CHAPTER 3

Support Structures and Responsibilities

Support for Army operations is a complex activity involving numerous interrelated organizations. This chapter outlines the CSS structure of Army organizations and other elements with which they interrelate. It discusses support sources and responsibilities. It also covers the various elements which may receive support from the Army and the non-CSS Army components which support the CSS effort.

ORGANIZATION FOR ARMY SUPPORT

The CSS organization supporting an Army operation will be a tailored organization. It may include Army CSS elements as well as elements from other services, multinational forces, and other governmental and nongovernmental agencies. It may also include DOD civilians and contracted personnel. Support relationships must be specified for support of missions, forces, or areas.

However, to effectively tailor and deploy CSS organizations requires an understanding of the support organizations at each Army command level. Figure 3-1, page 3-2, is an overview of Army CSS structures associated with each echelon. These structures are tailored to the METT-T. Elements of organizations locate where they can best fulfill their support mission.

COMPANY/BATTERY

CSS begins with support provided by individual soldiers for themselves and each other. This includes medical self- and buddy-aid, combat lifesaver support, crew preventive maintenance, and maintenance of basic loads of supplies. Soldiers also initiate any change to their next of kin information and report casualties.

The company typically has only a rudimentary support structure. It relies primarily on CSS assets in its parent battalion. The battalion commander may provide assets dedicated to support of the company. For example, in a maneuver battalion, aidmen from the battalion medical platoon habitually operate with maneuver companies. They ensure basic life-saving skills are constantly at hand and effect rapid evacuation to the battalion aid station. Also, a maintenance team from a heavy battalion maintenance platoon normally operates with a company to fix forward and to assist the company in recovering inoperable equipment to the unit maintenance collection point. However, aside from personnel such as the supply sergeant and armorer, most unit-level assets are centralized at battalion level.
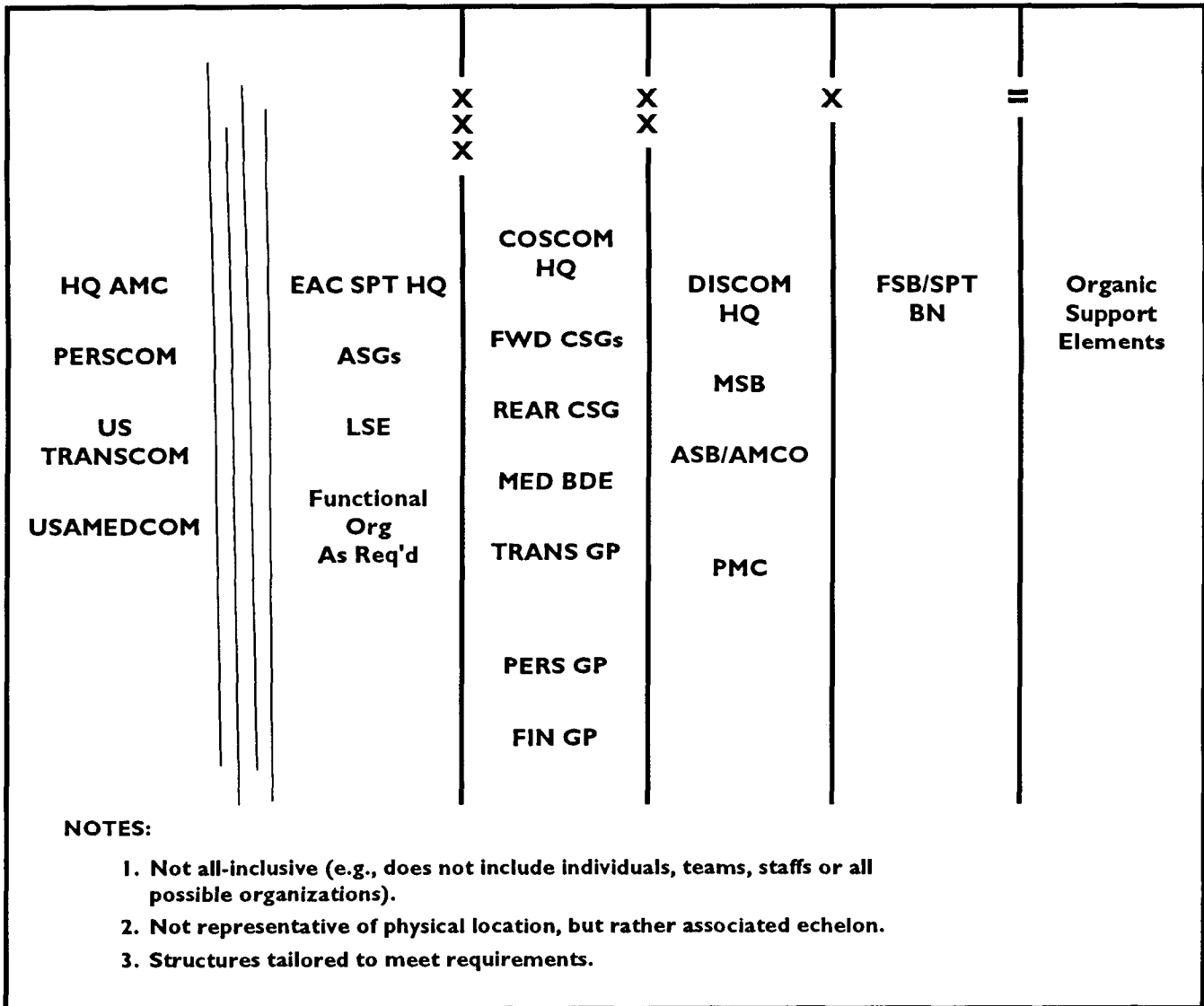
HQ AMC	EAC SPT HQ	COSCOM HQ	DISCOM HQ	FSB/SPT BN	Organic Support Elements
PERSCOM	ASGs	FWD CSGs	MSB		
US TRANSCOM	LSE	REAR CSG	ASB/AMCO		
USAMEDCOM	Functional Org As Req'd	MED BDE TRANS GP	PMC		
		PERS GP			
		FIN GP			

NOTES:

1. Not all-inclusive (e.g., does not include individuals, teams, staffs or all possible organizations).
2. Not representative of physical location, but rather associated echelon.
3. Structures tailored to meet requirements.

Figure 3-1. Representative Army support structures in fully developed theater

BATTALION/SQUADRON

The battalion S1 and S4, under the XO's direction, plan and coordinate CSS for battalion operations. CSS assets organic to the battalion vary with the type of battalion.

Maneuver and many combat support battalions have maintenance, supply, and medical elements to provide unit-level support. During combat operations, the preferred method of employing these assets is through echeloned trains, consisting of combat and field trains.

Combat trains usually locate between the brigade support area and the company trains. The battalion S4, assisted by the S1, supervises combat trains activities. The combat trains include resources immediately needed by the maneuver companies and other forward elements of the battalion. Trains assets are tailored to the mission. Resources normally include--
• The battalion aid station.
• Medical evacuation vehicles from the forward support battalion (FSB) medical company.

FM 100-10

• Elements of the battalion maintenance platoon augmented by teams from the FSB maintenance company.

• Elements of the battalion support platoon which carry uploaded critical supplies, mainly ammunition and fuel.

The maintenance elements for heavy forces normally operate separately from the combat trains in a nearby unit maintenance collection point. The S1 and S4 continually coordinate with the companies to determine the CSS status. They also coordinate with the field trains to ensure that they provide required supplies, services, mail, and replacements.

