
Army Field Support Brigade

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Contents

	Page
PREFACE	iii
INTRODUCTION	v
Chapter 1 OPERATION AND ORGANIZATION OVERVIEW	1-1
General Overview	1-1
Role of the Army Sustainment Command	1-1
United States Army Materiel Command Lifecycle Management Commands	1-4
Army Field Support Brigade (AFSB) Mission Overview	1-4
Staff Augmentation to the AFSB	1-7
AFSB Support to Assistant Secretary of the Army for Acquisition, Logistics, and Technology	1-8
Inter-Organizational Cooperation	1-8
Chapter 2 SUBORDINATE ORGANIZATIONS	2-1
Army Field Support Battalion	2-1
Logistics Readiness Centers	2-3
Logistics Support Team	2-3
Chapter 3 AFSB SUPPORT TO OPERATIONS	3-1
AFSB Supporting Shape the Operational Environment	3-1
AFSB Supporting Operations to Prevent Conflict	3-2
AFSB Supporting Large-Scale Combat Operations	3-3
Chapter 4 CONTRACT SUPPORT COORDINATION AND CONTRACTOR MANAGEMENT	4-1
Requirements Development	4-1
Contract Oversight and Contractor Management	4-1
Synchronizing Systems Support Contracts	4-2
Appendix A REDISTRIBUTION PROPERTY ASSISTANCE TEAM TECHNIQUES	A-1
GLOSSARY	Glossary-1
REFERENCES	References-1
INDEX	Index-1

Figures

Figure 1-1. Army field support brigade headquarters.....	1-6
----------------------------------------------------------	-----

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Contents

Figure 2-1. Standard Army field support battalion organization design	2-2
Figure A-1. Basic redistribution property assistance team yard	A-2
Figure A-2. Class VII retrograde process with intermediate staging base	A-4
Figure A-3. Class VII retrograde without an intermediate staging base	A-6

Tables

Table 2-1. Logistics assistance representative skill sets	2-4
-----------------------------------------------------------------	-----

Preface

ATP 4-98 provides basic doctrinal discussion on the organization and operation of the Army field support brigade.

The principal audience for ATP 4-98 is all members of the profession of arms. Commanders and staffs of Army headquarters serving as joint task force or multinational headquarters should also refer to applicable joint or multinational doctrine concerning the range of military operations and joint or multinational forces. Trainers and educators throughout the Army will also use this publication.

Commanders, staffs, and subordinates ensure that their decisions and actions comply with applicable United States, international, and in some cases host-nation laws and regulations. Commanders at all levels ensure that their Soldiers operate in accordance with the law of war and the rules of engagement. (See FM 6-27/MCTP 11-10C.)

ATP 4-98 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. Terms for which ATP 4-98 is the proponent publication (the authority) are boldface in the text and are marked with an asterisk (*) in the glossary. For other definitions shown in the text, the term is italicized and the number of the proponent publication follows the definition.

ATP 4-98 applies to the Active Army, Army National Guard/Army National Guard of the United States and the United States Army Reserve unless otherwise stated.

The proponent for this manual is the United States Army Combined Arms Support Command. The preparing agency is the G-3/5/7 Doctrine Division United States Army Combined Arms Support Command. Send comments and recommendations on DA Form 2028 (*Recommended Changes to Publications and Blank Forms*) to Commander, United States Army Combined Arms Support Command, ATTN: ATCL-CDF-MF (ATP 4-98), 2221 Adams Avenue, Fort Lee, Virginia 23801-1809; or submit an electronic DA Form 2028 by email to: <mailto:usarmy.lee.tradoc.mbx.lee-cascom-doctrine@mail.mil>.

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Introduction

The Army field support brigade (AFSB) is a small, mission tailored, modular organization assigned to the Army Sustainment Command (ASC), a subordinate command of United States Army Materiel Command (USAMC). The AFSB provides the link between the generating force and operational force, integrating and synchronizing the delivery of USAMC and ASC strategic capabilities to supported Army Service component commands (ASCC) and Corps. The AFSB provides LOGCAP support for all operational phases. The AFSB also provides equipment and materiel support to operational Army units wherever required in support of the Army's global power projection mission. AFSBs and their subordinate Army field support battalions (AFSBns) synchronize and integrate Logistics Assistance Program (LAP) personnel and other USAMC capabilities to assist units in the early identification and resolution of logistics-related problems affecting materiel readiness. AFSBs play a key role in support of shaping the operational environment and preventing conflict during large-scale combat operations. AFSBs coordinate with Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASA[ALT]) to synchronize program executive office and program manager (PM) contracted field service representative (FSR) support to units. FSRs assist units with fault identification and repair, damage assessments, equipment modifications and upgrades.

This Army techniques publication (ATP) provides an overview of the AFSB's organizational structure and mission. The AFSB, and its subordinate battalions and logistics readiness centers (LRCs) provide access to USAMC's broad range of strategic-level support to build and maintain combat power.

ATP 4-98 contains four chapters and one appendix:

Chapter 1 provides an overview of AFSB operations. It also describes how the AFSB integrates and synchronizes USAMC capabilities in support of unified land operations.

Chapter 2 describes subordinate organizations in support to theater armies, corps and divisions through USAMC organization. It also discusses the importance of command and support relationships during large-scale combat operations.

Chapter 3 provides an overview of AFSB contributions to shaping the operational environment, preventing conflict, and supporting large-scale combat operations. It describes USAMC capabilities to assist units in the identification and resolution of logistics-related problems affecting materiel readiness.

Chapter 4 begins with an overview of operational contract support planning and processes for obtaining supplies and services in support of operations, AFSB oversight of specific theater or external support contracts, and responsibilities for contractor management.

Appendix A describes the originations and the mission of redistribution property assistance teams during deployment/redeployment operations.

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Chapter 1

Operation and Organization Overview

The Army field support brigade is a United States Army Materiel Command unit assigned to the Army Sustainment Command. The AFSB provides the link between the generating force and operational force that integrates and synchronizes the delivery of USAMC and ASC strategic capabilities to supported units. Theater AFSBs support ASCCs and field armies, while other AFSBs support corps.

GENERAL OVERVIEW

1-1. AFSBs integrate and synchronize USAMC capabilities, to include Army pre-positioned stocks (APS) and activity sets, Logistics Assistance Program (LAP) technical support, LRCs, strategic level materiel management, sustainment maintenance, and Logistics Civil Augmentation Program (LOGCAP), to build and maintain combat power. The AFSB is responsible for providing equipment and materiel support to operational Army units whenever and wherever required in support of the Army's global power projection mission.

1-2. When deployed, the AFSB and its subordinate battalions and call-forward capabilities are dependent upon appropriate elements within the theater for protection, Army Health System, and signal support, and religious, legal, finance, personnel, administrative, and logistical services.

ROLE OF THE ARMY SUSTAINMENT COMMAND

1-3. ASC provides logistics support from the strategic through tactical level. ASC serves as the Army's lead materiel integrator. ASC leverages the capabilities of USAMC and its life cycle management commands (LCMCs) to support the operational commander in generating combat power. The four United States (U.S.) LCMCs are U.S. Army Aviation and Missile Life Cycle Management Command (AMCOM), U.S. Army Communications-Electronics Life Cycle Management Command (CECOM), Joint Munitions and Lethality Life Cycle Management Command/Joint Munitions Command, and U.S. Army Tank-automotive and Armaments Life Cycle Management Command (TACOM). ASC mission areas in support of Army readiness include lead materiel integrator, LOGCAP external support contracting, the LAP, LRCs, and APS. Mission execution is through a global network of organizations including the ASC staff, AFSBs, AFSBns, and LRCs.

LEAD MATERIEL INTEGRATOR

1-4. As USAMC's lead material integrator, ASC provides materiel readiness visibility and management, including property accountability and source of repair work loading. The ASC's support operations (SPO) executes materiel management and materiel distribution in support of the Army by coordinating the distribution and redistribution of Army equipment and intensively managed items in accordance with priorities and policies established by the Department of the Army headquarters. It also synchronizes the execution of supply support activities reorganization or closure, and equipping requirements for global COMPO 1 (Active Component), COMPO 2 (National Guard), COMPO 3 (Army Reserve) and COMPO 6 (APS).

LOGISTICS CIVIL AUGMENTATION PROGRAM

1-5. LOGCAP is an Army regulatory program to provide broad, contracted sustainment support to geographic combatant command operations, coalition partners, interagency, and intergovernmental agencies where a military capability is not readily available. Pre-awarded task orders identify the scope and range of

sustainment capabilities available for planning and execution of sustainment support that can be rapidly implemented. LOGCAP planners develop comprehensive sustainment plans to integrate strategic, operational, and tactical support into each OPLAN and CONPLAN to provide baseline requirements for integrating contractor sustainment into emerging events. LOGCAP is appropriate to facilitate mobilization and demobilization of reserve components, force projection, theater opening, establish theater distribution, and to sustain operations. These enabling contracted capabilities are available ahead of and during the time-phased force deployment data flow of sustainment forces into theater, filling the gap between ASCC sustainment capabilities and the arrival of forces into theater to conduct sustainment operations. (See AR 700-137, *Logistics Civil Augmentation Program*, and ATP 4-10.1, *Logistics Civil Augmentation Program Support to Unified Land Operations*, for further details on LOGCAP.)

LOGISTICS ASSISTANCE PROGRAM

1-6. The LAP is a Headquarters, Department of the Army (HQDA) program executed by ASC that aids in the early detection and resolution of logistics-related problems affecting materiel readiness. The LAP provides commanders with the technical experience and guidance necessary to resolve weapon system, equipment, and systemic logistics problems. LAP representatives conduct logistics assessments to determine unit status, and analyze historical trends to provide corrective and preventative measures for improving unit readiness. LAP also provides equipment technical support and augmentative maintainer training to units and Soldiers. (See AR 700-4, *Logistics Assistance Program*, for further details on LAP.)

LOGISTICS READINESS CENTERS

1-7. The LRC develops plans and policies and exercises authority over all installation-level logistics activities, including supply, services, logistics automated systems, maintenance, and transportation. AFSBs provide installation logistics and power projection capability through their AFSBns on divisional installations, and through direct-reporting LRCs on non-divisional installations. AFSBns/LRCs directly enable readiness, sustainment and power projection to individual Soldiers and units operating within their area of responsibility. The key functions and responsibilities of the LRC include:

- Installation supply support activity.
- Installation transportation office.
- Transportation motor pool.
- Supply and services.
- Installation property book.
- Ammunition supply point (U.S. LRCs only).
- Central issue facility (and consolidated initial issue point for U.S. Army Training and Doctrine Command installations).
- Maintenance (U.S. LRCs only).
- Personal property office.
- Freight operations.
- Unit movement support.
- Dining facility and food service management and operations.
- Installation laundry services.
- Freight/rail/ arrival/departure airfield control group operations.
- Passenger travel and official travel.
- Garrison S-4 responsibilities to include equipment maintenance of garrison equipment.

