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Logistics

Intermediate Staging Base Handbook

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SUMMARY of CHANGE

DA PAM 700-33
Intermediate Staging Base Handbook

DA PAM 700-33 Intermediate Staging Base Handbook

- o This is a new Department of the Army pamphlet.
- o This pamphlet describes an intermediate staging base and lists all the tasks related to planning, establishing, and operating an intermediate staging base.

Logistics

Intermediate Staging Base Handbook

By Order of the Secretary of the Army:

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History. This publication is a new Department of the Army pamphlet.

Summary. This pamphlet is designed for the planners and executors at any echelon to use in planning and executing tasks related to the establishment of an intermediate staging base. This pamphlet provides an over-view of tasks and subtasks, within

major milestones; activities; and POCs for all tasks and subtasks; time frames for start and completion of all tasks and subtasks; interaction between tasks/subtasks; and critical path to establish and operate intermediate staging bases.

Applicability. This pamphlet applies to the Active Army, the Army National Guard of the United States, and the U.S. Army Reserve units that perform or supervise logistics functions. During mobilization this pamphlet may be modified by the proponent.

Proponent and exception authority. The proponent of this pamphlet is the Deputy Chief of Staff, G-4 (DCS, G-4)(DALO-POD). The DCS, G-4 has the authority to approve exceptions to this pamphlet that are consistent with controlling law and regulation. The DCS, G-4 (DALO-POD) may delegate this approval authority, in writing, to a division chief

within the proponent agency in the grade of colonel or the civilian equivalent.

Suggested improvements. It is preferred that users submit their suggested changes using the new electronic version of DA Form 2028. As an alternative, users may send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Headquarters, Department of the Army (DALO-POD), 500 Army Pentagon, Washington, DC 20310-1546.

Distribution. This publication is available in electronic media only and is intended for command levels A-D for the Active Army, the Army National Guard of the United States, and the U.S. Army Reserve.

Contents (Listed by paragraph and page number)

Chapter 1

Intermediate Staging Base, page 1

Purpose • 1-1, page 1

References • 1-2, page 1

Explanation of abbreviations and terms • 1-3, page 1

What is an intermediate staging base? • 1-4, page 1

Intermediate staging base warning label • 1-5, page 1

Chapter 2

Intermediate Staging Base Organization, page 2

Intermediate staging base task organization • 2-1, page 2

Intermediate staging base task organization and mission, enemy, terrain and weather, troops and support available, time available, and civil considerations • 2-2, page 2

ISB notional model • 2-3, page 3

Intermediate staging base operations • 2-4, page 8

Intermediate staging base headquarters support • 2-5, page 11

Other support organizations • 2-6, page 12

Transient and tenant organizations • 2-7, page 12

*This is a new publication.

Contents—Continued

Planning the intermediate staging base • 2–8, *page 12*

Chapter 3

Intermediate Staging Base Planning, *page 13*

Planning • 3–1, *page 13*

Intermediate staging base planning roles • 3–2, *page 13*

Intermediate staging base and logistics preparation of the theater • 3–3, *page 14*

Intermediate staging base planning and coordination cell • 3–4, *page 15*

Critical path analysis • 3–5, *page 15*

Considerations for the location of intermediate staging bases • 3–6, *page 16*

Intermediate staging base and theater distribution planning • 3–7, *page 16*

Theater Contracting Support Plan • 3–8, *page 16*

Theater Civil-Engineering Support Plan • 3–9, *page 17*

Engineer construction support • 3–10, *page 17*

Engineer real estate support • 3–11, *page 18*

Determine ISB requirement • 3–12, *page 18*

Determine intermediate staging base capability • 3–13, *page 19*

Determine intermediate staging base capabilities shortfall • 3–14, *page 19*

Intermediate staging base analysis • 3–15, *page 21*

ISB Solution Model • 3–16, *page 21*

Entering intermediate staging base elements into the time-phased force deployment data • 3–17, *page 22*

Chapter 4

Establishing and Operating an Intermediate Staging Base, *page 23*

Deployment • 4–1, *page 23*

Intermediate staging base deployment • 4–2, *page 23*

Pre-deployment activities • 4–3, *page 23*

Intermediate staging base echelons and movement plans • 4–4, *page 24*

ISB reconnaissance team • 4–5, *page 24*

ISB Advanced Quarters Party • 4–6, *page 25*

ISB Main Body • 4–7, *page 25*

Movement to the point of embarkation • 4–8, *page 25*

Activities at the point of embarkation • 4–9, *page 26*

Movement to port of debarkation • 4–10, *page 28*

Joint reception, staging, onward movement, and integration • 4–11, *page 28*

Reception at the aerial port of debarkation • 4–12, *page 29*

Establishing the intermediate staging base • 4–13, *page 30*

Arrival of the ISB Main Body • 4–14, *page 31*

Intermediate staging base operations • 4–15, *page 31*

Staging of transient units • 4–16, *page 32*

ISB support theater sustainment • 4–17, *page 32*

Appendixes

A. References, *page 34*

B. Intermediate Staging Base Planning Tool, *page 37*

Table List

Table 2–1: Structure of the Logistics Civil Augmentation Program, *page 11*

Table 3–1: ISB Requirements Matrix, *page 19*

Table 3–2: ISB Requirements vs. Capabilities Matrix, *page 20*

Table 3–3: ISB Solution Model Matrix, *page 22*

Contents—Continued

Figure List

Figure 2-1: ISB Notional Model, *page 4*

Glossary

Chapter 1

Intermediate Staging Base

The intermediate staging base planning template is available at https://lia13-www.army.mil/ap/keyword/ap_key_20.htm.

1-1. Purpose

The United States Logistics Integration Agency (LIA) has prepared DA Pam 700-33 to assist Army logistics commanders and logistics planners and operators with intermediate staging base (ISB) planning and operation, particularly at the operational level. Its intended period of maximum utility is up to five years after its publication date.

1-2. References

Required and related publications and prescribed and referenced forms are listed in appendix A.

1-3. Explanation of abbreviations and terms

Abbreviations and special terms used in this pamphlet are explained in the glossary.

1-4. What is an intermediate staging base?

Maneuver sustainment reach operations include the use of ISBs, forward-deployed bases, Army pre-positioned stocks (APS), and continental United States (CONUS) resources. Current Army doctrine has defined an ISB – but don't be surprised if "your" ISB mission includes something else as well, as ISBs are very operationally dependent.

a. FM 3-0 describes an intermediate staging base as a secure staging base established near to, but not in, the areas of operations. ISBs are temporary staging areas en route to an operation. They may also be used to sustain forces in the area of operations (AO). In the best case, secure bases are available within the AO. Unfortunately, the situation that compels deployment may negate the advantages of basing within the AO. When deciding whether to operate through an ISB, joint force commanders (JFCs) weigh sustainment requirements against risks (see FM 3-0, para 3-56).

b. Note that although this text may refer to an ISB as if it were a single unit or organization, for example "deploying the ISB," that an ISB is actually a force tailored entity of maneuver sustainment modular elements task organized under the command and control (C2) of a maneuver sustainment headquarters (HQ) unit, most likely either a multifunctional support group or a multifunctional support battalion, to perform a specified ISB mission. The text may also refer to ISBs in the singular, as "an ISB" or "the ISB." However, that simplification is not meant to preclude the possibility that, in some campaigns, multiple ISBs might be needed in the same theater of operations (TO) at different locations. Sometimes their operations may be separated by time as well as space, and sometimes multiple ISBs may operate simultaneously. To be efficient, multiple ISBs operating simultaneously will require effective theater-level maneuver sustainment C2 and distribution management. Additionally, rather than located at a single base, an ISB might also be a cluster of sub-bases or support sites all under the control of a single ISB HQ.

c. Although bounded by certain doctrinal definitions, such as an ISB is "a secure base usually established within the TO near to, but not in the AO," ISB tasks and capabilities are dependent on the operational situation. ISBs are located where they can best support the combatant commander's concept for the campaign or operation. No two ISBs will be alike. Some ISBs may be needed for only a few days while others may operate for years. Like any other logistics base, an ISB is any group of logistics or signal elements, MPs, engineers, combat units, or sustainment organizations formed for a specific purpose, from a single specialized unit to several, various units task organized under a single headquarters. Any combination of supply classes and services can be included in the composition of an ISB. It may be necessary to establish an ISB in an austere, relatively "bare-based" environment. However, whenever possible an ISB should be located where pre-existing infrastructure is available that best suits its mission.

