or natural disaster. NEOs may also include the selective evacuation of citizens of the host nation and third-country nationals.

NEOs involve swift, temporary occupancy of an objective, perhaps using temporarily disabling technologies to minimize casualties and end with planned withdrawals. They may include the use of force. Under ideal circumstances, little or no opposition to the operation exists. Still, commanders must anticipate and plan for possible hostilities. If military forces are employed in an NEO, they usually comprise units from more than one service. The regional CINC, on being ordered to support an NEO, designates a JFC to exercise overall control of the operations involved in the NEO.

Evacuation operations differ from other military operations, since direction of the operation may remain with the American ambassador at the time of the evacuation. Further, the order to evacuate is a diplomatic—rather than a military—decision, with extensive ramifications. FM 90-29 provides details on NEO operations.

### **PEACEKEEPING**

Military peacekeeping operations support diplomatic efforts to achieve or maintain peace in areas of potential or actual conflict. The single, most important requirement of a peacekeeping operation is consent to the operation by all the parties to the dispute. Such consent represents an explicit agreement, permitting the introduction of a neutral third party.

The US may participate in peacekeeping operations under the sponsorship of the UN or other IOs, such as the Organization of American States, or in cooperation with other countries. The UN has been the most frequent sponsor of peacekeeping operations. Peacekeeping often involves ambiguous situations that require the peacekeeping force to deal with extreme tension and violence without becoming a participant. Based on the peacekeeping mandate and the stationing agreement, specific TOR, follow-on command directives, and ROE are established.

### **SHOWS OF FORCE**

Shows of force lend credibility to the nation's promises and commitments, increase its regional influence, and demonstrate resolve.

These operations can influence other governments or politico-military organizations to respect US interests and international law. These operations can take the form of aircraft and ship visits, multinational training exercises, forward deployment of military forces, and introduction or buildup of military forces in a region. The appearance of a credible, trained military force underscores national policy interests and commitment, improves host-nation military readiness and morale, and provides an insight into US values.

### **COUNTERDRUG OPERATIONS**

Support to counterdrug operations complies with the national drug control strategy, complements the efforts of law enforcement agencies, and supports foreign governments. At the level of national strategy, the NCA places increasing importance on the role of DOD in controlling the flow of drugs across US borders. The objective of military counterdrug efforts is to reduce the flow of illegal drugs into the US. Military support is therefore a balanced effort to attack the flow of illegal drugs at the source, while in transit, and during distribution in the US. Military counterdrug activities may also be used to support insurgencies and counterinsurgencies and to combat terrorism.

### **HUMANITARIAN ASSISTANCE AND DISASTER RELIEF**

Humanitarian assistance and disaster relief operations are unique peacetime operations because they could be conducted within CONUS. Recent examples in the US have included assistance rendered in the northwest states to contain forest fires and relief operations following Hurricanes Hugo in 1989 and Andrew in 1992. These operations fall within the category of support to domestic civil authorities. Examples of in-theater operations include famine relief efforts in Somalia and hurricane relief operations in Hawaii following Hurricane Iniki.

Humanitarian assistance and disaster relief operations provide emergency relief to victims of natural or man-made disasters. These operations may include refugee assistance, food preparation and distribution programs, medical treatment and care, damage assessment and control, forensic identification, maintenance of law and order, reestablishment

of communications networks, and sanitation/water facilities.

ARFOR are committed to these operations when localities become overwhelmed by the extent of the situation and can no longer provide basic human needs and protection. The ability to respond on short notice with a wide array of capabilities is a unique attribute of the Army. The length of commitment is normally limited to the time that communities and other government and private agencies can handle continued operations by themselves. When properly executed, military participation in humanitarian assistance and disaster relief operations has long-term positive effects. Overseas, such participation demonstrates good will and engenders mutual respect. At home, it provides soldiers the opportunity to demonstrate their skills while helping their fellow citizens.

### **CIVIL AFFAIRS AND PSYCHOLOGICAL OPERATIONS**

Although not a peacetime operation, CA and PSYOP are critical operations that aid commanders in accomplishing their peacetime objectives. Commanders at all levels must understand the depth and capabilities of CA and psychological support found throughout any given command. Commanders must understand the CA and PSYOP ability to support US and allied armed forces.

#### **Civil Affairs**

ARFOR execute CA programs to support the unified commander. During peacetime, CA support is often provided as an ancillary benefit to deployments for training. CA units

are suited to both short-term and longer-term involvement. To be effective in short-term operations, these programs require continuous preparation, regional expertise, and consistent coordination between civil and military authorities. This preparation is best achieved through peacetime involvement in the theater.

#### **Psychological Operations**

ARFOR PSYOP forces execute PSYOP to support the unified commander and US national interests. Throughout the range of military operations, PSYOP is a vital force employed to optimize the influence of US national policy on foreign target audiences, whether neutral, hostile, or friendly. In MOOTW, PSYOP provides the commander with the capability to project the purpose and mission of US forces and to influence target audience behavior to support the commander's mission.

PSYOP is a force multiplier, providing long-range, mid- to long-term support of the unified commander's intent. While classified as SOF, PSYOP is a general force multiplier. This support exists at all levels of command and operations—from strategic to tactical. PSYOP units are regionally focused and maintain extensive historical research and expertise on the sociological, economical, and religious practices and on the languages of a given AO. ARFOR PSYOP support US Army, Navy, Marine Corps, Air Force, and allied forces. Except for PSYOP-unique equipment and military occupational specialties (MOS), the unit of attachment sustains PSYOP elements. For PSYOP to achieve maximum effectiveness, planners must include it in the planning process early.

### **TRANSITION TO HOSTILITIES**

Operations conducted in peacetime are designed to preclude the onset of conflict. Due to factors that may not be controlled, conflict may evolve. Because the transition to conflict may occur in a gradual or abrupt manner, the ARFOR commander must prepare for either eventuality. The operational METT-T assessment provides the mental process for the continuing reevaluation of the operational environment. That reevaluation aids the identification of needed Army capabilities in the event of conflict. Such identification assists national-level decision makers in determining mobilization requirements.

The theater CINC organizes his AOR for orderly and rapid transition from a peacetime posture to different levels of hostility. This process is sequential and sufficiently flexible to respond to any situation. The transition process must be responsive enough to diplomatic initiatives to be halted or reversed once it has begun. The CINC must be sensitive to the fact that a prolonged state of heightened readiness for combat without action may drain resources and adversely affect morale.

The ASCC translates mission orders from the CINC into plans and military operations. If

mobilization is required, AMOPES—the Army system that supports JOPES—provides a disciplined planning procedure for conducting Army mobilization, deployment, planning, and execution (see also FM 100-17). The ASCC and appropriate Army commanders review the mobilization requirements established in AMOPES, CONPLANs, and OPLANs to meet the situation. C<sup>2</sup> relationships are likely to change as levels of hostility and military involvement increase.

Commanders participate in joint and multinational planning efforts and coordinate and prepare ARFOR for deployment and employment. Finally, commanders contribute ARFOR ready to meet joint and multinational operational requirements and to establish a logistical base to support fielded Army units.

## **RESPONSIBILITIES IN CONFLICT**

The theater CINC, with concurrence from the NCA, determines when all or part of his AOR is in a state of conflict. Conflict is a state of hostile opposition among organized parties or groups within a nation, or between or among nations, and usually involves irregular forces to achieve limited diplomatic or military objectives. Conflict is often protracted, and irregular forces often dominate.

Military actions may be confined to geographic areas. When US Army units are directly engaged in conflict, they can expect guidelines on weaponry and the degree of force authorized. Diplomatic leaders will likely limit objectives to those achievable with short, focused, and direct application of military force. Even though limited in scope, these short applications of force may be part of a campaign or major operation phased over an extended period. The NCA or the CINC may further limit the conduct of military operations to a specific geographic area.

### **The Army's Role**

The Army's role in conflict is to assist a JFC in gaining control, deterring escalation, and restoring order. Conflict operations are challenging because they require a measured application of military force sufficient to accomplish the designated objectives. Typically, conflict occurs in diplomatically—charged situations within specific legal boundaries. ARFOR operate in a hostile environment with a high probability of physical

confrontation; though sometimes, combat operations may not occur. Army leaders may conduct operations very similar to operations during war but execute them with both restraints and constraints placed on the use of firepower and maneuver.

### **Factors**

Senior army commanders must keep four factors in mind when considering operations in conflict: *coordination, balance, planning for uncertainty, and identification of risk.*

#### ***Coordination***

Coordination is critical to establishing the basis for the operations being conducted. The Army must cooperate with other government agencies, services, and nations to deal effectively with the diplomatically sensitive situations present in conflict.

#### ***Balance***

Commanders must balance the combat posture and readiness of their soldiers against the volatile environment in which they function. A balance must also be struck between diplomatic goals and the scale, intensity, and nature of Army operations supporting those goals.

#### ***Planning for Uncertainty***

Commanders must build flexibility into their plans and operations. Conflict situations are full of uncertainty as presented by both the threat and the diplomatic conditions that limit Army options.

#### ***Identification of Risk***

Commanders must seek to increase their options while limiting the enemy's options. Successful commanders do not run out of options. Risks and gambles are part of option decisions. The decision to take risks is weighed against the mission, probability of success, available intelligence, and as many other factors as are available to the commander in his decision cycle.

## **ARMY SERVICE COMPONENT FUNCTIONS IN CONFLICT**

Operations during conflict present a challenge to Army leadership. The military, as one of four elements of national power, may not dominate events but may adapt its operations to fit those of other lead agencies. In coalition

and interagency operations, the ASCC must achieve unity of effort through cooperation, liaison, negotiation, and compromise. Where practicable, agreements should be formalized in writing as TOR, memorandums of understanding (MOUs), or similar instruments. Tasks required of the ARFOR will vary relative to the success of returning the area in conflict to a state of peace. ARFOR must be flexible enough to meet a wide range of operational requirements. The conflict environment will challenge the versatility of the force.

### **Movement and Maneuver**

Movement and maneuver in conflict are characterized by planning that reflects the restrictions and constraints placed on military operations. These restrictions and constraints form a set of requirements and prohibitions imposed by the NCA. They usually have a diplomatic basis that outweighs militarily preferred alternatives. The NCA articulates these restrictions and constraints in different manners.

ROE are the translation of circumstances and limitations for the initiation and conduct of engagements with hostile forces. Personnel ceiling caps restrict the level of forces that can become involved in a conflict within prescribed geographical boundaries. Designated AOs define restrictions on the commander's battle space. These factors combine to influence the movement of forces into the AO. After that movement, maneuver is influenced by these same factors.

### **Army Force**

In conflict, the Army force needed is a key consideration. Often the presence of overwhelming force in the conflict area discourages enemy actions. Senior army commanders must forthrightly articulate the resources required to achieve quick and decisive victory with minimum casualties. Based upon the diplomatic situation and other competing priorities, the Army commander may have to achieve his goals with considerably fewer resources than he desires. The sequencing of major operations in this environment requires patience and a clear understanding of the diplomatic realities that apply to the particular conflict.

### **Forcible Entry**

Conditions may require a forcible entry. This capability requires the staging of forces

over time and space. Chapter 6 addresses some considerations for forcible entry. Among the key considerations is the element of force mix. Combat forces are key to seizing the lodgment area, but support forces become immediately critical thereafter. Strategic planners and force commanders must ensure that logistics forces and sustainment resources are deployed in theater as soon as possible to enable combat forces to conduct continuous operations.

### **Reception and Onward Movement**

The mission of reception and onward movement is to integrate rapidly arriving forces and supplies into the theater without disrupting the operation's tempo. This mission must be balanced against support to current operations, as both are logistically intensive. Accordingly, the ASCC must carefully plan and execute reception and onward movement to maintain the proper balance to support arriving forces and the operation's tempo. Early base development efforts are key considerations for the Army commander. Units and facilities for the reception of forces are critical, especially in the initial phase and in an undeveloped theater.

### **Disposition of Forces**

The final consideration for maneuver during conflict is the disposition of forces. Deployment of forces into their initial positions is critical. This positioning must support both current and subsequent operations as envisioned by the Army commanders. ARFOR may operate from noncontiguous bases that require the Army commander to develop lines of operation and support with a minimum amount of protection. To be able to rapidly mass his forces and prevent the enemy from gaining the initiative, the commander must have a finely tuned intelligence capability, a detailed understanding of the physical disposition of friendly forces, and a high degree of operational-level mobility.

### **Fires**

Operational-level fires during conflict revolve around two key considerations: *ROE* and *coordination of joint fires*. The types of fires permitted are likely to be limited, and the fires used will require a higher level of precision and greater reliance on temporary disabling techniques and technology. Collateral damage is less tolerable in conflict. Failure to control

and limit collateral damage can endanger the long-term effects supporting stability.

The Army may find itself in a supported role in the area of operational fires. For instance, the precision and depth of the fires required may dictate a predominant Air Force role. To achieve his operational objectives and complement the JFC's plan, the Army commander selects targets for Army resources to attack and nominates targets for other resources to attack. The joint coordination process is critical to ensuring that resources are not wasted and that fires create a synergistic effect.

The Army operational-level commander must have an organic staff capability to plan and coordinate operational-level fires. This staff element is the DOCC. His staff must also have the capability to augment the joint staff for planning and coordinating joint operational fires. Because of potential restraints and constraints caused by concerns over collateral damages, other systems may take on a role of greater utility. Other systems' fires are designed to impair, disrupt, or delay the performance of enemy operational forces, functions, and facilities. PSYOP, SOF, EW (jamming), and other C<sup>2</sup> countermeasures are all disabling fire options.