Note. Not all LRCs provide all of the services identified above.

ARMY PRE-POSITIONED STOCKS

1-8. Headquarters, Department of the Army owns APS, which are managed by Army Material Command, Office of the Surgeon General, and the Defense Logistics Agency. These managing activities maintain, account for, and care for APS in storage worldwide. AMC executes APS management through ASC. APS stocks include combat equipment, supplies, humanitarian mission stocks, and activity sets at land and sea-based positions strategically located around the globe to support rapid power projection to contingency areas. APS reduces the initial amount of strategic lift required to support a predominately continental United States (CONUS)-based Army, and to sustain the deployed force until sea lines of communication are established. The release authority for APS resides with the Secretary of Defense, Chairman of the Joint Chiefs of Staff, Chief of Staff of the Army, and HQDA G3/5, and is coordinated through HQDA G-3/5/7 and G-4. When APS are authorized for release, normally the ASC support operations officer coordinates the reception and issue of major end items and limited secondary items from the APS program to the designated operational area when required by the theater Army. The AFSB assists in calling forward APS equipment from the strategic base aerial port of embarkation/sea-port of embarkation before releasing the items to gaining units. At the aerial port of debarkation/sea-port of debarkation (APOD/SPOD) or hand-off area, teams from the AFSBn transfer the equipment to the gaining unit with support from the theater opening elements. The five categories of APS are:

- Pre-positioned Unit Sets. Pre-positioned unit sets are equipment configured into unit sets to include appropriate authorized stockage list, prescribed load list, and unit basic load. This category of APS are positioned ashore and afloat at various locations across the globe as directed per the Army's Global Pre-Positioning Strategy requirements. These unit sets are designed to provide simultaneous support to more than one contingency. Prepositioned unit sets are built to reduce deployment response time and support the Army's force projection strategy.
- Operational Project Stocks. Operational project stocks are materiel above normal modified table of organization and equipment, table of distribution and allowances, and common table of allowance authorizations. Operational project stocks are tailored to key strategic capabilities essential to the Army's ability to execute its force projection strategy. Operational project stocks are designed to support one or more Army operations, plans, or contingencies.
- Army War Reserve Sustainment Stocks. The Army procures sustainment stocks in peacetime to meet increased wartime requirements. They consist of major and secondary materiel designated to satisfy the Army's wartime sustainment requirements. Army War Reserve Sustainment Stocks provide minimum essential support to combat operations and post-mobilization training beyond the capabilities of peacetime stocks, industry, and host nation support. Army war reserve sustainment stocks are pre-positioned in or near a potential operational area and are intended for use until wartime production and supply lines are established. These stocks consist of major end items intended to sustain the operation by replacing combat losses and supplies consumed during the operation.
- War Reserve Stocks for Allies. Directed by the Office of the Secretary of Defense, war reserve stocks for allies ensures U.S. preparedness to assist designated allies in case of war. The United States owns and finances war reserve stocks for allies, and they are pre-positioned in designated forward locations. War reserve stocks are released to the proper theater Army for transfer to the supported multinational force under provisions in the Foreign Assistance Act and under existing country-to-country memorandums of agreement.
- Activity Sets. Activity sets consist of unit equipment prepositioned specifically for Army forces conducting training exercises outside CONUS. They are pre-positioned at or near the intended training locations. APS AFSBns manage and care for the equipment when it is not issued to training units. These sets support forward stationed and regionally aligned forces conducting theater security cooperation, multi-national exercises, and deterrence operations.

(See ATP 3-35.1, *Army Pre-positioned Operations*, for additional information on APS support.)

ADDITIONAL ASC PROGRAMS AND CAPABILITIES

1-9. ASC manages several additional programs and capabilities with expertise available through coordination with the AFSB:

- Army Oil Analysis Program enhances combat readiness by extending the life of oil-wetted components by detecting impending failures early before catastrophic failure occurs. The AFSB assists in the planning and execution of Army Oil Analysis Program support.
- Stockage determination branch (formally known as "Army Expert Authorized Stockage List") generates and manages Army ASL stockage objectives worldwide. It is the sole source for ASL products worldwide and supports the Army supply system in an enterprise resource planning environment.
- Army Airlift Clearance Authority validates challenges and controls all Army sponsored air eligible cargo to support the Joint warfighter. The clearance authority bridges the transportation and supply communities, providing tracing, greensheet/purplesheet support special assignment airlift mission requests, and port liaison support. For more information, see chapter 203 of DTR 4500.9-R-Part II, *Cargo Movement*.
- Packaging, storage and containerization center improves and sustains Army readiness across the enterprise through logistics and engineering assistance for packaging, storage, hazardous materials packaging and transportation, automatic identification technology, distribution facilities optimization, standardization, and packaging applications testing.

UNITED STATES ARMY MATERIEL COMMAND LIFECYCLE MANAGEMENT COMMANDS

1-10. USAMC provides logistics, technology, acquisition support, and selected logistics support to Army forces as well as USAMC-related common support to other Services, multinational, and interagency partners. This is accomplished through national-level maintenance and supply programs managed and executed by the LCMCs. The LCMCs work closely with Assistant Secretary of the Army for Acquisition Logistics and Technology (ASA[ALT]), program executive offices and PMs to provide support for fielded weapon systems and equipment for their entire life cycle. The LCMCs with primary responsibilities are:

- United States Army Tank-automotive and Armaments Command: develops, acquires, fields, and sustains Soldier and ground systems.
- Joint Munitions Command and Joint Munitions and Lethality Life Cycle Management Command: manages the production, storage, distribution, and demilitarization of conventional ammunition for all U.S. military services.
- United States Army Communications-Electronics Command: provides, integrates, and sustains command, control, communications, computers, cyber, intelligence, surveillance, and reconnaissance systems.
- United States Army Aviation and Missile Command: develops, acquires, fields, and sustains aviation, missile, and air unmanned vehicle systems.

ARMY FIELD SUPPORT BRIGADE (AFSB) MISSION OVERVIEW

1-11. The AFSB's mission is to synchronize and integrate USAMC strategic capabilities (APS, LAP technical support, LRCs, strategic-level materiel management, sustainment maintenance, and LOGCAP) in support of ASCCs and Corps. The AFSB and its subordinate battalions provide access to USAMC's broad range of strategic-level support to build and maintain combat power. The AFSB provides this support to the operational and tactical echelons of command in support of multi-domain operations. The AFSB meets its mission requirements through its assigned and attached subordinate organizations, USAMC reach-back/call-forward capabilities, and contracted support. The following are specific AFSB mission responsibilities:

- Maintaining accountability of specified Army contractors authorized to accompany the force and other theater-designated contractor personnel in coordination with the supported units and contracting support brigade.
- Coordinating support from the national sustainment base, including expert advice and call-forward assistance regarding readiness and sustainment.
- Integrating and synchronizing LOGCAP planning for the geographic combatant commander and ASCC staffs to manage cost, schedule, and performance tradeoffs and mitigate risk.

- Integrating and synchronizing LOGCAP and Enhanced Army Global Logistics Enterprise support at the strategic, operational, and tactical level.
- Managing APS to include off-loading and property accountability.
- Managing LAP through attached AFSBns and other USAMC logistics organizations called forward.
- Commanding sustainment maintenance organizations deployed to the theater. These organizations include forward repair activities, combat vehicle evaluation teams, and equipment support activities.
- Identifying, storing, and coordinating the distribution/redistribution of designated theater provided equipment, and excess non-theater provided class VII equipment in accordance with theater policies and procedures.
- Integrating (in coordination with the contracting support brigade commander) the ASCC-developed annex W (operational contract support) into the overall AFSB support plan. The annex W appendices of 1-Contracting Capabilities and Capacities Support Estimate; 2-Contractor Management Plan; and 3-Summary of Contractor Support Estimate are key to ensuring operational contract support from requirements and contracting support to contractor management.
- Operating the redistribution property accountability team site in the area of responsibility and the theater retrograde consolidation site, performing agricultural cleaning in preparation to ship equipment out of theater, and supporting foreign military sale operations by providing a consolidation site and performing transportation preparations as a reimbursable mission.
- Providing contractor supplemental maintenance capability for tactical unit equipment in the area of responsibility (AOR) with maintenance support teams in forward areas.
- Providing ASCC, joint, and combined services with reimbursable contracted maintenance support.
- Synchronizing AMC capabilities in support of Defense Support of Civil Authorities and Humanitarian Assistance and Disaster Relief.
- Request Joint Munitions Command quality assurance specialist (ammunition surveillance) support in coordination with ASCC and TSC.

SPLIT-BASED OPERATIONS

1-12. AFSBs are capable of split-based operations using reach-back and call-forward capabilities to the national sustainment base. The AFSB deploys a logistics support element (LSE) based upon demand variables within the operational area. The LSE is responsible for integrating AFSB support actions in the operational area and coordinating with the supported unit for facilities, logistics support, and security. The LSE serves as the forward headquarters (HQ) element and provides the AFSB commander information systems capability and connectivity.

1-13. Corps-aligned AFSBs deploy a corps logistics support element (CLSE), while division-aligned AFSBns deploy a division logistics support element (DLSE). The CLSE and DLSE deploy with their aligned headquarters and provide acquisition, logistics, and technology (ALT) unique planning and coordinating capabilities.

COMMAND AND SUPPORT RELATIONSHIPS

1-14. ASCCs typically exercise operational control of their supporting AFSBs in theater. AFSBs can be augmented with additional staff or capabilities to meet expanded and/or unique operational requirements, particularly where redistribution property assistance teams are used to facilitate the turn-in of equipment for redistribution or retrograde. Senior command representatives from each USAMC LCMC are under operational control of the AFSB. These representatives provide a built-in forward technical presence in the tactical environment and anticipate requirements for logistics assistance representatives.

1-15. AFSBs provide command and control of the AFSBns. As required, AFSBs deploy a CLSE that is under operational control of their supported corps HQs to provide planning, integration, and reach-back support of ALT strategic-level capabilities.

1-16. AFSBns aligned to divisions are responsible for the materiel readiness of their supported division, units and tenants on the installation, and Reserve and Army National Guard units within their area of responsibility. These AFSBns are organic to the ASC, which assigns it to a parent AFSB. The AFSBn deploys a DLSE that is under operational control of its supported division and coordinates ALT support with the forward-stationed AFSB.

AFSB HQ ORGANIZATIONAL STRUCTURE

1-17. AFSBs are organizations with a standardized table of organization and equipment design and modified table of organization and equipment authorizations. A mission-tailored Table of Distribution and Allowance (TDA) augments the AFSB. The TDAs for AFSBs differ based on geographic location and mission requirements. Representatives from USAMC's LCMCs and other USAMC capabilities further augment AFSBs on a permanent or as-needed basis. AFSBs are comprised of military and Department of the Army (DA) civilian personnel. Figure 1-1 depicts the organizational structure of an AFSB.