1-5. Intermediate staging base warning label

When one is required, planning, establishing, and operating an ISB might be characterized as doing the best with a bad situation as there are inherent disadvantages in the use of an ISB. As an intermediate node enroute to an AO, an ISB adds extra time and handling to force deployment and theater distribution in comparison to direct throughput to the AO. Additional infrastructure (personnel and equipment) will have to be found to operate an ISB, and this personnel must deploy early if the ISB has been assigned a role in theater reception, staging, and onward movement (RSO).

a. An ISB adds additional time and space to an Army Force (ARFOR) maneuver sustainment commander's span of control and perhaps adds to his or her responsibilities for rear area force protection. Although an ISB (by definition) is located where it can be assured of some degree of security, once in place the base becomes a potential target for enemy asymmetric attack. Additional personnel and equipment may be needed to defend it. Assured and adequate connectivity to the information systems (INFOSYS) of the theater distribution system are essential for an ISB to be effective. Since it is geographically apart from the signal infrastructure within the AO, additional communications and automation resources may be necessary. Much of the Army's maneuver sustainment and engineer force structure is in the Reserve Components (RC).

b. ISBs must deploy early to be mission-ready at a time and place specified in the theater distribution plan. The timely availability of appropriate RC units is a factor in ISB task organization. Depending on host nation support

(HNS) and contracted support (and cost of contracted support) rather than Army forces to provide ISB capabilities are both risks that should be carefully considered.

c. So, given the Army's current support requirements and logistics capabilities, why establish an ISB? First, logistics justifications may be secondary to the establishment of an ISB. Basing is often directly affected by political and diplomatic considerations. For example, a force cap established in order to positively influence U.S. political consensus, might force some theater support to be placed outside of the AO. A coalition partner, desiring to support the purpose of a campaign without becoming directly involved in actions in the AO or without other resources, may offer basing instead.

d. U.S. forces may be positioned at ISBs in a friendly country contiguous to the AO in order to overwhelm an adversary once an international mandate for combat operations has been secured. Second, logistic considerations may include constraints on direct throughput to the AO.

e. Among other things, the quantity and capability of fixed structures and established facilities available in the AO to U.S. forces may be inadequate. The physical network for theater distribution might have to include resources outside of the AO. An ISB (or ISBs) to cover theater RSO and distribution systems shortfalls would then be required.

f. Early identification and planning of an ISB as an integral part of theater infrastructure requirements are essential in order to meet the desired Force Projection characteristics of precision, synchronization, and speed.

g. Preparing ISBs is one of several actions maneuver sustainment personnel may take as part of logistics preparation of the theater (LPT). Whatever the operational situation that creates the need for an ISB, its potential disadvantages can be mitigated by thoughtful location where a good physical distribution network is available and through the leveraging of support available from other Services, multinational partners, host nation support (HNS), contracted support, and strategic providers, as well as Army organizations.

Chapter 2

Intermediate Staging Base Organization

2-1. Intermediate staging base task organization

An ISB is task organized to perform staging, support, and distribution functions as specified or implied by the service support plan/annex in support of the combatant commander's and the Army service component commander or command's (ASCC) war plan or operations order. ISB task organization will be dynamic in that it must account for not only the aligning of units and capabilities underneath the ISB HQ C2 but also the sequence in which those units and capabilities will deploy in each phase of the operation. Once an ISB is employed, the theater logistics HQ will continue to assess the ISB's mission and organization and make adjustments to its task organization as maneuver sustainment requirements dictate and available maneuver sustainment resources allow.

2-2. Intermediate staging base task organization and mission, enemy, terrain and weather, troops and support available, time available, and civil considerations

ISB task organization is dependent on the operational situation and consideration of the factors of METT-TC (mission, enemy, terrain and weather, troops and support available, time available, and civil considerations). How might METT-TC factors affect the task organization of an ISB? Here are some examples:

a. Mission. The mission assigned in the service support plan/annex sets the capabilities needed to comprise an ISB; specifically, where, when, how long they will be required; and who (what headquarters) is responsible for the ISB. Any combination of supply classes and support services can be included in the composition of an ISB, dependent only on requirements.

b. Enemy. Although an ISB will be located in a secure area, enemy asymmetric capabilities must be assessed and appropriate defensive countermeasures and physical security planned in any ISB organization. The longer that an ISB operates the greater the probability that an enemy attack will be mounted against it. The relative security of an ISB allows many ISB functions to be performed by contractors as well as for contractors to be located at an ISB for the purposes of other theater support functions.

c. Terrain. Terrain, both natural and manmade, will determine the lines of communication (LOC) and location of an ISB. The altitude of an ISB will affect the weight of airlift payloads arriving and departing from airports in its vicinity. Bad weather and extreme climate also affect airlift adversely and necessitate that extraordinary measures will be required for troop support and storage. An ISB may cover a large area. For example, just a single Force Provider module, which supports 550 personnel, is designed to occupy 8-10 acres. During Operation Joint Endeavor in Bosnia-Herzegovina, Staging Area Harmon covered an area of 35 square kilometers at the height of the operation. In densely populated areas, the large area an ISB may require will likely not be available at one location. Terrain characteristics, such as slope, vegetation, soil stability and drainage, will determine ISB site selection and time and engineer tasks needed for site preparation.

d. Troops and support available. An ISB will be just one of many competing requirements when logistics planners allocate available maneuver sustainment units against logistics missions and tasks to support the campaign plan.

“Troops” available to establish and operate an ISB may include not only U.S. Army units deploying from CONUS but also units forward deployed OCONUS, support units of other U.S. services, DOD agencies such as DLA, support from a host nation and allied nations, and contractor support. Equipment to operate an ISB might be drawn from APS. Resources must be available in time to meet ISB mission timelines. Shortfalls in ISB capabilities to meet ISB requirements that are not available or cannot be moved on a timely basis to ISB locations might force some ISB functions to be deferred or eliminated. On the other hand, if some ISB capabilities can be identified as already available in theater, it may cover such shortfalls. The availability of engineer support and when it can complete its tasks directly affects when the ISB will be capable of mission assumption if physical support infrastructure at the base location must be improved or constructed. This METT–TC factor also includes contracting for ISB goods and services. Contracted support may include local theater support contractors from the local vendor base, external support contractors under prearranged umbrella contracts such as The Logistics Civil Augmentation Program (LOGCAP), and systems contractors who support specific materiel systems. The availability of HNS and contracted support will directly affect the task organization of an ISB.

e. Time available. A lack of time available to plan, deploy, and establish an ISB before its mission assumption at an unexpected location may preclude detailed planning of its task organization. In order to provide the flexibility to cover unanticipated requirements and to avoid cutting capability too close to the bone, more support assets may be deployed in such a situation for a certain ISB than are strictly needed. The duration of time an ISB is expected to operate will affect how elaborate its base infrastructure should be. The average length of time that transient units might stage at an ISB will affect how comprehensive their requirements for ISB life support will be. Time may also constrain the choices of maneuver sustainment units to operate an ISB, as some may either not be ready or available when needed. Compromises regarding less essential ISB capabilities may have to be made in order to meet mission timelines.

f. Civil considerations. Civil considerations are a major factor in planning an ISB. Whatever excellent advantages may exist at a given location for an ISB, a HNS Agreement or some other basing agreement must first be negotiated by the U.S. State Department to make them available for the support of U.S. forces. The physical capacity of host nation infrastructure will likely have more influence on an ISB’s mission and location than any other single consideration. It may also directly affect the time necessary to get an ISB into operation. A favorable security situation as well as the capability of a host nation to maintain or improve it, is a doctrinal prerequisite to ISB operations. Base security may also have a distinctly local connotation, as criminal elements will be looking to make a profit from the U.S. presence through pilferage, contract manipulation, and preying on local national hires. Corrupt officials may interfere with base support operations. Status of Forces Agreements (SOFA) will take on even more importance than usual.

2–3. ISB notional model

Although the permutations will vary widely based on METT–TC factors and the theater distribution plan, ISBs will have one or both of two basic missions. First, ISBs may be staging bases; providing life support to staging forces in transit to operations somewhere else in accordance with with the Joint reception, staging, onward movement, and integration (JRSO&I) portion of the theater distribution plan. ISBs may also support the onward movement of staging, transient forces. Second, ISBs may also be support bases, providing required maneuver sustainment to customers based on the theater sustainment portion of the theater distribution plan. As support bases, ISBs may also provide life support to tenant units.

a. The ISB notional model, presented in figure 2–1 below, is provided to help in the visualization and discussion of the most likely functions of an ISB. The label “Inside the Wire” and the dotted box illustrate that in this example the ISB functions and organizations included inside the box are all co-located inside the perimeter of a single base. Functions and organizations outside the dotted box are not located at the ISB (although some of them could be, particularly as split-based tenant units). As discussed elsewhere, ISBs may also have their constituent parts distributed among multiple sites in base clusters. This model is built on an assumption that theater logistics planners will use either a multifunctional support group or a multifunctional support battalion as the headquarters of an ISB; however, other combat service (CS) or maneuver sustainment headquarters may also be used. The ISB HQ unit and one or more separate maneuver sustainment companies may have been task organized and trained as an ISB during pre-deployment activities. After tailoring for the operational situation, this previous task organization can provide the nucleus for an actual ISB.

b. This ISB notional model also illustrates that any ISB is a part of the theater distribution system. An ISB is subordinated to the theater logistics headquarters, likely a Theater Support Command (TSC) but perhaps a Corps Support Command (COSCOM). In either case the theater logistics headquarters will be tailored for the mission and situation. The ISB will operate in a role determined by the theater distribution plan, which encompasses both JRSO&I and sustainment operations. ISB activities in that role are synchronized within the theater distribution system by the theater distribution management center (DMC). Higher-level supply and maintenance management and movement control for an ISB are coordinated by a material management center (MMC) and a movement control agency (MCA) respectively, which are both theater-level control centers under the staff supervision of the theater DMC.

c. The ISB notional model also illustrates that, to simplify the ISB mission and its span of control, C2 of port operations, a United States Transportation Command (USTRANSCOM) function, is separated from the ISB organization. All ISBs are associated with at least one intermediate port of debarkation or one pair of ports, that is, both an

airport of debarkation (APOD) and a seaport of debarkation (SPOD) (and vice versa, large ports of debarkation may be supported by more than one ISB). Ports will be operated by (or, in the case of host nation port operations, in coordination with) USTRANSCOM elements either directly under USTRANSCOM, under the control of the JFC or under the control of the theater logistics headquarters. Ports, ISBs, and other distribution nodes along theater lines of communication (LOC) will be under the control or coordination of a single headquarters in keeping with the principal that only one organization should control the theater JRSO&I and distribution processes. At the local level, ISB and port staffs are still required to coordinate and synchronize the actions of their respective activities.

