Chapter 2
Theater Organization Structure

> Theater commanders provide strategic and operational direction. They develop a theater strategy, organize their theaters, and establish command relationships for effective joint operations. Army commanders—particularly at the operational level-operate with other services, government agencies, and multinational forces, requiring a thorough understanding of the chain of command, theater organization, and the Army support structure as they contribute to the unified structure. Combatant commands (COCOMs) and theaters form the structure for this environment.

THEATER ORGANIZATION

The Unified Command Plan (UCP) contains criteria for establishing a unified theater based on national security strategy, national military strategy, geography, and history. However, a key consideration for establishing a theater is its strategic objectives. Theater commanders are charged with providing strategic direction and operational focus to subordinate commanders. They develop a theater strategy and campaign plans; organize their theaters; establish command relationships for effective unified, joint, and multinational operations; and conduct unified operations that ensure a united effort within the command.

Unity of effort requires that one responsible commander focus resources toward obtaining defined objectives and strategic end states. This principle gives a single unified commander responsibility for all military operations within a designated theater-strategic environment across the range of military operations. The NCA authorizes unity of effort among the military services at the strategic level; it is exercised through the CINCs, the service secretaries, and JCS.

THE CHAIN OF COMMAND

The Goldwater-Nichols DOD Reorganization Act of 1986 prescribes the chain of command. Two distinct branches of the NCA exercise authority and control of the armed forces through the chain of command. The first flows from the President to the Secretary of Defense (SECDEF) to the combatant commanders for missions and forces assigned to their commands. The second flows from the NCA to the secretaries of military departments to the chiefs of the service forces for execution of service functions.

Commanders of COCOMs are responsible to the NCA for the preparedness of their commands and execution and accomplishment of assigned missions. The secretaries of military departments are responsible for organizing, training, equipping, and providing forces. The authority exercised by the military departments is subject by law to the authority provided to the combatant commanders.

The DOD Reorganization Act placed the Chairman, Joint Chiefs of Staff (CJCS) within the chain of command to communicate the NCA's directions. Though the CJCS does not exercise military command over any combatant forces, all communications between the NCA and combatant commanders pass through the CJCS. Figure 2-1 depicts the chain of command.

National Command Authorities

The NCA, consisting of the President and the SECDEF or their authorized alternates, exercise authority and control over the armed forces through a single chain of command with two distinct branches. One branch originates with the NCA and continues through the CJCS directly to the combatant commanders for
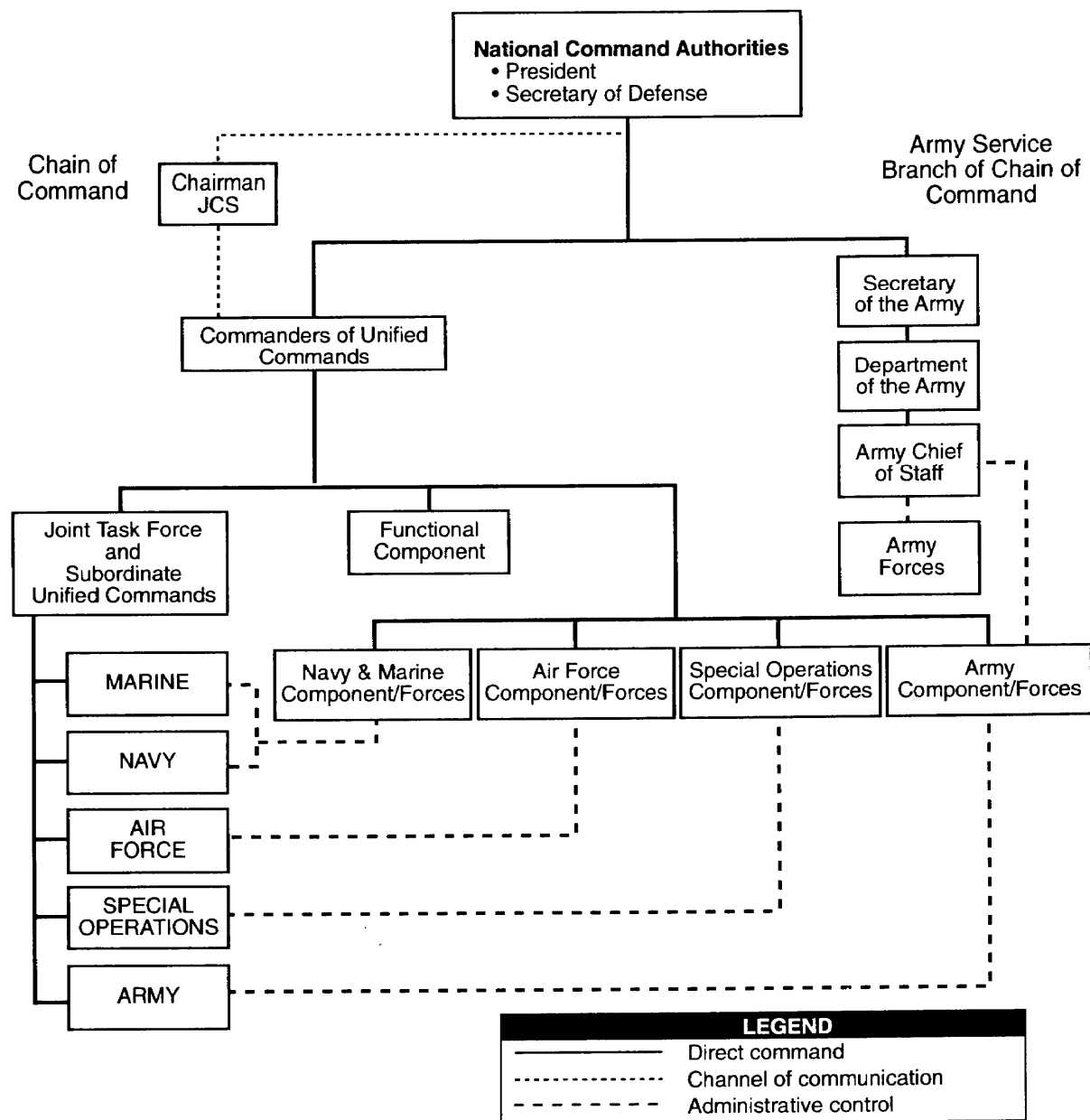
Figure 2-1. The Chain of Command