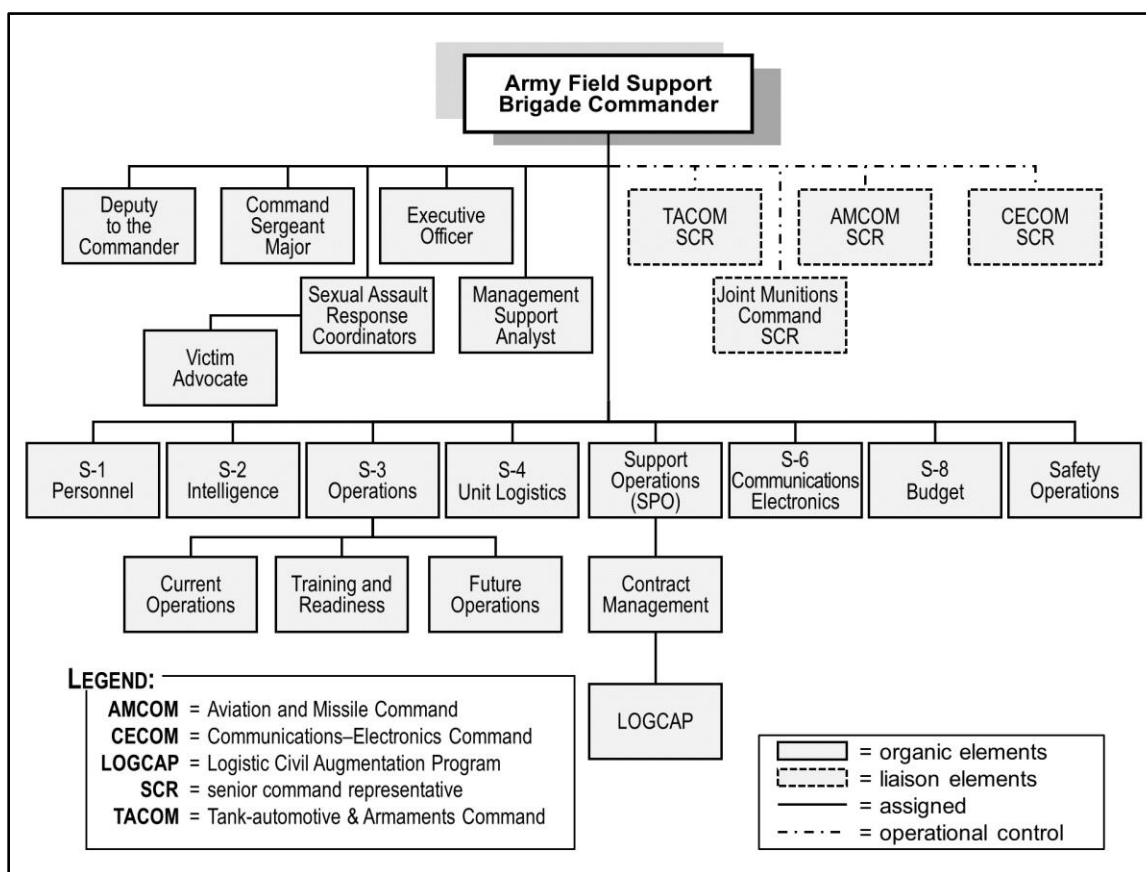


Figure 1-1. Army field support brigade headquarters

COMMAND SECTIONS

1-18. The AFSB command section includes a commander, command sergeant major, and executive officer. The commander provides mission command to the assigned AFSBn subordinates and attached USAMC organizations. The AFSB commander serves as the lead USAMC/ASC sustainment maintenance authority and the senior USAMC advisor within the operational area. The office to the commander is normally comprised of a Department of the Army civilian deputy to the commander (GS-15), a sexual assault response coordinator, victim advocate, and management support analyst.

1-19. The Department of the Army civilian deputy to the commander serves as the commander's principal assistant in planning, coordinating, and directing operations. The deputy to the commander assists in the

supervision and oversight of the brigade staff and geographically-dispersed subordinate organizations. The deputy also assists in command oversight of external mission support, LAP, and synchronization of ALT.

1-20. The executive officer provides supervision and oversight of the brigade staff, and can deploy as the LSE director during contingency operations. The executive officer also serves as the corps advisor in the absence of the commander.

STAFF SECTIONS

1-21. The coordinating staff of the AFSB includes the S-1 through S-8, safety operations, and SPO. The AFSB coordinating staff conducts current and future operations, planning and coordination of AFSB external support.

1-22. The support operations office is responsible for all matters concerning AFSB external support operations. It is responsible for overseeing LAP operations, materiel management, sustainment-level maintenance, supply, transportation, ammunition, food service, contract management, and Global Combat Support System – Army (GCSS-Army) operations for supported units. The AFSB SPO works closely with the ASCC/Corps G-4 to understand the supported commander's requirements and determine the employment of USAMC capabilities in support of the supported commander's priorities. The AFSB SPO also updates the logistics common operational picture and the commanders' critical information requirements.

1-23. A LOGCAP planning and integration cell (LOGCAP professionals consisting of a combination of civilian employees, contractors, and military personnel) is normally part of the TDA for each AFSB. The LOGCAP cell performs planning and analysis required to deliver plans for LOGCAP sustainment support to mitigate or fill identified capability gaps. The LOGCAP section develops requirements for execution through task order changes, and monitors existing LOGCAP operations to achieve optimized outcomes. LOGCAP enables the ASCC and theater sustainment command (TSC) to set the theater and conduct mobilization force generation installation operations, force projection operations, theater opening reception, staging, onward movement and integration support, sustainment, and theater distribution. It also supports Army Defense Support of Civil Authorities and Humanitarian Assistance and Disaster Relief, executes non-combatant evacuation operations, and conducts stability operations in support of the geographic combatant commander's plan. The LOGCAP project management office (PMO) provides technical assistance with training on LOGCAP methods, and serves in an advisory role in hiring actions.

STAFF AUGMENTATION TO THE AFSB

1-24. The AFSB is often augmented with personnel from the LCMCs and LOGCAP office. These elements help ensure unity of effort and provide subject matter expert planning and integration support to the AFSB staff. Staff augmenters include LCMC senior command representatives and test, measurement, and diagnostic equipment (TMDE) support coordinator.

SENIOR COMMAND REPRESENTATIVES

1-25. Each LCMC assigns a senior command representative to the AFSB to ensure mutual understanding and unity of effort. Senior command representatives establish an important relationship with AFSBs and ensure information exchange remains constant throughout the lifecycle of the equipment that each AFSB supports. The LCMC senior command representative is the direct link from the LCMC commanding general on all matters pertaining to LCMC managed systems, equipment, and activities.

TEST, MEASUREMENT AND DIAGNOSTIC EQUIPMENT SUPPORT COORDINATOR

1-26. The U.S. Army TMDE activity is a subordinate activity of AMCOM. Based on theater support requirements, it may attach a TMDE calibration support coordinator to the theater AFSB to provide Army calibration expertise and technical assistance.

AFSB SUPPORT TO ASSISTANT SECRETARY OF THE ARMY FOR ACQUISITION, LOGISTICS, AND TECHNOLOGY

1-27. The ASA(ALT) develops, acquires, fields, and sustains equipment and services by leveraging technologies and capabilities to meet current and emerging requirements. ASA(ALT) is organized into multiple program executive offices (PEOs) and project managers (PMs) who manage the acquisition process for a specific system, equipment, or commodity. ASA(ALT) responsibilities include equipment fielding, to include the Rapid Fielding Initiative, new equipment training, and software support. The ASA(ALT) may deploy forward operations teams to coordinate and oversee Army program executive offices and PM fielding and other support teams within the area of operations. (See ATP 4-70 for more information on ASA(ALT) forward support.)

1-28. The AFSB routinely engages with the ASCC G-4 and TSC or expeditionary sustainment command (ESC) SPO to maintain visibility of current and anticipate emerging supported unit requirements. If required, the AFSB can coordinate with the ASA(ALT) forward operations team for program executive offices and or PM capabilities to meet supported unit requirements.

1-29. When deployed in support of combat operations or training exercises, the ASA(ALT) forward operations teams and program executive offices and or PM FSRs will coordinate with the AFSB for protection, Army Health System support, and religious, legal, finance, personnel, administrative, and logistical services.

INTER-ORGANIZATIONAL COOPERATION

1-30. While the AFSB is primarily a U. S. Army Title 10 support unit, it may provide common support functions to inter-organizational partners. Initial direction for these joint planning and inter-organizational tasks will be coordinated through the ASCC/corps. The theater Army may require HQDA approval prior to implementation. The AFSB executes support for these inter-organizational partners in accordance with applicable status of forces agreements, inter-service support agreements, and command policies, with particular emphasis on proper funding.

Chapter 2

Subordinate Organizations

AFSBs provide support to theater armies, corps and divisions through USAMC organizations. Subordinate units include AFSBns, LRCs, and logistics support teams (LSTs). These units assist the AFSB commander and staff with integrating and synchronizing USAMC capabilities and ALT support within their designated support area. Both the AFSB and AFSBn may form mission-tailored LSEs to meet corps and division mission requirements. AFSBs may also be augmented with a variety of USAMC and non-USAMC organizations including provisional battalions, forward repair activities (FRA), theater aviation sustainment maintenance groups (TASMG), classification and inspection companies (CICo), and other teams as directed. The AFSB task organization is tailored to support theater Army or corps requirements.

ARMY FIELD SUPPORT BATTALION

2-1. Army field support battalions are scalable and tailored TDA organizations. The AFSBn is augmented to coordinate, synchronize and integrate ALT capabilities in direct support to divisions, tenant units, and corps separate units; general support to units within their designated support area; or the physical management of Army pre-positioned stocks.

2-2. AFSBns are comprised of military and DA civilians, and augmented with logistics assistance representatives (LARs) from USAMC LCMCs. The AFSBn is responsible for LRC functions of supply, services, maintenance, and transportation support on the installation.

2-3. AFSBns conduct three types of missions: provide readiness support, provide technical expertise, and provide maintenance. Designated AFSBns have habitual support relationships with their supported divisions and serve as USAMC's lead materiel integrator for the division and tenant units. The AFSBn employs LCMC LARs to provide equipment technical expertise to assist in identifying and resolving systemic maintenance problems to build and maintain combat power. AFSBns that have responsibility for LRC installation functions provide installation support and power projection capability, including sustainment-level maintenance and pass-back field-level maintenance. These AFSBns may perform modification work orders on selected items of equipment, or coordinate for ALT maintenance activities to apply the modification work order.

2-4. An AFSBn can also coordinate, synchronize, and integrate ALT capabilities in a general support role. An AFSBn providing general support assists units in building and maintaining readiness by employing LCMC LARs on multiple installations within their designated support area. Figure 2-1 on page 2-2 shows the organizational design of an AFSBn.