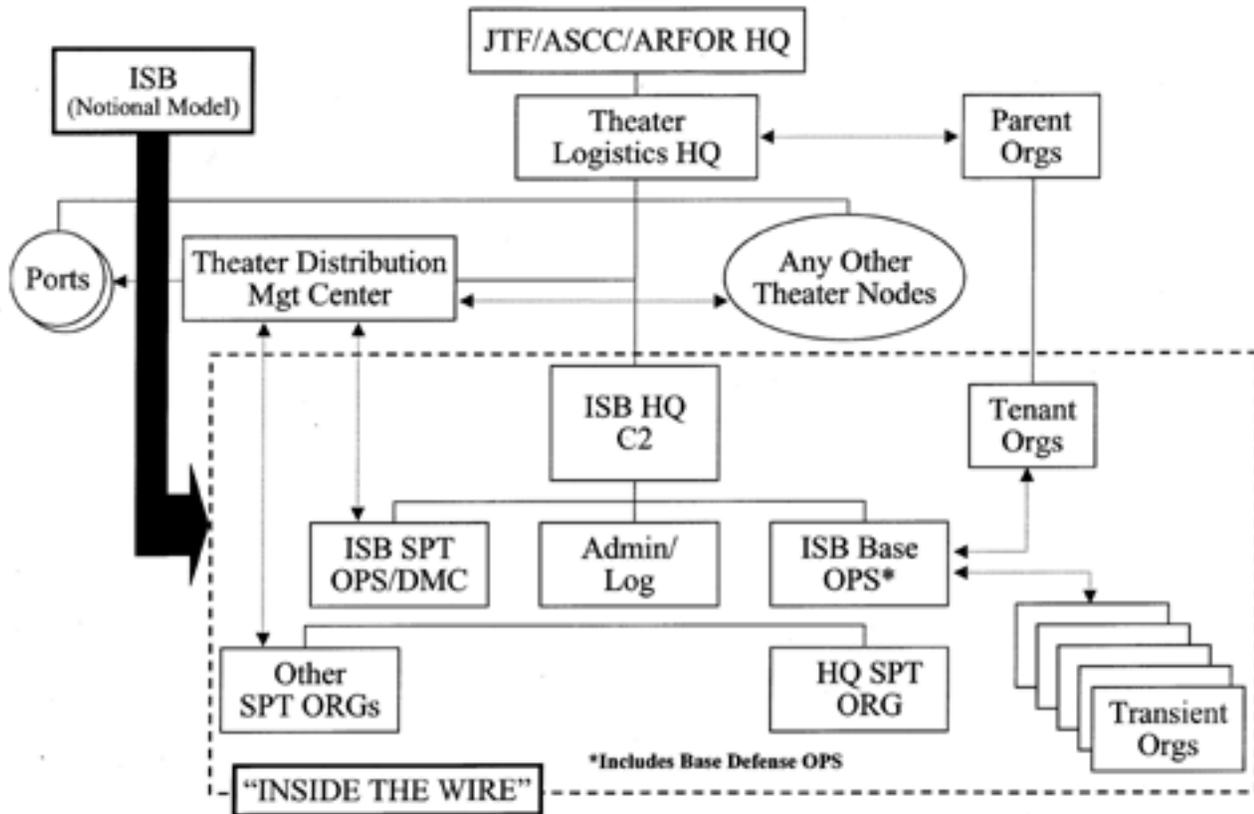


Figure 2-1. ISB Notional Model

d. ISB functions may include ISB HQ C2, internal ISB Admin/Log, external ISB Support Operations (including a Distribution Management Center or DMC), ISB Base Operations (including Base Defense or Security) and HQ Support. The scope of each function will vary with the ISB mission, its base size and the duration of its operation. The nucleus of an ISB HQ may be either a multifunctional support group or a multifunctional support battalion headquarters, dependent on the situation. The ISB commander is the commander of the support group or support battalion designated as the ISB nucleus and assigned the mission to establish and operate the ISB. When deployed for ISB operations, the ISB HQ C2 unit's S1 and S4 staff sections will collocate to perform ISB Admin/Log functions. The ISB HQ unit's Support Operations Section will perform ISB Support Operations functions. Its S2/3 Section will perform ISB Base Operations functions. Depending on the ISB mission, the ISB commander may redistribute personnel from the Support Operations Section to the S2/3 Section or vice versa to better match personnel resources against specific ISB Support Operations or ISB Base Operations workloads. The ISB HQ unit will have its organic HQ Support unit as well as other support organizations (separate maneuver sustainment companies, detachments, or teams) assigned or attached to provide theater and base support capabilities required by the ISB mission. The ISB may also contain transient organizations, that is, units staging there in accordance with the TPFDD and the theater distribution plan. Tenant organizations are units that may be positioned at the ISB to perform assigned missions in support of theater operations by their parent organization after coordination with the Theater Logistics HQ.

e. A primary function of the commander of the ISB HQ unit is to establish and maintain base unity of command as

the ISB commander. In addition to mission accomplishment, the base commander's responsibilities include ensuring the establishment and maintenance of base security, communications, personnel accountability, morale and discipline, property accountability and physical security of sensitive items, and unit readiness and status reporting. Depending on the headquarters being used as the ISB HQ unit and the situation, less familiar responsibilities may include contract management, resource management, host nation liaison, and working with other U.S. services and agencies, NATO and other international intergovernmental organizations (UN, OSCE, EU, etc.) and nongovernmental organizations (International Red Cross, Doctors Without Borders, Amnesty International, etc.). The choices for ISB HQ will be constrained by the maneuver sustainment headquarters units available to the operation, their readiness, time at which they can reach the planned ISB site, and the relative priorities of competing requirements for similar organizations for other purposes in the same operation.

f. Area support groups (ASGs) and corps support groups (CSGs) are both designed for spans of control of up to seven battalions or battalion equivalents as well as separate companies. Area support battalions (ASBs) assigned to an ASG or corps support battalions (CSBs) assigned to a CSG, are multifunctional support headquarters capable of spans of control similar to ASG/CSGs but over separate companies or company equivalents.

g. Span of control and size of subordinate units are not the only ISB HQ considerations. Use of a support group as an ISB HQ nucleus with its staff capabilities for planning and coordinating such functions as host nation support, resource management and contracting, rather than a support battalion, will also significantly reduce requirements for staff augmentation. Additionally, even when a support battalion headquarters can cope with the planned ISB maneuver sustainment functions, if that ISB headquarters will be the senior or only U.S. military headquarters in its area, then significant joint logistics and host nation support command and coordination responsibilities may be drawn to it. Numbers and organizational-level of any transient units staging in an ISB should also be considered. For such reasons, protocol may require a group commander rather than a battalion commander as an ISB commander. Alternatively, if a TSC Early Entry Module (EEM), TSC HQ (Forward), or similar COSCOM HQ C2 capability is located in an ISB as a tenant unit, then protocol issues can be dealt with by the higher logistics headquarters, leaving the ISB HQ unit to focus on the ISB and its support missions.

h. Whenever a support group headquarters is selected as the nucleus, ASGs are preferred if available in required time parameters in relation to CSGs because ASGs are subordinate to a TSC with its normal mission to provide C2 of EAC logistics and other EAC organizations. On the other hand, CSGs should be left free to accompany or precede a division task force into the AO. The caveat above regarding TSC ASGs availability is very important as any requirement to establish an ISB out ahead of a deploying force makes current unit readiness (personnel, materiel, and training) and timely availability important criteria in the selection of an ISB HQ nucleus. The active component maneuver sustainment units normally assigned to a CSG may provide a larger ISB "nucleus" of units and key personnel already accustomed to working together in comparison to an ASG. This larger nucleus will give the ISB an organizational cohesiveness, around which newly assigned or attached ISB elements can coalesce to rapidly ramp up to meet ISB mission requirements.

i. ASG and CSG headquarters are designed in varying degrees to depend on a TSC or COSCOM headquarters, respectively, and specialized functional commands, brigades, or battalions who provide support on an area basis for additional staff expertise and support in many specialized functions. Examples of these would be legal services, Health Services Support (HSS), engineer support, public affairs, maneuver sustainment automation management, civil affairs, finance, and resource management. Depending on the ISB mission and situation, additional staff may be needed to augment an ISB HQ support group nucleus. Many ISBs will be relatively isolated and operating in areas separated from their habitual higher headquarters where they will be unable to depend on doctrinal area staff support. ASB or CSB headquarters, if designated as ISB HQ unit nuclei, will likely require an even greater degree of staff augmentation although exact requirements will again depend on specific ISB missions and situations.

j. Use of split-basing techniques is one alternative to full-time augmentation of the staff of an ISB HQ unit. Specialized staff support may routinely be provided to an ISB either by the theater logistics HQ or functional commands located elsewhere if the communications capabilities afforded to the ISB and its operational tempo allow. A temporary movement of the required staff capability to the ISB location would deal with extraordinary requirements if sufficient transportation were available. Additionally, whenever a TSC EEM, TSC HQ (Forward), TSC HQ or similar COSCOM HQ C2 capability is located in or near an ISB, the ISB HQ C2 unit may expect to receive some degree of specialized staff support from the higher headquarters in a more normal fashion, thereby reducing requirements for augmenting its staff.

k. Finally, base support battalions (BSB) assigned to forward deployed ASGs are relatively immobile, military community support organizations but should not be dismissed as a source of ISB HQ C2. By using its OCONUS facilities as a support base, and with other resources provided by a Host Nation and contractors, for example, a BSB could establish and operate an ISB within its normal AO very quickly.