### Protection

Protection of the force requires heightened awareness as conditions move toward direct confrontation. As the likelihood of confrontation increases, so does the vulnerability of the force, unless additional protection measures are implemented. Protection conserves the fighting potential of a force and is every soldier's responsibility. Protection has four components.

- The first component includes OPSEC and deception operations. Successful execution of this component prevents the enemy from locating and causing harm to friendly forces.
- The second component supports keeping soldiers healthy and maintaining their fighting morale. It includes protecting their equipment and supplies and taking care of their basic needs.
- The third component is safety. It is a principal element and must be an integral part of all military operations. Soldiers conducting military operations are placed at risk; still, commanders must ensure that

soldiers are not placed in an undue risk situation. Strong command and levels of discipline and training lessen those risks. Training in peacetime must be realistic and equate to requirements for fighting in war.

- The fourth component is avoiding *fratricide*— the unintentional killing or wounding of friendly personnel by fire. Commanders must maintain situational awareness of the enemy and their personnel. This situational awareness, along with strong command presence, disciplined operations, and anticipation of future operations helps limit probability and occurrences of fratricide.

Commanders implement the THREATCON system. Table 8-1 briefly describes THREATCONs Normal, Alpha, Bravo, Charlie, and Delta. The implementation decision is based upon—

- The threat assessment.
- Personnel and facility criticality and vulnerabilities.
- Resource availability.
- Operations and morale impacts.
- Damage control considerations.
- International relations.
- Possible terrorist retaliatory responses.

The commander must recognize that information on the threat is difficult to obtain prior to an incident. Army Regulation 525-13 discusses the combatting terrorism program in detail. The identification of friendly force vulnerabilities and geopolitical assets are key steps in protection. Essential facilities must be identified. Communications must be protected from interference and interception. While the basic principles for deception hold true during conflict, they are often more difficult to apply.

OPSEC is significantly harder to sustain in an open society where national survival is not at stake. Deception is more difficult to achieve when the operational-level objectives have more diplomatic content than military significance. The Army commander must ensure that his deception plans support the unified command's plans and are not compromised by information leaks. The environment of conflict often appears peaceful, requiring commanders to remain vigilant to

Table 8-1. THREATCON Levels

THREATCON Level	Threat
Normal	No credible threat of terrorist activity
Alpha	Low - general terrorist threat
Bravo	Medium - increased and more predictable threat
Charlie	High - when an incident occurs or when intelligence indicates an imminent terrorist action
Delta	Imminent - when an incident occurs in the immediate area after a terrorist attack or when intelligence indicates a threat against a specific person or location

guard against complacency. Terrorism is most effective when the threat is not highly visible and surprise is likely to be achieved.

### Command and Control

During conflict, the ASCC contributes to the CINC's theater strategy of limiting hostilities. These efforts often involve direct use of military power to complement diplomatic initiatives. The principal C<sup>2</sup> problem is how to integrate US military actions with lead agencies of our own or foreign governments. The Army has a variety of operations to select from in supporting conflict situations, all of which have some common C<sup>2</sup> considerations.

### Structure

Military leaders conduct conflict operations without a declaration of war. The absence of this declaration restricts the structuring of the theater for operations. In MOOTW, the CINC does not establish a theater of war or theaters of operation unless it is a major conflict. Normally, he establishes smaller areas, such as a JOA, for conducting operations. Diplomatic considerations predominate over purely military requirements and constrain C<sup>2</sup>. The senior military leader has a greater level of freedom than in peacetime but must coordinate closely with nonmilitary agencies. Whatever the geographic organization, the ASCC must establish clear C<sup>2</sup> structures for conducting operations in conflict.

### Command Relationships

Command relationships and structure usually begin with existing peacetime arrangements that require a degree of

transition to a state of conflict footing. Conflict planners may have to consider combined relationships. The level of international integration will affect C<sup>2</sup>. The unified command structure serves as the C<sup>2</sup> structure to build upon. C<sup>2</sup> may emanate straight from the national level if operations include actions of direct strategic importance.

As operations in theater transition to conflict, in-theater forces and existing C<sup>2</sup> relationships may be adequate to accomplish the mission. ARFOR from CONUS or other theaters could increase the complexity, scope, and level of forces executing operations beyond the capabilities of the normal theater structure. This would thereby require augmentation or restructuring. In austere theaters, an Army force may have to arrive in theater prepared to support itself and execute operations unassisted. Later, the theater ASCC may control all operations, or the CINC could task the ASCC to support operations while he directly controls the execution of operations through a separate operational chain of command.

### Planning

Army operational-level commanders are active participants in the development of all conflict plans. They may participate in deliberate planning (*JOPEs*, Volume VI) to prepare for anticipated or potential actions. Unanticipated or rapidly developing situations may require operational-level commanders to conduct CAP. Planning for conflict, especially at the operational level, is a continuous process. Rapidly changing diplomatic

conditions may change the desired objective, composition, and sequencing of conflict operations. Planners must prepare multiple branches and sequels to enhance their ability to provide timely support. Senior army commanders require a flexible force structure to enable their organization to achieve the desired strategic end.

### **Intelligence**

Early establishment of an ACE is critical for successful operations. ACE operations should commence within the theater of operations before hostilities. Intelligence communications established between the theater intelligence center and the national systems provide the critical intelligence that US military forces require immediately upon arrival and until tactical intelligence flow is established.

Operational intelligence must support the targeting effort of operational fires and/or set the stage for operational-level maneuver. Success requires sound IPB. In conflict, IPB may follow the process used for a conventional battlefield or a modified process that focuses on nonmilitary information. Civilian trends are often as important as operational information. Weather analysis remains an important part of IPB. Doctrinal templates for guerrillas, surrogates, and narcotics traffickers do not exist.

Intelligence personnel need different collection techniques and background information, which may require continuous updating. The process must react to the dynamics of the specific situation it supports, as well as to the worldwide situation. Intelligence agencies must exploit the full range of both US and host nation intelligence and counterintelligence production capabilities. This includes the collection and analysis of SIGINT, IMINT, and HUMINT, which are particularly valuable in determining hostile intentions.

The ASCC provides theater-specific intelligence integration for the Army operational-level commander. The Army commander develops his picture of the operational area, based upon the threat he faces and the information gathered by the intelligence system. Intelligence should be the basis for all action.

During foreign internal defense operations, the Army's intelligence organization works

closely with the host government to develop and improve the intelligence capabilities of all security forces. During counterinsurgency operations, intelligence provides the basis for all US and host nation plans. Prior to commitment, US military forces provide specific intelligence requirements to the US national intelligence community. This ensures that national-level collection focuses on force requirements. Cooperative or multinational MI activities at the operational level are integral to effective intelligence collection and production. Army intelligence units provide technical expertise, management, and advice to develop host nation intelligence capabilities. They help establish objectives and, where desirable and feasible, develop common procedures.

The Army can provide tactical intelligence support in conflict situations. ARFOR can contribute experience and expertise to establish and manage all-source intelligence operations and enhance overall management of the intelligence effort. This management of intelligence information includes data on internal unrest, on external support for insurgencies, and on host nation military capabilities, including intelligence and counterintelligence.

The threat of sabotage, terrorism, and subversion requires MI staffs to focus their counterintelligence collection efforts. These efforts require close coordination with host nation police and legal officials. In countries where cooperative or multinational intelligence systems already exist, newly arrived Army tactical units normally work with the area intelligence elements on a mutual support basis. When the situation forces Army units to move frequently, they should not assume responsibility for long-term, area-oriented intelligence programs. Still, they may contribute significantly to short-term collection and production efforts. All Army personnel during conflict provide information which, when tied into the data-gathering system, can produce useful intelligence.

### **Logistics**

In conflict, the ASCC tailors logistics to provide basic requirements in an austere situation. He stages logistics and uses intermediate support bases, leading to full base development if necessary. He does this with the use of HNS. Early deployment of the LSE from USAMC ensures a positive link from the

deploying units to the national logistics system and may be required to fill gaps in the TOE logistics infrastructure or projected selected elements of the national/industrial base into theater. The LSE could provide an initial C<sup>2</sup> structure to orchestrate USAMC resources and the logistics efforts of contractors and HNS. The degree of development of the host nation's infrastructure has a significant influence upon the Army commander's long-range logistics operations. In an austere environment, logistics operations can take precedence over near-term combat operations.

The Army commander takes a long-range view of the conflict situation and plans his logistics for the anticipated duration of combat operations, plus a transition period. He is responsible for providing HSS to ARFOR and, as directed, to other services, agencies, and

organizations. These logistics responsibilities include—

- Patient evacuation and medical regulation.
- Hospitalization.
- Health service Logistics/blood management.
- Preventive medicine, dental, veterinary, medical laboratory, and combat stress control services.
- Area medical support.
- Command, control, and communications (C<sup>3</sup>).

Logistics operations may become the primary Army weapon in conflict. Critical logistical skills supplied by the Army may allow the host nation to focus on combat requirements in the particular conflict, with little or no US Army participation.

## OPERATIONS IN CONFLICT

In conflict, the ASCC executes a variety of operations that contribute to the achievement of theater-strategic goals. These may include the continuation and expansion of the full range of previously discussed operations begun in peacetime, as well as attacks, raids, UW, support of insurgencies and counterinsurgencies, peacemaking, security assistance surges, and operations to combat terrorism. Sometimes operations are in response to a crisis or other rapidly developing situation. At other times operations may call for long-term planning and sequenced execution to support theater goals. Chapter 4 provides Army planning and deployment considerations for crisis situations. FM 100-17 addresses Army planning and deployment considerations across the range of military operations.

## TERRORISM

*Terrorism* is the calculated use of violence or the threat of violence to inculcate fear. Terrorism is intended to coerce or intimidate governments or societies pursuing goals that are generally diplomatic, religious, or ideological. Combatting terrorism consists of defensive (antiterrorism) and offensive (counterterrorism) actions.

### Antiterrorism

*Antiterrorism* includes all measures that installations, units, and individuals take to reduce the probability of their falling victim to

a terrorist act. Antiterrorism includes those defensive measures that reduce the vulnerability of individuals and property. The extent of these defensive measures varies based on assessment of the local threat. These measures include—

- Being personally aware and knowledgeable of personal protection techniques.
- Implementing crime and physical security programs to harden the target.
- Making installations and personnel less appealing as terrorist targets.

### Counterterrorism

*Counterterrorism* includes the full range of offensive measures to prevent, deter, and respond to terrorism. These measures are normally carried out by SOF under the direction of the NCA. Local measures include only those actions taken to terminate an incident or apprehend individuals responsible for terrorist acts. Other countermeasures—preemption, intervention, or retaliation with specialized forces operating under the direction of the NCA—have the characteristics of attacks or raids.

The Army commander may conduct actions before, during, or after a terrorist incident. Although DOS has the lead in combatting OCONUS terrorism, the Army commander and his staff must understand the threat and its

tactics, as well as current US policies, when dealing with terrorists. The Army may be the lead or a supporting force in an effort to combat terrorism during a specific operation.

### ATTACKS AND RAIDS

Attacks and raids can support rescue or recovery operations to destroy or seize equipment or facilities that demonstrably threaten national collective security interests. They can also support counterdrug operations by destroying narcotics production or transshipment facilities (if authorized by the NCA) or by supporting a host government's actions in this regard. The principles of combat operations directly apply.

*Attacks* by ground, air, and naval forces damage or destroy high-value targets or demonstrate the capability to do so. *Raids* are usually small-scale operations involving swift penetration of hostile territory to secure information, seize an objective, or destroy targets. Attacks and raids end with a withdrawal. Successful attacks and raids can create situations that permit seizing and maintaining the diplomatic initiative. To be successful, they require the proper focus of planning, organization, training, and equipment. Attacks and raids may involve conventional forces and SOF. The JFC usually plays a larger role than the Army operational-level commander in planning and executing these types of operations.

### UNCONVENTIONAL WARFARE

UW is a series of military and paramilitary operations conducted in enemy-held, enemy-controlled, or diplomatically sensitive territory. UW includes, but is not limited to, guerrilla warfare, evasion and escape, subversion, sabotage, and other operations of a low visibility, covert, or clandestine nature. US military support to UW operations can include the use of both conventional forces and SOF. UW is usually a long-term effort.

Techniques and tactics for certain UW operations are similar to those employed in support of insurgencies. However, support for insurgency differs from that for UW. Insurgency accomplishes strategic goals directly, whereas UW typically supports conventional operations. The difference affects the operational and strategic design of the operation. For example, operations in support of insurgencies give priority to infrastructure

and diplomatic development, while UW emphasizes military actions.

### INSURGENCY AND COUNTERINSURGENCY OPERATIONS

Insurgency and counterinsurgency are two aspects of the same process. However, they differ in execution. Insurgents assume that appropriate change within the existing system is not possible or likely. Insurgency therefore focuses on radical change in diplomatic control and requires extensive use of covert instruments and methods. Counterinsurgency uses principally overt methods and assumes appropriate change within the existing system is possible and likely. The US supports selected insurgencies that oppose oppressive regimes which work against US interests. Since support for insurgencies is often covert, many operations connected with them are special activities. Because of their extensive UW training, SOF are well-suited to provide such support.