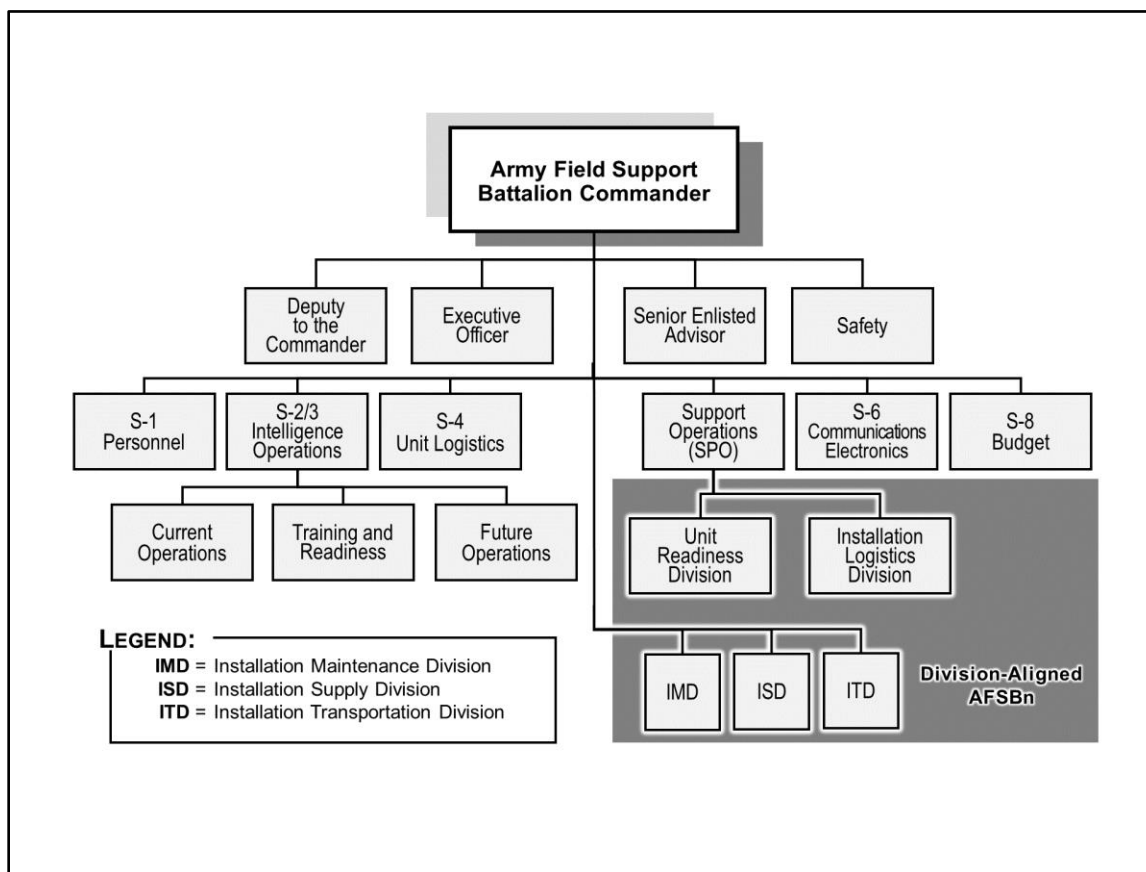


Figure 2-1. Standard Army field support battalion organization design

2-5. AFSBns can be tasked to receive, store, maintain, and issue APS. AFSBns tasked with an APS mission are responsible for the physical management of both on-shore and afloat APS. These AFSBns coordinate closely with ASCCs to ensure APS and equipment sets are issued based on the operational plans and commander's priorities. After issuing APS equipment sets, the AFSBns may receive follow-on missions from the AFSB.

2-6. AFSBns are capable of conducting split-based operations to meet mission requirements at both home station and forward locations. They deploy a DLSE forward with their aligned division HQs when needed, while the remainder of the AFSBn continues to support operations at home station.

2-7. The AFSBn commander commands and controls subordinate USAMC organizations. The commander serves as the main point of contact to supported commanders for USAMC-related technical assistance and assists in coordinating and integrating LAR support provided by LCMCs and other USAMC organizations.

2-8. The Department of the Army civilian deputy to the commander assists the commander in directing and supervising battalion operations focusing on installation support, power projection, and the commander's planning processes by ensuring staff work conforms to the mission and commander's intent.

2-9. The executive officer provides supervision and oversight of the battalion staff, and can deploy as the LSE director during contingency operations. The executive officer also serves as the division advisor in the absence of the commander.

2-10. The AFSBn coordinating staff normally consists of an S-1 through S-8 and SPO. The AFSBn coordinating staff conducts current and future operations planning and coordination of AFSBn external support. LCMC LARs are embedded within the SPO section.

LOGISTICS READINESS CENTERS

2-11. LRCs provide home station sustainment and power projection support. LRCs are integral to installation daily operations, deployment of forces from power projection platforms and mobilization force generation installations. AFSBs provide command and control of LRCs operating within their designated support area. LRCs provide logistics support to all units located on an installation and units operating within the LRC's designated support area.

LOGISTICS SUPPORT TEAM

2-12. LSTs are permanent organizations dedicated to supporting units on installations, posts or camps where an AFSBn is not located, such as LST Irwin and LST Polk. Similar to an LSE, LSTs coordinate with LCMCs to employ LARs to provide their supported units with equipment technical support. LSTs also provide support to units transiting through these sites.

CORPS LOGISTICS SUPPORT ELEMENT

2-13. The CLSE is a mission-tailored organization that is formed from an AFSB's structure and deploys with its supported corps HQ. The composition of the CLSE depends on operational/mission variables, but generally includes AFSB senior leadership and the embedded LCMC senior command representatives. The CLSE supports the corps by synchronizing and integrating ALT capabilities into plans and operations. The CLSE provides visibility of forward repair activity workload, redistribution property assistance team (RPAT) class VII redistribution operations, and synchronizes DLSE and LAR technical support across the corps area of operations. The CLSE also supports reconstitution if executed. RPATs are discussed in greater detail at appendix A.

DIVISION LOGISTICS SUPPORT ELEMENT

2-14. The DLSE is a mission-tailored organization that is formed from an AFSBn's structure and deploys with its supported division HQ. The composition of the DLSE depends on operational/mission variables, but generally includes AFSBn senior leadership and the LCMC lead system technical representatives. The DLSE supports the division by synchronizing and integrating ALT capabilities into division plans and operations. The DLSE also supports reconstitution if executed. The DLSE synchronizes LAR technical support at the division level to assist in equipment fault diagnosis and repair, determining battle damage, identifying and resolving systemic logistics problems, and facilitating disposition instructions. The DLSE also assists in coordinating, synchronizing, and de-conflicting system-contracted and LCMC LAR support actions. The number of LARs provided to the DLSE is dependent upon the related equipment and technology densities within the supported unit.

LOGISTICS ASSISTANCE REPRESENTATIVES

2-15. LARs are highly trained, deployable DA civilians who specialize in one of a variety of Army equipment sets. LARs are specialized technical, logistical, and training experts on Army equipment. LARs provide assistance to units in maintainer training, fault diagnosis and repair, resolving systemic equipment and parts issues, battle damage assessments, and determining disposition of damaged or obsolete equipment. LARs can also assist the supported units in resolving repair parts and supply problems by facilitating adaptive manufacturing solutions through LCMC enterprise reach-back capabilities. LCMCs recruit, train, and provide LARs for assignment to an AFSBn or LST. The equipment density of the supported units determines the number of LARs at an AFSBn or LST. In all cases, the LCMCs maintain technical authority and human resource management over their employed LARs working in the AFSBn and LST. LARs share information gained in the field with the appropriate ASC command structure, the respective LCMC, and the system program executive offices and/or PMs to enhance support and improve system reliability. LARs take an active role in educating and training Soldiers and may perform hands-on maintenance to resolve unique readiness situations, or to effect substantial cost savings. (See table 2-1, on page 2-4, for a breakdown of different LAR skill sets.)

Table 2-1. Logistics assistance representative skill sets

AMCOM LAR	CECOM LAR	TACOM LAR	JMC QASAS
Ground Missile Systems	Information Technology Switch	Combat Support/Combat Service Support	Ammunition
Air Defense Systems	Information Technology Radio	Ground Combat Systems	
Multi-Missile Systems	Power & Environmental	Soldiers and Chemical/Biological	
Attack Aircraft Airframe (AH-64 D/E)	Avionics		
Attack Aircraft Electronics (AH-64 D/E)	Long Haul Transmission		
Utility Aircraft	Sensor		
Medium Aircraft	Logistics Information Technology & Mission Command		
Cargo Utility Aircraft Electronics	Intelligence & Electronic Warfare		
Multi-Aviation Systems Airframe			
Unmanned Aircraft Systems (Gray Eagle/Shadow)			
Legend: AMCOM – Aviation and Missile Command CECOM – Communications - Electronics Command JMC – Joint Munitions Command		LAR – logistic assistance representative QASAS – quality assurance specialist (ammunition surveillance) TACOM – Tank-automotive and Armaments Command	

AVIATION AND MISSILE COMMAND LIFE CYCLE MANAGEMENT COMMAND LAR

2-16. AMCOM LCMC LARs provide technical expertise on Army manned and unmanned aviation systems, air defense and land combat missile systems, and aviation and missile-related shop test equipment. AMCOM LCMC LARs are normally located in AFSBns that support a combat aviation brigade.

COMMUNICATIONS-ELECTRONICS COMMAND LIFE CYCLE MANAGEMENT COMMAND LAR

2-17. CECOM LCMC LARs provide technical expertise on communications and electronics equipment such as power generation, environmental, sensors, logistics information systems, avionics, radio, long haul transmission, and network switch systems.

TANK-AUTOMOTIVE AND ARMAMENTS COMMAND LIFE CYCLE MANAGEMENT COMMAND LAR

2-18. Tank-automotive and Armaments Command LCMC LARs provide technical expertise on combat support and combat service support, ground combat systems, Soldier (armament) and chemical or biological equipment.

JOINT MUNITIONS COMMAND QUALITY ASSURANCE SPECIALIST (AMMUNITION SURVEILLANCE)

2-19. The Joint Munitions Command LCMC quality assurance specialist (ammunition surveillance) is the senior ammunition specialist and provides on-site maintenance, assistance for surveillance, distribution, storage, explosive safety, accountability and disposal of ammunition, guided missiles, and ordnance. The

Joint Munitions Command quality assurance specialist (ammunition surveillance) is responsible for providing supported units with advice and guidance to assist them in attaining and sustaining ammunition readiness, to include analyzing, advising, assisting and training in all areas of ammunition logistics.