l. ISB S1 and S4 sections may collocate as ISB Admin/Log to perform the normal personnel services and logistics functions (See FM 101-5) internal to the ISB HQ C2 unit and its assigned and attached organizations. The modularized, task organized and tailored nature both of the ISB and of its subordinate elements may have changed organizational-level, personnel and logistics points of contact and disrupted reporting procedures. Soldier and equipment readiness shortfalls must be quickly identified, assessed, and reduced or eliminated in all assigned or attached

units. These characteristics and the potential for ISB task reorganization as its mission changes may challenge S1 and S4 sections in even the routine tasks of internal personnel, property, supply and maintenance management, and unit status reporting.

m. Additionally, in a support base situation, additional tasks for S1 and S4 can be expected. For example, S1 personnel may be pressed into operating a base in and out processing point in order to collect force-tracking data, establish base personnel accountability and emergency notification procedures, and determine total base population for ordering of rations and other purposes. Postal operations management, MWR program administration, safety and other S1 unit support programs may be expanded into base support tasks. It also may be necessary that the S4 section assist ISB Base Operations with base billeting assignments, furnishings, and facilities maintenance management and consolidated base dining facility operations. The ISB S4 Property Book Officer (PBO) or team may approve contracting requests that involve nonexpendable supplies and equipment for ISB support and ensure that proper accountability is established after an item, purchased or leased through contracting, is received. The ISB S4 may be designated as the Receiving Official for goods acquired by contract in support of the ISB.

n. ISB Support Operations is responsible for distribution management operations as assigned to the ISB by theater distribution planners to include force tracking of organizations staging at the ISB and distribution management in support of ISB base support. ISB Support Operations in an ISB with a support group headquarters nucleus will include a DMC. If its theater distribution management functions are significant, and if resources are available, even a smaller ISB based on a support battalion nucleus may task organize an ISB DMC. Although types and capabilities of any assigned and attached units will depend on the specific ISB mission, ISB Support Operations conducts staff supervision of its subordinate maneuver sustainment units. ISB Support Operations will coordinate subordinate units' missions in accordance with JFC and theater logistics headquarters command guidance and priorities, and according to higher staff supervision from the theater distribution management center. Customer units may include units either staging in the ISB, positioned in or near the ISB, or in the theater AO. Some theater support units located at the ISB may be tenant units. Operations of tenant units remain under the control of their parent headquarters.

o. ISB Support Operations is also responsible for ISB movement coordination with the supporting area MCT and for material management over maintenance and supply activities of assigned and attached maneuver sustainment units. ISB Support Operations will gather and maintain data on ISB supply points and maintenance activities and input into theater automated logistics systems. Maintaining and supporting ISB ITV is also an ISB Support Operations function. ISB Support Operations is responsible for all liaison and coordination with host nation military or government activities providing support to the ISB.

(1) *Support Teams with ISB Support Operations.* Depending on the situation, the ISB mission, its location, its communications and transportation capabilities, the operational tempo and the mix of contracted support and host nation support used in its operations, a number of theater-level or even strategic-level support teams may be either attached to or collocated with ISB Support Operations.

(a) An ISB or Regional Contracting Forward Area Support Team (RCFAST), under the operational control of the senior contracting organization in the theater, may co-locate with ISB Support Operations to provide contracting support to the ISB as required by the theater contracting support plan.

(b) The size and organization of a Contracting Forward Area Support Team (FAST) is METT-TC dependent, but in addition to contracting officers generally contains legal, finance, and resource management personnel to handle the entire range of actions involved in awarding contracts. (See FM 100-10-2 for more information on Contracting FASTs.)

(c) A U.S. Army Materiel Command (USAMC) Logistics Support Element (LSE) team may also work with ISB Support Operations. The LSE team will oversee all USAMC operations at the ISB to include managing any APS stocks pre-positioned at the ISB and contract management over both USAMC systems and LOGCAP contractors. (See FM 4-93.11 for more information regarding the USAMC LSE.)

(d) The Defense Logistics Agency has the capability of providing a DLA Contingency Support Team (DCST) to provide materiel management support of DLA common commodities at an ISB if required. The Defense Contract Management Agency (DCMA) can also deploy a team with the DCST to provide contingency contract administration support. The Theater Engineer Command (ENCOM) may provide an ISB engineer cell to assist the ISB HQ with engineer planning, staff coordination with engineer units (Army, other services or HN) preparing ISB sites and facilities and provide a contracting officer representative (COR) for any contracted ISB major construction projects.

(e) The theater MMC may also position a team with ISB Support Operations. The theater logistics HQ may place a liaison team at the ISB in order to enhance visibility and understanding of actions in support of JRSO&I. Host nation (HN) and multinational liaison officers or teams may also be positioned at an ISB by their national higher headquarters. The ISB HQ Support unit is normally responsible for the provision of life support to support teams and liaison teams located at an ISB.

(2) *Joint logistics support.* Force projection operations are inherently joint and any requirement for an Army-run ISB will almost certainly be in support of more than just Army organizations. ISB Support Operations provides staff supervision over assigned or attached units providing logistics support to other Services and government agencies as required in the theater service support plan or annex. Staff representatives and liaison personnel from other Services

and government agencies may augment ISB Support Operations to assist in coordination of support as required. Units from other Services and government agencies may stage at an ISB. They might also be ISB tenant organizations. The combatant commander may place logistics units from other Services operational control (OPCON) or tactical control (TACON) of the ISB HQ to provide a common user logistics (CUL) capability necessary to perform its required mission in certain operational situations.

p. Even though maneuver sustainment is a service responsibility, the Army has been designated to provide certain support to other Services and organizations or as it is frequently labeled, common user logistics (CUL). One source of CUL authority is a variety of Department of Defense (DOD) directives. Although normally focused on national strategic-level activities, these directives may be related to CUL lead Service support requirements in a particular joint or multinational operation. A second source of authority for lead Service CUL requirements is inter-Service and intra-governmental support agreements (ISSA). Acquisition and cross-servicing agreements (ACSA) are a third. And a fourth source of authority for lead Service CUL requirements is operations orders, plans and other directives issued by a combatant commander, under his or her directive authority for logistics, to assign his or her Army component specifically defined CUL responsibilities.

q. In all U.S. military operations, the geographic combatant commander is responsible for ensuring that the specific CUL responsibilities are clearly delineated within his or her area of responsibility (AOR). In an application of these CUL authorities, the ARFOR may be designated a lead service. Routine ARFOR lead service CUL common support functions, some with applicability to an ISB, may include the following:

- (1) Wartime Class I water, II, III (B), IV, VIII and IX in-theater receipt storage and issue.
- (2) Medical evacuation (ground and rotary wing aircraft) on the battlefield.
- (3) Transportation engineering for highway movements.
- (4) Finance, banking, and currency support.
- (5) Processing and settlement of claims by or against the United States (as designated in DOD Directive (DODD) 5515.8).
- (6) Settlement of federal tort claims by DOD employees.
- (7) Unexploded ordnance (UXO) disposal.
- (8) Controlled disposal of waste explosions and munitions.
- (9) Mortuary affairs support.
- (10) Airdrop equipment and systems.
- (11) Billeting, medical and food service support for transient personnel during other than unit moves.
- (12) Handling of hazardous materials (HAZMAT).
- (13) CUL and organizations must be coordinated with all agencies and integrated into the theater support plan. (See JP 4-07 for more information.)

r. The U.S. Army supports multinational operations throughout the world. Any ISB may very likely have a multinational dimension. Even though maneuver sustainment is primarily a national responsibility, if each nation in an alliance or a coalition performs maneuver sustainment functions separately, the results can be both inefficient and expensive. The North Atlantic Treaty Organization (NATO) recognizes in Military Committee Decision 319/1 (MC 319/1) that maneuver sustainment is also a collective responsibility, as a multinational commander must have sufficient authority and control over assets, resources, and forces to effectively achieve his or her mission. As the U.S. is the world's premier provider of military strategic airlift, it may be necessary for military units from other nations, operating with the U.S. in an alliance such as NATO or in an ad hoc coalition, to be airlifted by U.S. assets into a TO. They may arrive at a U.S. airport of debarkation (APOD) associated with an Army-operated ISB. In order to clear the port, it may be necessary that they be moved to the ISB for staging.

s. Foreign military units may also arrive at a multinational APOD or SPOD for which the U.S. has lead nation responsibility and be cleared to an Army-operated ISB if an ISB is required and if the U.S. has agreed that such support will be included in its lead nation port functions. Foreign military units may also be positioned at an ISB as tenant units. NATO nations have agreed to the concept of a Multinational Joint Logistics Center (MJLC) and task organized, multinational integrated logistics units (MILU) have been established during NATO operations in the Balkans, to include medical, transportation, and engineer MILU. Such multinational logistics organizations may be tenants of an ISB. An ISB might even be organized as an MILU with the U.S. Army providing the framework if the U.S. agrees to accept lead nation responsibility. The U.S. may accept role-specialist nation responsibility to provide a specific commodity in a multinational operation, for example bulk class III, as it has done in the past in the Balkans. Depending on the situation, the task of carrying out some part of that responsibility may be assigned to Army maneuver sustainment units at an ISB. ISB Support Operations may be responsible for the materiel management in support of assigned or attached maneuver sustainment units with a U.S. role-specialist nation function. In addition to entering into lead nation and role-specialist nation support agreements with several nations, the U.S. may also enter into bilateral support agreements with single nations. Staff representatives and liaison personnel from multinational partners may augment ISB Support Operations to resolve any procedural or cultural issues and language problems as required.

t. ISB Support Operations are responsible for resource management in support of multinational operations. An ISB

involved in multinational maneuver sustainment operations will need to establish an accounting system to ensure the appropriate nation or international agency is properly billed for logistics it receives from or through the ISB. Multinational maneuver sustainment operations must be in compliance with U.S. fiscal constraints and existing legal authorities. Support allowed to be provided (or received) by U.S. forces in multinational operations may include food, billeting, petroleum, oils, transportation, communications services, medical services, ammunition, storage, spare parts, maintenance services, and training. Depending on the legal authority under which a support agreement is made reimbursement by payment, replacement-in-kind, or exchange for equal value is required.

u. ISB Support Operations should be wary of the impact of multinational competition for contracted goods and services, particularly on its theater contractor, local vendor base. In multinational operations each nation and perhaps even each service of each nation can acquire goods and services by contract. Nations must cooperate and coordinate their own contracted activities to ensure that contracted support is allocated and aligned with the multinational commander's priorities and be reasonably available to all nations participating in the operation. The NATO MJLC includes a Regional Allied Contracting Office. (See JP 4-08 for more information on U.S. multinational logistics doctrine.)