missions and forces assigned to their commands. The other, used for purposes other than operational direction of forces assigned to the COCOMs, flows from the NCA to the secretaries of the military departments.

Chairman Of The Joint Chiefs Of Staff

The *Goldwater-Nichols DOD Reorganization Act* clarified the role of the CJCS, establishing his primary authority and placing him in the decision-making process. The CJCS functions under the authority,

direction, and control of the NCA and oversees the activities of the combatant commanders as directed by the SECDEF. AH communications between the NCA and combatant commanders pass through the CJCS.

Combatant Commands

COCOMs are commands with a broad and continuing mission under a single commander. They are established and designated by the President, through SECDEF, with the advice and assistance of the CJCS. COCOM

commanders receive strategic direction from the NCA through the SECDEF and the CJCS and are responsible to the NCA for the performance and the preparedness of their commands to execute assigned missions.

Military Departments

The military departments operate under the authority, direction, and control of the SECDEF. Through the service chiefs, the secretaries of the military departments exercise authority, direction, and control of their forces that are not assigned to combatant commanders. This branch of the chain of command is separate and distinct from the branch that exists within the COCOM. The secretaries of the military departments are responsible for the administration and support of their forces assigned or attached to COCOMs. They fulfill these responsibilities by exercising administrative control (ADCON) through the commanders of service component commands assigned to the COCOMs. Using ADCON, the ASCC is responsible for preparing, maintaining, training, equipping, administering, and supporting Army forces assigned to the COCOMs. The emphasis of the military departments is the administrative (legal, personnel, finance) and logistical support to respective service forces.

COMMAND AUTHORITY

The commander's authority must be commensurate with command responsibility. *The Goldwater-Nichols DOD Reorganization Act of 1986* places clear responsibility on the CINCs of COCOMs to accomplish the missions assigned to their commands. Title X, *United States Code* (USC), vests CINCs with command authority called *combatant command.* Among the types of authority that may be granted to operational commanders are operational control (OPCON), tactical control (TACON), and support. Coordinating authority, ADCON, and direct authority can be delegated to his subordinate commanders; however, this authority is a consultation relationship, not a command relationship.

Combatant Command

COCOM is command authority over assigned forces granted only to commanders of COCOMs (CINCs) by Title X, *USC,* Section 164, or as directed by the President in the UCP. Not transferable, COCOM provides command authority and unity of command within the theater. It allows the CINC to perform various functions, including organizing forces and employing commands and forces, assigning tasks, designating objectives, and authoritatively directing all aspects of military operations, joint training, and support necessary to accomplish the command's assigned mission. During contingencies, COCOM can be expanded to allow the combatant commander to reorganize service component forces as necessary and consolidate CSS within the command.

Combatant commanders exercise COCOM authority by establishing command relationships with subordinates and delegating appropriate authorities to their subordinates. In accordance with Joint Pub O-2, the CINC has six options, including combining options, through which he may exercise his COCOM authority:

- The service component commander.
- The functional component commander.
- The subordinate unified commander.
- The JTF commander.
- A single-service force commander.
- Direct command.

See FM 100-7 for detailed discussions of the above. Also see Figure 2-2..

Under COCOM, CINCs may be given directive authority for CSS. The exercise of this authority includes peacetime measures to ensure effective execution of approved operations plans, effectiveness and economy of operations, and prevention or elimination of unnecessarily duplicated facilities and overlapping functions among the service component commands. For more detail on COCOM, refer to Joint Pub 0-2 and Joint Pub 3-0.

Operational Control

OPCON, which is inherent in COCOM, may be exercised at any echelon at or below the level of the COCOM and is transferable. It is the authority to perform those functions of command involving organizing and employing commands and forces, assigning tasks, and

providing authoritative direction necessary to accomplish assigned missions. However, it does not include authority to direct logistics, administration, discipline, internal organization, or unit training. The CINC uses OPCON to delegate the most authority with which subordinate commanders can direct all aspects of military operations. OPCON is normally exercised through the service component commander. However, in war or MOOTW, a JTF commander with OPCON may control forces of one or more services. Unless another officer is so designated by competent authority, the service component commander is the senior officer of each service assigned to a unified command and qualified for command by regulation of the parent service. Assignment is subject to the CINC's concurrence.

Tactical Control

The CINC exercises or delegates TACON to limit subordinate commanders' authority to direct the use of combat forces. TACON provides sufficient authority for controlling and directing the application of force or tactical use of combat support assets. It does not provide organizational authority or administration and logistics support responsibilities. The commander of the parent organization continues to exercise those responsibilities unless otherwise specified.

Specific authorities and limits are defined in establishing directives.