USAMC CALL FORWARD CAPABILITIES

2-20. The following paragraphs provide an overview of organizations that may provide call-forward augmentation to a deployed AFSB or AFSBn. These organizations, with the exception of the TASMG and CICO, are ad hoc organizations formed from existing USAMC capabilities based on operational/mission variables. The actual size and composition (mixture of Soldiers, DA civilians and contractors) of these organizations varies from mission to mission.

USAMC Sustainment Maintenance

2-21. Forward repair activities (FRAs) are ad hoc support teams made up of DA civilians and/or contractors, and are called forward from selected LCMC organizations as required. TSC, ESC and AFSB assessments determine the call-forward requirement. There is no standard FRA design; it is a task-organized activity designed to accomplish repairs on specific types of equipment or components.

2-22. An FRA may augment the AFSB's in-theater maintenance capabilities in order to regenerate combat power during reconstitution operations. FRAs are sometimes referred to as a regional support centers.

2-23. FRAs are attached to the theater AFSB or designated theater AFSBn upon arrival at the APOD or SPOD and are work loaded by a designated equipment support activity or directly by the AFSBn. The FRA relies on the supported unit for logistics and force protection support. In all cases, command of deployed FRAs remains the responsibility of the designated AFSB.

Theater Aviation Sustainment Maintenance Group

2-24. The TASMG is a task organized, modular, deployable military organization formed from the aviation depot maintenance round-out unit. The aviation depot maintenance round-out unit is a U.S. Army National Guard unit capable of providing depot level aviation maintenance (level 2, sustainment) support, including repair of airframe, power train (engine, transmission, and gearbox), armament, communications, and avionic/navigation equipment. AMCOM maintenance engineering personnel and contractors may augment the TASMG, providing on-site technical assistance and engineering support for major field modifications, non-standard repairs, or major battle damage repair. Mission variables determine TASMG command and support relationships with its supported units. The TASMG detachments are dependent upon their supported units for Army Health System support, as well as religious, legal, finance, personnel, and administrative and logistical services.

Automation Logistics Assistance Team

2-25. Automation logistics assistance teams are made up of CECOM LCMC DA civilians who provide general support to unit-level Sustainment Automation Support Management Office, technical assistance, system troubleshooting, and software replacements services. They may also assist PEOs, PMs, and CECOM system sustainment managers with the distribution and implementation of logistics information systems software system change packages.

Classification and Inspection Company (CICO)

2-26. The CICO is the Army National Guard unit that receives, temporarily stores, disassembles, classifies, inspects, and gains accountability of retrograde materiel, including supply classes II, III (packaged), IV, VII, IX, and X. It supports USAMC by rapidly returning reparable components to the repair facility and serviceable materiel back into the supply system for redistribution. The CICO performs disassembly of systems to recover serviceable components, and can deploy forward to corps/divisions to assist with on-site inspection and classification of retrograde equipment due to battle damage, mission change or redeployment.

2-27. USAMC or the theater AFSB will coordinate with the ASCC for CICO to execute retrograde and augment with RPATs as required based on demand signal. The ASCC determines which command

relationship will exist between the AFSB and CCo. (See ATP 4-42, *Materiel Management, Supply, and Field Operations*, for further details on the CCo.)

Redistribution Property Assistance Team

2-28. The RPAT is an ad hoc USAMC organization formed when class VII distribution and retrograde requirements exceed the CCo capabilities. The requirement for formation of an RPAT is normally triggered by changes to operational mission requirements resulting in significant reductions or redistribution of class VII items. The senior sustainment commander requests the formation and call forward of RPATs through coordination with the supporting AFSB. There is no fixed RPAT size or structure. The operational environment, conditions, and type/quantities of equipment processed will determine the skill set mix and composition (USAMC call forward, HQDA directed individual augmentees, and contractor personnel) of the RPAT.

2-29. The RPAT, when formed, is attached to the supporting AFSB and normally co-locates with the senior sustainment command's central receiving and shipping point or CCo. The RPAT relies on the supported unit for logistics and force protection support. (See appendix A for more detailed discussion.)

U.S. Army Test, Measurement, and Diagnostics Equipment Activity

2-30. The United States Army test, measurement, and diagnostics equipment activity provides programmatic and technical expertise for the Army's TMDE calibration and repair support program and ensures measurement traceability to national, international, and intrinsic standards of measurement.

2-31. Based on theater support requirements, the U.S. Army TMDE activity, in coordination with ASC, may attach TMDE calibration support to the theater AFSB, providing Army calibration expertise and technical assistance.

U.S. Army Materiel Command Logistics Data Analysis Center

2-32. The Logistics Data Analysis Center is a subordinate organization of USAMC that synchronizes, integrates, and analyzes enterprise sustainment information to provide Army materiel solutions that improve readiness. It provides logistics information capabilities through analytical tools and business intelligence solutions.

2-33. AFSBs can be augmented with operational readiness analysis teams to monitor and collect readiness data on supported unit equipment. The collected data is used to identify maintenance and failure trends and systemic readiness problems. The information is passed to the appropriate LCMC, program executive offices or PMs to develop solutions and reliability enhancements. The operational readiness analysis team is normally attached to the theater AFSB.

Chapter 3

Support to Operations

Support activities consist of various long-term and short-term military engagements, security cooperation, and deterrence missions, tasks, and actions intended to assure friends, build partner capacity and capability, and promote regional stability. Support activities include, but are not limited to, maintaining operational readiness, training, and contingency planning. AFSBs play a key role in support operations and must be involved from the very beginning to the end.

AFSB SUPPORTING SHAPE THE OPERATIONAL ENVIRONMENT

3-1. AFSBs and their subordinate AFSBns and LSTs synchronize and integrate LAP personnel and other USAMC capabilities to assist units in the early identification and resolution of technical, logistical and training issues affecting materiel readiness. AFSBns and LSTs employ LARs to provide technical expertise to supported units. LARs assist the supported units with training maintenance personnel, fault identification and resolution, battle damage assessments, and disposition of damaged and excess equipment to increase the supported unit's readiness. LARs have reach-back capability to their respective LCMCs to obtain technical and equipment support for resolving equipment faults and increasing unit operational readiness rates. LARs are located at each AFSBn and LST location to enable daily engagement and support. The AFSBn SPO, along with the LCMC lead system technical representative, coordinates with the supported division staff to ensure LAR support is provided to units during field training exercises and embedded LARs are available during combined arms training center rotations.

3-2. AFSBs coordinate with ASA(ALT) to synchronize program executive offices and PM contracted FSR support to units. FSRs service equipment managed by PEOs or PMs, and assist units with fault identification and repair, damage assessments, equipment modifications and upgrades. FSRs can also support units during field training exercises and combined arms training center rotations on a reimbursable basis. The AFSBn SPO coordinates with the supported division staff to determine requirements for FSR support. The ASA(ALT) is responsible for new equipment fielding and new equipment training. AFSBs support new equipment fielding and new equipment training by providing facility and base life support to program executive offices and PM fielding teams.

3-3. AFSBs command and control their subordinate AFSBns and designated LRCs. The AFSBn or LRC provides support daily to individual Soldiers and units. Three functions that directly affect unit readiness during shaping operations are supply and services, maintenance, and transportation. AFSBns or LRCs provide sustainment maintenance and fabrication support to units operating within their area of responsibility. The division G-4, brigade SPO, and AFSBn SPO can coordinate to increase this maintenance capability or change support priorities to best meet division and brigade requirements. The installation transportation division works closely with the division transportation officer to ensure unit deployment readiness and execution of deployment and redeployment operations. The installation transportation division assists units with preparing unit movement mobilization and deployment plans, developing unit movement data, container inventory, maintenance and inspection, and arrival/departure airfield control group operations. The installation supply and services division assists units with rations, ammunition, central issue facility, joint suit lightweight integrated suit technology, and Department of Defense activity address code alignment.

3-4. During shaping the operational environment, AFSBs store, maintain, and account for Army pre-positioned stocks. Setting the theater is a continuous shaping activity and conducted as part of steady-state posture. Set the theater describes the broad range of actions conducted to establish the conditions in an operational area for execution of strategic plans. AFSBs contribute to shaping the operational environment by working with ASC and LCMCs to ensure that LARs are employed at theater AFSBns and LSTs to support

initial entry forces, and that plans are developed to surge ALT capabilities. Theater AFSBs, in coordination with LOGCAP planning elements and contracting support brigades, assist ASCC and TSC/ESC planners in integrating and synchronizing LOGCAP services to support and facilitate theater opening and theater sustainment into ASCC plans. AFSBs, in coordination with ASA(ALT), coordinate with the ASCC and TSC/ESC planners to integrate system support contractors and contractor management into operational plans.

AFSB SUPPORTING OPERATIONS TO PREVENT CONFLICT

3-5. Operations to prevent conflict are characterized by actions to protect friendly forces and indicate the intent to execute subsequent phases of a planned operation. Sustainment of operations to prevent conflict require a force array tailored to the type of operation, geographic location, permissiveness of the environment, threat, and a host of other considerations determined during the planning phase of prevent operations. AFSBs coordinate closely with ASCC and TSC/ESC planners to refine estimates and support plans. As the ASCC gains greater visibility on the forces deploying into the theater, the AFSB coordinates with the different LCMCs to increase the number of LARs to support the changing equipment density.

3-6. AFSBs and their subordinate AFSBns, in coordination with LCMCs, employ LARs to support units deploying into the theater. LARs assist units with equipment fault identification and resolution. CECOM LARs assist units with establishing and integrating command, control, communications, computers, cyber, intelligence, surveillance and reconnaissance systems into the communications network. The AFSB and its subordinate organizations assist units to maximize combat power and establish mission command and communications systems prior to onward movement.

3-7. The theater AFSB, in coordination with ASA(ALT), ensures there are adequate PM and program executive offices contracted FSRs available to support specific equipment sets. Contracted FSRs also assist units in fault identification and repair, and establishing command and control systems managed by PEOs. As the senior USAMC organization, the theater AFSB assumes administrative control of FSRs upon their arrival and maintains accountability of contractors operating within the theater of operations.

3-8. The theater AFSB, in coordination with LOGCAP planners and senior representatives, recommends to the ASCC and TSC activation of LOGCAP task orders required for movement of personnel and materiel, execution of reception, staging, onward movement and integration operations, APOD/SPOD services, and development of intermediate staging bases, distribution networks, and other key sustainment support activities. The AFSB works closely with ASCC and TSC planners, LOGCAP planners, and the supporting contracting support brigade to employ LOGCAP contractors in the strategic and operational support areas. The theater AFSB, in coordination with the supporting contracting support brigade, conducts contractor management through forward deployment of AFSB LOGCAP professionals and contracting officers, supplemented by LOGCAP support contractors and PMO staff when required.

3-9. AFSBs support the deployment of forces through their subordinate AFSBns and LRCs. The installation transportation office works closely with the division transportation officer and unit movement officers to prepare and execute movement, mobilization, and load plans of deploying units; and provides services and support required for deployment operations. These services include, but are not limited to, railhead operations, line haul and freight operations, arrival/departure airfield control group operations, shipping container operations, and material handling equipment support at the deployment node.