The battalion field trains are normally in the brigade support area. They serve as a link between the FSB, combat trains, and supported companies. Field trains elements normally include the battalion personnel and administration center (PAC), elements of the S4 section, the remaining elements of the maintenance and support platoons, and the battalion headquarters company. These elements typically support companies by assembling preconfigured supply packages or logistics packages (LOGPACs). LOGPACs may include replacements and return-to-duty soldiers and supplies. Cargo trucks, fuel tankers, and ammunition trucks transport LOGPACs to company resupply points.

In some cases, as when the battalion is in an assembly area or participating in an operation other than war which does not require substantial dispersion, leaders may centralize all battalion CSS assets in a single battalion trains. FMs 71-2 and 7-20 cover maneuver battalion CSS.

The CSS system in many nonmaneuver battalions operates similarly. For example, field artillery batteries, which frequently operate in maneuver battalion and brigade areas, receive support from their service batteries. The organization of these batteries is much like the support elements of the maneuver battalions.

Battalions which operate principally in rear areas have fewer organic CSS assets. For instance, they may receive unit-level medical support on an area basis from medical companies, and they can typically refuel vehicles at service points operated by direct support supply companies.

A significant challenge is support to battalion (or separate company) elements smaller than companies operating in dispersed areas. The battalion support staff must coordinate carefully with CSS planners for each area in which elements of the battalion are operating. The commander and staff must allocate the battalion's limited organic resources to maximize the support they can provide to their units. They must also make arrangements with other organizations to ensure they agree on procedures to provide support that the parent battalion cannot. For instance, division military intelligence (MI) battalion elements typically disperse so widely during operations that battalion support assets cannot meet all their requirements. The MI battalion S4 must coordinate with the brigade/maneuver battalion S4s to work out what support the maneuver battalion assets can provide and how the system will work. The MI battalion may have to augment maneuver battalion assets to the extent possible to meet such requirements.

BRIGADE/REGIMENT

Divisional maneuver brigades have no organic CSS assets beyond the CSS personnel on the brigade staff. However, a forward support battalion from the division support command (DISCOM) directly supports each maneuver brigade and provides area support within its capability to other units in the brigade area.

The base of operations for the FSB is the brigade support area. The brigade support area (BSA) is generally on a main supply route in the brigade rear area. Selected corps support battalion elements may also locate in the BSA. They support nondivision units operating in the brigade area. These units may include artillery, engineer, military intelligence, and aviation units. In certain circumstances, FSB elements also provide critical support from forward logistics bases, usually on a temporary basis. This technique involves the FSB echeloning its assets. (Other support units may also employ this technique.) A forward logistics element with critical capabilities operates from a

location nearer to supported units. This may effectively reduce the distances units must travel to receive support when fast-paced operations or security considerations result in extended distances between supported units and the BSA.

The FSB supply company provides supply support in the brigade area. At its supply points, it receives bulk fuel, rations, and bulk Class IV delivered by echelon above division (EAD) transport (normally truck and air, possibly rail). It also transloads ammunition received from EAD assets onto unit transport. It receives other supplies and equipment by throughput from EAD whenever possible.

The FSB maintenance company consists of a base shop and mobile maintenance support teams (MSTs). It provides maintenance support in the brigade area. Some of the mobile MSTs operate forward in the maneuver and artillery battalion areas as discussed above. The company repairs recovered equipment, arranges evacuation of major systems to its area or the division support area (DSA), and operates the repair parts supply system for the brigade.

The medical company of the FSB provides combat health support in the brigade area. Its ambulances evacuate patients from battalion aid stations and other collection points to its clearing station for treatment.

The FSB is designed to support division units operating in the brigade area. As mentioned above, it requires assistance to support other elements operating in the area. In addition, it is designed to support a brigade operating as part of a division. Hence, certain support assets have been centralized in the DISCOM headquarters and main support battalion to provide greater efficiency. Materiel and movement management, motor transport support, water supply, more extensive maintenance operations (such as track pack splitting and radar repair), and several medical functions are some of the key functions that fall into this category. Therefore, if a maneuver brigade is operating independent of its parent division, planners must tailor the FSB to provide this support or be able to rely on other sources. This condition does not apply to

separate brigades and armored cavalry regiments (ACRs). They have organic support battalions/squadrons capable of providing such support. FM 63-1 covers these organizations. The FSB is the topic of FM 63-20.

Heavy divisions are evolving to a structure which includes an aviation support battalion (ASB). Like an FSB, the ASB provides supply and ground maintenance. It also provides aviation intermediate maintenance to the division aviation brigade. It operates in the division rear near the aviation brigade's base of operations. FM 63-23 will address the ASB.

Postal services platoons attached to the FSB provide mail and postal services at brigade level. The S1 coordinates the handling and transportation of brigade mail from the mail delivery point.

DIVISION

The DISCOM provides division-level logistics to all organic and attached elements of the division. All DISCOMs consist of a headquarters and materiel management center (MMC), FSBs, a main support battalion (MSB), and an ASB or aviation intermediate maintenance (AVIM) organization. The base of operations for the headquarters, MMC, and MSB is the division support area. A corps support battalion also typically operates out of the DSA. It supports nondivision elements operating in the division area. In addition, certain combat support units may locate in the DSA. These may include signal, military police, engineer, and chemical elements. The DSA is normally in the division rear adjacent to air-landing facilities and main supply routes (MSRs). FM 63-2 is the doctrinal manual for heavy DISCOMs, while FM 63-2-1 addresses light DISCOMs. The MSB of heavy DISCOMs is discussed in FM 63-21.

The DISCOM support operations section, MMC, and division medical operations center provide planning, management, and coordination to ensure support for all division and attached units.

The MSB supply element provides supply support for units in the division rear. It also maintains the

division's reserve of critical supplies (Classes I, II, III, IV, and VII) to support the FSB/ASB supply companies with supplies that cannot be throughput to forward areas. It provides water purification and supply as well as salvage collection service.

MSB maintenance companies perform division-wide maintenance tasks. The number and types of companies vary with the type of division. They provide DS maintenance for division units in the division rear. They also provide support beyond the capabilities of the FSB/ASB maintenance companies. In addition to their base shop operations in the DSA, they provide teams to work in the areas of supported units as appropriate. The companies also maintain the authorized stockage list of Class IX for the division.

The aircraft maintenance company is either organic to the ASB or a separate company under the DISCOM. It provides AVIM support for the division aviation brigade aircraft, aircraft armament, avionics, and air-craft-peculiar items of ground support equipment. It also provides aircraft repair parts, aircraft end item support, and reinforcing aviation unit maintenance.

The motor transportation company of the MSB provides transportation for personnel, supplies, mail, and equipment to support division CSS operations. The movement control officer in the DISCOM coordinates transportation support for division operations. The division transportation officer on the division staff provides staff planning and highway regulation.

The medical company in the DSA provides unit-level medical support to units in the division rear. It augments forward medical companies or battalion aid stations as required.   It also provides division-level medical support to both division and nondivision units in the division rear area.

The division's personnel management center is the key to managing critical personnel systems. It consists of fictional area elements of the G1. It deploys in advance of the G1 main to support split-based operations, provide the full range of personnel system-related functions, and synchronize the personnel

systems of all organizations within its area of responsibility. A finance battalion, under the command and control of a finance group, provides finance support to the division. A personnel services battalion, under the command of the personnel group, provides other personnel services to the division.