Support

The combatant CINC establishes support relationships between subordinate commanders when one organization should aid, protect, complement, or sustain another. The designation of supporting relationships conveys priorities to commanders and staffs who are planning or executing joint operations. Normally, a directive establishing the support relationship is issued specifying its purpose, the desired effect, and the scope of actions to be taken. Unless otherwise stated in the directive, the supported commander has the authority to direct the supporting effort. The establishing authority must ensure that both the supported and supporting commander understand the degree of authority the supported commander is granted.

The supporting commander is responsible for determining the needs of the supported force and fulfilling support requirements within existing priorities, capabilities, and other tasks assigned. The supported commander must ensure that the supporting commander understands the support required. The defined categories of support are mutual, general, direct, and close.
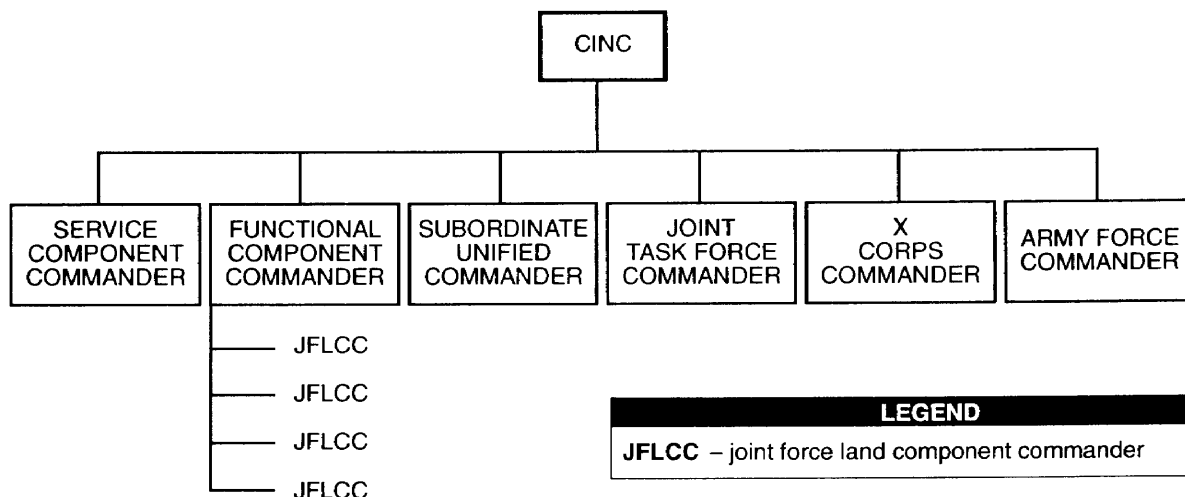

Figure 2-2. Exercising Combatant Command

Mutual Support. Mutual support is action that units render to each other against an enemy because of their assigned tasks, their positions relative to one another and to the enemy, and their inherent capabilities.

General Support. General support is that provided to a supported force as a whole and not to any particular subdivision thereof. It is the most centralized support relationship.

Direct Support. Direct support provides designated support to a specific force and authorizes the supported force to directly seek this support. A supporting force is designated to directly support a supported force on a priority basis. However, the supporting force may provide support to other forces when it does not jeopardize the mission or put the supported force at risk. The authority to accomplish support of other than directly supported forces rests with the higher tactical or operational commander but may also be delegated by doctrine, the operations plan, or the operations order.

Close Support. Close support is action by the supporting force against targets or objectives that are sufficiently near the supported force to require detailed integration or coordination with the fire, movement, or other actions of the supported force.

Other

Other authorities that may be granted outside the command relationships discussed above are ADCON, coordinating authority, and direct liaison authorized (DIRLAUTH).

Administrative Control. All CON is the direction or exercise of authority necessary to fulfill military department statutory responsibilities for administration and support. It may be delegated to and exercised by service commanders at any echelon at or below the service component command.

Coordinating Authority. The CINC may authorize coordinating authority to assist in planning and preparing military operations. Not a command relationship, it is required when coordinating specific functions or activities involving two or more services or two or more forces of the same service. Although its purpose is to foster effective coordination, coordinating authority does not compel agreement.

Direct Liaison Authorized. DIRLAUTH is the authority granted by a commander at any level to a subordinate to directly coordinate an action with a command or agency within or outside the command. DIRLAUTH is a coordination relationship, not an authority through which command is exercised.

TYPES OF COMMAND

Commanded by a JFC with a joint staff, joint force commands are composed of significant elements of two or more services. JFCs have full authority to assign missions, redirect efforts, and direct coordination among subordinate commands. The manner in which they organize their forces directly affects the responsiveness and versatility of joint operations. Unity of effort, centralized planning, and decentralized execution are key considerations. Joint force commands include unified commands, subordinate unified commands, and JTFs.

Unified Commands

A unified command is one with broad and continuous missions under a single commander. Composed of significant assigned components of two or more military departments, it is established and designated by the President through the SECDEF with the advice and assistance of the CJCS. The component services provide forces to operate in the operational areas organized by the theater commander. The SECDEF directs the Secretary of the Army (SofA) to assign Army forces to the CINCs. Having COCOM of US component services, the unified command coordinates their efforts in support of US units. It controls reinforcement operations, expands LOC, and provides support for US forces according to priorities established by alliance headquarters and US NCA policies. CINCs of unified commands serve as the vital link between national military strategy and theater strategy. The unified command—

•Directs intelligence functions.

•Controls custody and release of nuclear weapons in consonance with NCA policy.

•Coordinates special operations (SO) .