3-10. The deployment of forces may require the use of Army pre-positioned stocks in order to facilitate rapid buildup of combat power and onward movement to positions to deter the threat. The release authority for APS equipment and supply stocks resides with HQDA G-3/5/7 in coordination with the HQDA G-4. When APS are authorized for release, AFSBs through their subordinate AFSBn (APS) prepare the equipment and stocks for issue. The AFSB works closely with the ASCC G-4 and TSC/ESC SPO to develop and execute a plan to issue APS equipment and supply stocks to units based on ASCC priorities. The AFSBn (APS) may receive a follow-on mission after completing APS issue.

3-11. The theater AFSBs can request FRA capabilities from USAMC's LCMCs to support in-theater equipment repair and combat power regeneration. FRA capabilities are resident at USAMC depots, plants, and arsenals in CONUS, and comprised of DA civilian and contracted personnel. Like other call forward capabilities, request FRA capabilities well ahead of large-scale combat operations due to the time required to deploy the personnel and equipment necessary to conduct sustainment maintenance level of repair.

3-12. AFSBs and AFSBns deploy task organized logistics support elements in order to provide support to their habitually supported corps and divisions. The CLSE and DLSE assist their supported units in synchronizing and integrating ALT capabilities into corps, division, and brigade plans and operations. At all levels, these logistics support elements communicate/coordinate LAR and FSR support priorities to assist units in maintaining combat power. The LSEs also provide visibility to the theater AFSB commander and staff on system problems that require reach-back support.

3-13. The theater AFSB normally obtains contracted support from strategic sources identified under the Federal Strategic Sourcing Initiative. Both LOGCAP and the Enhanced Army Global Logistics Enterprise are identified strategic sources and receive preference as contracting solutions. The theater AFSB works closely with the contracting support brigade to determine sourcing solutions for operational contract support requirements. The AFSBs help determine if the requirement is supportable by LOGCAP or requires a different contractor sourced through normal contracting processes.

AFSB SUPPORTING LARGE-SCALE COMBAT OPERATIONS

3-14. Large-scale combat operations are characterized by simultaneous, geographically dispersed operations that occur in multiple domains. Characteristics of sustaining large-scale combat operations include volume, lethality, precision, and tempo. Large-scale combat operations will require a volume of personnel, materiel, and equipment significantly greater than other types of operations. The AFSB and its subordinate organizations are important elements that support the building of combat power and the regeneration of battle-damaged equipment.

3-15. The theater AFSB employs ALT capabilities in support of ASCCs and ARFORs. LARs, in coordination with LCMCs, train, advise and provide technical expertise to supported units. LARs assist units with fault resolution, battle damage assessment and disposition instructions through LCMC reach-back capabilities to the equipment managers. DLSEs provide visibility to the theater AFSB and AMC call forward activities on equipment designated for retrograde from the division support area. LSEs can provide commanders and staffs estimated repair completion times to inform future operational plans.

3-16. LSEs coordinate with ASA(ALT) forward operations teams to synchronize contracted FSRs based on supported unit requirements. FSRs support equipment managed by PEOs and PMs, and assist units with fault identification and resolution, component repair or replacement, and system repair in order to regenerate combat power.

3-17. The theater AFSB commands and synchronizes the employment and work loading of FRA capabilities needed for in-theater regeneration of combat power. FRAs enable sustainment-level repair of equipment and can facilitate the regeneration of combat power in-theater, mitigating the impact of the time it takes for replacement equipment from CONUS to arrive in the area of operations. FRAs are normally located in the operational support or theater support areas. The theater AFSB can delegate command and control of FRAs to a theater AFSBn as necessary.

3-18. Success of large-scale combat operations in chemical, biological, radiological or nuclear environments will depend on planning the logistics requirements of protection and decontamination. AFSBs must ensure adequate supply of individual protective equipment, water, and decontaminants are available for personnel under their command. This equipment is critical for enabling individual protection and preserving combat power.

3-19. Large-scale combat operations may generate requirements to redistribute and retrograde commodities, especially class VII that exceed in-theater sustainment unit capacity. To meet these requirements, the theater AFSB may request CICO support or establish RPATs.

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Chapter 4

Contract Support Coordination and Contractor Management

Operational contract support is the process of planning for and obtaining supplies, services, and construction from commercial sources in support of combatant commander directed operations. The policies and statutes governing contracting for services or supplies apply to AFSBs as it does to all other units. AFSBs rely heavily on contracted solutions to provide services that support units across the operational area such as in-theater maintenance, APS maintenance, and LRC operations. AFSBs play a major role in planning, integrating, and providing oversight of USAMC-related contracts. They also assist in the synchronization of ASA(ALT) system support contracts and USAMC LAP actions. AFSBs collaborate and coordinate closely with contracting support brigades.

REQUIREMENTS DEVELOPMENT

4-1. The requiring organization, normally a corps or division, is responsible for determining requirements. The LOGCAP cell develops the requirements within the framework of the existing pre-awarded task order for execution via change management. The requiring activity assists requirement development by determining anticipated workload, identifying government-furnished equipment or material that it will make available to the contractor, and by establishing theater standards for service delivery (for example, construction standards as initial, temporary, or semi-permanent; quality of life standards such as basic, expanded, or enhanced; and theater ration cycles). Requiring activities are responsible for developing requirements and quality assurance support plans for non-LOGCAP contracts.

4-2. LOGCAP professionals within the AFSB liaise with the LOGCAP PMO on technical issues to ensure fidelity of program execution, consistency of service delivery, and to ensure solutions meet program high-level objectives in support of requiring activities. The LOGCAP PMO will assist with ensuring integration of LOGCAP support at the strategic and operational levels.

4-3. If there are several organizations with the same requirement, the AFSB may develop a theater support or external support contract. Contracts such as AOR-wide maintenance support for Army equipment are usually awarded at the Army Contracting Command level. However, the AFSB may be given the responsibility for contract oversight and contractor management. AFSBs must work with their supported units during the shape phase to identify requirements, initial service or supply providers, and draft an execution plan. Theater and external support contracts will require lead-time to fill positions, acquire necessary equipment, deploy to the AOR, and establish operations. (See JP 4-10, AR 715-9, ATP 4-10, and ATP 4-71 for more information on operational contract support planning and contractor management.)

CONTRACT OVERSIGHT AND CONTRACTOR MANAGEMENT

4-4. The AFSB may provide oversight of specific theater or external support contracts and must nominate trained contracting officer's representatives for service contracts or receiving officials for supply contracts. Theater contracts are not normally used forward of the corps rear boundary. Sometimes contracts are not used for reasons pertaining to lack of reliability, lack of accountability, and potential threat of host-nation personnel gathering information to develop hostile intelligence. The AFSB is also responsible for contractor management, including contractor personnel legal status, discipline, pre-deployment preparation, deployment, in-theater management, force protection and security. In large-scale combat operations, the

security of civilian personnel supporting military forces is an important planning consideration. Mission variables determine the areas where civilian personnel will operate. Planning considerations should include areas where there is diminished threat of enemy direct and indirect fire.

4-5. LOGCAP support teams are dependent on the AFSB within theater to coordinate for protection, Army Health System support, and religious, legal, finance, personnel and administrative, and logistical services. The AFSB can leverage LOGCAP support teams to conduct contract oversight of LOGCAP and other AFSB managed theater support contracts.

SYNCHRONIZING SYSTEMS SUPPORT CONTRACTS

4-6. The AFSB can also assist units in developing acquisition-ready contract support requirements packages for system support contracts of newly fielded equipment and commercial off-the-shelf equipment. This equipment is supported by ASA(ALT) program executive offices and PM offices, and support is provided by contracted FSRs. PEOs and PMs utilize deployable FSRs and or separate contract teams to provide support to selected weapon and other major military systems. The AFSB, in coordination with the ASA(ALT) forward operations team, will assist the program executive offices or PMs and the supported organization in synchronizing FSR or other system contract support related actions.

Appendix A

Property Redistribution Techniques

The CICO is the Army National Guard unit that supports USAMC by rapidly returning reparable components to the repair facility and serviceable materiel back into the supply system for redistribution. The RPAT is an ad hoc USAMC organization formed and called forward, usually during long-term deployment/redeployment operations, to reinforce or expand CICO capabilities executing retrograde operations. RPAT operations serve to facilitate the rapid return or redistribution of property into the sustainable readiness cycle or redistribution to Army units.

REDISTRIBUTION PROPERTY ASSISTANCE TEAM

A-1. When formed, the RPAT is attached to the theater AFSB under the command of a subordinate theater AFSBn. RPATs facilitate the expedient turn-in of all excess class VII equipment, improve property accountability of retrograde equipment from theater, and enable asset visibility of the received equipment during transit to sources of repair.

A-2. When directed, units turn in equipment to an AFSBn retrograde yard located forward on the battlefield. Verification teams normally operate near the ESC managed centralized receiving and shipping points throughout the theater. However, the retrograde yard and centralized receiving and shipping point yard are not integrated operations. The following are basic retrograde startup requirements and planning considerations.

- Land – When establishing a retrograde yard, ensure there is enough land to receive, process, and store equipment until retrograded out of theater. Use the following to assist with required space: theater provided equipment (TPE) density list, current and planned missions, and ready for issue operations/redistribution missions. Ensure the planned retrograde yard layout allows for expansion.
- Office trailers/facilities – Obtain structures of any kind to provide a work area to perform administrative duties.
- Fencing/gate and entry control – Planning must be done to secure the equipment inside the retrograde yard and to prevent unauthorized access to the facilities.
- Covered storage facility – Plan to construct buildings (example: large area maintenance systems or metal buildings) to allow retrograde personnel to perform unpack, inventory, repack and/or pure pack operations, environment cleaning, and purging preparation for ship operations.
- Material handling equipment/container handling equipment – retrograde operations rely on material handling equipment of various types, sizes and lift capabilities/configurations. Plan to conduct lift on/lift off loading and unloading of light-wheeled vehicles up to heavy armored vehicles.
- Power Generation and Distribution – Regardless of the maturity of the theater, generator power and power distribution is a necessity. Generator power as primary or alternate power source will ensure there is no disruption of retrograde operations.
- Communications – Internet and phones are mandatory for retrograde operations. Logistics information systems and web-based systems are used for property accountability, TPE vetting, and tracking.
- Logistics information systems – GCSS-Army, Army War Reserve Deployment System (AWRDS), Logistics Modernization Program (LMP), Transportation Coordinators Automatic Information for Movement System II (TC-AIMS II), and TPE Planner are required systems to

have on-hand and operational. This will ensure retrograde is linked with the correct supply, maintenance, property accounting, transportation systems and decision support tools.

- Equipment preparations include agricultural cleaning facilities, thorough washing, verify documentation and final customs inspection prior to being moved into the sterile yard.