2-4. Intermediate staging base operations

The ISB S3 Officer is the ISB Base Operations Officer. ISB Base Operations responsibilities include the planning of base support, the staff supervision of organic, assigned and attached units providing base support services, and ISB base defense or security. Base support is provided both to transient and tenant organizations in the ISB and to the ISB HQ and its subordinate units. ISB Base Operations is the base real estate manager, allocating terrain and facilities in the ISB to assigned, attached, and tenant units to conduct unit-level mission operations and administrative and logistics tasks. ISB Base Operations controls base billeting management and scheduling or hours of operation of base support services. Customer expectations of the quality of base support services may spiral upward based on how long they expect to stay and how long the ISB will operate. In order to establish a baseline for base support planning, ISB planners may develop a standard of base support standing operating procedure (SOP) or guidelines and submit for JFC approval. Establishment of base support services for most ISBs should be planned in phases with most essential services established first.

a. Essential base support services include HSS, billeting, messing, water, latrines, and showers. Supply points to support base operations and replenish unit basic loads may also be required. Base support services may also include human resources support (HRS) such as strength reporting and personnel accounting of non-unit transients; postal operations; MWR support, including provision of personal convenience and hygiene items; and casualty reporting. ISB S1 and HQ Support personnel may be capable of executing limited HRS tasks for a small ISB, especially one of limited duration. Larger ISBs may require a forward deployed personnel detachment.

b. Depending on the quantity and quality of support afforded to an ISB by a host nation, base support services may also include planning, establishing, improving, and maintaining any base utilities and infrastructure such as base internal communications; electric power production and grids; water purification and distribution; lighting, heating (and perhaps air conditioning) systems not organic to ISB units; and liquid, solid, and hazardous waste disposal. Constructing, improving, and maintaining any necessary base physical security and force protection measures should have a high priority. Other engineer-type base support tasks could include constructing or improving and maintaining base buildings and internal road nets; the grading and surfacing of maintenance, storage, and parking areas and dust abatement; and fire fighting of structural fires. ISB Base Operations will provide any COR for contracted base support services and minor construction projects if required by the contracting officer. ISB Base Operations should coordinate requirements for and problems with any base support services that are a host nation responsibility through ISB Support Operations staff responsible for HNS.

c. Other ISB Base Support functions may include base fire and safety, base environmental protection, base field hygiene (in coordination with any PVTMED team), and management of any training areas or firing ranges provided by HN and ammunition holding areas for training ammunition and Class V basic loads of ISB units.

(1) *ISB base defense or security operations.* By definition, an ISB will be located in a secure area. The ISB HNS agreement will address base defense and security of U.S. forces. The host nation will likely not relinquish responsibility for area security over its sovereign territory. A HN may even provide local security to an ISB located on a HN military base. ISB defensive measures and responsibilities should be defined by the ISB basing agreement with the host nation.

(a) An ISB commander must still plan and be ready to conduct a base defense appropriate to the situation. In the case of a small ISB, the ISB commander may elect to appoint the HQ Support commander as responsible for coordinating ISB base defense and establishing a Base Defense Operations Center (BDOC), this being a normal HQ Support mission. However, for any ISB that includes much more than only the ISB HQ, ISB Base Operations is the most appropriate place for a BDOC and the coordination of ISB base defense.

(b) If the ISB is organized as a base cluster then a Base Cluster Operations Center (BCOC) will be established in ISB Base Support to coordinate the overall base cluster defense among the other bases in the cluster as well as coordinating the defense of the base on which the ISB HQ is located. Defensive coordination and planning for mutual support is also required between the ISB and associated ports. Although an ISB should be safe from conventional

attack, enemy capabilities and intent to use asymmetric warfare techniques, such as special operations forces, guerillas, and terrorism to attack the ISB and area LOCs or psychological operations to stir up the local population to disrupt support operations, must be assessed.

(c) If necessary, an ISB must be capable of detecting, isolating, minimizing, and defeating a Level I Threat, using base or base cluster self-defense measures to include OPSEC, COMSEC, and perimeter defense.

(d) By definition an ISB may not be in the AO. Therefore an ISB may be too far away from any TSC Rear Operations Center (ROC) or the theater Joint Rear Operations Center (JROC) for practical support. It may not be located within the ROC or JROC areas of responsibility. In any case, the ISB HNS agreement will likely require that ISB base defense or base cluster defense plans must be coordinated with the regional HN territorial defense headquarters (or some equivalent).

(e) When Military Police resources can be provided, an ISB Provost Marshal Office (PMO) rather than a BDOC or BCOB may be best in situations where not even a Level I Threat is assessed, particularly when the ISB is located on a HN military base, and in the interest of respecting host nation political sensitivities. Within ISB Base Operations, the ISB S2/3 would remain responsible for ISB OPSEC and COMSEC. The ISB PMO cell in ISB Base Operations would coordinate ISB base security and access control, LOC security, convoy escort, and other security issues with local HN military police and law enforcement authorities.

(2) *Communications.* It is essential that an ISB have a robust communications capability if it is to play an effective role in theater RSO&I and distribution. The ISB communications officer is a member of ISB Base Operations and will exercise staff supervision over any signal teams and other communications assets organic, assigned, or attached to the ISB HQ C2 unit. The ISB communications officer is responsible for ensuring that the ISB has effective communications with its higher headquarters and theater-level control centers, the DMC, as well such as the MMC, the MCA, and the MLMC. Effective communications within the ISB AO with HN authorities and HN logistics centers, any area MCT, and the ports associated with the ISB is also essential. The ISB communications officer will also coordinate to ensure that the ISB HQ has effective communications with all ISB units and ISB facilities, including contractors, within the base or base cluster. Internal ISB communications requirements may include an ISB LAN. Establishing an ISB communications system may require careful planning, as the ISB may be some distance from the theater area signal systems planned for the operation's AO. Host nation support and commercial systems acquired through contracted support may be critical to ISB communications within its AO. The ISB communications officer is also responsible for ISB COMSEC.

(3) *Health services support (HSS).* To avoid health and environmental problems historically encountered by deploying troops it is imperative that a Preventive Medicine (PVNTMED) team be deployed with advance elements of the ISB. As the ISB site is established, an initial HSS structure tailored to requirements is also needed depending on medical services available from HN. The initial ISB HSS structure may be limited to medical C2, logistics, Echelon I/II treatment, and evacuation functions such as might be provided by an area support medical detachment (ASMD) (Echelon I treatment only) or an area support medical company (ASMC) (Echelon I and II). As the ISB continues to grow, more extensive HSS capabilities may be required in order to treat the correspondingly growing supported force. Once fully established, a large ISB may require the services of an area support medical battalion (ASMB), ground and air evacuation companies, forward surgical teams, an area support dental company, and a medical logistics battalion. If METT-TC or the medical evacuation requirements of the theater distribution plan require an Echelon III treatment capability at the ISB then a combat support hospital (CSH) would be needed.

(4) *Host nation support (HNS).* The ready availability of HNS to meet ISB base support requirements is key to both reducing ISB requirements for early strategic lift and the time required to place the ISB into operation. U.S. forces may be able to utilize a HN military base or a portion of one. This might provide an almost "ready made" ISB with barracks (and barracks furnishings) or tent cantonments for billeting and showers and latrines, dining facilities, administrative and logistics buildings, motor parks and storage areas, sports fields, and other MWR facilities. Water, electricity, telephones, internet service, waste disposal and other utilities systems may also be provided as well as a HN base management staff for coordination of facilities maintenance and other base services. A local national labor force, hired by the HN base management staff and already accustomed to providing on-base catering and housekeeping services and operating various concessions such as laundry, barber, convenience stores and troop canteens in support of military forces, may also be available. An ISB located on an HN military base may also be afforded access to fuel points, ammunition storage areas, training areas, and firing ranges. Material handling equipment (MHE), truck loading docks, railheads, and marshalling areas for convoy movements may also be available. ISB recon teams should inspect any HN facility offered as an ISB to confirm its suitability for use by U.S. forces. PVNTMED specialists should be part of the inspection party. Prior to any occupation of a HN facility by U.S. forces, a record of its condition should be prepared in conjunction with HN representatives. A record of a HN facility's prior condition may assist resolving any problems, such as environmental damages, found when U.S. forces return the facility to the host nation. In the absence of an available HN military facility, HNS may still provide real estate and utilities, for example, water, fuel, electricity, communications and waste disposal, in support of an ISB. HNS may also be a source of transportation to support movement between the ISB and its associated ports.