• Directs public affairs (PA) activities.

• Controls noncombatant evacuation.

• Coordinates component service allocation.

• Sets priorities for command, control, communications, and computer (C^4) systems and electronic warfare (EW).

Subordinate Unified Commands

With NCA approval, commanders of unified commands may establish subordinate unified commands to conduct continuing operations in accordance with criteria set forth for unified commands. Commanders of subordinate unified commands have functions, authority, and responsibilities similar to those of unified commands, applicable to the AO. Likewise, the service component commanders have responsibilities and missions similar to those of the service component commanders within a unified command. The service component commander will normally communicate directly with the service component commander of the unified command on service-specific matters and inform the commander of the subordinate unified command as that commander directs. Subunified commands and service component commands maintain joint combat readiness of US armed forces under their OPCON. US Forces Korea is an example of a subunified command that enhances the unified commander's span of control. See Joint Pub 0-2, Chapter 3, for further discussion

Specified Commands

Specified commands are COCOMs composed of significant forces from a single service. They have broad and continuing missions. Functionally oriented, they perform a specific worldwide function. Commanders of specified commands have the same responsibilities as commanders of unified commands except that no authority exists to establish subordinate unified commands. No specified commands currently exist.

Joint Task Force

The SECDEF, a combatant commander, a subunified commander, or an existing JTF commander establishes a JTF. It is normally established on a geographical or functional basis to execute missions with specific limited objectives that do not require centralized control of joint logistics. Composed of elements of two or more services, a JTF is disestablished upon completion of its mission. The JTF commander, whose responsibilities are often similar to the theater CINC but lesser in scope, exercises OPCON over forces assigned to the JTF. The unified command's ASCC places an Army force (ARFOR) under OPCON of the JTF commander for the conduct of operations an retains responsibility to provide service-specific support to the ARFOR. The JTF established in the Persian Gulf in 1988 to protect shipping and the JTF established in Panama in 1989 to conduct Operation Just Cause illustrate this type of organization.

Service Component Commands

Service component commands consist of those individuals, units, detachments, organizations, and installations of a single military service that have been assigned to the unified command. The service component commander is the senior officer of the service component assigned to a unified command and qualified for command by the regulations of that service. His assignment is subject to the CINC's concurrence.

The service component commander is responsible for all command aspects of his force, to include CSS within the unified command. A combatant commander and his staff are prohibited by joint doctrine from service component responsibility.

The ASCC serves as the principal advisor to the CINC for supporting and employing ARFORs in theater and forces outside the theater tasked to support theater operations. The ASCC may delegate part of this responsibility as the theater becomes more complex, and it may even become necessary to establish an intermediate headquarters based on the complexity of the operational environment. Additional details of the ASCC are discussed later in this chapter.

Multinational Commands

Command relationships at the operational-level are often unique and varied because of the political factors that influence their development. Existing relationships among multinational forces represent the major differences. The

multinational commander must be aware of these differences and consider them when assigning missions and conducting operations.

A multinational command exercises control over regional commands. The allied or multinational force command translates allied policy--deterrence, defense, and counterattack— into multinational military air and ground plans and objectives for implementation by allied regional commands. The commander influences the campaign by committing reserves, allocating air support, and setting support priorities.

Traditionally, logistics in multinational operations is a national responsibility. However, logistics support must be a collective responsibility of the nations involved. Nations must ensure, either individually or by cooperative agreement, the provision of logistics support for their forces. Commanders of multinational forces must establish requirements and coordinate logistics support within their operational area. The logistics objective in a multinational environment is to achieve the greatest degree of logistical standardization—that is, compatibility and inter operability of equipment, interchangeability of combat supplies, and a commonality of procedures-that is realistically achievable given the constraints of METT-T.

Host Nation Territorial Commands

These allied commands—or equivalent organizations—provide support in their territorial areas of responsibility (AORs). Types of support include HN government agency support, civilian contractors, civilians, military units, and use of HN facilities. HNS may be furnished through military districts and regional and subregional commands. It includes—

Information and intelligence, rear operations, engineer support and maintenance, and operation of selected facilities: ports, main supply routes.

• NBC defense and self-protection.

• MP support.

• Communications.

• Logistics.

• Stationing.

• Population control.

By specific agreements, the HN provides rear operations support within its capabilities. Alliance members provide rear operations support largely with reserve or territorial forces. To incorporate rear operations and support of tactical forces with allied headquarters and HN territorial and allied forces, the senior army headquarters must provide liaison with those headquarters. The ASCC provides liaison parties to obtain allied requirements and priorities, to exchange information and intelligence on current and projected capabilities, and to coordinate allied and HNS activities. In any theater in which the army may have forward- deployed forces, HNS is potentially a significant force multiplier. HNS to US Army forces may include almost every aspect of the support required to sustain military operations. Because of their familiarity with local customs, terrain, transportation networks, facilities, and equipment, HN personnel or organizations can perform many functions as well as, or better than, US personnel or units.

The theater CINC, in coordination with HQDA, must determine functional types and levels of HNS that can be accepted without risking overall mission accomplishment. Use of HNS should not degrade required US unilateral capability. The extent of HNS is limited only by the availability and ability to reach agreements on use of HN resources.

To be effective, HNS must be planned and coordinated well in advance. Understandings and commitments as to its wartime availability must be firm. US commanders must be assured of HNS wartime availability and plan for specific application and use when possible.