A-3. Figure A-1 is an illustration of a basic CICO or RPAT yard.

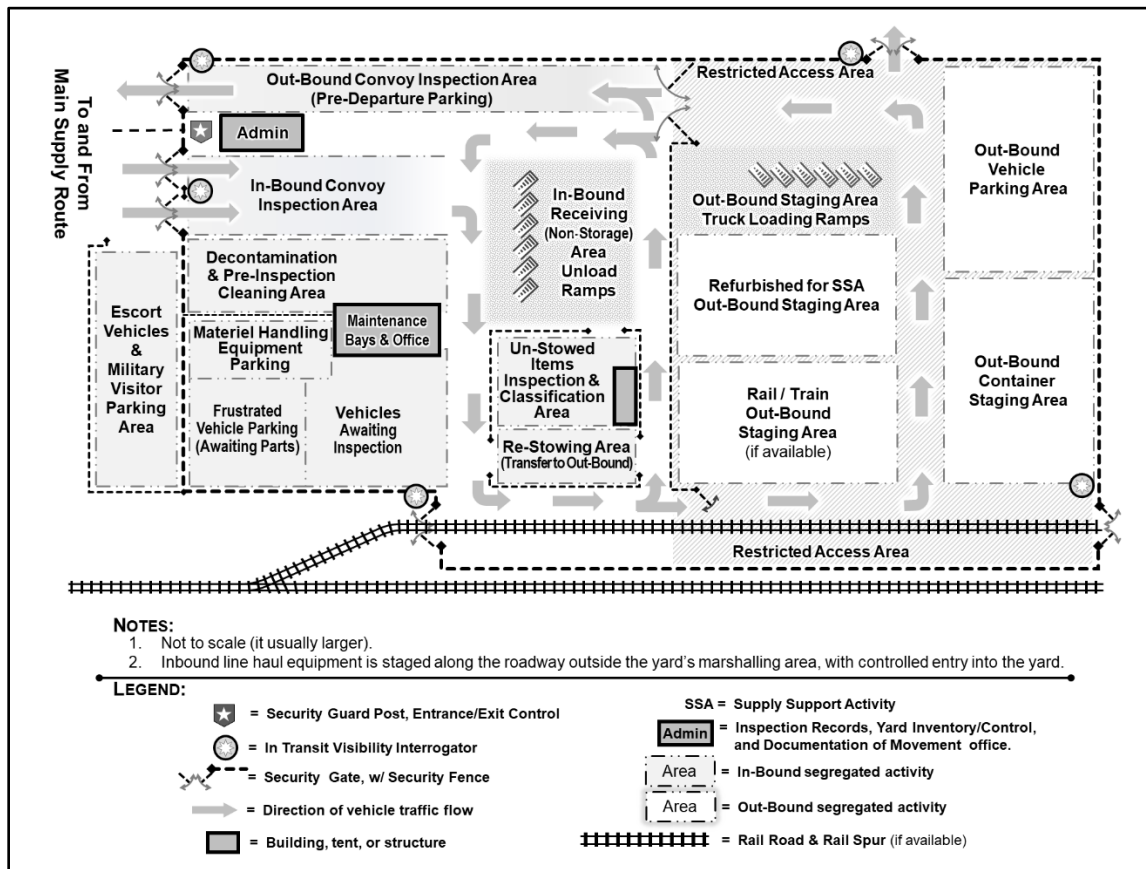


Figure A-1. Basic redistribution property assistance team yard

PLANNING CONSIDERATIONS

A-4. Personnel requirements for retrograde are as follows to expand beyond a CICO:

- Wholesale responsible officers: Overall responsibility for the retrograde yard; maintain 100% accountability of TPE; advises the commander on accountability issues; ensures RPAT operations are in synch with AFSB provided priority of work guidance.
- Wholesale accountability officers: Maintain 100% accountability of wholesale inventory.
- LCMC liaison officers: Located with the retrograde yard, they inspect, inventory, and verify condition codes. They serve as subject matter experts on equipment received for their respective LCMC.
- TPE property book officer: Retail responsible officer on site to ensure policies and procedures are established to account for TPE.
- GCSS-Army operators: Operate the assigned GCSS-Army systems at each respective RPAT area; ensure equipment is added, deleted, or laterally transferred from unit property books once received in the retrograde yard and that the transaction is completed; ensure equipment is placed on the appropriate retail property book as directed.

- AWRDS/LMP operators: Input received items into appropriate AWRDS plan via a TPE Planner export, posts equipment to LMP wholesale accounts via AWRDS/LMP interface, requests disposition from the LCMCs through TPE LCMC provider, and generates any required documentation from AWRDS or LMP. (Note: TPE assets must be present in LMP wholesale before disposition can be provided.)
- TC AIMS II operators: Ensure data is submitted to the respective transportation agency to generate transportation requirements. TC-AIMS II will be used to produce transportation movement control documents or Global Air Transportation Execution System exports to schedule equipment for movement out of theater.
- Material handling equipment operators and drivers: Operates various types of heavy lift materiel handling equipment and container handling equipment, to include standard forklifts. Loads, unloads and moves equipment in support of retrograde operations.
- Inventory management specialists: Inventory equipment received at the retrograde yards. Unpack, inventory, verify required documentation, and perform repack, pure pack, and documentation adjustments as mission dictates to include the scheduling and shipment of containerized items.
- Guards: Provide security of equipment that is stored, maintained and controlled at each retrograde site. Prevent pilferage of received equipment and ensure authorized access of personnel at each retrograde location.
- Reports managers: Generate required reports based on information provided from each retrograde site and source.

CLASS VII RETROGRADE PROCESS

A-5. Units in a mature theater of operations develop their reset plan at R-180 (180 days before redeployment) to identify equipment eligible for reset. Units also identify items of TPE that may be excess to their mission requirements. These are entered into the TPE Planner for disposition.

A-6. At R-90 (90 days before redeployment), units begin to execute their reset plan. Automatic reset induction items and intensively managed items are identified, and the supporting LCMC provides disposition to ensure rapid delivery and repair of this critical equipment. Equipment entered into TPE Planner receives disposition through the theater vetting process. Once units receive equipment disposition, they turn in identified equipment to a supporting CICO/RPAT site for verification, property accountability, and onward movement per disposition instructions. Figure A-2, on page A-4, illustrates the class VII redistribution process when there is an intermediate staging base (ISB). Figure A-3, on page A-6 illustrates the process without an ISB.

THEATER RETROGRADE WITH AN INTERMEDIATE STAGING BASE

A-7. The class VII retrograde process with ISB is described below.

- Unit – Declares TPE excess and inputs it into TPE Planner, which automates the vetting process from the brigade through division, country and theater Army headquarters.
- Area Command – Determines if TPE is needed to fill other operational requirements or unit shortages. If there are no requirements, TPE is made visible to theater-level command to fill requirements necessary within the AOR. Equipment that is not required in country or theater is then deemed “excess”.
- Unit – Uses TPE Planner to print out watermarked DD Form 1348 (*DOD Single Line Item Requisition System Document [Manual]*) for excess TPE, schedules a turn-in appointment, and turns in equipment to their closest RPAT with the proper turn-in documentation.
- CICO/RPAT – Conducts a joint inventory with the unit, the CICO/RPAT primary hand receipt holder, and the wholesale responsible officer. The equipment is then accepted and transferred to the CICO/RPAT TPE account. The wholesale responsible officer signs the watermarked DD Form 1348 and the AWRDS/LMP operator posts the equipment to the proper wholesale account.
- LCMCs – Provide disposition upon receipt of equipment into the wholesale inventory.
- CICO/RPAT – Exports items ready for shipment into TC-AIMS II and burns the radio frequency (RF) tags and shipping labels using the materiel release order as the prefix of the TCN. Equipment

preparations include agricultural inspection, thorough washing, documentation verification, and final customs inspection prior to movement into the sterile yard. Onward movement is coordinated and requested through the movement control team.

- Movement control battalion (MCB) – Coordinates intra-theater movement and allocation through the transportation movement request process from theater to the ISB.
- ISB – The equipment is received at designated locations and processed for onward (strategic) movement. Equipment preparations include agricultural cleaning, thorough washing, documentation verification, and final customs inspection prior to movement into the sterile yard.
- AFSB TC-AIMS cell – Burns the RF tags and prints the military shipping labels for strategic movement (as required). TC AIMS II/Joint Operation Planning and Execution System validation occurs to request vessel lift.
- MCB – Provides a Standard transportation movement request to the AFSB to move equipment from the sterile yard to the port for shipping.
- Surface Deployment and Distribution Command (SDDC) – The port terminal team processes equipment at the seaport of embarkation and uploads equipment when the vessel is available. SDDC (CONUS) receives the vessel, offloads equipment and coordinates the onward movement to the final destination (as per disposition).
- Depot or repair facility – When the equipment arrives at the depot/repair facility, ASC and the depot track the receipt of the equipment.