Conventional forces may be called on when the situation requires their functional specialties. Their tasks may include support and advice. The CINC may direct the ASCC to provide equipment, training, and services to insurgent forces. In the following types of operations, ARFOR can assist insurgents:

- Recruiting, organizing, training, and equipping forces to perform unconventional or guerrilla warfare.
- PSYOP.
- Institutional and infrastructure development.
- Intelligence-gathering.
- Surreptitious insertion.
- Linkups.
- Evasion and escape of combatants.
- Subversion.
- Sabotage.
- Resupply.

The US uses its military resources to provide support to a host nation's counterinsurgency operations in the context of foreign internal defense (FID). FID is the participation by civilian and military agencies in any of the action programs another government takes to free its society from

subversion, lawlessness, and insurgency. The US ambassador, through his country team, provides the focal point for interagency coordination and supervision of FID.

Military support to FID is provided through the unified CINC. Military resources provide materiel, advisors, trainers, and security assistance forces to support the host nation government's counterinsurgency operations through SAOs. ARFOR operations that support a host nation conducting a counterinsurgency may include, but are not limited to, intelligence-gathering, joint and combined exercises, civil-military operations, humanitarian or civic assistance, logistical support operations, populace and resource control operations, drug-interdiction operations, and tactical operations.

### **PEACE ENFORCEMENT (OPERATIONS TO RESTORE ORDER)**

When in the national interest to stop a violent conflict and force a return to diplomatic methods, the US conducts peace enforcement (PE) operations with its military forces. The US typically undertakes PE operations at the request of appropriate national authorities in a foreign state or to protect US citizens as part of an international multilateral or unilateral operation. The PE force does not represent a wholly disinterested power or such a drastic commitment would not be made. However, the interests of the country or countries that provide forces for these operations are served best by a cessation of violence and a negotiated settlement.

Conflict within a given area eventually affects adjacent areas. These effects are seldom desirable and can include refugee movements, arms marketing, proliferation of weapons, and environmental contamination. A further potential exists for the expansion of the conflict beyond its original boundaries.

### **TRANSITION TO PEACETIME OR WAR**

The successful termination of conflict operations leads to a return to peacetime. The unsuccessful termination of conflict endangers US interests or threatens a possible transition to war. In either case, the ASCC must be prepared for these outcomes. The ASCC plans consolidation operations to terminate combat

The long-range goals of a PE operation are two-fold. The first goal is to contain the conflict to prevent the destabilization of adjacent areas. The second goal is the agreement to a negotiated settlement by the parties to the conflict. This settlement must resolve the basis for the conflict and establish the foundation for the transition to peacekeeping operations and peacetime operations. The diplomatic complexities of operations to restore order require that available force be sufficient but its use be applied with discretion. The operation also requires that the forces be appropriate to the environment.

The senior army commander must understand the constraints and diplomatic sensitivities of this environment and recognize that local law and customs often influence his actions. PE operations require continuous mission analysis, clear C relationships, effective communications facilities, joint and multinational force liaison, and effective public diplomacy and PSYOP.

### **SECURITY ASSISTANCE SURGES**

The US accelerates security assistance when a friendly or allied nation faces imminent threat. In these surges, operations usually focus on logistical support. Geography, the magnitude of the logistics effort, and time limitations determine airlift and sealift requirements. US support to Israel during the 1973 Arab-Israeli War illustrates this kind of operation. The Yom Kippur War demonstrates the importance of airlift in the initial stages of conflict and the follow-on strength of sealift. The CINC may direct the senior army commander to provide equipment from his command as part of security assistance surges. The senior army commander may also provide some of the logistical support (port operation and line haul units) needed to transfer surge equipment to the friendly nation.

operations and prepare the way for the use of diplomatic, informational, and economic elements of power in a peacetime environment. As the level of hostility lessens, the ASCC changes the composition of his force. He replaces those combat arms forces—essential during combat operations—with CS and CSS

forces as hostilities subside. Finally, he positions nation-assistance forces to complete the transition to peacetime operations.

The ASCC plans an orderly redeployment of forces. This redeployment includes recovery

and reconstitution of forces, which facilitates a return to peacetime activities. As a part of postoperation reporting, the commander develops lessons learned for incorporation into training during peacetime activities.

---

## Appendix A

# Army Service Component Command Responsibilities and Organization

This appendix focuses on the functions, responsibilities, and capabilities of those operational-level organizations formerly known as echelons above corps. It addresses the dynamic nature of the theater strategic and operational requirements in the states of peacetime, conflict, and war. It contains requirements for establishing and designing a theater. It describes responsibilities, functions, and organizations required to conduct major operations and provide logistical support. It pinpoints the functional, operational, and support responsibilities of the Army service component commander (formerly known as the *theater army commander*) in the theater.

The Army service component serves as the senior Army echelon in a theater and is the Army service component command of a unified command. It includes the service component commander and all Army personnel, organizations, units, and installations that have been assigned to the unified command. The Army's operational-level organizations assist and augment tactical (corps and division) organizations.

## THEATER ARCHITECTURE

During periods of peacetime deployments and training where Army forces pass through the area or operate within a CINC's AOR, but are not assigned to that CINC, the ASCC coordinates with the ASCC of the appropriate CINC to ensure those forces are supported. However, except as the NCA directs, all forces operating within the geographic area assigned to a combatant command shall be assigned or attached to and under the command of that combatant commander. The architecture of the Army in a theater is flexible enough to meet the needs of combatant commanders. The ASCC has a number of capabilities and options for organization and provides the capabilities that support a force-projection concept—from an austere to a fully developed theater.

The total capabilities the ASCC provides may not be initially required in theater for the early stages of a force-projection operation. Rather, the ASCC structure represents capabilities that would be task-organized into a selected force based upon the mission, assessment of the operational environment, constraints, restraints, and the commander's risk assessment. Each theater is unique. The functional requirements of a theater organization remain somewhat constant. The variable is the level of capability required. The ASCC tailors units to provide the specific capabilities the CINC requires and echelons those capabilities as required into the theater.

## ECHELONS OF COMMAND

Historically, echelons of command at the operational level of war (EAC) have gone through an evolutionary process. During the Civil War, the Army began evolving toward larger, Army-level units with a single commander directing large forces dispersed in multiple locations. Then, during World War I, the theater commander used an intermediate

headquarters—the field army—to control multiple corps. The World War II structure expanded this, using army groups and field armies between the theater and corps commanders. These Army groups were formed to control two to five field armies. In turn, the field army could control a like number of corps. Essentially, an army group could control a maximum of 25 corps.

With the structuring of the Army around a four-corps base, the requirement for the army group and field army was eliminated. However, the functions performed by the army group and field army were not eliminated, resulting in those functions (Title 10) being performed by a forward-deployed theater army and its requisite subordinate organizations performing specific functions. Additionally, the requirement for a multiple corps operation required the capability to constitute at least an operational-level headquarters (a numbered army) for C<sup>2</sup> of the operations.

Should multinational forces be added to a conflict, as we anticipate to be the case, larger formations are possible. The issue then becomes one of span of control for the theater CINC. Modern forces have a significant mobility advantage over their World War II counterparts, where the US Army last formed army groups. That mobility advantage permits smaller formations to operate over larger AOs. Army echelons reflect the unified command structure, increased span of control capabilities, and improved weapons technology. Corps serve as the Army centerpiece for structure and are normally the building blocks upon which the Army organizes. The ASCC, formerly called the *theater army commander*, carries out the Title 10 responsibilities within the theater.

Subordinate JFCs may control multiple US Army corps without an intermediate Army headquarters. Then, the ASCC carries out the Title 10 responsibilities in lieu of the theater army. However, the ASCC may choose to organize a numbered army as an intermediate headquarters between the corps and the JFC to command and control operations when required by METT-T. Army organizations are structured to enable them to perform the missions to which they are assigned. At corps and below, those missions are primarily tactical. Corps and below units must be augmented to perform at the operational level. Still, units that normally operate at the tactical level may not have the operational perspective necessary to skillfully link tactical operations to strategic objectives.

When a corps or division is fully engaged at the tactical level, it cannot be expected to assume responsibility for the additional functions and command responsibilities that correspond to the operational level. It has neither the personnel nor materiel resources to perform both responsibilities. Chapter 6 discusses these additional requirements in detail. Under the force-projection concept, a tactical-level unit may conduct operational-level operations. In principle, these operations should be performed by an echelon not directly responsible for commanding tactical operations. The tactical force commander must be free to concentrate resources on the tactical mission. Whereas, the operational-level commander must be free to concentrate resources on the performance of the three operational-level tasks—joint, multinational, and interagency linkage; conduct of Army operations; and support of Army operations.

The Army contributes operational-level organizations to support joint and multinational operations. Operational-level units fight and support, as well as make up a support base. Operational-level forces may be part of a forward presence that serves as a symbol of US national resolve. Other forces remain in the US to provide rapid force projection to forward-deployed units or to execute contingency operations. Whatever the case, Army leaders need to be familiar with those Army operational-level forces that contribute capabilities to joint and multinational operations. US Army levels of command include—

- Army service component command.
- Numbered army.
- Corps.
- Division.
- Brigade, regiment, or group.
- Battalion or squadron.
- Company, battery, or troop.

These echelons of command provide a means for commanders to achieve operational- and tactical-level objectives. Each of these echelons has its own set of capabilities and considerations.

## THEATER REQUIREMENTS

The Chief of Staff of the Army, with the CJCS and unified command authorities, configures the Army service component to the

unified commands to meet theater requirements.

## PEACETIME

In peacetime, the CINC normally exercises COCOM through the ASCC. The ASCC must have a strategic and operational perspective while executing his responsibilities. He serves as the principal advisor to the CINC for supporting and employing ARFOR in theater. The ASCC participates in mid- and long-range planning to support the CINC's theater strategy and campaign plan, conducts major operations that support the CINC's campaign plan, and provides sustainment and support of all ARFOR assigned or attached to the theater. The ASCC may exercise OPCON of selected forces. He may command forces executing combat operations or MOOTW.

The ASCC performs three strategic and operational-level tasks—

- Establish linkages and coordinate with the joint force head quarters and other service component commanders.
- Conduct operations.
- Conduct support operations to sustain the ARFOR assigned to the theater.

The ASCC's strategic task in peacetime is to carry out the strategic logistics tasks and priorities for the CINC. The ASCC's operational role in peacetime is to plan and conduct operations and exercises to execute the CINC's theater strategy and plans. The ASCC is responsible for sustaining all forces in theater and maintaining the capability to expand to accommodate ARFOR required for theater operations plans. For a complete discussion of service component responsibilities, see Joint Pub 0-2, Chapter 3.

## CONFLICT AND WAR

As the theater transitions to conflict or war, the CINC may choose one of several options to exercise COCOM. Each of these options has different impacts on the employment of ARFOR. The CINC may choose to continue to exercise COCOM through the ASCC. The ASCC would conduct major operations and continue to provide sustainment and support of all ARFOR assigned or attached to the theater. The CINC may assign the ASCC support-related tasks solely or a combination of both support and operational tasks.

The CINC may choose to exercise COCOM through a JTF for a limited duration mission. The ASCC would place ARFOR under OPCON of the CJTF for the conduct of operations. The

CINC also could designate the ASCC as the CJTF. The ASCC would focus on all three operational-level tasks. The CJTF may choose to organize his command by service element, functional component, subordinate JTF, or any combination of these. The ASCC, if not the GJTF, would continue to focus on sustainment and support of all ARFOR assigned or attached to the theater.

The CINC may choose to exercise COCOM directly over specific forces. The ASCC would place ARFOR under the direct OPCON of the CINC for the conduct of operations. The ASCC would continue to focus on sustainment and support of all ARFOR assigned or attached to the theater. If the CINC chooses to exercise COCOM through functional component commanders, three scenarios are possible.

- The functional component commander might also be the ASCC. The ASCC would conduct major combat operations and support operations for the theater.
- The functional component commander might also be an Army commander—but not the ASCC. In this scenario, the ASCC could establish a numbered army, and the numbered army commander could be the functional component commander. The ASCC would place ARFOR under OPCON of the numbered army commander for the conduct of operations. Within the functional organization, the numbered army commander would perform the three operational-level tasks. However, the ASCC would continue to focus on sustainment and support of all ARFOR assigned or attached to the theater.
- The functions component commander might also be a commander from another service such as the Marine Corps. In this scenario, the ASCC would place ARFOR under rider OPCON of the functional component commander for the conduct of operations. Within the functional organization, the ARFOR commander would perform the three operational-level tasks. The ASCC would continue to focus on sustainment and support of all ARFOR assigned or attached to the theater.