(5) *Contracted support.* Contracting in support of an ISB will be included in the theater contracting support plan. All ISB functions other than those inherently governmental in nature (such as combat operations, command and control

of military and government civilians, and government contracting), or functions covered by HNS agreements, may be suitable for contractor support. Using theater support contractors as a source of goods and services for ISB base support may reduce requirements for early strategic lift and reduce the time necessary to establish an ISB, particularly if drawn from local vendors. Commanders and planning staffs must include in the time phased force deployment data (TPFDD) when contracted support should commence at the ISB and how the contractor is going to get there for contractors not resident in the area of the ISB to facilitate their timely arrival. The Army must also determine whether it, or the contractor, should provide the transportation and other services necessary to ensure that the contractor is present at the proper time and place and has the services necessary to perform its contract. Theater support contractors or external support contractors working under the management of the U.S. Army Corps of Engineers (USACE) may build ISB base camps either from the ground up or by converting and making improvements to pre-existing structure, or by preparing a Force Provider site. New construction may also be required, but because of its cost and the temporary nature of an ISB should be a last resort. USAMC's logistics civil augmentation program (LOGCAP) may provide external support contractors through its pre-arranged umbrella contract. There is a further discussion regarding LOGCAP below. (See FM 100-10-2 and FM 3-100.21 for more information on contracted support.)

(6) *Force Provider (FP)*. Especially useful for an ISB in an austere area or where HN base facilities are not available, the Army's Force Provider system is essentially a base in a box. Force Provider is a pre-configured, deployable base camp support system organized into modules. Each module will shelter 550 tenant and 50 operator personnel and contains all materiel necessary to provide climate controlled billeting, kitchen and dining facilities, hygiene services including laundry, and MWR facilities. Its basic building block is the Tent Extendable Modular Personnel (TEMPER). Each module comes complete with water and fuel storage, power generation and distribution, and wastewater collection systems. Each Force Provider module is completely containerized or trailer mounted to facilitate movement by any combination of land, air, and sea. Modules are kept in Army pre-positioned stock available for contingencies throughout the world. Once a module (or modules) is approved for deployment, USAMC arranges transportation for the module and maintains ownership until it is issued to the operating unit at the approved operating site. A Quartermaster Force Provider (QM FP) Company, which would be attached to the ISB HQ C2 unit, can set up and operate one through six Force Provider modules. A RC QM FP Company can provide a nucleus of officers and NCOs to provide the leadership and technical expertise for Force Provider set up and operations. To support up to a six module deployment, a RC QM FP Company requires 400 additional personnel which may be drawn from the Army, DOD/DA civilians, contractors, local nationals or third country nationals. A LOGCAP contractor may also be utilized to set up and operate Force Provider modules.

(a) The utilization of a QM FP Company will release the ISB HQ from many base support tasks. The QM FP Company includes a Support Operations Section with an Engineer Officer, a Purchasing/Contracting Officer, and a two-man Preventative Medicine Team. Additionally the Force Provider Platoons which operate the FP modules (one FP platoon per module for a maximum of up to six platoons/modules per company as required) each include a Supply/Billeting NCO, a Maintenance Section, a Facilities Support Section, a Water Distribution Section, and a Petroleum Distribution Section, in addition to a Food Service Section and Laundry and Shower Section. In like fashion, using a LOGCAP contractor to operate FP modules, when the contracted work force has similar skills and organization, will also allow many ISB base support responsibilities to be decentralized.

(b) Usage of the Force Provider system in support of an ISB should be a well thought out, deliberate effort. The transportation assets required moving a single Force Provider module are 54 C130 flights, or 12 C17 flights, or 35 tractor-trailers. It requires a site of about 10 acres. Site survey, layout, and site preparation may take up to 4 days. An additional 10-12 days is necessary for a work force of 50 personnel to set up a module. While a Force Provider system is being operated, engineer support for real property maintenance activities (RPMA) is necessary. Proper disposal of solid and liquid wastes must be accomplished. Regular deliveries of fuel and potable water are required. A Force Provider module has the capability to prepare three hot meals a day when Class A-type rations, through Army supply, contractor, or host nation are made available. Maintenance support above unit level for Force Provider equipment is also necessary. Once in place, a Force Provider module is not redeployable in theater and must be returned to CONUS for refurbishment before reuse. (More information about Force Provider can be found in FM 42-424.)

(7) *The Logistics Civil Augmentation Program (LOGCAP)*. ISB base camps may be both constructed and operated by a LOGCAP contractor. LOGCAP can also be structured to provide a wide variety of services and operations in support of an ISB. The guiding principal of LOGCAP is to preplan for use of global corporate resources as an alternative in support of contingency operations and to augment CS and maneuver sustainment force structures when shortfalls are identified. Geographic combatant commanders determine what form of LOGCAP is most appropriate for their specific theater. The Army's Umbrella LOGCAP contract is only one part of the overall program. Managed by USAMC, it is a special contingency contracting program that allows the swift acquisition of contract CS and maneuver sustainment when required on a multiregional basis. The basic scope of USAMC's Umbrella contract is for a previously selected contractor to plan for, and when called upon, provide needed construction and services worldwide. Support for actual operations is tailored, based on the concept of support of the operation and scope of work provided by the supported commander. A LOGCAP contractor may establish a base camp (or camps) providing billeting, dining facilities, food preparation, potable water, sanitation, showers, laundry, transportation, utilities and other logistical

support and relieve the ISB HQ from the direct management of many base support tasks. The LOGCAP can be structured to provide those items listed in table 2-1, below.

**Table 2-1
Structure of the Logistics Civil Augmentation Program**

Supply Operations:	All classes except Class X	
Field Services:	Laundry and bath	Food service
	Clothing exchange and repair	Information management
	Mortuary affairs	Billeting
	Facilities management	MWR
	Personnel support	Maintenance
	Signal support services	Transportation
	Engineering and construction	Medical services
	Hazardous materials/waste disposal services	Power generation and distribution
	Standard Army Management Information System (STAMIS) operations	Support of Army personnel and equipment retrograde
	Other operations and services as may be specified in a statement of work (SOW)	

2-5. Intermediate staging base headquarters support

The usual role and responsibilities of the ISB HQ Support unit (company or detachment), dedicated to the ISB HQ Command and Staff, will expand. First, the numbers of HQ Support customers will change due to staff augmentation to the ISB HQ. Second, because of an ISB's isolation and specialized mission. Particularly in the case of a smaller ISB where the HQ Support unit is the only company-level headquarters subordinate to the ISB HQ, selected, small, CS and maneuver sustainment elements (tailored modules, squads, teams, sections, and even platoons) may be attached, or attached for administrative and logistics support only, to the ISB HQ Support unit. Third, the administrative and logistics functions of the ISB HQ Support unit may also be expanded to provide ISB base support capabilities.

a. Depending on the ISB mission, attached platoons, sections, teams and other sub-organizations may include (generic examples): satellite communications and other signal, military police, NBC, shower and laundry, water purification and storage, food service, transportation and MHE, Class III and Class V support; and engineer power, utilities, fire fighting, and real estate; among others. The ISB staff would have technical supervision over CS and maneuver sustainment elements attached to the ISB HQ Support unit. Unless the ISB HQ Support unit's organic, unit-level maintenance capacity and capability are augmented to sustain them, modular attachments should only be used for an ISB of limited duration. An additional separate company such as the parent unit of one or more of the attached elements (for example, a quartermaster supply company or a medium truck company if the ISB has a number of supply and services or transportation sub-elements) may be attached to the ISB HQ C2 unit when it can be seen that the number of attached teams planned is likely to exceed the HQ Support commander's span of control. Remaining attached teams may then be distributed between the ISB HQ Support unit and the additional, attached, separate company. This both improves internal ISB span of control and mitigates some unit-level maintenance problems.

b. The ISB HQ Support unit will also provide support as required to all support teams and liaison elements located at the ISB. Additionally small support detachments located at the ISB as tenant units, for example a finance detachment, might also depend entirely on the HQ Support unit for company-level admin/log. Larger support detachments, such as an area support medical detachment, may bring a limited organic administrative and organization-level maintenance capability, but still depend on the HQ Support unit for other logistics support. METT-TC may also force detachments from other U.S. services present in the ISB to rely on the HQ Support unit for some limited, unit-level, administrative and logistics support as well.

c. With the staff assistance of the ISB S4 Section and appropriate augmentation, the internal supply and food service functions of the ISB HQ Support unit may also be expanded to provide ISB Base Support capabilities. Again such a case is most appropriate for a smaller ISB where the HQ Support unit is the only company-level headquarters subordinate to the ISB HQ. The ISB base consolidated dining facility might be operated by the HQ Support unit with the augmentation of additional food service sections or managed by the HQ Support unit using HNS or contractor support. HQ Support supply may be augmented to operate base support facilities such as an individual clothing and

equipment exchange and issue point, a sensitive item holding area and arms room for non-unit transient personnel, holding areas for human remains and personal effects, or a central receiving point for goods supplied to the ISB by contract. Additionally, HQ Support administrative personnel under the staff supervision of the ISB S1, and when augmented, might operate a base mailroom or a field "PX" (as an imprest fund activity).

2-6. Other support organizations

The number and type of support units that may be assigned or attached to an ISB HQ C2 unit is METT-TC dependent. Some will clearly have a base support mission, as for example, a QM FP Company operating an ISB base camp. Other support organizations, for example a Heavy Materiel Supply Company holding Class VII stocks to support systems in the theater AO, may be focused on support to theater-level customers. Requirements for base support organizations will be driven primarily by base headcount and the ISB throughput capacity for transients required by the theater distribution plan. The requirement for theater support organizations will be driven by the theater concept of support, the operational service support order or annex, and theater logistics HQ order for its internal operations. However, the functional difference between theater support and base support organizations is not always so distinct. Some ISB support units may support both customers in the theater AO and customers at or in the vicinity of the ISB. For example, a Direct Support (DS) Maintenance Company attached to the ISB HQ C2 unit may provide DS-level maintenance support both to units at the ISB and to units in the theater AO when augmented by appropriate mobile maintenance contact teams.