THEATER STRUCTURE

A theater is a geographical area outside the continental United States (OCONUS) for which a commander of a unified command has been assigned military responsibility. It may be

viewed from the strategic context as the level of international military cooperation required or the degree of necessary dedicated US military resources. These perspectives may influence how the Army conducts operations in each theater.

Though theaters may involve unilateral US operations, US forces may also act in conjunction with other nations in multinational operations. The prospect of multinational operations should always be prominent as the commander considers his theater structure and command relationships. The Army must be prepared to conduct multinational operations with land, air, and naval forces of other nations. Multinational operations may be in response to a situation where few, if any, formal relationships exist between US forces and those of the other national forces, such as in Operations Desert Shield and Desert Storm.

TYPES OF THEATERS

Theaters may be described as either continental or maritime, based on their dominant geographic and strategic characteristics. This description determines the predominant type of military forces used, the strategic missions assigned, and the strategic and operational objectives pursued in the theater.

Continental theaters primarily involve control of land and associated airspace, European Command (EUCOM), Central Command (CENTCOM), and Southern Command (SOUTHCOM) are examples of continental theaters. Military operations in continental theaters may vary in purpose and scope from participation in the internal defense of another nation against subversion, lawlessness, and insurgency to major operations and campaigns to destroy enemy land forces.

Maritime theaters focus on ensuring control of the seas and associated airspace. Atlantic Command (ACOM) and Pacific Command (PACOM) are examples of maritime theaters. One *or* more of the following types of operations may comprise campaigns in maritime theaters:

- Fleet operations to seize or maintain unobstructed access to ocean areas by destroying or blocking enemy forces.

- Joint operations to control key land areas.

- Limited operations with limited objectives such as peacekeeping or nation assistance.

Continental and maritime theaters are different and demand the synchronized efforts of all services, both within and between theaters. A more detailed discussion can be found in Joint Pub 0-1.

INTERNAL THEATER ORGANIZATION

Theater combatant commanders or subunified commanders organize theaters based on a developed theater strategy. They should always consider joint and multinational operations as they consider the theater structure and command relationships. Whereas unity of command may not always be possible in multinational operations, unity of effort must be accomplished.

Theater Of War

In war, when the NCA authorizes combat operations, the CINC, with NCA and JCS approval, delineates a strategic theater of war, which may encompass part or all of the original peacetime or conflict theater. Part of a theater may be in a state of war, while other areas remain in conflict or peace.

Theater Of Operation

The CINC may subdivide his theater of war into operational-level theaters of operations. The theater of operations may also be subdivided into areas of operation. Usually this is done in response to more than one major threat or because of geography. A theater or area of operations refers to that portion of a theater of war necessary for the conduct of military operations for extended periods of time. It must include adequate area for a subordinate JTF to conduct, support, and administer discrete operations. During World War II, the Atlantic/European/Mediterranean/Russian theater of strategic direction was divided into four like subordinate theaters of operation, which were geographically coincidental and focused upon different enemy forces.

Communications Zone, Theater Logistics Base, and Combat Zone

The CINC may also organize his theater into a COMMZ, a theater logistics base, and a CZ (see Figure 2-3).

The Communications Zone. The COMMZ extends from the rear or the CZ in the theater of operations to the CONUS base. Its size may vary depending on the size of the theater of operations, number of forces required for operations and sustainment, need for depth, the number and direction of LOC, and the enemy's capability to interdict and disrupt sustainment operations, geography, and political boundaries. The COMMZ contains the LOC; the establishments within the theater logistics bases which provide supply, maintenance, field services, transportation, health services, personnel support, and evacuation; and other agencies required for the immediate support and sustainment of the field forces. The theater support structure can be formed around Army organizations and can be augmented by the Army and other agencies required to support forces in the field. Within the COMMZ, the CINC will normally establish a theater base, which encompasses a theater logistics base.

The Theater Logistics Base. The theater logistics base, located within the COMMZ, will normally be at the junction of the various intratheater and intertheater LOC. It will typically contain logistics facilities required to support the theater such as air and sea ports of debarkation (PODS), marshaling areas, logistics stockage areas, movement control (MC) points, logistics headquarters and units, and the rear portion of the intratheater CZ, together with airfields and air bases, transitioning land forces, theater missile defense forces, the theater rear headquarters and strategic reserves. Provisions must be made for the protection of these bases in crisis and in war.