As the theater transitions to conflict or war, the probability increases that the CINC will separate the ASCC's operational

responsibilities from its support role. The CINC may designate another commander to focus on conducting combat operations, while

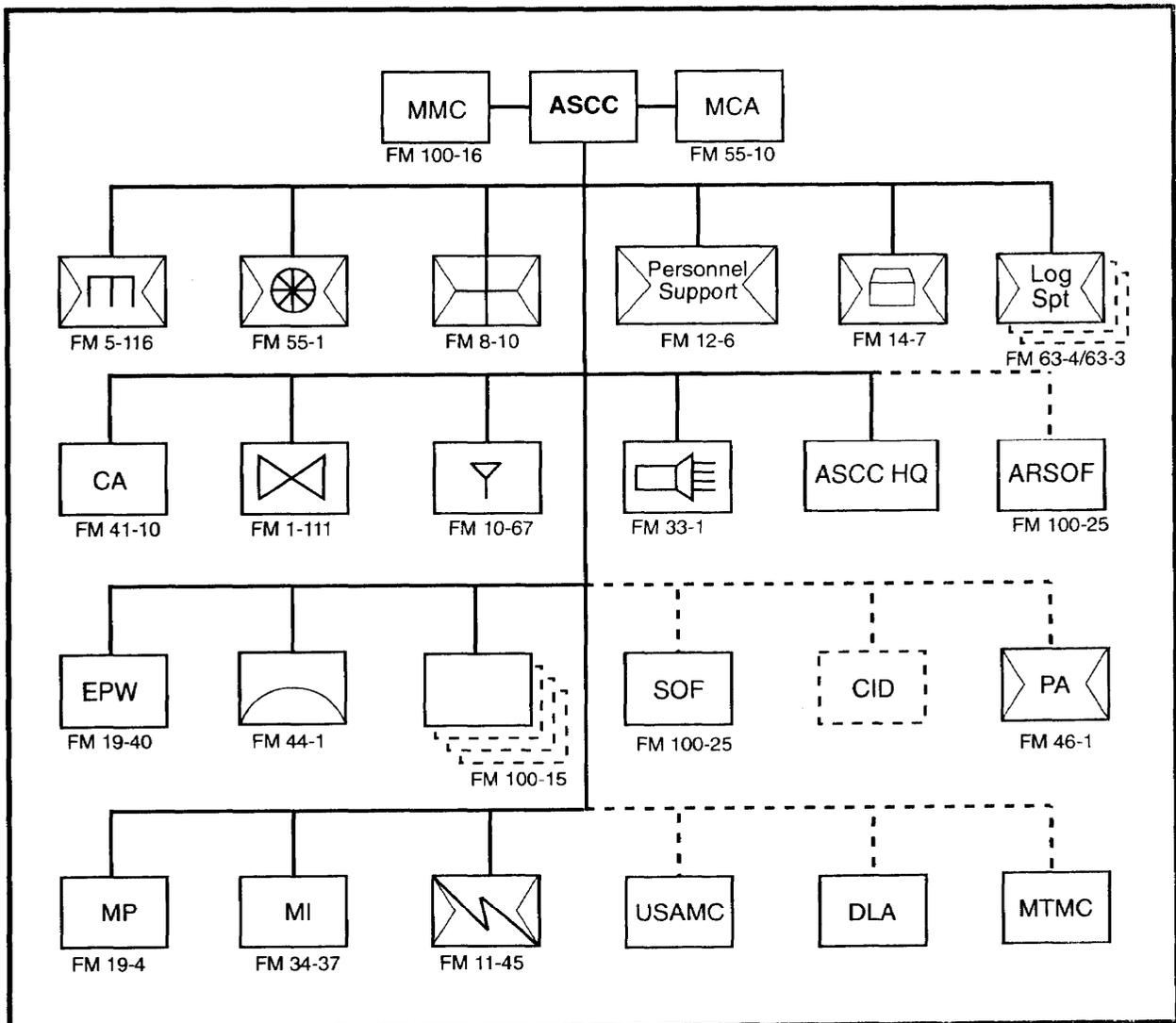
the ASCC concentrates on conducting support operations.

## SUPPORT AND OPERATIONS FUNCTIONS

The ASCC provides to the CINC a collection of capabilities, functions, and C<sup>2</sup> elements to accomplish the mission. With the initial deployment of forces, the ASCC, based on METT-T, tailors his organization to provide the required support to conduct major operations, battles, and engagements. The ASCC's support function has a major impact on the design and conduct of campaigns and major operations. The ASCC must get the right

ARFOR to the right place at the right time to enable the CINC to strategically concentrate forces and logistics to generate decisive combat power. Figure A-1 illustrates the capabilities and functions the ASCC provides.

The ASCC becomes intimately involved with decisions concerning competing demands for limited resources. He assists the theater CINC in the development of support priorities,



particularly those affecting other services. To support the force-projection concept and in addition to projecting forces and support, the ASCC must also coordinate the projection of additional required support from CONUS, another theater, or an intermediate support base, using air lines of communication (ALOCs) and sea lines of communication (SLOCs). Figure A-2 illustrates this situation.

In contingency operations, upon entry into the AO, US forces may be either opposed or unopposed. Each type entails a different mix of forces and capabilities. The existence of little or no in-theater support base may require that a large logistics organization, with augmentation from strategic and operational-level logistics organizations, accompany the deploying tactical unit. The synchronization of the deployment of CSS units, supplies, and C<sup>2</sup> with the increase in combat capabilities is critical.

Theater logistics support requires a seamless logistics profile, from strategic logistics—DLA, USAMC, and General Services Administration—to logistics field units. The historical C<sup>2</sup> and support structure provided in a mature theater may not be in place. Units must rely on a logistics system that operates on the basis of projecting and supporting force capability instead of supporting units and echelons. Implementation of concepts, such as split-based operations, total asset visibility, in-

transit visibility, real-time communications, and pre-positioned materiel (on land and afloat), along with improved strategic lift capability, ensures sustainment of the projected force. FM 100-16 describes these concepts in detail.

Because of the changing nature of the force size, necessary time frame, and resource constraints, units must be capable of providing mission-essential support before the arrival of doctrinal logistics units or when deployment of logistics units would exceed what is required to support the force's mission. Mission- and capability-oriented modular elements are designed to support combat-essential requirements through sequencing capabilities into the AO. The capability projection of logistics support must focus on two critical areas: essential requirements and the strategic end state. Decisions made early in the process affect the end result. If a developed support infrastructure is absent or eliminated in an area, an ASCC headquarters could serve as the nucleus for a theater base development process. One example of a possible ASCC headquarters organization is shown in Figure A-3. For other examples refer to FM 101-5.

The ASCC headquarters conducts planning and coordinates major operations and support through flexible combinations of area and

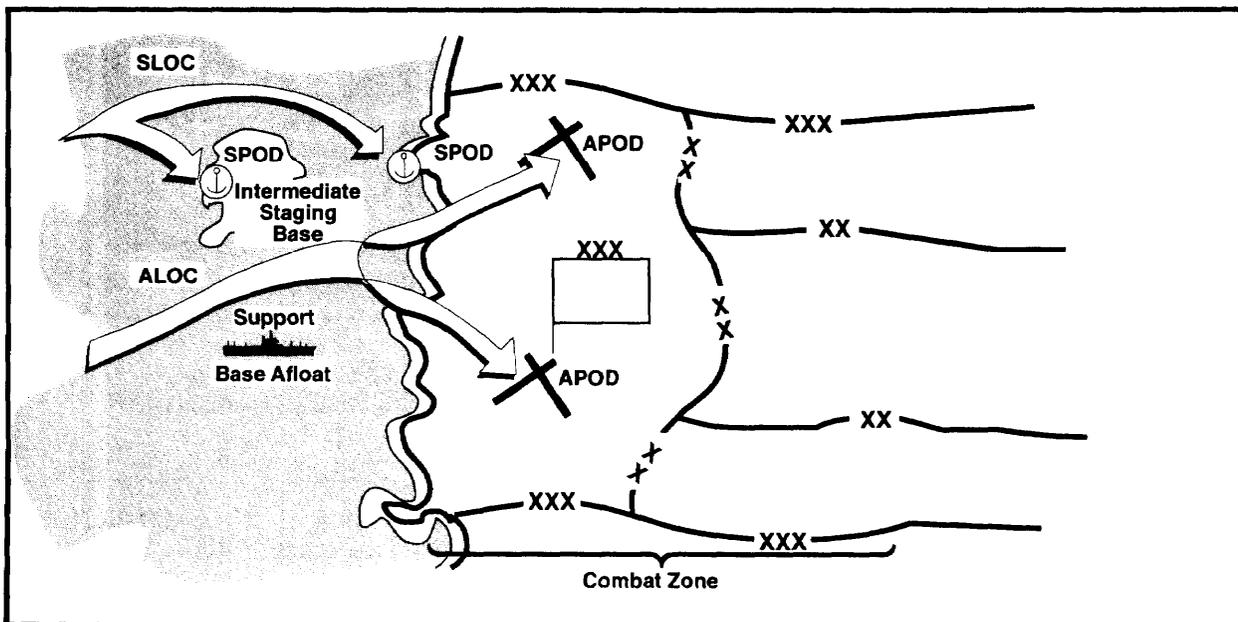
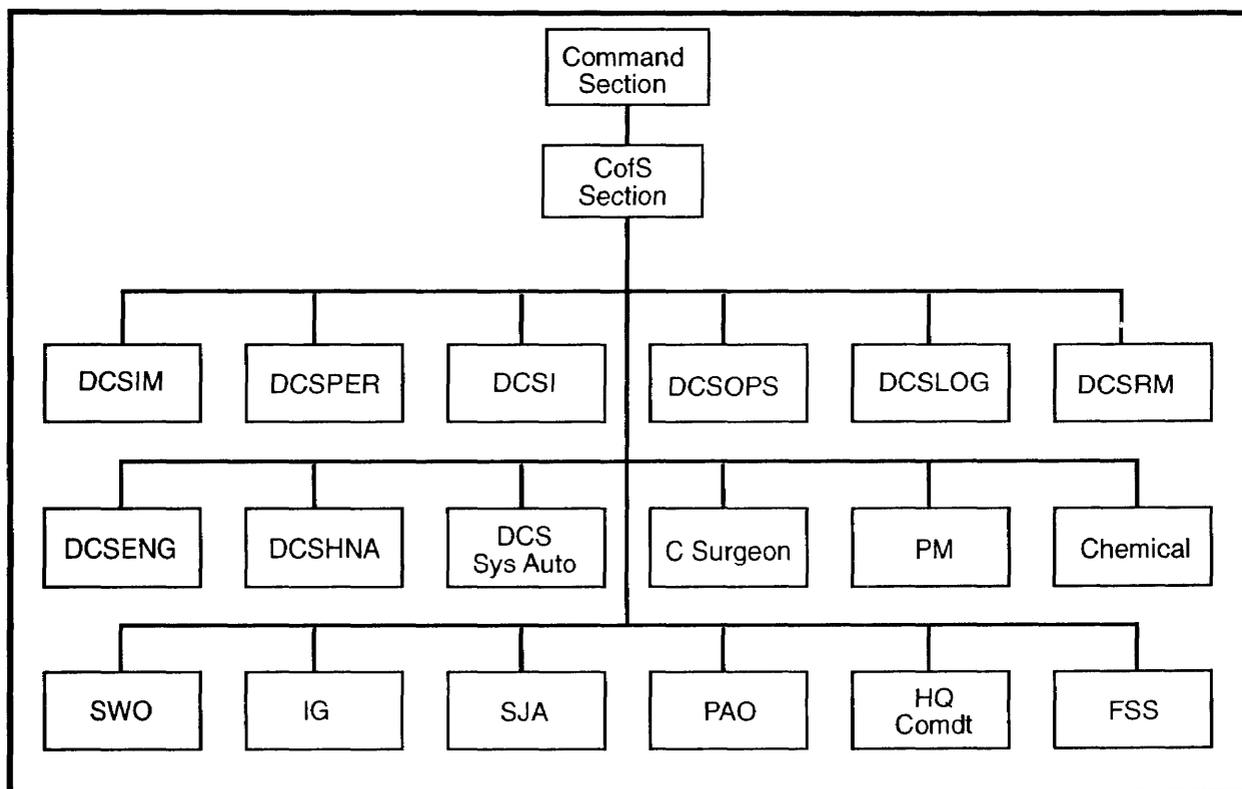


Figure A-2. Contingency Operation Without a Communications Zone



**Figure A-3. Army Service Component Command Headquarters Echelonment**

functionally oriented organizations. Headquarters management involves managing the organization and administration of the headquarters, including—

- Coordinating and supervising movement, internal arrangement, space allocation, and administrative support.
- Supervising agencies that service the command, such as the American Red Cross; civilian safety personnel; morale, welfare, and recreation personnel.
- Recommending manpower allocation, especially in the use of personnel authorized in large numbers to the headquarters.
- Allocating shelter in the headquarters area for troops, in coordination with the G3 for area organizations and the G4 for provision of shelter.
- Providing control and standardization of procedures within the headquarters. All staff officers are responsible for proper administrative activities within their own staff sections.

The ASCC is responsible for managing the Army's support base in a developed theater. Besides managing the Army's support base, the unified commander may designate the ASCC as the JRAC responsible for surface security of the entire JRA, organization and operation of the theater support base, and conduct of rear operations for all land component services (Joint Pub 3-10.1).

### SUPPORT FUNCTIONS

A developed theater consists of forward-deployed resources and forces with some level of installation and HNS. In war, this theater support base, or JRAC, would be located in the intratheater COMMZ or in a dispersal area. The ASCC operates within the theater's developed infrastructure and CINC's strategic priorities to receive forces and resources through seaports of debarkation (SPOD) and aerial ports of debarkation (APOD). The ASCC establishes the logistics infrastructure for the theater of operations and assists in establishing and adjusting theater LOCs. The ASCC receives, equips, marshals, stages, and moves units forward to the tactical assembly

areas for employment. The ASCC continues to support and reconstitute these deployed ARFOR. Upon termination of conflict, the ASCC continues to provide support to the ARFOR to allow redeployment and reconstitution of the force. The theater organization with a COMMZ is depicted in Figure A-4.