CORPS

The corps support command (COSCOM) supports all corps forces and, when directed, other forces and civilians. Like all support organizations, the COSCOM is organized to meet the needs of the situation. However, unlike DISCOMs and support battalions which are tailored by modifying established organizations, the COSCOM does not have one fixed structure to modify. It is built to meet requirements and therefore must be developed to meet the needs of the operation. It includes a headquarters, MMC, movement control center, corps support groups (CSGs), medical brigade, and (if required) transportation group. However, the number of CSGs and the structure of all these components vary. FM 63-3 covers COSCOM operations.

The MMC provides centralized management of corps supply and maintenance operations. It uses split-base operations, deploying only minimal essential assets. Materiel management teams collocate with each deployed CSG to facilitate effective support operations. The forward MMC headquarters collocates with the COSCOM headquarters to manage the deployed teams and provide materiel management at the COSCOM level. The rear element provides support from the home station.

The MCC provides centralized movement control and highway regulation in the corps area. With the MMC, it develops the movement program for distribution within the corps rear and to divisions, separate brigades, and ACRs.

The COSCOM typically includes forward CSGs as well as one rear CSG for the corps. There is no set structure for either type of CSG. FM 54-30 gives detailed information on both CSGs and their subordinate corps support battalions (CSBs).

Each forward CSG consists of multifbnctional CSBs. There is no fixed structure for a CSB. One CSB is tailored to support nondivision units operating in the division area. It locates in the division rear. The other CSBs of the forward CSG are behind the division rear boundary. In addition to providing direct support to nondivision units in their areas of responsibility, they provide GS supply, backup maintenance, and field services to the division, separate brigade, and ACR.

The rear CSG consists of multifunctional CSBs as well as functional battalions. The CSBs provide support on an area basis to units operating in and passing through the rear portion of the corps rear. These supported units may include hospitals, replacement units, corps headquarters elements, and corps units supporting a division in reserve. The fictional battalions of the rear CSG provide corpswide support to corps forces. They also provide reinforcing support to the forward CSGs. They may include supply and service, ammunition, petroleum supply, transportation, AVIM, water supply, and base support battalions.

The medical brigade is also a tailored organization. Its units provide hospital, dental, psychiatric, laboratory, preventive medicine, veterinary, optometry, health service logistics, and medical evacuation services.

If the operation requires more than two transportation battalions, the COSCOM may include a transportation group. The group focuses on corpswide transportation support of operations. It may include units performing both mode and terminal operations. A transportation group is normally required when the corps performs both tactical and operational transportation mode and terminal support. This may occur during the initial deployment of the corps into an austere theater when port-opening and line haul transportation units are attached to the corps to perform functions normally associated with theater strategic or operational logistics.

In addition to the COSCOM, the corps includes a personnel group and finance group to provide corpswide support. The task-organized corps personnel management center under the direction of the G1 is the personnel support link among the tactical, operational, and strategic levels of support.

The personnel group sustains corps (or echelon above corps) personnel readiness. It exercises command and control over assigned personnel units. It also manages critical personnel systems and synchronizes the corps personnel network. The size and composition of the group depend on the supported population. The corps adjutant general (AG) is dual-hatted as the group commander. As the group commander, he commands and controls personnel service battalions, replacement companies, postal companies, and bands assigned to the group. In support of small deployments, a small task-organized group or battalion may be the senior personnel organization in the theater.

The finance group provides financial support to all designated Army, joint, and multinational commands, units, and individuals in its area. It provides command and control, staff planning, and supervision for all assigned finance units in the corps area. The number of finance battalions and detachments assigned to the group depends on the supported population. The group coordinates the deployment and operations of these finance battalions and detachments. It also coordinates with supported units to ensure they are receiving required support.

To enhance the ability to tailor CSS forces, force developers will pursue opportunities to develop modular CSS elements. Modularity will provide force elements that are interchangeable, expandable, and tailorable to meet the changing missions and needs of the Army. Modular units will combine the assets required to provide a support function or group of related functions. A module can be sent to support a deploying force without adversely affecting the ability of its parent unit to function at a reduced level.

ECHELONS ABOVE CORPS

The Army service component commander (ASCC) is the senior Army operational-level commander assigned to a unified command. He is the principal advisor to the CINC for supporting and employing

Army forces in theater and forces outside the theater tasked to support theater operations.

He performs three roles:
• Establish the link among Army, joint, multinational, and interagency or United Nations elements.
• Execute Title 10, US Code, support through the administrative (or service) channels, or delegate to an intermediate headquarters.
• Plan and execute operations in support of the joint campaign.
FM 100-7 fully describes the roles of the ASCC and his options for executing these functions.

The ASCC establishes a support command and control headquarters in the communications zone (COMMZ). This headquarters orchestrates the CSS effort for the ASCC. In a force-projection Army, the organization of this headquarters must be flexible and capable of deploying essential capabilities rapidly in support of operations across the entire range of military operations. Early in the planning process, support planning and management elements on the ASCC staff ensure rapid establishment of support command and control and distribution management. They also determine support requirements for all stages of the operation. In addition, at the discretion of the CINC and with proper augmentation, this headquarters may provide command and control for any other support organization in theater. Joint and multinational support considerations are covered later in this chapter.

The actual types and sizes of the units under the support headquarters vary with operational requirements. Units will include both active and reserve component elements. The commander will tailor the support structure throughout the operation to meet changing requirements. Critical elements of the support headquarters should deploy rapidly to an AO to support entry operations, contracting activities, port operations, and rear operations planning, and to enhance the theater base's capability to receive and move forces forward.

The tailored nature of the EAC support organization minimizes strategic lift requirements by allowing the commander to deploy only essential support elements. As much as possible, the support headquarters uses split-base operations by only deploying those elements of an organization actually required in the theater. In addition, functional elements will be modularized as appropriate to provide flexibility.

Functions of the EAC support organization may include:
• Receiving forces.
• Equipping, marshaling, staging, and moving units forward into tactical assembly areas.
• Providing for the efficient sustainment and reconstitution of the Army forces (ARFOR).
• Helping establish and adjust theater LOCs.
• Providing integrated distribution management in support of Army forces in the theater.
Support elements at this echelon may also coordinate projection of support assets from CONUS or intermediate staging bases.

Area Support Groups

An area support group (ASG) is a tailored CSS organization in the COMMZ. It is subordinate to the EAC support headquarters. It serves as a subordinate command and control element for the EAC support headquarters with area responsibility for supply (including petroleum support), field service support (including water purification and mortuary affairs), and maintenance (including AVIM). It may also have area responsibility for real property maintenance activity. It provides nuclear, biological, chemical (NBC) warning and reporting and controls rear operations in its assigned area. The ASG may include other capabilities to fulfill designated theater support responsibilities. Though it has no fixed structure, it may include civil affairs, supply and service, petroleum supply, and maintenance battalions. The ASG commander may also choose to task organize multifunctional organizations to provide support for specific missions or organizations. FM 54-40 covers ASGs.

Logistics Support Element

The logistics support element (LSE) is a flexible, civilian-oriented table of distribution and

allowances (TDA) organization which provides limited GS- and depot-level logistics. It has a small peacetime cadre with the bulk of the positions being battle-rostered. Its elements will retain technical lines with their major commands. The LSE will be rapidly deployable, and its structure will evolve during the course of the operation to adapt to changing requirements and capabilities of deployed organizations. Like other supporting organizations, it supports the CINC with personnel and equipment that deploy to the area of operations. It provides support to the CINC, though within the theater it is OPCON to the ASCC. The LSE can shorten the logistics pipeline by providing the same support in theater that US Army Materiel Command (AMC) provides in CONUS.