2-7. Transient and tenant organizations

ISB transient organizations are units passing through the theater distribution system, and staging at the ISB, with onward movement pending to a destination somewhere else. Their onward movement to the AO may be as scheduled in the TPFDD. Transient organizations may also be positioned at the ISB for rapid insertion into the AO, to be called forward if required.

a. Transient organizations may not yet be integrated into theater force structure. Once unit staging is complete, they will likely maintain a ready to move status with most of their unit vehicles and combat loads kept packed up and may desire to minimize wear and tear on unit equipment. However, depending on time and other training resources available, transient units may conduct individual and small unit training and mission rehearsals while waiting to commence onward movement. They may require support for onward movement from the ISB.

b. Tenant organizations, however, are units that have reached their planned final destination at the ISB and have been integrated into the theater force structure. Tenant organizations, once staging is complete, will most likely have all unit equipment configured for unit operations and will have assumed their assigned mission from their ISB location. They will need space and ISB facilities appropriate for their mission.

c. ISB tenant organizations may include elements of split-based units. Systems contractors may also be tenanted at an ISB. Neither tenant nor transient organizations are under the operational control of the ISB HQ however both are positioned at the ISB for life support, security or other support reasons. ISB transient organizations or tenant organizations, may be US Army, other US services, DOD and representatives of other US executive branches and federal agencies, contractors, Allied forces, multinational forces, and perhaps GOs and NGOs.

d. A JFC-approved ISB Base SOP should establish the ISB commander's control over ISB transient and tenant organizations, the responsibilities they incur while in the ISB, and the support the ISB will provide.

2-8. Planning the intermediate staging base

ISBs, to be most efficient as well as effective as possible, should be planned at a C2 nexus where all requirements both for Joint reception, staging, onward movement and integration (JRSO&I) and for theater distribution operations, can be weighed and appropriately phased and where all available resources to establish and operate an ISB, to include contractors, host nation, and multinational resources as well as Army and other services, can be allocated accordingly. This planning nexus should also be able to ensure proper balance between combat and support forces in the deployment planning process.

a. ISB planning must be supported by theater HNS, engineer support, and contract support planning. Theater movement planners must ensure that ISB elements are appropriately phased and placed in the time phased force deployment data (TPFDD) as early deploying units. Combatant commanders, joint force commanders, ASCC and ARFOR commanders, Theater Support Commands (TSC), and other EAC maneuver sustainment commands each have a primary responsibility for maneuver sustainment planning and preparation within a theater. Where does a nexus for ISB planning exist? Most likely it will be in the Army Service Component Command. The TSC may also be an appropriate alternative whenever the ASCC commander elects to establish a TSC as the single operational-level support headquarters to assist in the planning and execution of maneuver sustainment functions in theater.

b. The use of an ISB must support the combatant commander's campaign plan. ISBs when required as staging bases are first, a critical, prerequisite part of the theater infrastructure necessary for a successful JRSO&I operation, bringing the proper force to the right location at the appropriate time ready to perform its mission. Second, ISBs, as support bases, are functions of the theater distribution system needed to cover some critical shortfall in the overall ARFOR maneuver sustainment pipeline, enabling U.S. forces to request, receive, sort, maintain, distribute, retrograde, and

control the flow of resources within the theater. And finally, even though maneuver sustainment is a service responsibility, theater distribution functions are intrinsically joint and may also be multinational. ISB planners should therefore be expected to prepare an ISB for a joint and perhaps a multinational support role.

Chapter 3

Intermediate Staging Base Planning

3–1. Planning

As an integral function of the theater distribution system, ISBs cannot be planned autonomously. Centralized planning and management is essential to efficient and effective distribution operations. Maneuver sustainment resources allocated to an ISB will likely represent trade-offs that must be accepted elsewhere in the distribution system by commanders and logistics planners. An ISB should be afforded capabilities that are both complementary to the rest of the system and no more or no less than what is required to fulfill its part. The time and other resources necessary to assure availability of HNS critical to the ISB mission must be considered. Any requirements for new construction, the repair or modification of pre-existing facilities, or site preparation for an ISB must be identified to joint engineer support planners to be synchronized with JFC-established priorities and policies for theater construction and for inclusion in the theater civil-engineering support plan. ISB requirements for contractor support must be addressed in the theater contracting support plan. Planning should confirm that the capability and capacity of intratheater transportation assets linking an ISB to transportation nodes in the AO and to its customers will support the purpose of the ISB. Onward movements of forces staged at an ISB to the AO that are part of the initial force deployment should be included in the TPFDD for the operation. An ISB must be planned as part of the theater communication and automation network in order that theater-level distribution managers have visibility and can effectively leverage its stocks and capabilities in support of forces in the AO.

3–2. Intermediate staging base planning roles

The combatant commander's strategic and operational joint logistics planning focuses on the ability to move forces and materiel into the theater and on to desired operating locations where the operational maneuver sustainment concepts are employed. By examining flows of major units into the theater, and the required times of force closure, planners can define the infrastructure required to meet the overall force closure requirements. The combatant commander or the JFC determines the feasibility of using an ISB, the location, and when it should be established and disestablished based on the availability, length, and security of the line of communication (ground, water, air, and rail) both between the potential ISB and ports of embarkation and between the ISB and the joint operational area (JOA). The combatant commander or the JFC also takes into account the criticality of specific support functions that might operate at or from the ISB. These same considerations will apply whether an ISB is primarily required for operational reasons or for logistics reasons.

a. The Army service component commander (ASCC) is responsible for planning for providing the necessary Army capabilities to meet the combatant commander's (or the JFC's) objectives, including a phased expansion of maneuver sustainment forces and support resources tied to mission requirements to support the ARFOR, and to meet any common user logistics (CUL) support requirements for which the Army is responsible within a particular joint force. The ASCC commander's principal maneuver sustainment focus is on operational-level maneuver sustainment. Key theater support functions in which use of ISBs may figure include—

- (1) Reception, staging, and onward movement (RSO) of units, personnel, supplies, and equipment.
- (2) Planning, coordinating, managing, and supervising the positioning and security of maneuver sustainment activities.
- (3) Limited materiel management, movement control, and distribution management.
- (4) Management and conduct of in-theater contracting to acquire supplies and services to support the mission.

b. The ASCC, along with the subordinate ARFOR, if applicable, must ensure proper balance between combat and support forces in the deployment planning process by achieving enhanced strategic responsiveness without undue risk to the supportability of the operation.

c. In some larger operations, the ASCC may also serve as the ARFOR commander. In small-scale contingencies an augmented corps or even a division may serve as the ARFOR headquarters. The ARFOR headquarters plans and assesses the conduct of both the operational and tactical-level sustaining operations, which may require the use of an ISB, to include—

- (1) Execution of support of reception, staging, onward movement, and integration operations (RSO&I).
- (2) Distribution management operations to include materiel management and movement control synchronization.
- (3) Security of maneuver sustainment and maintenance of LOCs.

d. The ASCC commander is also responsible for establishing requisite Army maneuver sustainment command and control relationships within the theater. The ASCC commander must ensure that the ARFOR not only has sufficient

operational-level maneuver sustainment capability to meet both Army and CUL requirements but also adequate C2 and staff capabilities to plan for and execute these requirements. The ASCC or ARFOR commander may establish a single operational-level support headquarters to assist in the planning and execution of both Army and CUL maneuver sustainment functions in theater. In small scale contingencies, where an augmented corps or even a division may serve as the ARFOR headquarters, a tactical-level support headquarters such as a COSCOM or a DISCOM, respectively, may be the senior support headquarters in the theater and have responsibility for operational-level maneuver sustainment. However, if there are significant operational-level or CUL support requirements, the Commander ARFOR may still form an operational-level support command around a major support headquarters that is separate and distinct from ARFOR's tactical-level support headquarters. The preferred building block for a operational-level support headquarters is a Theater Support Command (TSC).

e. After the ASCC, the TSC is the command best suited for ISB planning. The TSC is a multifunctional support headquarters (TOE 63702A000) that works at the operational level with links to strategic- and tactical-level support organizations and agencies. The TSC provides C2 of EAC logistics organizations and other organizations as directed by the ASCC commander. During normal peacetime planning the ASCC is the TSC's higher headquarters, overseeing contingency planning. During operations, the TSC's higher headquarters is the ARFOR. The higher headquarters issues mission-type orders to the TSC. In peacetime, the ASCC staff prepares broad plans and guidance to support anticipated operations. TSC staff officers develop detailed plans, policies, and directives for support, which conform to ASCC policies, guidance, and directives. The TSC staff performs two distinct planning processes. One leads to plans and orders for the operational support of ARFOR and the execution of designated CUL support responsibilities. These plans and orders are the ARFOR service support OPLAN/OPORD or the service support annex to the ARFOR OPLAN/OPORD. The other TSC staff planning process leads to plans and orders that direct the internal functions of the TSC. The ARFOR service support OPLAN/OPORD or service support annex would establish the requirement for an ISB. If the ISB requirement was identified as a TSC task, then the TSC plans and orders should explain how the TSC would organize and employ its units to establish it.

f. ASCC/TSC logistics planners should normally avoid telling a subordinate command how to perform a mission. However, in the case of an ISB a high level of planning detail regarding ISB requirements such as CUL and multinational logistics support, transient and tenant units, and theater support requirements, and the availability of ISB resources such as HNS, engineer support, contracted support, and support by other Services is required. Any ISB plan should be included in the OPORD/OPLAN prepared for the theater's operational-level support headquarters.