**Multifunctional Logistics Support**

The CINC, with advice from the ASCC, may organize logistical support in his AOR with single, subordinate commanders responsible for large geographic areas. Normally, the ASCC places these areas under the command of a logistics C<sup>2</sup> headquarters. The ASCC may further divide the support areas into smaller areas assigned to a logistics task-organized support element. The ASCC establishes as many logistics headquarters and logistics task organization elements as needed to efficiently support his force in theater. Figure A-5 illustrates this area command structure.

**Logistics Command and Control Headquarters**

The ASCC must provide total support to all ARFOR in theater. If the ASCC chooses to focus on operations and streamline his span of C<sup>2</sup>, he may establish a deputy commander for support and make him responsible for oversight of the total support mission. Or, he may choose to retain control of the support function and orchestrate it through his deputy chief of staff for support or appropriate coordinating staff office—that is, DCSPER, deputy chief of staff for logistics (DCSLOG), or deputy chief of staff for resource management (DCSRM).

To orchestrate the many supply and service missions, the ASCC establishes a logistics C<sup>2</sup> headquarters in the COMMZ. It provides reception and operation staging to units located in or passing through the COMMZ. This reception and operation staging includes personnel and administration support, direct support (DS) maintenance, and supply, field services, and local transportation provision.

The logistics C<sup>2</sup> headquarters provides backup logistical support to corps or other subordinate units and performs general

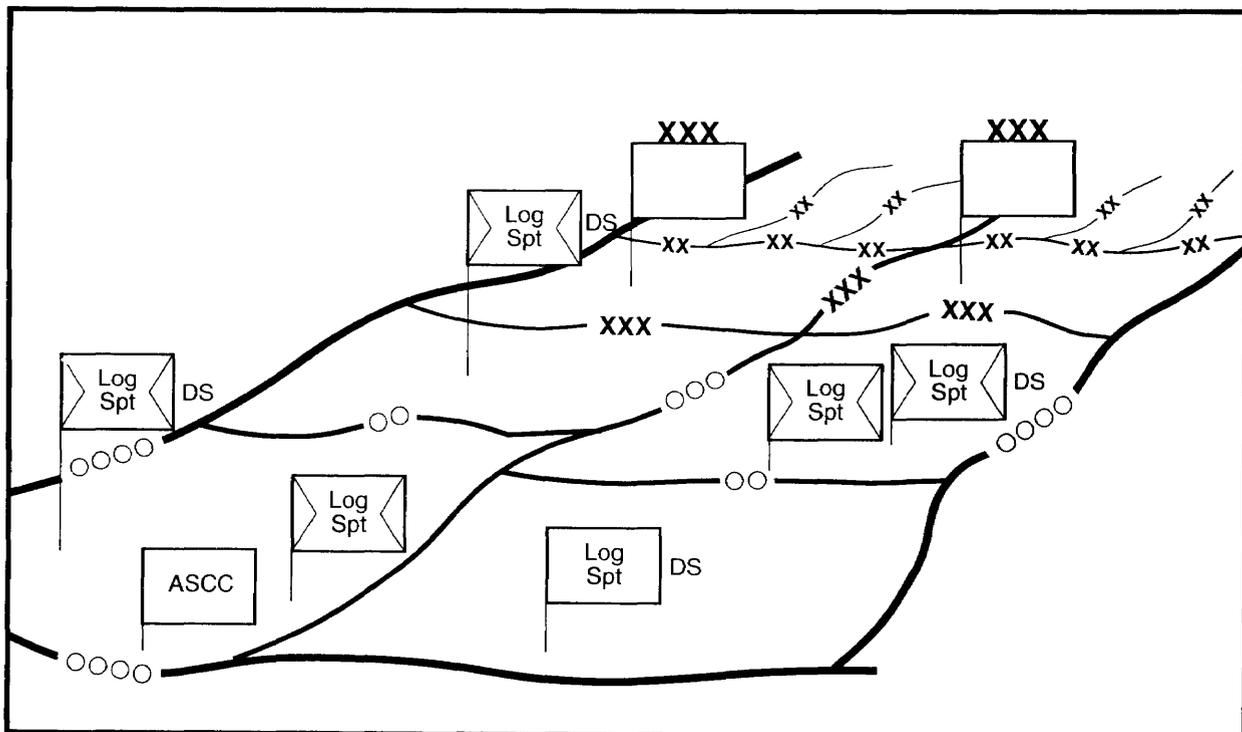


Figure A-4. Support in Intratheater Communications Zone

support (GS) maintenance to support the Joint Theater Logistics System (JTLS) under work load direction of its materiel management center (MMC). The logistics headquarters coordinates area functions, such as traffic circulation and population control, with host nation agencies and MPs and coordinates property maintenance activities with the engineers. This headquarters provides an organization for centralized control of all Army EOD efforts in the theater. This provision allows the ordnance organization commander, with direction from the ASCC's staff, to quickly focus EOD assets to critical locations or operations. FM 9-15 covers EOD structure and operations.

Working with the deputy chief of staff for engineers (DCSENG), the ordnance organization plans and coordinates counterunexploded ordnance operations. Either in the corps or in logistical bases, EOD units can be quickly reassigned to meet any battlefield requirement. When EOD detachments are not readily available, the ASCC may direct engineer units to conduct counterunexploded ordnance operations. Additionally, unit level organizations must train to identify unexploded ordnance (UXO) and perform self-extraction from submunitions and scatterable mines on the battlefield. The ordnance unit (EOD) within the logistics C<sup>2</sup> headquarters acts as the information flow manager for technical intelligence dealing with

UXOs. It is responsible for channeling this information out of the theater and back down to each detachment.

Additionally, the ASCC, through the logistics C<sup>2</sup> headquarters, plans and executes rear security operations in the COMMZ. The ASCC may task the logistics headquarters to provide out-of-sector support. Figure A-6 shows a typical logistics C<sup>2</sup> organization that the ASCC could design to provide the logistics C<sup>2</sup> functions (less provision for Class VIII and classified maps). The attached organizations are METT-T dependent.

**Area Support**

The ASCC tailors LSE organization to provide area support based on its subordinate organizations, unit missions, and services required by the forces within the specific AOR. The most common situation requires an element to command and control a mix of DS and GS units, though emphasis is on DS to the units in or passing through its servicing area.

Functions normally provided on an area basis include maintenance, supply and services, and petroleum supply. Strategic logistics organizations (DLA, USAMC), as determined by memorandum of agreement (MOA) or MOU with appropriate commands, also provide support on an area basis. Additionally, medical units provide HSS on an area basis but maintain a separate C<sup>2</sup> element.

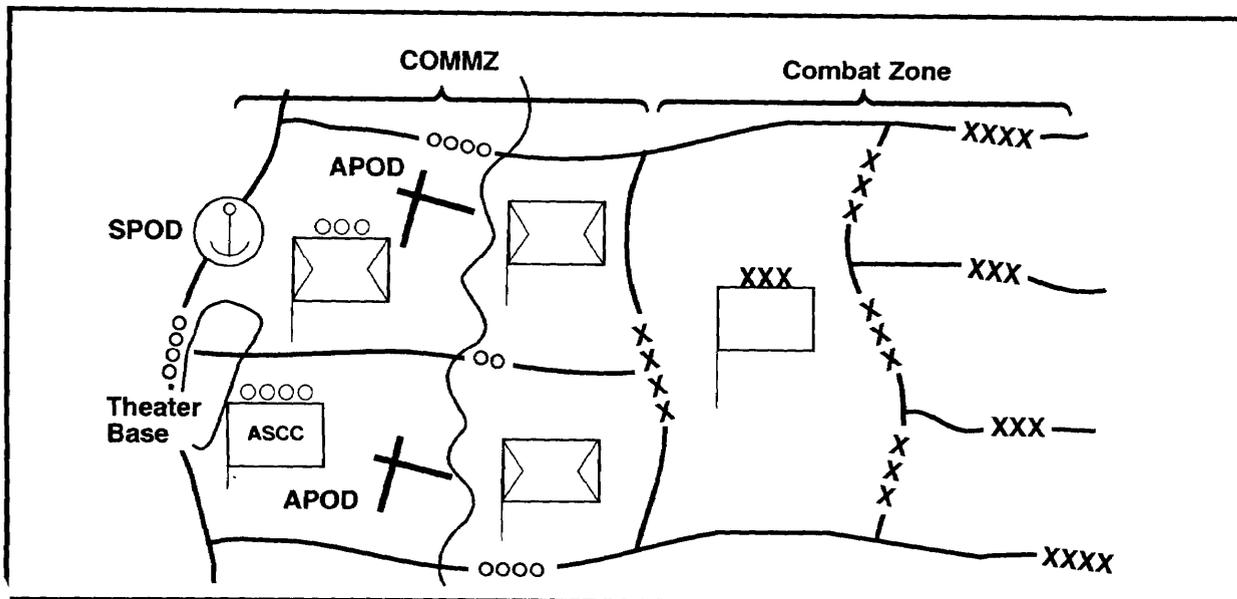
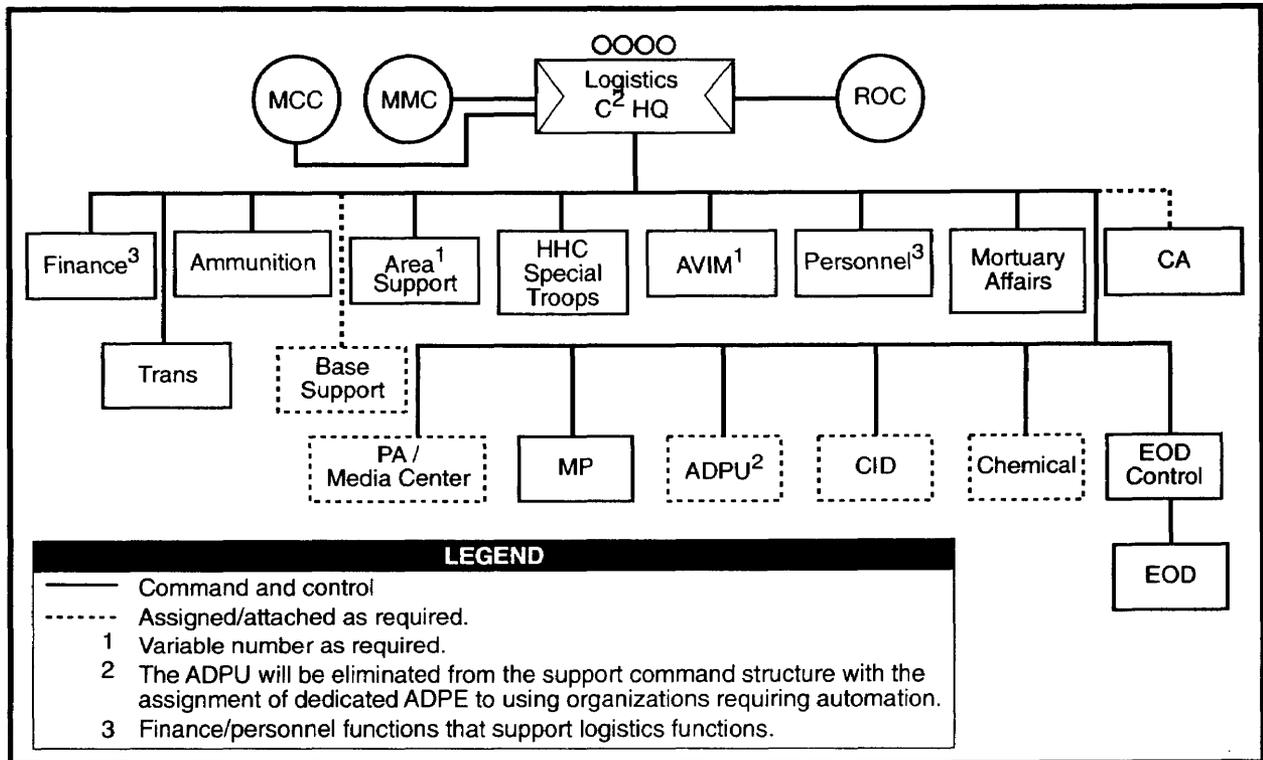


Figure A-5. Communications Zone Area Support Structure



**Figure A-6. ASCC Operational-Level Subordinate Logistics Organizations**

The C<sup>2</sup> element may also coordinate and execute rear security operations. An area support C<sup>2</sup> organization is shown in Figure A-7.

**Specific Functions**

The ASCC must provide special functions to provide GS in both the COMMZ and CZ. A deputy commander for operations, a deputy commander for logistics, or someone reporting directly to the ASCC may provide the functions to the command. If the theater matures for a long-standing mission with forward-deployed troops, then functional commands, based on METT-T, could be established for the areas of—

- Signal.
- Personnel service support.
- Public affairs and news media.
- Finance.
- Engineer.
- Transportation.
- Combat health service support.
- Air defense.
- Special operations support.

- Civil affairs.
- Aviation support.
- Intelligence structures.
- Petroleum functions.
- Ammunition supply and storage.
- Movement control
- Materiel management

**Signal**

The ASCC, through his G6, provides information system support to all US Army elements within the theater. The ASCC signal function requires an integrated communication network within the COMMZ, out-of-theater access, and interface with the CZ systems. During the planning phase of any operation, planners must consider initial deployment through a fully mature theater, sustained operations, contingency plans, phased reduction of signal support as units redeploy, and signal support requirements supporting posthostility activities.