Functions that the LSE may perform include:
• Receipt, storage, issue, and retrograde/redistribution of high-dollar, high-tech, low-density items and selected maintenance items.
• Limited GS- and depot-level maintenance to return items to the support system or to support the reparable exchange program. Capabilities include flexible, modular GS-/ weapon system-oriented teams from CONUS depots, and organic or contractor forward repair activities. The senior Army logistician will identify maintenance requirements to the LSE, who will workload attached and operationally controlled (OPCON) maintenance units and activities.
• Designated maintenance services in support of the theater aviation maintenance program.
• Technical, logistics, training, and other specialized services for theater ammunition functions.
• Logistics software management, including troubleshooting and software replacement, until a support group takes over the mission.
• Oversight of contractor-operated activities in the theater through the contracting officer's representatives and administrative services to the representatives.
• Test, measurement, and diagnostic equipment (TMDE) Support.
• Linkage between the theater and the technology base and other research, development, test, and evaluation resources. The LSE provides concrete assistance through interim materiel modifications, operational suggestions, and battle damage assessment and repair (BDAR) of weapon systems.
• Logistics Assistance Program support to provide on-site technical assistance to users of AMC-fielded equipment in theater.
• Army Oil Analysis Program support.

The LSE may also be useful during MOOTW in controlling the transition of support functions to host nation authorities, the UN, contractors, or other agencies. This allows other Army forces to redeploy and prepare for the next contingency. More details on the LSE are in FM 100-16.

SPECIAL OPERATIONS FORCES SUPPORT

As prescribed by Title 10, US Code, the parent service retains responsibility for support of SOF. Several factors influence the ASCC's ability to fulfill that responsibility. Most scenarios envision early Army SOF (ARSOF) employment, often in austere areas removed from conventional support resources. Support considerations include different densities of common items than conventional forces and SOF-unique requirements. Two ARSOF entities assist in SOF support.

The Army special operations theater support element (ASOTSE) has a coordination cell with the ASCC staff. It provides special operations staff expertise and coordinates access to the support infrastructure. It ensures ARSOF requirements are included in the support plan. It also provides the capability for deploying ARSOF to gain access to the Army support structures on arrival in theater. FM 100-25 describes the ASOTSE and its capabilities and responsibilities.

The special operations support battalion (SOSB) provides limited direct support to ARSOF. It provides support from the ARSOF's early arrival until the theater support structure capability can take over. The SOSB provides supply and maintenance support similar to that provided conventional units. It also provides low-density and SOF-peculiar item support. The unit is capable of deploying anywhere in the world to provide early support. It provides support only until

the theater support structure is established and capable of meeting ARSOF requirements. Once that occurs, the SOSB prepares to redeploy in preparation for another contingency. FM 63-24 describes the SOSB.

Adequate and timely support to ARSOF depends on three components:
- The ASOTSE as the theater planning agent.
- The SOSB as the contingency provider of direct support.
- The theater support structure as the long-term provider of support.

The SOSB and ASOTSE complement and enhance, not replace, other support structures.

Support principles that are critical for SOF include:
- Maximum use of foreign national support, to include local and third country resources.
- Maximum use of existing fixed facilities.
- Minimum handling of supplies.
- Maximum use of accompanying supplies, prepositioned stocks, and preplanned resupply packages.

- Anticipation of high attrition during resupply missions into denied territory.

US ARMY MATERIEL COMMAND

AMC through its major subordinate commands and separate reporting activities operates the national materiel-related logistics system for the Army. It performs research and development; development test and evaluation; acquisition and logistics support as well as technical assistance (to include logistics assistance officers) for materiel systems; and other materiel acquisition management functions. It provides the Army's national logistics system-level maintenance support for items used by the Army. It also serves as the DOD single manager for conventional ammunition. It manages the policies, programs, objectives, and resources associated with its worldwide Logistics Assistance Program, and it accounts for and manages Army reserve stocks worldwide. In keeping with the continuous nature of force projection logistics, AMC also deploys required capabilities to provide support at the operational and tactical levels. The LSE discussed above provides the mechanism for this involvement.

INTEGRATED SUPPORT STRUCTURES

The ability to tailor CSS forces with the right capability is essential. They must be able to meet all identified support requirements. These may include support to other countries' forces, other services and agencies, and civilians. To provide such support, leaders tailor the CSS system across the joint, multinational, and commercial spectrum, and Army elements may receive support from any one of these sources.

The key principle in receiving support from or providing it to other elements is to ensure that clearly stated agreements exist. These may include interservice support agreements between US military departments, cross-servicing agreements between the US services and other countries, and foreign military sales agreements. In each case, all parties must specifically agree on what the Army will receive or provide to whom, in what quantities, and for how long. The "what" must include the exact types of support including specific

standards as required. For example, bulk fuel may have to meet identified specifications.

SUPPORT RECEIVED FROM OTHER SOURCES

The US Army receives support from DOD agencies, joint forces, multinational forces, the host nation, other agencies, and civilian sources. This section discusses the principles involved in each. The next section covers support the US Army provides to other elements. Many of the principles overlap.

Support from DOD Agencies and Joint Forces

Missions that require the projection of Arrny forces are intrinsically joint operations. The Army receives support from and provides it to elements of other services and agencies. Several key organizations are discussed here. Others are mentioned in the fictional annexes.

USTRANSCOM, a unitied command, provides global air, land, and sea transportation used to project and sustain US forces to meet national security objectives. USTRANSCOM has three component commands. The Military Traffic Management Command, the Army component, provides traffic management, CONUS-based surface transportation, strategic seaports or common-user ocean terminals, intermodal moves, and transportation engineering. It manages CONUS and outside CONUS (OCONUS) sea ports of embarkation and mandates cargo arrival times at them. The Air Mobility Command, the Air Force component, provides worldwide airlift and aerial refueling support to DOD components and operates aerial ports. The Military Sealift Command is the Navy component. It provides strategic sealift worldwide to meet military requirements.

The Defense Logistics Agency (DLA) mission is to provide effective logistics in the areas of supply, contract administration, and technical services to all the military services and to federal civil agencies and foreign governments as assigned. DLA procures, stores, and distributes common use items in support of the military services. In concert with the CINC's directives and priorities and the prioritized available lift, DLA coordinates for common use items to be pulled from existing stocks or shipped directly from the manufacturer to the theater for theater management. These common use items are categorized into eight commodity areas. Three commodity groups (food, medical items, and clothing/textiles) are managed by the Defense Personnel Support Command. Hardware commodity centers manage the other five:
- Electronic supplies.
- General supplies.
- Industrial supplies.
- Fuels.
- Construction material.

DLA has regional commands that provide commodity storage and customer consolidation prior to overseas movement. Other DLA commands provide contract administration services, technical logistics services, and defense reutilization and marketing services both stateside and into the COMMZ.

The Armed Services Medical Regulating Office (ASMRO) is a joint agency which regulates patients from theaters of operations to appropriate CONUS treatment facilities. It coordinates closely with USTRANSCOM to optimize use of transportation assets in patient evacuation. The ASMRO is also responsible for medical regulation within CONUS.