The Combat Zone. That area required by combat forces to conduct operations, the CZ begins at the forward line of own troops (FLOT), to include the deep battle area, and extends to the corps rear boundary. The CZ
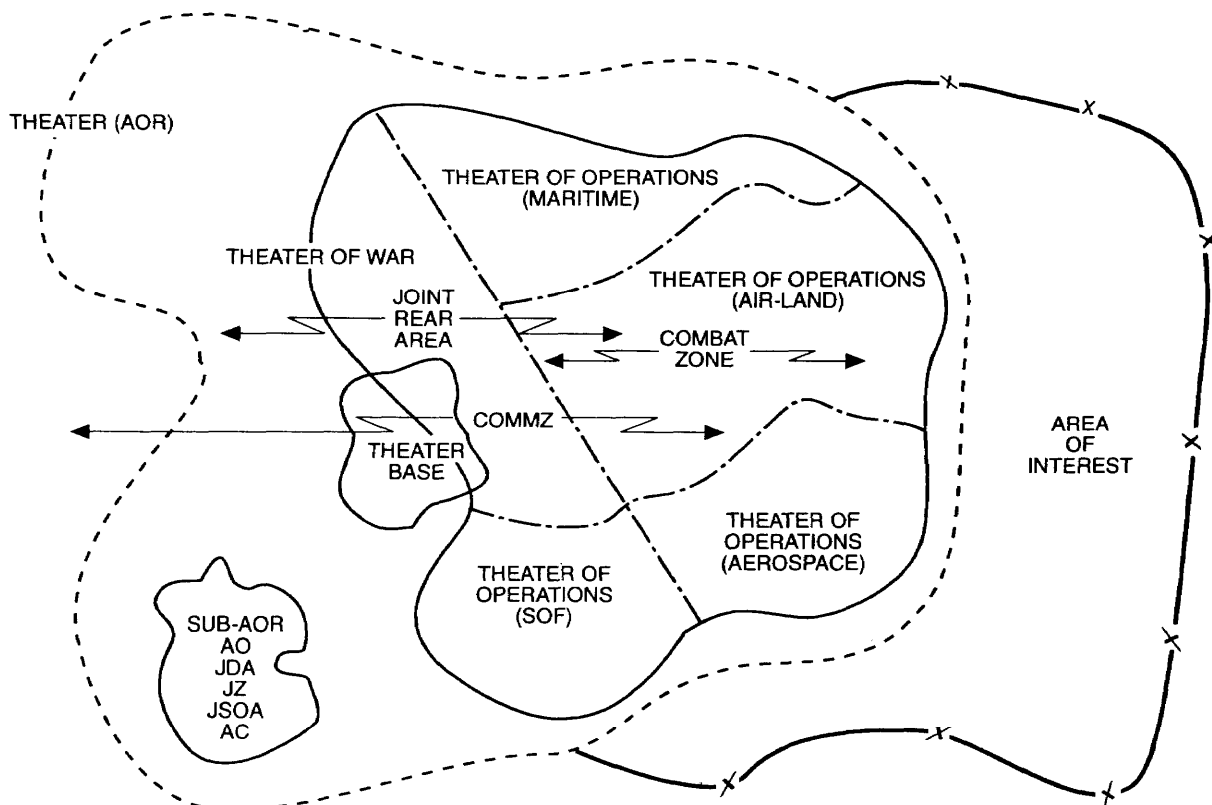

Figure 2-3. Theater Area Organization

may be subdivided into forward and rear CZs which are normally forward of the Army rear boundary.

Joint Areas or Zones

Each CINC may assign associated areas within his theater to subordinate joint force commanders. Joint areas or zones may be designated during MOOTW, while theaters of war and operations are designated only in time of war.

Joint Operations Area (JOA). JOAs are geographic areas created by the CINC in which a specific military mission and supporting activities are conducted. They are usually established for short-term operations. The JTF commander's authority is limited to that required to accomplish specific tasks. Operation Just Cause in 1989 is an example of a JOA.

Joint Special Operations Area (JSOA). JSOAs are restricted areas of land, sea, and air space that the CINC assigns to a joint special operations component for the conduct of short- or long-duration special operations. They may be used for operations in peacetime and conflict. The CINC delineates a JSOA to facilitate simultaneous conventional and special operations in the same general operating area. The capture of the hijacking terrorists of the Achille Lauro in the Mediterranean in 1987 was in a JSOA.

Joint Rear Area. In **war,** as well as in MOOTW, the CINC may designate a JRA. The JRA facilitates protection and operation of installation and forces that provide essential support (CS and CSS) to military operations. Depending on the level of theater development, a JRA may encompass peacetime facilities and be based on peacetime support arrangements. The JRA, which is not necessarily contiguous with the areas actively engaged in combat, may include intermediate support bases and other support facilities intermixed with combat elements.

THE ARMY IN THEATER

The three crucial roles for the conduct of army operations in a joint and multinational environment are joint, multinational, and interagency or United Nations coordination; conduct of operations; and support of operations. Senior army leaders, using an operational-level perspective, task-organize the army to maximize its capabilities in the theater. The army's theater organization provides the means for executing the designs of operational art while facilitating joint operations.

THE ARMY SERVICE COMPONENT COMMANDER

The ASCC, formally known as the theater Army commander, is responsible for-preparing, training, equipping, administering, and providing CSS to Army forces assigned to unified or specified commands. He supports the theater combatant CINC by conducting Army operations to support or attain the objectives of the CINC. In support of the CINC, the ASCC organizes the assigned forces to support the three operational-level roles of the commander:

- Establishing the link between joint, combined, and interagency, nongovernmental organizations (NGOs), private voluntary organizations (PVOs), or United Nations operations.

- Planning and executing operations in support of the joint campaign.

- Executing support operations to sustain subordinate army forces.

The roles may be performed by other subordinate army commanders; however, they remain the responsibility of the ASCC. When directed by a higher command, the ASCC may provide support to other services, especially if the army is the dominant user. The ASCC arranges and coordinates—

- The expansion and operation of the wartime LOC.

- The reception, equipment, preparation, and transportation of US Army augmentation

forces (transferring OPCON to multinational commands as appropriate).

•The provision of operational-level intelligence support.

•Tactical and chemical support to allies.

•Development, acquisition, operation, and maintenance of operational and support facilities.

A more detailed discussion of functions and responsibilities is in FM 100-7.

In joint organizations, ARFOR commanders use the channel from the ASCC to HQDA for service-specific requirements. This channel forms a hierarchy for army support in the theater, but does not necessarily imply a superior/subordinate relationship.