The ASCC tailors the organizational-level signal organization to meet his requirements for C<sup>4</sup> support. This support includes communication, automation, visual

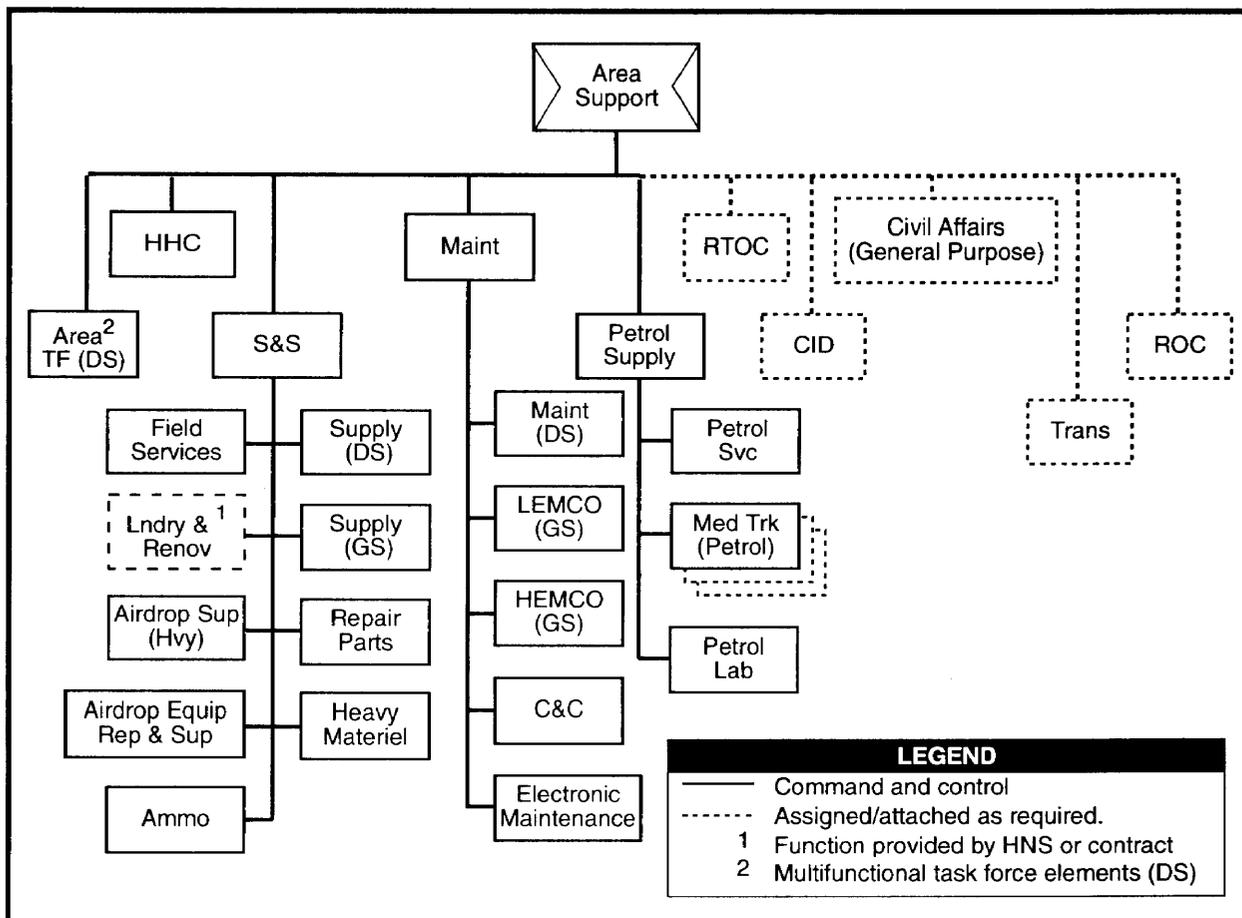


Figure A-7. Operational-Level Logistics Area Support Function

information, printing and publications, and records management. Specific signal capabilities employed from initial entry into the theater to a mature theater are dependent upon the operational environment of the particular theater. The CINC acquires DCS access primarily through TACSAT, DSN, and MILNET/DISNET trunks. The CINC takes maximum advantage of the host nation communication infrastructure. FM 11-45 discusses the operations of operational-level signal organizations and details the information mission area (IMA) support provided by the various organizations. If required, the ASCC may establish an operational-level signal C<sup>2</sup> organization as depicted in Figure A-8.

To support the force-projection army, operational-level information services mesh seamlessly with those of the sustaining base, which may be located within CONUS or another theater. This connectivity and reach-back capability allows for split-based

operations and is achieved using means such as military or commercial satellite communications, high frequency radios, or commercial fiber optic links. Interoperable gateways provide the means to interface between tactical and strategic systems via DCS entry points. These gateways also provide connectivity with joint and allied forces. The net effect is to allow forces to deploy worldwide without sacrificing their ability to exchange securely and reliably information in theater and with CONUS-base information resources. See Figure A-9.

**Personnel Service Support**

The ASCC, through the deputy chief of staff for personnel (DCAPER), is responsible for all GS personnel operations. The theater DCSPER manages critical personnel systems and synchronizes personnel network operations throughout the theater. The operational-level personnel C<sup>2</sup> organization must be flexible and able to adjust to specific

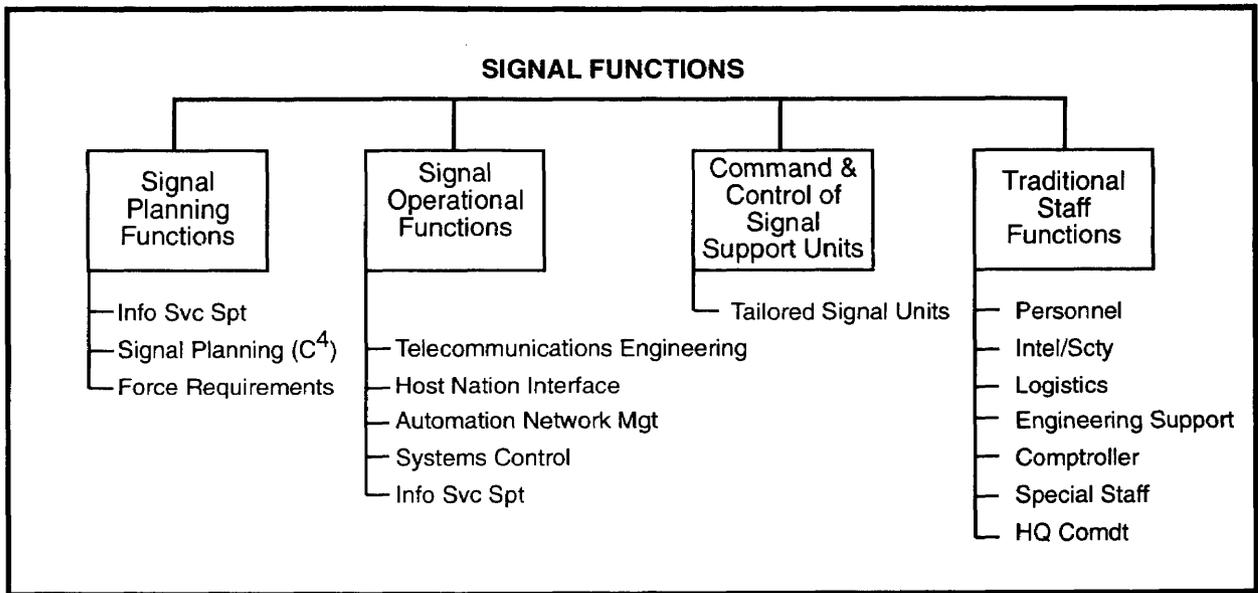


Figure A-8. Operational-Level Signal Functions

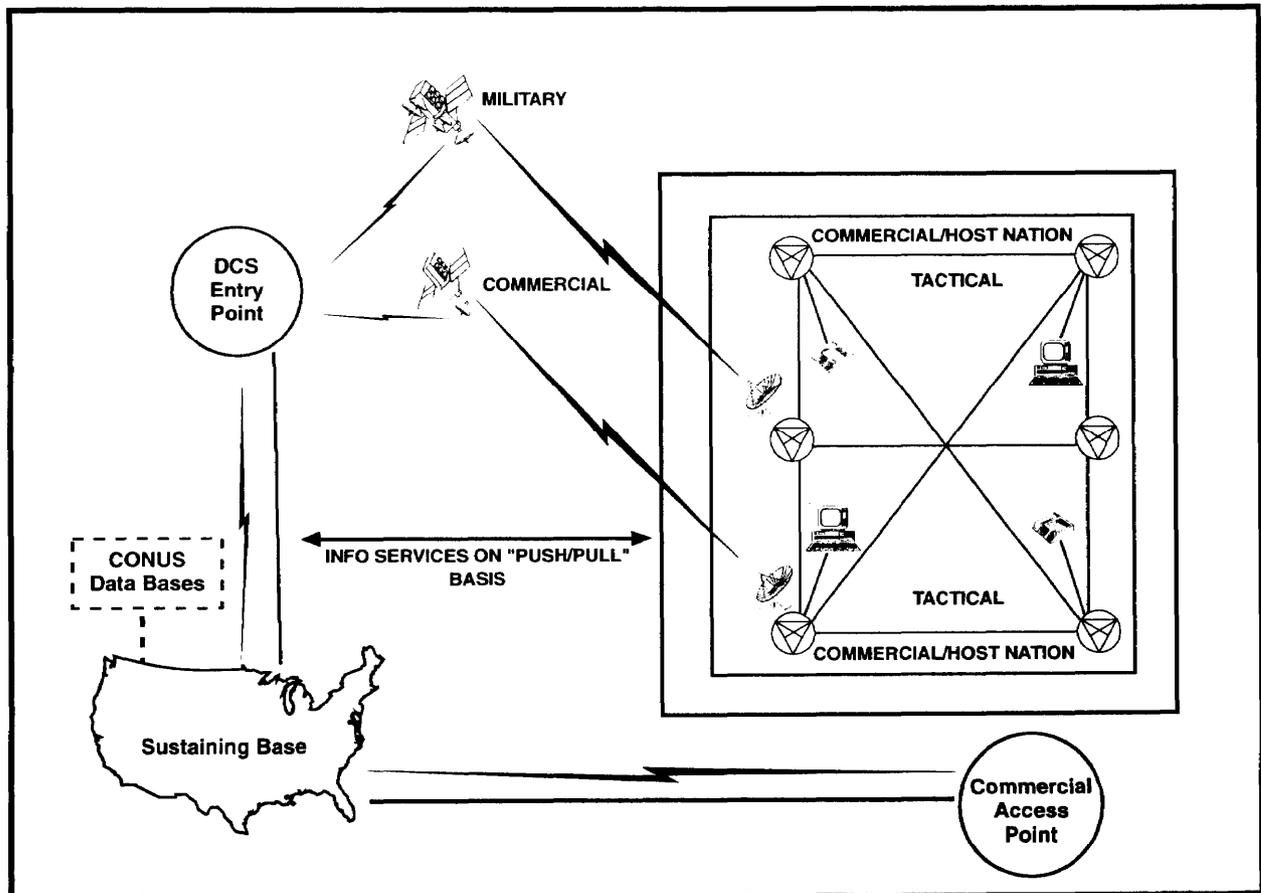


Figure A-9. The Army Information System Network

theater support requirements. The ASCC may initially deploy elements to perform the personnel management function. This element would be comprised of key sections from each functional personnel area and a C<sup>2</sup> section. Additional elements deploy in follow-on echelons according to conditions dictated by METT-T. Further adjustments take place through changes in subordinate unit number and type.

Operational-level major personnel functions are strength accounting, replacement operations, postal operations, casualty operations, personnel information systems, and personnel readiness. FM 12-6 provides detailed discussions of operational-level personnel functions. An operational-level personnel organization is illustrated at Figure A-10.

When established, the operational-level personnel functional command organization is under the staff supervision of the theater DCSPER. In fulfilling its responsibilities to synchronize the tactical functions of manning and the personnel services the personnel organization exercises C<sup>2</sup> and provides technical guidance on personnel management to the subordinate personnel organizations.

The personnel organization can task-organize a functional area staff element. This element sustains personnel readiness, directs theaterwide personnel systems, synchronizes personnel network operations, directs GS postal

and replacement activities, and manages essential personnel services. When established, the element draws personnel from personnel operations and replacement, postal, and personnel service areas within the personnel C<sup>2</sup> organization. HQDA, US Total Army Personnel Command (USTAPERSCOM), DCSPER, provides a civilian support cell, which does not include the C<sup>2</sup> elements.