The Army and Air Force Exchange Service (AAFES) supports major installations and units deployed to remote areas. It also supports field operations and exercises. During operations, AAFES support may include a combination of direct retail operations, tactical field exchanges, and AAFES imprest funds activities.

How these and other organizations provide support to forces conducting an operation may vary. Within a theater, the combatant commander exercises combatant command (COCOM) authority over assigned forces, including all CSS forces. CSS is a function of command. As described in JP 3- and FM 100-7, CINCs may exercise COCOM--
- Through the service component commanders.
- Through fictional component commanders.
- Through a commander of a subordinate unified command.
- Through the commander of a joint task force (JTF).
- Through a single-service force commander.
- Directly over specific operational forces.

The CINC always has directive authority over CSS forces within his command. During a crisis action or war, his authority expands to include use of all facilities and CSS resources of the forces assigned to his command in order to accomplish the mission.

Each service is responsible for the support of its own forces unless that support is provided for by agreements with other services, national agencies, allies/coalition members, or the host nation. However, when deployed for major operations, support to the services is likely to become interdependent. CINCs may designate a service, usually the primary user or the service with unique or dominant capabilities in support functions, to provide common support functions for

other elements within the theater. For instance, the Army is the only service with the capacity to produce large quantities of potable water for land forces. It is also the service with the greatest capability to provide life-support functions for large populations. The CINC capitalizes on such capabilities to provide efficient and effective support to the total force. He also ensures that competing demands from the various service components for host nation or contracted resources are prioritized in accordance with contribution to mission accomplishment. JP 4-0 provides doctrine on logistics for joint operations.

If a CINC elects to exercise combatant command through a joint task force, the ASCC retains responsibility for support to the ARFOR of a JTF unless there is specific direction to the contrary. Normally, support comes from Army CSS elements either directly under the control of the ASCC or OPCON to the JTF. The JTF J1 and J4 develop support plans and policies. They also coordinate and supervise JTF support operations. In addition, they advise the JTF commander on support capabilities and considerations which may influence JTF mission accomplishment. They establish and supervise joint logistics centers and boards as required. These organizations may include a joint movement center, subarea petroleum office, joint medical regulating office, joint transportation board, and joint medical blood program office. These and other joint boards and centers are described in JP 4-0 and the annexes of this manual.

Support from Multinational Forces

Multinational operations require a different integration process than the one used during the Cold War. Historically, CSS was predominantly a national responsibility. Multinational efforts, designed to streamline the focus of combat power, are supplanting national doctrines. Though CSS is a national responsibility, the Army can expect combatant commanders to be more prone to exercise their directive authority by having national commanders take on CSS missions in support of the multinational force. Multinational forces must capitalize on the CSS strengths of individual members. Therefore, not only will the Army be

supporting forces of other nations, but our forces will also be receiving support from other forces. Standardization of tactics, techniques, procedures, and equipment is the ideal. However, it is difficult to achieve. Interoperability is realistically achievable, and efforts to interoperate with allies must be pursued. Army CSS personnel must ensure the support the Army receives is available at the right time and place and meets the specific requirements of the force. Authority and other principles for multinational support are addressed later in this chapter under the discussion of support to multinational forces.

Support from Other Agencies

Support from other agencies falls into two categories--support other agencies habitually provide the Army and support provided for specific operations.

Several agencies have missions to provide support to the Army as required on a habitual basis. The GSA provides general supplies and services that are common to more than one department of the government. To DOD it provides supply support for such common items as office furniture and supplies, machines and hand tools, and photographic supplies. The Army also receives support from such agencies as the Office of Management and Budget and the General Accounting Office.

In specific instances, Army forces also operate in support of non-DOD civilian agencies in achieving objectives associated with the economic, political, and informational elements of national power. These interagency operations may require support from the Army's CSS system as discussed later in this chapter. However, Army elements supporting other agencies may also receive some of their support from the supported agency. At times, the civil authorities may have enough support resources to support not only themselves but also the Army personnel providing assistance. For example, civil authorities may provide housing, food, and fuel to troops assisting in a counterdrug or firefighting operation. Army CSS personnel negotiate such support on a case-by-case basis with the appropriate civil authorities.

Host Nation Support

An objective area's infrastructure is a key source of support. Provision of support from the host nation reduces the requirement to deploy Army CSS units. This allows more combat power to deploy quickly. Host nation support may be appropriate at all echelons from the combat zone through the COMMZ. It is a key consideration in the LPT. Factors which influence the suitability of using host nation resources to accomplish specific missions and fictions include:
- The capability, dependability, and willingness of the host nation to provide and sustain identified resource needs. The theater commander and ASCC seek to arrange as much support as is practical. They conclude the necessary agreements with the host nation in peacetime to ensure capability and dependability.
- The effect on security and reliability of support.
- The risk associated with host nation support being available in wartime in the type and quantity agreed upon.

Host nation support is normally based on agreements that commit the host nation to provide specific support according to prescribed conditions. Agreements occur at various levels. They include agreements made between nations; among component commands, major commands, and services; and, in lower levels, between units. Formal agreements are preferred but not required.

Host nation support may include--
- Government agency support. Host nation government agencies build, operate, and maintain facilities and systems such as utilities and telephone networks. They may provide services in support of US needs. Police, fire companies, and border patrols may be available to support US forces.
- Host nation civilians. Required host nation civilians may include laborers, stevedores, and truck drivers as well as technicians and managers.
- Host nation military units. Host nation military or paramilitary units support US needs with functions such as traffic control, convoy escort, installation security, cargo and troop transport, and fuel storage and distribution.

- Host nation facilities. US forces use host nation buildings or facilities. The LPT discussion in Chapter 2 details these resources. Host nation facilities may be nationalized, come under host country government control, or be provided by contractual agreement.
- Function or area support. A host nation may perform a particular function in a designated area or for particular organizations with national boundaries. Some examples are rail operations, convoy scheduling, air traffic control, and harbor pilot services.

The degree of command and control exercised by US forces over host nation support depends on the type of support, location, tactical situation, political environment, and provisions of umbrella and technical agreements. Language-proficient personnel provide the interface between US Army and host nation elements. Implementing plans must include request procedures and legal restrictions imposed by the host nation. However, their focus should be on ensuring the availability of support.

In a friendly country, Army forces control host nation resources through coordination with local officials when possible. Treaties or HNS agreements coordinated with the staff judge advocate (SJA) should cover control relationships. Civil affairs personnel aid this civil-military cooperation by providing an interface with indigenous authorities or military forces.

Support from Civilians

Support from civilians is not a source of support exclusive of the sources listed above. Civilians play a key role in each of those categories and others (such as contracted support). However, there are unique considerations associated with the support they provide.

There are three basic categories of civilians who have a role in providing support *to* Army elements. These are DA/DOD civilians, civilians of other governmental and nongovernmental agencies, and contracted civilians. Like the use of host nation support, civilian support frees soldiers for other duties. Commanders may employ civilians without a mobilization

while much of the military CSS structure is in the reserve components. Also, civilians may possess technical skills either not available or not present in sufficient quantities in the Army. Planners must consider all these factors in working out use of civilians.

DA/DOD Civilians. Civilian personnel are a key component of the Total Army. In peacetime they have a large role in the CONUS/home station CSS system. However, their participation is not limited to that role. Selected, highly competent civilian staff members have signed agreements to remain in place in overseas activities or to deploy with the force to support Army operations. In addition, any DOD civilian is subject to deployment if the need for his skills is critical to support of the force. Critical skills may include working in or supervising high-tech maintenance operations, identifying and solving weapon system problems, and providing automated systems assistance. Civilians may also play a key role in such activities as AAFES support to Army operations. DOD Directive 1404.10 gives guidance on employment of DOD civilians.