The ASCC is responsible to the unified commander for accomplishing inherent peacetime missions and functions and for planning and preparing for war. The ASCC also communicates directly with HQDA on uniservice matters relating to administration, personnel, training, CSS, communications, doctrine, combat developments, and intelligence matters primarily of army interest. In preparing for and conducting operations, the ASCC coordinates with the Navy component commander, the Air Force component commander, the subordinate commanders within the unified and multinational commands, NGOs/PVOs, and interagencies, where required.

The ASCC commands and controls all US Army forces in the theater. However, this will not always be the case. The JFC in a theater of operations may establish alternate C^2 arrangements. Command arrangements, statutory requirements, and other considerations also affect command relationships. Major examples follow.

•The senior Army air defense organization provides the Army's contribution to air and missile defense in joint and multinational operations. The air defense commander ensures that Army air defense is integrated into the joint and multinational counterair operations and planning. This ensures that theater force projection protection and sustainment requirements are achieved. The area air defense commander exercises

OPCON. However, the Army air defense organization is subordinate to the ASCC.

•The military intelligence brigade functions under the command of the US Army Intelligence and Security Command (USAINSCOM) and is OPCON to the ASCC, with the exception of measurement and signatures intelligence (MASINT), signals intelligence (SIGINT), and offensive counterintelligence (CI) operations. MASINT, SIGINT, and offensive CI operations are in general support of the theater.

•Strategic logistics operators in theater—US Army Materiel Command (USAMC) Logistics Support Element (LSE), Defense Logistics Agency (DLA), and Military Traffic Management Command (MTMC)—remain under the command of their parent organizations in peacetime and function under the provisions of a memorandum of understanding (MOU) or memorandum of agreement (MOA) with the unified commander. In wartime, these organizations may be OPCON to the ASCC.

•As war becomes imminent or actually commences, most combat and CS units are placed under OPCON to other tactical commands in theater. However, ASCC retains command, less OPCON, of these units.

•The US Army Corps of Engineers (USACE) districts or divisions in the theater of operations are under the control of the parent organization. In designated countries, DOD has assigned the USACE as the DOD contract construction agency. In wartime, the USACE district or mobilized contingent may be placed OPCON to the ASCC or the CINC.

The ASCC retains control of US Army units arriving from outside the theater until they are equipped and declared operationally ready. Once declared operationally ready, they are released for assignment to parent commands or under OPCON of an appropriate commander.

ARMY SUPPORT STRUCTURE

The ASCC is responsible for providing the necessary capabilities that army forces assigned to a unified command require. The

army support structure is designed to provide the ASCC or unified commander flexibility based on a building-block principle-a phased expansion of capabilities and functions linked to mission requirements. The building-block principle is used to tailor the support structure using modular-designed forces or elements linked to mission requirements. Modularity establishes a means of providing force elements that are interchangeable, expandable, and tailorable to meet the changing needs of army forces. It provides tailored functions and capabilities needed in force projection across the range of military operations. Modularity allows the ASCC to provide only those capabilities that the CINC requires for a given mission.

Building the support structure normally occurs after METT-T analysis, strategic lift, pre-positioned assets, and HNS. Commanders tailor their forces to meet the demands of a specific crisis. A key consideration is to select a support structure appropriate to the mission and then time-phase its deployment and expeditious employment. Balancing combat, CS, CSS, and strategic logistics system support during deployment is equally important when selecting the force because commanders must seek to gain the initiative early, protect the force, and simultaneously prepare for future operations. Crucial to the successful reception, onward movement, sustainment, and protection of projected forces is the correct determination and timely introduction of the support force structure into the theater. Because of the shift to a force projection, crisis-response, regionally oriented strategy, flexibility and the proper tailoring of the force are critical.

Force modules must be assembled and tailored to meet the support requirements of a force based on its operational mission. The support structure will grow from a nucleus of minimum essential support functions and capabilities to meet the requirements of the supported force. As the deployed force grows, the support structure gains required capabilities and expands. The Army support structure must be capable of providing support to the deployed forces; to units in or passing through the COMMZ; and to other units, activities, or forces as directed by the unified CINC. While the tactical commander focuses on his tactical mission, the operational-level commander must focus and concentrate resources on the three roles of joint, multinational, and interagency linkages; support to Army operations; and the conduct of Army operations.

The ASCC has three options for fulfilling his operational-level obligations in an operational area:

- The first is an operational-level C^2 headquarters to perform ASCC duties within the operational area.

- A second is the formation and deployment of an operational-level headquarters, for example, a numbered army, to control the conduct of operations. The ASCC makes this decision in consultation with the CINC. This presupposes a highly complex operational environment with the involvement of multiple ARFORs (usually more than one army corps). The ASCC remains the senior army commander within the unified command and may or may not be physically located within the AC). If the ASCC is not physically located within the AOR and does not deploy, he may constitute and deploy, in addition to the operational-level headquarters that is conducting operations, a requisite headquarters that performs all C^2 for the ASCC's *Title X* support responsibilities within the AOR. The ASCC has ultimate responsibility for the performance of the three operational-level roles. Both of these options require coordination with the CINC.

- The third option is internal to the ASCC and concerns the organization of the army operational-level component. The ASCC may determine a need to consolidate functions under a deputy commanding general (DCG) responsible for operations and a DCG responsible for support and CSS. The DCG for support would serve as the senior logistician responsible for battle command of all CSS and support forces, for coordinating all logistics in support of ARFORs, and, if designated the Executive Agent, coordinating logistics support for joint and/or multinational forces in the theater of operations. The DCG for

operations would serve as the senior operator responsible for battle command of all maneuver forces, conducting major operations, battles, and engagements. In this arrangement, the ASCC continues his service responsibilities and establishes required linkages among joint, multinational, interagency, NGO, PVO, or United Nations as required. This option reduces the span of control required of the commander. As with the first option, complexity of the environment determines the selection of this organizational alternative.