The operational-level personnel organization uses the theater communications network to transmit reports and statistics in theater and to CONUS. It must have access to voice and digital communications capabilities with USTAPERSCOM to exchange information and data on personnel strengths, casualty operations, and replacement operations. The information exchange priority between these organizations demands direct, real-time electronic communication, both voice and digital. The personnel community must also maintain close coordination with medical, mortuary affairs, provost marshal, and other communities that provide replacements (such as hospital or straggler returnees) or casualty information. The total theater personnel community, comprised of personnel units and personnel staff elements, including the theater DCSPER and the G1-S1 staffs, is responsible for the support of personnel operations. Its primary mission at the operational level is to sustain theater personnel strength and manage theater personnel support systems. As such, it enhances soldier combat capability

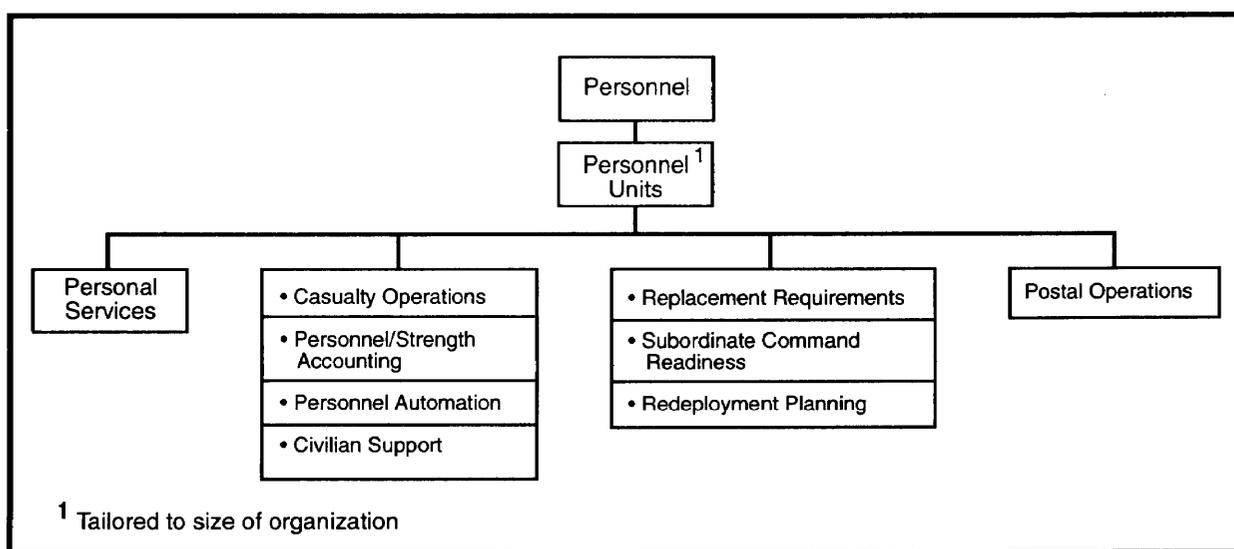


Figure A-10. Operational-Level Personnel Function

## Appendix A

through a full range of sustainment activities and thereby increases combat power. The theater personnel community must perform the following functions:

- Report total Army theater strength to Army PERSCOM and HQDA.
- Integrate all personnel support activities within the theater.
- Establish general theater-unique personnel policies and manage services to soldiers, civilians, and joint or allied personnel.
- Assist the ASCC in evaluating and influencing the theater command climate.
- Direct morale, welfare, and recreation activities; alcohol and drug abuse prevention and control; equal opportunity; and safety programs.
- Prepare the personnel estimate.
- Recommend theater replacement priorities to the DCSPER HQDA.
- Prepare personnel service support plans and orders to support the theater campaign plan and its branches and sequels and ensure subordinate plans support the commander's desired end state.
- Direct GS activities within the postal and replacement management systems.
- Track the force, project replacement needs, and ensure subordinate unit personnel plans support branches and sequels of the campaign plan.
- Prepare to function as the J1, if designated by the theater CINC and augmented by additional joint personnel.

Whether committed to MOOTW or war, personnel service support organizations are tailored to satisfy the operational requirement of the theater independently or with allied forces. To ensure unity of effort, joint personnel services require formal agreements, MOUs, and exchanges of liaison officers.

### ***Public Affairs and News Media***

A key factor that must be considered at the strategic, operational, and tactical levels is the presence of national and international media representatives and the effects of global visibility on the planning and execution of operations. Leaders must understand that the perception of an operation can be as important

to success as the actual execution of the operation. Leaders must recognize that the global visibility of today's media is bridging the gap between the strategic and tactical levels, so that a tactical victory can be an operational or strategic loss and vice versa. The media's ability to provide detailed, graphic, and live coverage of events from anywhere in the world has made military operations into spectator events watched in real time by the American public, allies, and adversaries. This allows media personalities, politicians, pundits, critics, and academics to become active participants in the debate about the way the operation is being executed.

Also, the American people have a right to know about Army operations. More importantly, the Army has a vital interest in ensuring an expedited flow of complete, accurate, and timely information about Army operations. Doing so fulfills the Army's obligation to keep the American people informed. It also helps to establish the conditions that lead to confidence in America's Army and its conduct of operations in peacetime, conflict, and war. When soldiers, their families, the nation's political leaders, and the general public perceive that the Army is conducting operations competently, professionally, and ethically, the morale, esprit, and effectiveness of the Army force is enhanced. This is critical to successful mission accomplishment.

The key to achieving an expedited flow of complete, accurate, and timely information about Army operations is the integration of PA estimates and recommendations into the planning and decision-making process. PA elements must assess internal and external information needs and expectations and analyze what is being published by the media. They must develop strategies that support open and independent reporting. They must ensure that their strategies are synchronized with the PA guidance of higher headquarters. They need to carefully coordinate their effort with related information communication functions, such as combat camera, as well as CA and PSYOP. PA success comes from open, honest, proactive information communication. PA personnel serve as the interface between the military and the media. They work to communicate the Army perspective and to ensure that reporting is fair and balanced. They try to educate media representatives on the military and the operation, and they

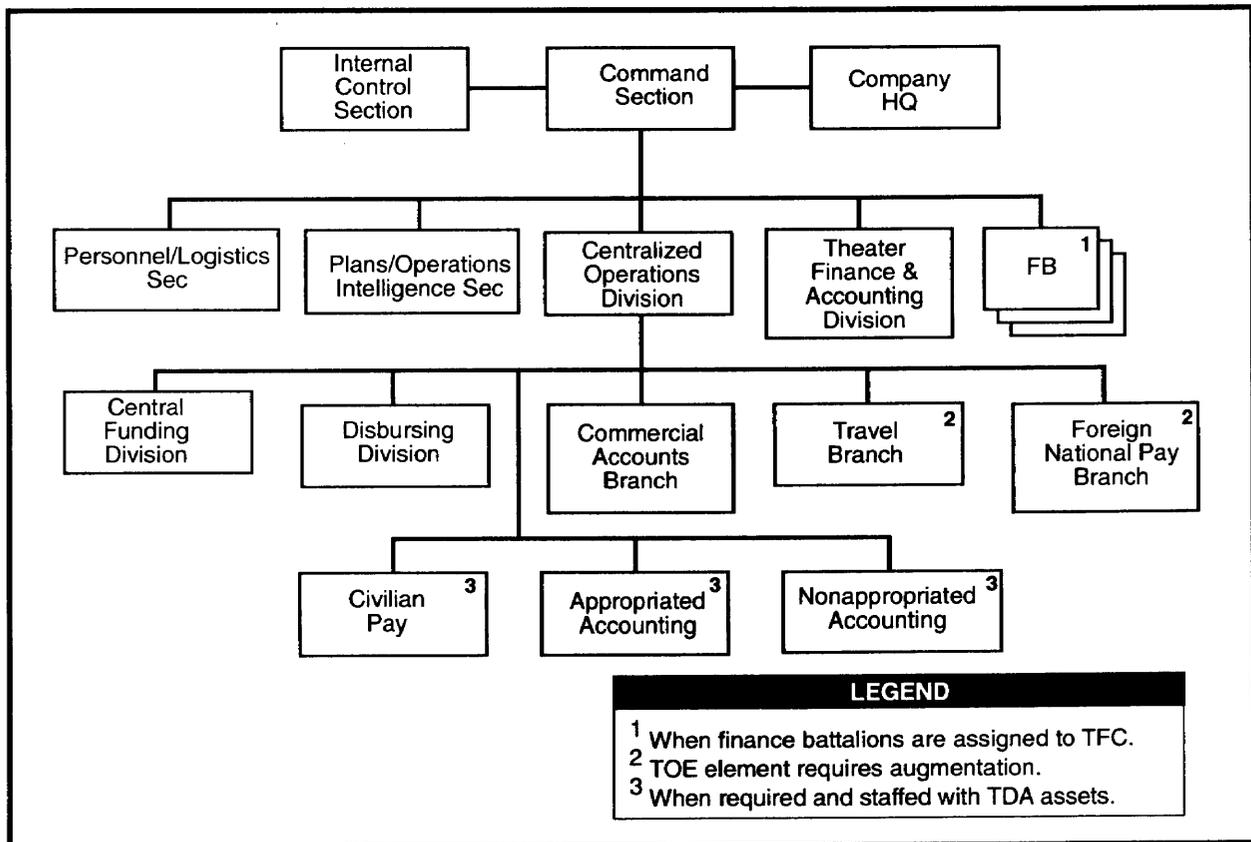
**Finance**

prepare military personnel to interact with the media. Although the commander and the PAO are the organization's official spokespersons, all soldiers are potential spokespersons. The media often perceive junior soldiers as especially candid, honest, insightful, credible. PA personnel play a key role in facilitating media-soldier interaction.

Besides serving as the interface between the military and the media, PA supports the commander's program to ensure that the information needs of soldiers and their families are met. PA personnel develop a strategy based upon the critical information soldiers and their families need to understand the operation and the mission and the information they need to maintain their morale and esprit. This strategy identifies the product requirements for communicating information within the theater and between the theater and home station. It synchronizes commercial contract services and Army production capabilities to most effectively and efficiently provide those products.

The ASCC provides finance support to the force through his operational-level finance unit commander, who also serves as the staff finance officer. Separately, the DCSRSM provides the operational-level resource management support to the ASCC. The operational-level finance function is to sustain Army, joint, and multinational operations by providing timely commercial vendor and contractor payments, various pay and disbursing services, and essential accounting. Military pay, travel, and disbursing are missions that impact morale support and, as such, provide an additional combat multiplier. If established, the operational-level finance organization provides finance support to all joint and multinational commands, as ordered, and provides policy and technical guidance to finance units. FM 14-7 covers finance activities. A possible operational-level finance function is shown in Figure A-11.

The finance function includes centralized theater support missions such as currency funding, commercial accounts, foreign national



**Figure A-11. Operational-Level Finance Function**

## Appendix A

pay, and appropriated and nonappropriated fund accounting. When designated by DOD, it also provides currency funding support to other US and allied organizations in the theater. The operational-level finance command—

- Establishes theater financial policy to ensure consistent application of DOD finance and accounting policy.
- Coordinates finance support requirements within the theater.
- Recommends allocations of finance units in theater.
- Reviews theater operations plans and prepare annexes to ensure proper support of operations.
- Coordinates HNS for finance and accounting requirements.
- Supports NEO.
- Performs/coordinates logistical, operational, and administrative actions for assigned finance units.
- Ensures operational readiness of assigned finance units.

Finance units provide the full range of finance and accounting services to all soldiers and units in the theater. These units formulate command financial policy, establish finance procedures, and provide finance support for the AOR within the theater, to include—

- Preparing and paying commercial vouchers.
- Cashing negotiable instruments.
- Preparing and paying foreign national payrolls.
- Funding tactical exchange facilities and other nonappropriated fund instrumentalities (NAFIs).
- Preparing and paying travel vouchers.
- Accounting for pay to EPWs and civilian internees.
- Providing currencies for local procurement payments, foreign national payrolls, imprest funds, combat payments, day laborer payments, intelligence and counterintelligence operations, and claims.

During operations, the level of formal accounting services that finance elements perform in the theater depends on the intensity, duration, and location of the

operation. Following coordination by the CINC or CJTF with the Assistant Secretary of the Army for Financial Management (ASA-FM), the ASCC may approve the transfer of accounting functions to a designated finance support activity (DFSA) in CONUS. The finance element continues to ensure that necessary documentation and data are provided to the DFSA to accomplish the accounting function. The ASCC establishes the amounts of monthly cash payments made to individual soldiers. Finance support teams (FSTs) pay soldiers when and where their commanders desire. FSTs are able to make contract payments, commercial vendor payments, and combat payments and process pay inquiries.

### *Engineer*

The ASCC tailors the engineer structure to the theater requirements with the staff advice from his DCSENG. The operational-level engineer commander provides C<sup>2</sup> and a central organizational framework for the engineer effort. Engineer forces outside corps focus on reinforcing and augmenting corps engineer efforts, developing the theater support base, and maintaining an infrastructure for sustainment. This focus involves—

- Planning.
- Ensuring operational mobility.
- Coordinating all theater engineer assets.
- Providing direction of construction, real property maintenance activities, LOC sustainment, rear area damage control, engineer logistics management, and base development.

The ASCC tailors the engineer structure to his theater requirements. Engineers must be closely tied into current and future operations. Engineer units provide versatility to the operational commander. All engineer units (combat, construction, or topographic) focus on operations in the CZ. In addition, they support the theater by providing general engineering support at the operational level. The engineer's operational-level topography unit and a variety of specialized engineer teams support or augment engineer forces throughout the theater. Combat heavy engineers weight the main effort and provide sea, air, and land operational and strategic mobility. A typical operational-level engineer C<sup>2</sup> organization is shown in Figure A-12. FM 5-116 discusses the operational-level engineer function.

Theater construction management often spans multiservice requirements. The CINC may direct the establishment of a regional contingency engineering manager (RCEM) to control all theater-level engineering. The operational-level engineer commander can perform this role if the CINC designates the ASCC as the RCEM and the ASCC designates the operational-level engineer commander as his agent. To support force-projection requirements for early deploying engineer units, an engineer element may deploy by sections to meet highly variable work loads and situations. The US Army Corps of Engineers (USACE) may establish field offices that specialize in contract construction, real property management, and host nation construction support.