There are many considerations that commanders and planners must take into account when they deploy civilians to a theater of operations. Some issues have been clarified; some solutions are still evolving. One consideration that is clear relates to the control relationship and how civilians are deployed.

The preferred method of deploying DA civilians is by detailing them to an organization assigned to the theater. They may deploy as part of a logistics support element discussed earlier in this chapter. Civilians may also be detailed to other units in the theater or they may be sent to the theater in temporary duty status, in which case their home station manages their performance. Even in the case of a temporary duty status, they must be attached to an element in the theater. It must be clear who in theater is responsible for supervising their work, managing their work schedule, reporting their hours worked to their home station, and evaluating their performance and conduct. Support *to* civilians is discussed later in this chapter.

No matter how DA civilians deploy, the following considerations apply:

• They cannot be required to do jobs outside their job description, such as guard duty or cleanup details.

• They are entitled to danger pay and foreign post differential which the Department of State controls.

• Their home station manages their pay, and some employees are subject to a pay cap. This cap does not include danger pay and foreign post differential.

• Physical and medical readiness for deployment is a part of the general job requirements determination. The CINC may identify specific theater considerations.

• They are not subject to the Uniform Code of Military Justice except during a declared war.

• Commanders may not place them in imminent danger of grievous bodily injury or death (unless emergency essential employees have agreed to be put in such situations before the contingency deployment). The CINC determines the general threat level.

• The legal status of DA civilians (and contractors) in the area of operations or accompanying the force is that of a combatant. They require DA Form 1602 identification cards and Geneva Convention identification cards. They should have uniforms and may be issued arms if authorized by the theater commander. However, civilians cannot be required to carry weapons.

• Private insurance exclusions for death or injury in wartime may apply.

Civilians from Other Agencies. Though the Army typically provides support to other agencies, in certain circumstances, to take full advantage of integrated support systems, civilians from other agencies may be part of the system providing CSS to Army personnel. This is particularly likely when Army elements are operating in support of civil authorities. Civilians may be apart of other US governmental agencies such as the Department of State, the Department of Commerce, the Environmental Protection Agency, the Department of Agriculture, the Department of Justice, and Federal Emergency Management Agency. They may also belong to state and local governmental organizations,

or, as mentioned above, host nation governments. The Army may also interface with civilians from a wide variety of other organizations. These range from United Nations agencies and the American Red Cross to international charitable organizations.

The key consideration in all such cases is to ensure that support responsibilities are clear. If other agencies are to provide support to Army personnel, specific procedures should be agreed upon in advance. The exact support they will provide, how the Army will request and receive it, and the period of time involved must be absolutely clear to all parties.

Contracted Personnel. Contracting is a critical source of support for a CONUS-based, force projection Army. Use of contractor releases military units for other missions or fills shortfalls. It provides the Army with an additional means to adequately support the current and programmed force. Contracts supporting military operations can be divided into two categories--contingency contracts and weapons system support contracts. While contingency contracts are written with a crisis in mind, weapon system support contracts are written during the acquisition cycle. CSS personnel planning an operation must carefully review weapon system support contracts. They may not cover all the METT-T elements of importance to the theater commander.

Usually contracting elements organic to the deploying force (such as within the corps or division MMC) write contingency contracts. Among other functions, they can provide support during reception and onward movement, or they may fill shortfalls in the CSS structure for such functions as transportation, maintenance, and field services.

The Logistics Civil Augmentation Program (LOGCAP) is a special contingency contracting concept. The concept is to maintain, based on multiregional needs, a worldwide umbrella contract let by the US Army Corps of Engineers. The program includes the contracting equivalent of contingency plans for various regions. It allows the swift acquisition of contracted combat support or CSS required in a crisis. The

CINC may choose to execute the plan for his theater to increase his flexibility and fill shortfalls in the force as he evaluates the TPFDD. The commander decides where to use force structure or contracted support to accomplish his mission. The using major command funds the execution cost.

During the LPT, planners consider the resources available through existing HNS agreements, any existing in-theater contracts, and potential support available through contingency contracts, including LOGCAP. The contracting elements of deploying commands along with supporting finance and judge advocate general elements must be among the first to arrive in theater if contingency contracting is to provide essential support early in the operations. Army Federal Acquisition Regulation Supplement Manual #2, Contingency Contracting, provides guidance concerning these types of contracts. It also gives preparation information to assist in the deployment of contracting elements.

When weapon systems support contracts cover deploying systems, coordination between the contracting officer and the theater is vital. The contracting officer is normally assigned to a program/project manager's shop or to an AMC major subordinate command. Numerous METT-T factors must be considered to deploy contractors, as discussed later in this chapter. The contracting officer should provide an in-theater representative so that the contracting chain of authority can interface with the theater chain of command. The LSE is typically the unit to which the in-theater representative of the contracting officer is assigned.

SUPPORT TO OTHER ELEMENTS

In addition to receiving support *from* other sources, Army CSS units also provide support *to* non-Army elements. These include military personnel and units from other services, other members of a multinational force, and civilians.

Although planners cannot foresee every contingency, they forecast all customers and their requirements as accurately as possible. If the Army is going to be responsible for support to other elements, CSS personnel at the strategic level must have arranged for

resource acquisition. Also, planners of specific operations must know the requirements in time to tailor the Army CSS force appropriately. Deployed resources will be austere; Army units will not be able to support a substantial unprogrammed number of personnel or equipment items that arrive at support locations seeking support. On the other hand, in an emergency, Army units, within their capabilities, provide other elements of the total force with support to preserve their health and safety.

All customers must understand the procedures for receiving support. They must know request procedures, priorities, and support point locations and operating times. How long the Army will continue to provide support must also be understood. In some cases, the requirement for a support function ends with the completion of a specific mission. At other times, the Army transfers the function to another agency. This may be another service, an ally or coalition member, another agency such as the United Nations or a private volunteer organization, or a civil authority. In any case, all involved parties must carefully plan the transition, including any transfer of assets.

Support to Joint Forces

As discussed above, the Army provides support to other services and receives support from them. The Army may routinely provide fuel to the Air Force. It may provide Class I and water supply support to the Air Force, Marine amphibious forces, and Navy elements operating ashore. It may also support those elements with ground and some intratheater air transportation. The list of support the Army could provide for other services is long and could include any support the CINC deems is in the best interest of the joint force. Army CSS personnel must think in joint terms and be prepared to provide support to other services when so directed by the CINC and augmented with the required resources. The annexes of this manual have joint considerations for specific CSS functions.

Support to Multinational Forces

Although CSS may be a national responsibility in multinational operations, there are many instances in which the Army provides CSS to allies and coalition members. Our policy in this regard is to provide that support specified informal agreements and any authorized additional support which facilitates US operations. For example, the Army may provide an allied division operating as part of a US corps with fuel, food, and other common items of supply, particularly common ammunition items, for as long as it is operating with the corps. US formations operating under alliance commands may similarly receive support from the allied major command. To a greater extent than in the past, Army elements will be providing support to forces of other countries. These will include both allies with whom we have an established relationship and coalition members participating in a contingency operation.