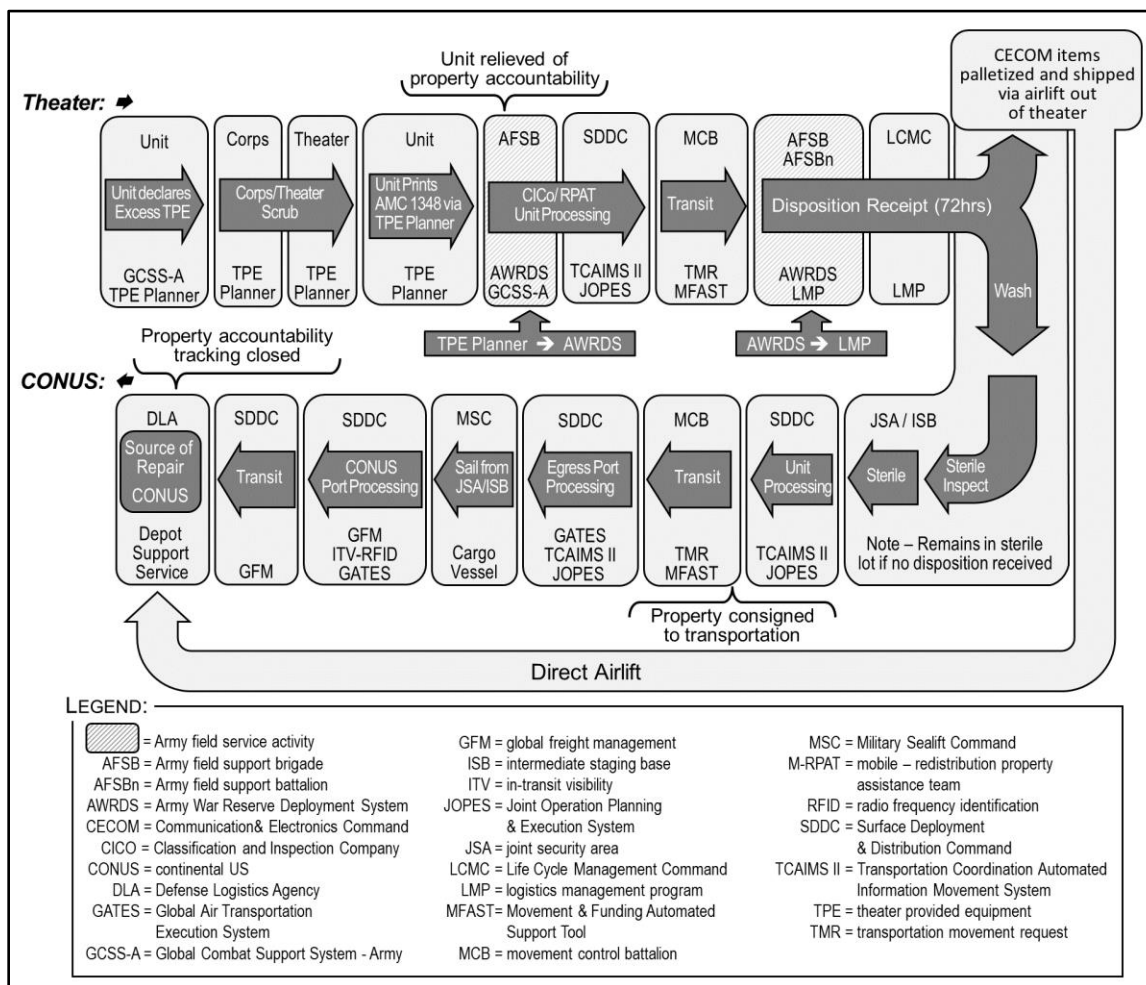


Figure A-2. Class VII retrograde process with intermediate staging base

THEATER RETROGRADE WITHOUT AN INTERMEDIATE STAGING BASE

A-8. The class VII retrograde process without utilizing ISB is described below.

- Unit – Declares TPE excess and enters it into TPE Planner, which automates the vetting process from the brigade, through division, country and theater Army headquarters.
- Area Command – Determines if TPE is needed to fill other operational requirements or unit shortages. If there are no requirements, TPE is made visible to theater level command to fill requirements necessary within the AOR. Equipment that is not required in country or theater is then deemed “excess”.
- Unit – Uses TPE Planner to print out watermarked DD Form 1348 for excess TPE, schedules a turn-in appointment, and turns in equipment to their closest RPAT with the proper turn-in documentation.
- CICO/RPAT – Conducts a joint inventory with the unit, the RPAT primary hand receipt holder and the wholesale responsible officer. The equipment is then accepted and transferred to the RPAT TPE account. The wholesale responsible officer signs the watermarked DD Form 1348 and the AWRDS/LMP operator posts the equipment to the proper wholesale account.
- LCMCs – Provide disposition upon receipt of equipment into the wholesale inventory.
- CICO/RPAT – Exports items ready for shipment into TC-AIMS II and burns the RF tags and shipping labels using the materiel release order as the prefix of the TCN. Equipment preparations include agricultural inspection, thorough washing, verification of documentation, and final customs inspection prior to movement into the sterile yard.
- MCB – Coordinates intra-theater movement and allocates transportation through the transportation movement request process.
- SDDC – Coordinates strategic surface movement for door-to-door commercial movement. SDDC (CONUS) receives the vessel, offloads equipment and coordinates the onward movement to the final destination (as per disposition).
- Depot or repair facility – When the equipment arrives at the depot/repair facility, ASC and the depot tracks the receipt of the equipment.

A-9. The retrograde site serves a critical role in this process. It supports unit maintenance, ensures equipment condition and completeness of systems necessary for reset or re-issue, maintains property accountability, and synchronizes transportation.

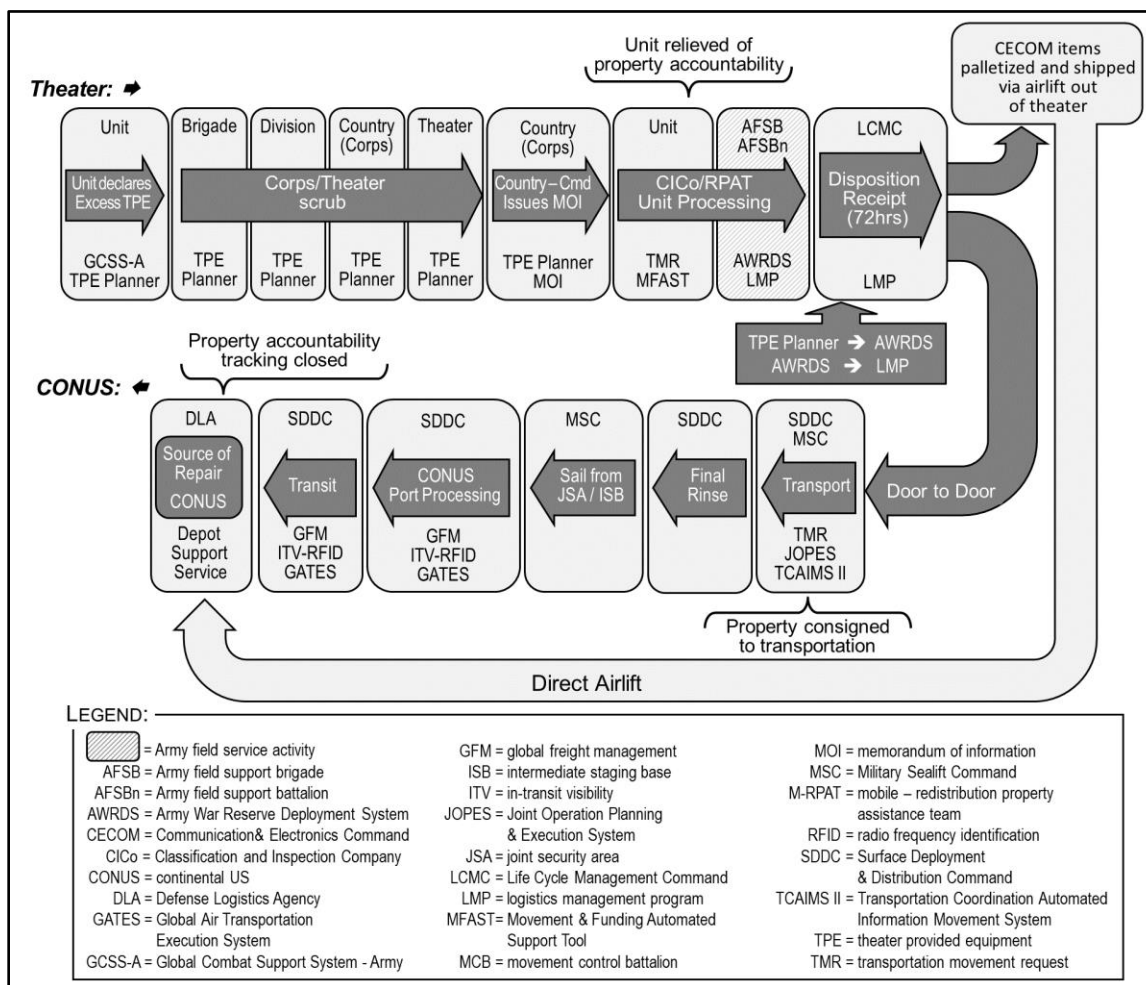


Figure A-3. Class VII retrograde without an intermediate staging base

Glossary

This glossary lists acronyms with Army and joint definitions. Where Army and joint definitions differ, (Army) precedes the definition.

SECTION I – ACRONYMS AND ABBREVIATIONS

AFSB	Army field support brigade
AFSBn	Army field support battalion
AMCOM	Aviation and Missile Command
ALT	acquisition, logistics and technology
AOR	area of responsibility
APOD	aerial port of debarkation
APS	Army pre-positioned stocks
AR	Army regulation
ASA(ALT)	Assistant Secretary of the Army (Acquisition, Logistics, and Technology)
ASC	Army Sustainment Command
ASCC	Army Service component command
ATP	Army techniques publication
AWRDS	Army War Reserve Deployment System
CECOM	United States Army Communications-Electronics Command
CICo	Classification and Inspection Company
CLSE	corps logistics support element
CONUS	continental United States
DA	Department of the Army
DD	Department of Defense
DLSE	division logistics support element
DOD	Department of Defense
DTR	Defense Transportation Regulation
ESC	expeditionary sustainment command
FM	field manual
FRA	forward repair activity
FSR	field service representative
G-3	assistant chief of staff, operations
G-4	assistant chief of staff, logistics
GCSS-Army	Global Combat Support System-Army
HQ	headquarters
HQDA	Headquarters, Department of the Army
ISB	intermediate staging base

JP	joint publication
LAP	Logistics Assistance Program
LAR	logistics assistance representative
LCMC	Life Cycle Management Command
LMP	Logistics Modernization Program
LNO	liaison officer
LOGCAP	Logistics Civil Augmentation Program
LRC	logistics readiness center
LSE	logistics support element
LST	logistics support team
PEO	program executive office
PM	project manager
PMO	project management office
RF	radio frequency
RPAT	redistribution property assistance team
S-1	personnel and administrative officer
S-4	logistics officer
SDDC	Surface Deployment and Distribution Command
SPO	support operations
SPOD	seaport of debarkation
TACOM	Tank-automotive and Armaments Command
TASMG	theater aviation sustainment maintenance group
TC-AIMS	Transportation Coordinators' Automated Information Movements System
TDA	Table of Distribution and Allowances
TMDE	test, measurement and diagnostic equipment
TPE	theater-provided equipment
TSC	theater sustainment command
U.S.	United States
USAMC	United States Army Materiel Command

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Index

Entries are by paragraph number.

A
Army pre-positioned stocks, 1-8,
2-5, 3-10

C
command and support
relationships, 1-14-1-16
corps logistics support element,
1-13, 1-15, 2-13, 3-12

D
division logistics support element,
1-13, 1-16, 2-6, 2-14, 3-12,
3-15

F
forward repair activity, 2-21 - 2-23,
3-11, 3-17

L
lead materiel integrator, 1-3, 1-4,
2-3
Logistics Assistance Program,
1-6, 1-11, 1-22, 3-1
logistics assistance
representative, 2-2 - 2-4, 2-7,
2-10, 2-12 - 2-18, 3-1, 3-5, 3-6,
3-12, 3-15

Logistics Civil Augmentation
Program, 1-5, 1-11, 1-23, 3-4,
3-8, 3-13, 4-1 - 4-2, 4-5
logistic readiness centers, 1-1,
1-3, 1-7, 2-2 - 2-3, 2-11, 3-3, 3-9

S
senior command representative,
1-14, 1-25, 2-13
split-based operations, 1-12, 2-6

T
theater aviation sustainment
maintenance group, 2-24

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ATP 4-98
30 June 2021

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