**Transportation**

The ASCC provides theaterwide transportation support. This operational-level transportation function includes mode

operations that involve inland waterways, rail, motor, and air and terminal services, to include water, beach, air, motor transport, and rail. The operational-level transportation units move personnel, mail, and materiel, except bulk fuel, from point of arrival in theater to the CZ. The operational-level transportation units must coordinate with the MCA and interact with joint and allied transportation managers. The transportation function requires flexible organizations that the ASCC configures to meet theater needs. FM 55-1 discusses the operational-level transportation function. A typical operational-level transportation organization is shown in Figure A-13.

**Combat Health Support**

In the theater, CHS encompasses ten functional areas to meet the needs of the service member. These functional areas are—

- Patient evacuation and medical regulation.
- Hospitalization.

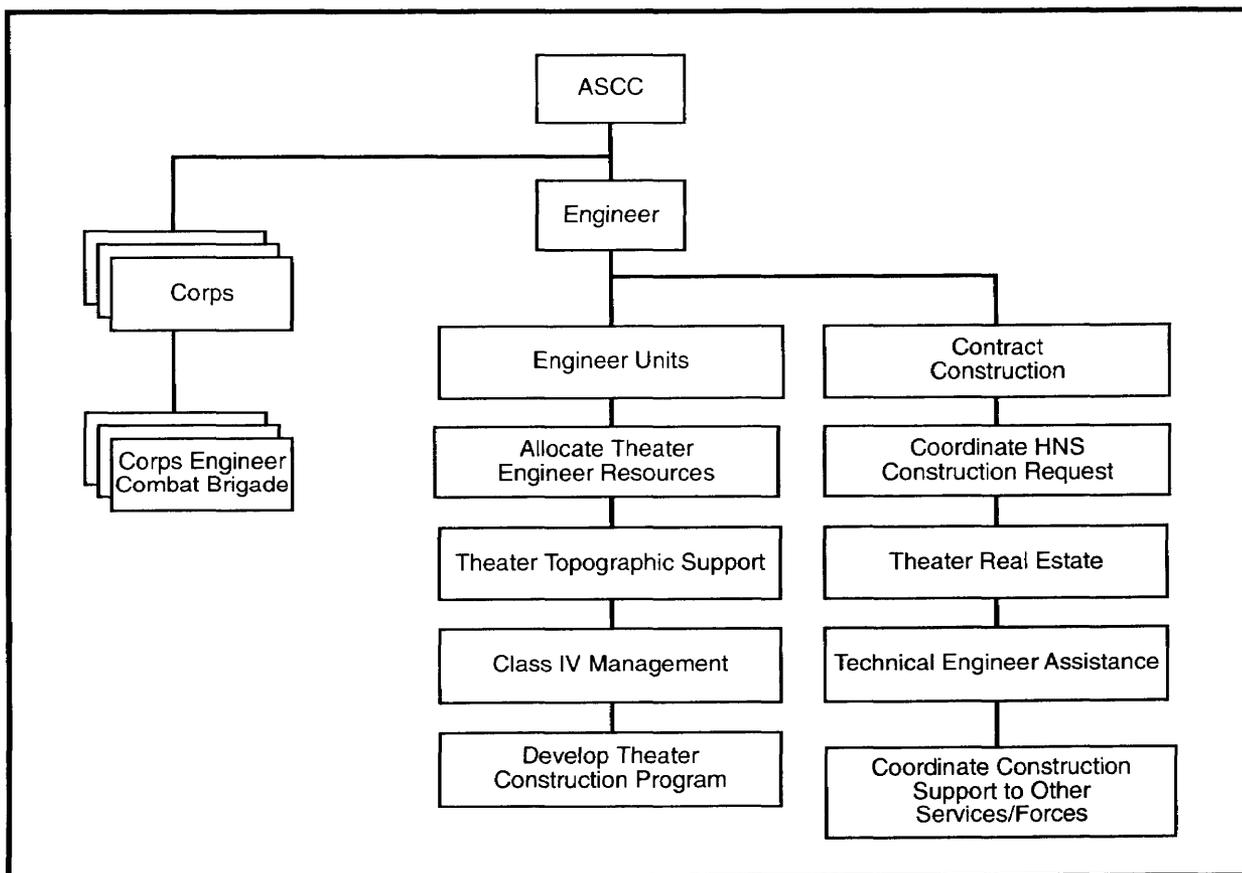


Figure A-12. Operational-Level General Engineer Function

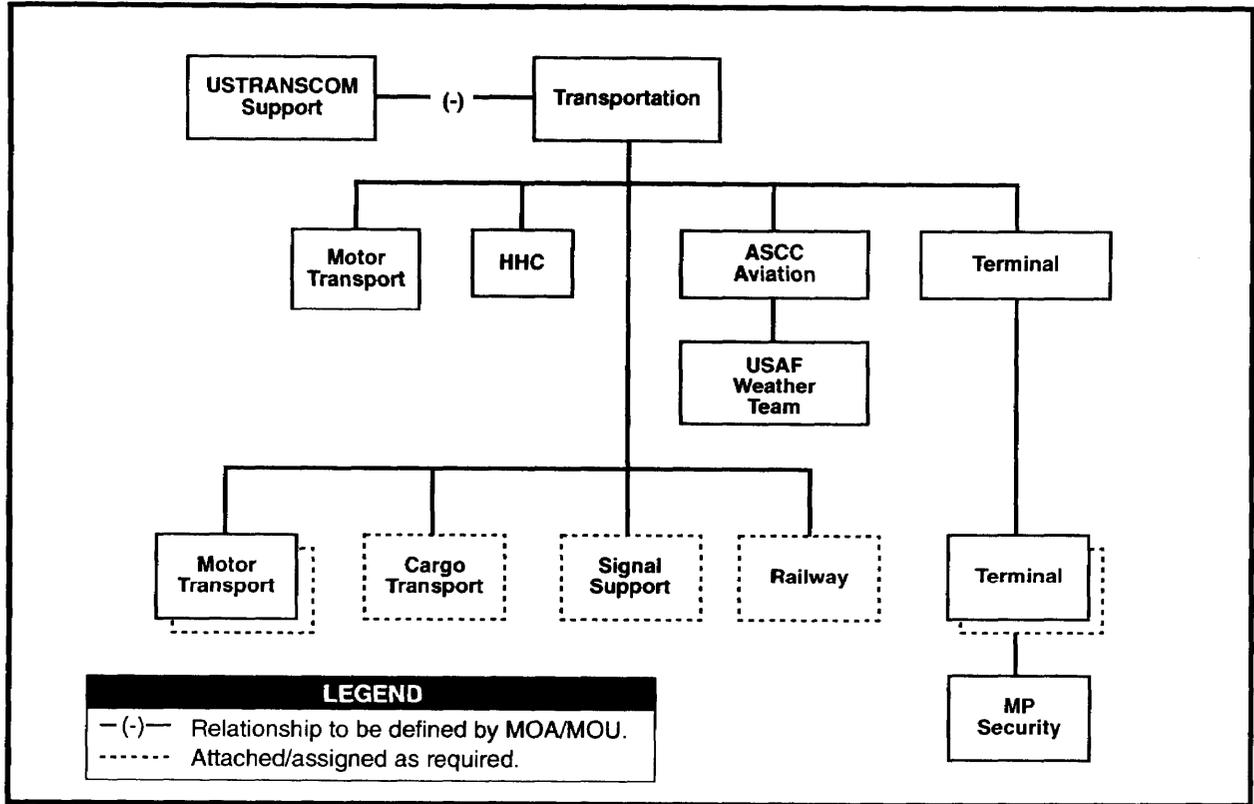


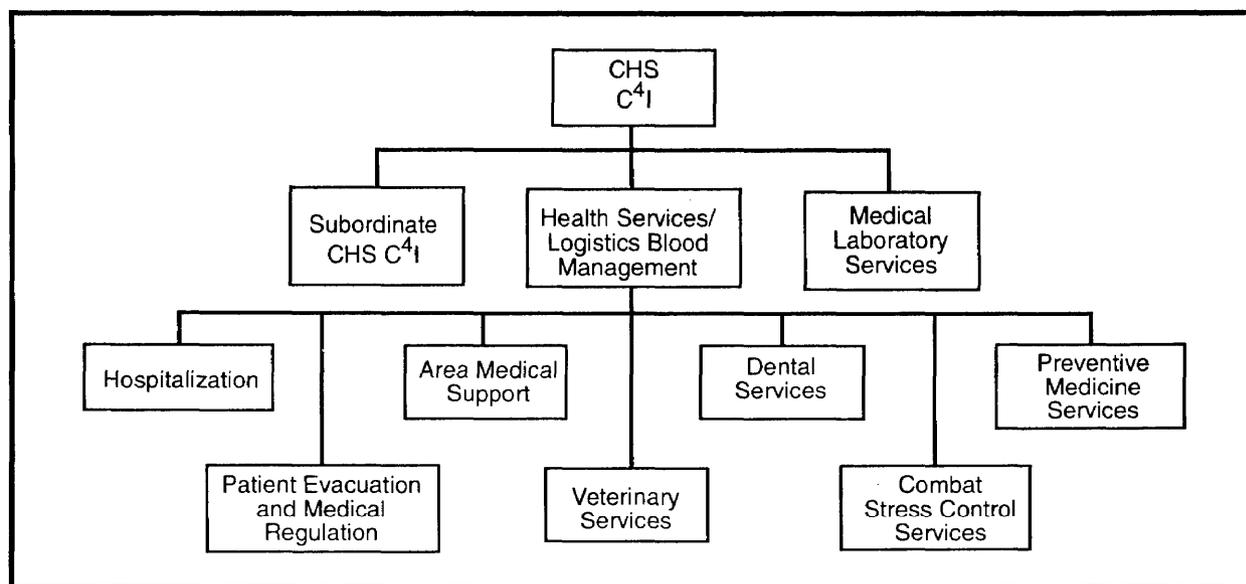
Figure A-13. Operational-Level Transportation Function

- Health service logistics/blood management.
- Dental services.
- Combat stress control services.
- Preventive medicine services.
- Veterinary services.
- Area medical support
- C<sup>4</sup>I.
- Medical laboratory services.

The senior command surgeon and CHS C<sup>4</sup>I organization in theater provide centralized C<sup>2</sup> of all Army medical department (AMEDD) units assigned to the ASCC and located in the COMMZ. The operational-level army medical force structure under the CHS C<sup>4</sup>I organization provides support to both forward-deployed and nonforward-deployed ARFOR. This C<sup>2</sup> organization provides the capability and flexibility to shift assets to support additional numbered army or corps buildups, to reallocate medical assets to accommodate patient work loads, and to reconstitute tactical-level CHS units.

Since all CHS units in the COMMZ are under the senior CHS C<sup>4</sup>I organization, units without organic CHS receive CHS on an area basis. This is the most efficient and economical way to provide support to all COMMZ units. The senior CHS unit commander located within the geographical boundaries of a major unit normally provides CHS staff advice to the unit commander. The senior CHS C<sup>4</sup>I commander and ASCC develop standing operating procedures to govern the relationship between each unit commander and the senior CHS unit commander in his area. CHS units are not subordinate to the logistics area support units but do provide CHS on an area basis.

The senior CHS C<sup>4</sup>I organization provides advice on CHS matters to adjacent and subordinate commanders. When directed by the ASCC, the CHS commander may provide CHS to other US and allied forces. FM 8-10 discusses the operational-level CHS function. A typical CHS C<sup>4</sup>I functional structure is displayed in Figure A-14.



**Figure A-14. Operational-Level Combat Health Support Function**

### *Air Defense*

The Army air defense function is required for each theater. Air defense organizations provide the Army's contribution to theater air and missile defense in joint and multinational operations. The air defense commander ensures that—

- Army air defense is integrated into joint and multinational counterair and TMD operations and plans.
- Theater force projection, protection, and sustainment requirements are achieved.
- The air defense mission is to—
- Execute and coordinate integrated theater air and missile defense operations throughout the theater of operations.
- Provide theater air and missile defense expertise for campaign planning to the joint land, sea, and air component commanders.
- Recommend air and missile defense priorities for protection of the force and geopolitical assets, to include force allocation.
- Execute active and passive air and missile defense measures to deny enemy surveillance.
- Centralize command (less engagement control) of all operational-level air defense organizations through all phases of force projection in peacetime, conflict, or war.

All air defense operations are joint. FM 44-100 discusses the operational-level Army air defense function. The relationships of air defense in a theater are shown in Figure A-15.

The senior Army air defense commander is the operational-level ADA commander and the Army ADA coordinator (ADCOORD) to the ASCC and JFACC (see Figure A-16). The senior Army air defense commander provides the majority of Army rear area (theater air defense) DCA and active missile defense forces. He is the theater ADA integrator, which ensures that Army air defense elements provide optimum force and geopolitical asset protection throughout the theater. He integrates corps air defense brigade requirements during counterair planning and assists in developing Army OCA and DCA input to the air campaign plan.

The operational-level air defense unit commander performs the following functions:

- Plans theater air and missile defense force projection and sustainment operations.
- Integrates the air defense communications systems with the AADC and operational-level ADA brigades, corps, AOC (BCE), control and reporting center (CRC), and AWACS (airborne warning and control system).
- Coordinates the theater air and missile defense linkages with the ACC, NCC, and