Support to (and from) multinational forces may be provided under one or more possible authorizations. For example, Chapter 138 of Title 10 authorizes the interchange of support between US services and other countries. It authorizes DOD acquisition *from* other countries by payment or replacement-in kind, without the necessity of a cross-servicing agreement.

With Secretary of State agreement, the US may also make transfers *to* other countries. Such transfers include Title 22 security assistance sales or grant transfers pursuant to the Foreign Assistance Act (FAA). They also include reciprocal services or replacements-in-kind under Title 10, Chapter 138.

Unlike security assistance transfers, CSS authorized under Title 10, Chapter 138, does not include major end items, missiles, or bombs. It does authorize food, billeting, petroleum, oils, transportation, non-distinctive clothing, communications services, medical services, ammunition, storage, spare parts, maintenance services, and training.

In many cases, security assistance will continue, at least initially during an operation, to provide support to allies and friendly countries. In some cases, however, the President may also direct an emergency drawdown of military department stocks. Section 506 of the FAA authorizes such drawdowns for emergency assistance

or counternarcotics programs. Section 552 authorizes them for peacekeeping operations. However, all materiel, services, and training must be drawn from existing stocks. The emergency authority does not authorize new procurement or expenditures of service funds.

The US has also agreed to allow, in some cases, a multinational force commander to redistribute support assets of the nations that make up the force (North Atlantic Treaty Organization Military Decision 319). This authority may include certain restrictions. For example, nations can designate resources not eligible for redistributions. Also, redistribution only applies within operational boundaries.

In any case, CSS cooperation among the elements of a multinational force is essential. Multinational operations require extensive coordination. Forces should exchange liaison officers who speak the language and understand the culture and CSS systems. They must work to ensure supported elements understand the capabilities and limitations of the US CSS system and how it works. They must clearly articulate staff relationships and procedures. In some cases, support personnel from other countries operate with different concepts of urgency and timing. US CSS personnel must understand that and be able to avoid or work out problems.

Another set of potential problems involves varying expectations of support. Soldiers from other countries may have different expectations regarding the types and levels of support. For example, cultural differences may affect such support as subsistence, medical, and laundry and shower operations. Also, there may be varying expectations regarding such factors as compensation and leave, especially in MOOTW. Such differences can lead to resentments within the coalition if not handled carefully.

Support to Other Agencies

In interagency operations, the CSS role of the Army is typically in support of civil authorities. Usually authorities request the Army to meet needs beyond the capabilities of the agency. Again, thorough liaison is necessary to ensure Army support responsibilities are clear. In addition to supporting troops involved in the support mission, Army elements may provide CSS to members of the civil agency and to civilians in the area of operations. Support to all these elements must be integrated to ensure efficient operations. FM 100-19 discusses such specifics as legal and resource management issues for such operations.

Support to Civilians

There are three broad categories of civilians that the Army may have to support--DA/DOD civilians, civilians of other agencies, and civilians dwelling in the area of operations. In some cases, the Army may also provide agreed upon support to contractors.

Support to deployed DA civilians should be the same as that for soldiers. It is planned on a case-by-case basis and should include the full range of support functions. These include medical support, housing, supply support, transportation, maintenance, MWR, legal assistance, postal support, field service support, and support services to the family. DA civilians receive full medical services with the same priority of care as soldiers. Medical services include treatment in theater as well as all service-related care required after they redeploy. DA civilians also receive the same mortuary affairs, laundry, and shower support in theater. They receive legal support for any affair connected to their deployment. In addition, they receive supply, maintenance, and transportation support through the unit to which they are assigned. In the case of food service support, even in a temporary duty status, there is no food charge when orders specify field conditions. The theater commander may authorize civilians to carry sidearms. (However, civilians may not be required to carry weapons.) Generally, planners consider the same support requirements for DA civilians as for military personnel through all stages of an operation. These include training, individual readiness, equipment, deployment, sustainment, and redeployment requirements. Additional information is in ARs 690-11 and 600-8-101 and DOD Directive 1404.10.

Generally, it is not desirable for the Army to provide support to contractors, and the contractor is responsible for providing all the support functions discussed

above. However, on a case-by-case basis the Army may negotiate with the contractor to provide support. In all situations, it is important that the contract clearly state who is responsible for support to contracted personnel. If the Army is responsible, planners must enter the requirements into the system so that adequate Army resources are available. The same is true for support to DA civilians. Planners coordinate support to civilians of other agencies during interagency operations in a similar fashion.

Another critical consideration for support to DA civilians or contractors is personal security. Commanders may not place civilians in imminent danger of bodily harm. Also, planners must consider the effect of having significant numbers of civilians performing CSS functions in the rear since it reduces the number of personnel available for security tasks.

Some Army operations involve direct support to US or foreign citizens. In fact, in disaster relief and other humanitarian assistance operations, this is typically the primary mission. In war or civil emergencies, there may be a large number of displaced persons requiring support. In general, support personnel plan and provide support to civilians in the affected area as they do for any other supported personnel. However, there may be cultural implications for such support as food service and mortuary affairs. Also, there are some legal restrictions governing Army support to civilians. FMs 100-19 and 100-23 discuss these considerations. Required functions may include distribution of relief supplies, provision of medical aid, provision of essential services, and disposition of human remains. Such operations are often interagency operations; coordination with other agencies is critical to spell out exactly what functions the Army will perform.

Supported US or foreign citizens may also include civilian news media representatives. The Army may have to provide such support as personal protective equipment, communications, transportation, billeting, subsistence, medical care, and other essential services on a reimbursable basis when they are not available through commercial sources. This is especially true for members of the DOD national media pool and other media representatives accredited by the Army and authorized to accompany a unit during operations.

SUPPORT TO THE CSS EFFORT

Successful CSS operations depend on the performance of many non-CSS functions. This is particularly true at the operational and tactical levels. CSS depends on such activities as engineering, battlefield circulation control, communications, and civil affairs. Like the CSS functions they support, these activities may be performed by Army elements, other services, allies, or civilians. Yet, in all cases, planners must synchronize them with the CSS effort.

ENGINEERING

As discussed in Chapter 1, establishment of the theater base and other bases is a critical CSS function. The ability of CSS elements to support an Army operation depends on the capacities of the facilities within the support bases throughout the theater and of the lines of communication. General engineering functions expand and maintain these capacities.

Activities include construction, acquisition, and maintenance of facilities and transportation routes. The activities which dominate the engineering effort during a particular operation depend on a number of factors including the type of military operation, the maturity of the theater, the size of the committed force, and the anticipated duration of operation. For example, war in a mature theater likely requires concentration on modification and repair of existing facilities and roads. On the other hand, during peace operations in less developed theaters, engineers may focus on construction of austere facilities to expand the existing infrastructure.

Priorities also vary in different phases of a force projection operation. In the early stages, expansion of port and airfield capability and initial establishment of the lodgment area are likely to be the primary concerns. Engineer units may be acquiring or constructing reception facilities, developing logistics-over-the-shore sites,

dredging ship channels, providing diving support in the harbor, and improving the transportation routes required to clear the port area. As the operation develops, priorities shift to development of intratheater LOCs, expansion of the lodgment area, and establishment of additional support bases.