Both the ASCC and numbered army commanders would be responsible for establishing linkages with the joint, multinational, government, nongovernment, private voluntary, and interagency organizations. However, the ASCC would focus on support operations and the numbered army commander would focus on the conduct of operations and the requirements of a joint force land component, if designated by the CINC. These options provide an orderly means for the army to accomplish the operational-level responsibilities in theater. They also provide a means for the army theater structure to evolve as the complexity of the theater evolves.

Another set of circumstances in which the army could be divided into separate elements is when the CINC requires an ARFOR's urgent and direct responsiveness to him. Under such exceptional circumstances, the theater organization may have two or more independent ARFORs operating directly under the theater CINC. These separate ARFORs would focus on specific missions, as determined by the CINC and the ASCC. The ASCC would continue to focus on supporting the operations of all army forces within the theater. However, commanders of the ARFOR under COCOM (working directly for the CINC) would focus primarily on operations and the establishment and maintenance of joint and multinational linkages. Thus, the operational-level commander's three roles would be conducted by both Army commanders.

The ASCC structure is adaptable enough to meet the three crucial roles in any theater situation. The ASCC's responsibility is to advise the CINC of a structure that meets the dictates of operational design.

The corps and below normally operate at the tactical level; however, these tactical organizations are fully engaged with their tactical mission. They require augmentation by operational-level CSS organizations to provide logistics capability to the force. When fully engaged at the tactical level, these organizations have neither the personnel nor the equipment to effectively perform both their tactical mission and the added operational-level support functions and command responsibilities. Therefore, when support requirements exceed their capabilities, tactical-level support organizations may be augmented by other support organizations. These augmented support organizations may serve as an operational-level (intermediate) support headquarters and form the nucleus of an operational-level support command when deployed, The support organization may be placed OPCON to the tactical organization or under an operational-level support organization if deployed.

The tactical-level support organization may be further augmented by elements in the strategic logistics system LSE when the tactical organization operates as the highest army component in a joint force. In this capacity, the tactical commander would be the army interface with the JTF for all operational and support matters. Ideally, when operations are conducted at the operational level, they are performed by an echelon not directly responsible for tactical operations.

When a separate support headquarters is required, the operational-level C^2 headquarters will form the nucleus of a senior logistics command. Initially, this headquarters may be attached to the senior Army command in the AO. Expansion of support organization is shown at Figure 2-4.

In multinational operations, the theater may require a large support structure to provide support throughout the AU. Therefore, the operational-level support base may range from no elements to a very large number of elements. This ultimate base of logistics support for the theater is provided through the LSE, which projects to the theater the full
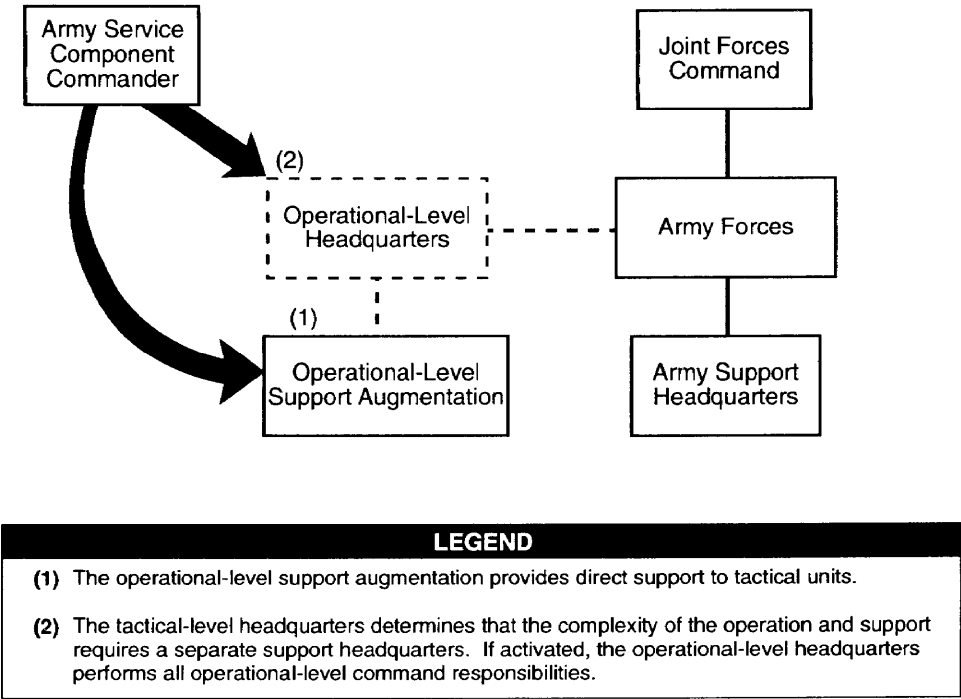
Figure 2-4. Expansion of Support Organization

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(1) The operational-level support augmentation provides direct support to tactical units.

(2) The tactical-level headquarters determines that the complexity of the operation and support requires a separate support headquarters. If activated, the operational-level headquarters performs all operational-level command responsibilities.

capability of CONUS with its national inventory control points (NICPs), depots, arsenals, plants, and the industrial base. The entire CSS system, from the FLOT to CONUS, is designed to provide the combat forces with what is needed, when it is needed, and where it is needed.