The specific tasks performed by theater engineer units vary with all these factors as well as the particular mission and the location in the theater. For example, the fiction of "constructing facilities" may involve tasks ranging from building a warehouse in the COMMZ to providing a berm for a collapsible storage tank in a maneuver brigade support area. In the COMMZ, engineers typically acquire or construct facilities for off-loading and storage of supplies and the reception and staging of reinforcements. They construct pipelines and perform limited repair of railroads to increase the capability to move large tonnages of supplies. Their improvement or repair of air bases enhances the capability of the theater to support both Army and Air Force missions. In other areas of the theater, construction and maintenance of roads and airstrips, and hardening of support facilities require earth-moving and fixed bridging assets. In forward areas during war, CSS efforts to sustain close combat may depend on engineers continuously emplacing tactical bridging to reopen damaged supply routes.

In any case, synchronization with the CSS mission requires force planners to take into account the functions and specific tasks required, evolving priorities, and all the other factors discussed here as they tailor Army engineer organizations or secure engineer support from other sources.

MILITARY POLICE SUPPORT

Military police (MP) interrelate with CSS activities through several functions. These include battlefield circulation control (BCC), security operations, and enemy prisoner of war (EPW) and civilian internee confinement.

BCC is a normal mission of MP in support of all forces. It involves route reconnaissance and surveillance, traffic control, and straggler and refugee control. To CSS personnel, it is critical. As discussed in Annex B, the movement of personnel, equipment, and supplies is inherent in all CSS functions. At the operational and tactical levels, effective use of the road network is likely to be a key component of the movement function. Numerous users need to move on limited roads. In addition to CSS movements, the road network must support requirements placed on it by combat and combat support units. Also, stragglers and refugees may clog routes. BCC performed by MP as specified by movement control elements ensures maximum utilization of scarce road capabilities. MP help identify possible routes and alternates, monitor the condition of roads, and keep routes clear for vital military movements.

MP also perform security functions in support of CSS activities and facilities. They may protect essential facilities such as fuel points or ammunition supply points. Throughout the theater they may reduce pilferage and the possibility of sabotage at support facilities. Their mobility also enables them to provide security for pipelines and supply routes. In addition, they are frequently the best available force to function as the response force for a support base facing a threat which the base does not have the assets to defeat.

Another MP responsibility relating to CSS is EPW operations. In addition to their normal responsibilities involving EPWs, MP may provide EPW and civilian internee confinement support. They coordinate this support with CSS and engineering elements since internees must be moved, fed, and so forth. If the number of internees is large enough, this could involve a considerable burden on the CSS system.

SIGNAL SUPPORT

Like all other Army activities, CSS operations require effective communications support. In addition to the communications required for command and control of CSS units, extensive communications capability is required to pass support requirements, status reports, management information, and information to synchronize CSS activities. CSS elements must maintain links

with supported elements, their sources of support, and other CSS units with whom they must coordinate activity. Often these links entail significant distances, such as when split-based operations separate components of management organizations or when a fast-paced operational tempo results in supported units operating at considerable distances from support bases.

CSS personnel coordinate closely with their signal counterparts to ensure CSS communications requirements are adequately identified and met. At the national strategic level, CSS personnel work with communications systems designers to ensure communications capabilities include all CSS needs. During operations, the CSS system depends on signal elements to provide the voice and data transmission capabilities to maintain required links. This service involves two basic components--an area system within the theater and a link to the sustainment base.

CSS forces use the area system to communicate with customers, coordinate with other deployed CSS elements, and effect command and control of CSS units. Signal elements provide this service by providing the link to the commercial and other host nation communications systems available in the theater and by operating the area common user system. This area system consists of a grid network with signal nodes which provide automatic switching and circuitry for telephones, facsimile machines, and data terminals. It also interfaces with FM radios.

As discussed previously, the ability of the CSS system to sustain the deployed force depends on communications with the sustainment base. Efficient force projection requires use of innovative concepts such as split-based operations and total asset visibility. The ability of CSS management cells to deploy with minimum assets means they must be able to communicate with their home base counterparts. They must be able to pass force requirements and to receive processed command and control information. Also, a total distribution system relies on communications. Requisitions must flow from the theater to the NICPs. Total asset visibility, including in-transit visibility, depends on communications. Managers must know the status and

locations of all resources in order to ensure scarce assets get to the units with highest priority first. In-transit visibility also minimizes costly multiple requisitions for supplies. These systems depend on communications between the theater and the sustainment base. So do other CSS functions such as medical evacuation, patient management, personnel replacement, resource management, ALOC supply, casualty reporting, and many more. They all depend on signal units establishing and maintaining the satellite links to allow these functions to happen.

Signal elements will support the COSCOM or senior support headquarters in the theater with a link to the sustainment base. The initial in-theater area communications system will include a force entry component of the mobile subscriber equipment network and a tactical multi-channel satellite capability. Materiel management teams will effect split-based operations via a fly-away box linked to the home base through either tactical or commercial satellite.

CIVIL AFFAIRS

Two aspects of civil affairs (CA) activities directly relate to CSS operations. First, CA personnel assist in identifying and coordinating acquisition and use of resources available in the theater to help achieve the CSS mission of the force. With their linguistics skills, they also identify requirements for and help administer support provided to local civilians and civil authorities.

Use of local resources can be invaluable in enhancing the capability of the CSS system to support operations with the smallest requirement to project CSS assets. CA elements have a critical role in effective use of such resources. Their area studies and HNS agreement analyses enable them to identify host nation and third country resources available. These resources may include land, buildings, rights-of-way, piers, docks, bridges, railways, communications systems, utilities, labor, materiel, and services. Furthermore, their expertise in the areas of international and local laws; US policies; and local cultural, economic, and political factors (including populace and resources control) is

crucial to allowing the Army to acquire and use local resources, especially in such a way as to minimize local resistance and hostility.

CA elements also play a part in identifying and coordinating the additional CSS required to support the local civilian populace. Humanitarian assistance programs are short-term efforts to help civil authorities or other agencies relieve suffering. They rely heavily on CSS operations to support such missions as disaster relief, noncombatant evacuation operations, nation assistance, and displaced civilian operations. CA elements also plan and conduct military civic action programs to win support of the local population. These are short-range development programs such as construction projects (roads, bridges, and irrigation systems), public health programs (hygiene and immunization projects), and education programs. In some situations, they involve direct support to local civilians. In others, they require support to troops or other elements providing non-CSS support to the population. However, in all these cases, support elements must meet additional CSS requirements associated with CA activities.

PUBLIC AFFAIRS

CSS personnel, and the Army in general, operate in the global information environment under the scrutiny of the media. As demonstrated in all recent operations, one of the central areas of interest for the media is the adequacy and efficiency of support operations. The American people want to know, and therefore the media reports on, whether or not our forces are cared for properly. They want to know that our soldiers have the appropriate supplies, equipment, and health and welfare support. They also want to know, and the media reports on, the efficiency and economy of the CSS effort. They want to know, among many other things, that the Army is spending its money properly, and that it is operating ethically and in an environmentally sound manner. As numerous recent operations have shown, media representatives cover every aspect of the effort, from home station preparations and the mobilization of reserve CSS forces through redeployment and demobilization.

This coverage influences decision making and the determination and achievement of the end-state. It is a factor that all leaders must be aware of and must plan for, especially as the media's ability to provide instantaneous, live, real-time coverage from anywhere in the world increases as a result of technological developments. Public affairs (PA) operations and the commander's public affairs officer provide the commander with critical guidance on interacting with the media. PA personnel serve as the interface between the media and the organization. They work to ensure that the Army fulfills its obligation to keep the American people and the Army informed. They help establish the conditions which lead to confidence in the force and its execution of the operation.