3-3. Intermediate staging base and logistics preparation of the theater

Logistics preparation of the theater (LPT) is a key conceptual tool available to logistics planners at ASCC or TSC in building a flexible theater operational/strategic support plan to optimize the means of supporting the combatant commander/JFC operations plan. A current, well-developed LPT enables the ASCC or TSC to make sound force tailoring and resourcing decisions required to establish an ISB. Actions in a LPT plan may include identifying and preparing ISBs and forward operating bases; selecting and improving LOC; projecting and preparing forward maneuver sustainment bases; forecasting and building operational stocks forward and afloat, and building a distribution system. The LPT process ensures maneuver sustainment personnel have considered all possible sources of support.

a. A wide variety of sources contribute to theater support functions. These sources include contractors, DA and DOD civilians, U.S. and multinational military organizations, and host nation resources. The five sources for ISB infrastructure (people and equipment) include—

- (1) Forward-deployed forces of all U.S. services/DOD.
- (2) Army pre-positioned stocks (APS).
- (3) Deploying units of all U.S. services/DOD.
- (4) Host nation and allied support.
- (5) Contractor support.

b. LPT actions focus on identifying the resources currently available in the theater for use by friendly forces and ensuring access to them. Knowledge regarding the condition, characteristics, and capability of already existing theater infrastructure is essential for planning an ISB as a part of the theater structure for JRSO&I operations and for the theater distribution system. Whatever sources of support are already available to U.S. forces at the ISB location reduces maneuver sustainment requirements for strategic lift to move ISB support resources. The time required to establish an ISB depends greatly on the extent and nature of the civil and military infrastructure already in its area.

c. Maneuver sustainment planners cannot afford to wait till deployment begins to start the LPT, as it is a complex and time-consuming function. Once a country or geographic region is identified as a contingency theater of operations, logisticians should begin to build a maneuver sustainment information database in close cooperation with the intelligence and operations communities' intelligence preparation of the battlefield efforts. The information in the database can be used to develop a comprehensive plan for LPT. The scope of the LPT should always include potential areas and resources for ISBs. Even when existing support structure within the likely AO is both adequate and available, the use of ISBs should be anticipated as ISBs may be required for other than simple logistics reasons.

d. Among other things, a detailed LPT plan covers climate, terrain and endemic diseases; available supplies such as

subsistence, bulk petroleum and construction materials; availability of support facilities for storage, maintenance, fuel, electric power and water production and distribution, hospitals, and hotels; transportation resources such as airfields, seaports, road and rail nets, pipelines and availability of trucks, MHE and other transportation assets; commonality of equipment and repair parts with U.S. forces; and useful skills available among the local population. If HNS agreements are not already in place or are insufficient to requirements, the LPT could be the basis for negotiations by determining before hand what HNS is feasible.

e. A well thought out LPT plan, along with the time required for proper execution, allows better use of scarce strategic lift. The LPT should be synchronized on a regular basis with the TPFDD to ensure that only the maneuver sustainment capabilities that cannot be met with assurance from other sources are phased into an ISB area.

f. The LPT provides the data required to prepare the logistics estimate. This estimate draws conclusions and makes recommendations concerning the feasibility of various COAs and the effects of each COA on maneuver sustainment operations. These recommendations may include the use of ISBs. Once the commander selects a COA, the maneuver sustainment planner uses the logistics estimate to develop the logistics portion of the service support plan along with the distribution plan. The service support plan is an integral part of the OPLAN/OPORD. It provides the commander's plan for maneuver sustainment operations based on information gathered and analyzed during the LPT process. It contains a statement of maneuver sustainment instructions and arrangements supporting the operation that are of primary interest to the supported units and formations and it serves as the basis for the plans of supporting commanders to their units and should delineate requirements for any ISBs. The LPT, service support plan, and the distribution plan are living documents that are changed, refined, and updated as a result of continuing estimates and studies. (More information on LPT may be found in FM 100-16.

3-4. Intermediate staging base planning and coordination cell

The multifunctional and probably joint mission of an ISB makes integrated planning essential. If granted the authority, the ASCC/TSC G4 should establish an ISB planning and coordination cell as soon as possible after a requirement to plan an ISB is known. Using representatives from the ASCC/TSC special staff and theater-level specialized commands (that is, TRANSCOM and ENCOM particularly, but also MEDCOM, PERSCOM, and FINCOM) the cell should include, but not be limited to, experts in HNS, LOGCAP, and other contracted support, engineer support, resource management, and communications, as well as distribution management and other logistics functions. Additionally, since the JFC USAF Air Component will likely be identifying locations for their forces in the same area, a USAF LNO could assist with identifying and coordinating the allocation or sharing of resources and infrastructure. USAF planners have collected, analyzed, and stored data on bases and sites around the world.

a. Not only would an ideal ISB planning and coordination cell enable integrated and parallel planning horizontally across functional boundaries but also vertically by including representatives from both higher and lower headquarters and potential ISB tenant and transient units. This would help ensure that ISB planning continues to support the campaign plan, ensure that ISB planning is synchronized with theater engineer support and contracted support planning and assist planning at lower levels, and provide information on capabilities and characteristics of ISB elements and ISB customer requirements.

b. Once the common purpose is understood, subdividing the planning and coordination cell into sub-teams to work on supporting tasks concurrently can save time. For example work on determining ISB requirements could proceed concurrently with work to determine what capabilities are available and their characteristics before results of the two are compared to determine any shortfall. If face-to-face conferences among all ISB planners are not possible then plan "virtual" conferences by secure electronic means.

3-5. Critical path analysis

Logistics engineers and managers in construction, aerospace, and shipbuilding industries commonly use CPA techniques to successfully manage complicated, time-sensitive projects. Many Army Acquisition Corps logisticians are also familiar with CPA. As stated in John W. Langford's textbook, *Logistics Principles and Applications*, CPA is a management control technique, which identifies project-sensitive events (or milestones) and provides management visibility for the sequences, interactions, interdependent sensitivities, and schedule status of those events from commencement to completion of the project. PERT (program evaluation review technique) and CPM (critical-path method), the two best known CPA techniques, portray a project in network form and relate its component tasks in a way that focuses attention on those that are critical to the project's completion. The basic forms of PERT and CPM focus on finding the longest time-consuming path (the critical path) through a network diagram of tasks as a basis for planning and controlling a project. Preparing an ISB Solution Model Matrix (discussed in paragraph 3.16, below) to present an integrated view of all ISB requirements and the resources necessary to meet them in a time-phased manner may also provide most of the information needed to plot a network diagram. Operational-level logisticians planning an ISB may find utility in applying CPA techniques even if not trained as logistics engineers by using commercial-off-the shelf (COTS) software. One of the most common CPA applications is MS Project 2000. Appendix B of this handbook includes a User's Guide describing MS Project 2000 and an example of an ISB planning template (http://lia13-www.army.mil/ap/keyword/ap_key_20.htm). The user will need MS Project 2000 to open and use the template.

3-6. Considerations for the location of intermediate staging bases

ISBs must be located in a relatively secure area. The availability of sufficient, pre-existing facilities (either U.S. or HN controlled) that are either already appropriate to the ISB mission or that can be easily converted for use make a prime ISB location. Appropriateness for use must also mean either no preventative medicine and environmental problems hazardous to troop health and safety exist or that any such problems can be eliminated or mitigated. The ISB should be located in an area convenient to the ports of debarkation that it serves and where good lines of communication exist between the base and those ports. The more options that exist for onward movement from the ISB to the AO the better. Good air and ground and sea lines of communication from the area of the ISB to the AO are highly desirable. ISBs should be within intratheater airlift range of the AO they support. A potential ISB site must provide sufficient space for all ISB functions — and ISB staging functions may require a considerable amount of it. Engineer planners will determine ISB space requirements with input from logistics planners. Space requirements for billeting and unit equipment parking or specialized Class III or V storage facilities may cause ISB functions to be distributed among several separate sub-sites rather than integrated at a single location. Dispersion tends to cause inefficiency with increased requirements for security, transportation, communications, and real property maintenance activities (RPMA) and should be minimized whenever possible. The local availability of fuel and other consumables and utilities and water, electrical power, communications and waste disposal, from either HN or theater support contractors is also highly desirable. Although the selection of an ISB is a combatant commander decision, if the Army component is tasked to operate the ISB the ARFOR Commander should have a critical role in the site selection process.

3-7. Intermediate staging base and theater distribution planning

Any ISB will be an integral part of the theater distribution system. According to JP 1-02 distribution is that functional phase of logistics, which embraces the act of dispensing materiel, facilities, services, and the process of assigning military personnel to activities, units, or billets. It includes all actions performed to deliver required sources (units, materiel, personnel, and services to, from, and within a theater). Detailed planning of distribution operations by ASCC/TSC planners requires thorough mission analysis to determine requirements, the identification and assessment of available supporting capabilities, and the application of resources against requirements to provide the most responsive support possible. The distribution plan is closely related to the LPT and is part of the service support plan or annex. It explains the architecture of the theater distribution system and describes how to distribute units, materiel, equipment and maneuver sustainment resources within the theater through a series of overlays and descriptive narratives. It portrays the interface of automation and transportation networks for gaining visibility of the theater distribution system and describes the controls for optimizing the capacity of the system. The distribution plan depicts the infrastructure, support relationships, customer locations, and extensions to the distribution system, and is continually updated to reflect changes. It portrays a distribution pattern that is a complete maneuver sustainment picture showing the locations of supply, maintenance, transportation, engineer (as appropriate), medical, finance, personnel, and field service activities. It becomes the tool by which planners and managers know where support flows and where it may be diverted as operational needs dictate.

a. In the TSC, the theater Distribution Management Center (DMC), part of the TSC Support Operations section, leads the development of the distribution plan, oversees its execution and recommends changes as required. The role of any required ISB in the theater distribution system will be defined in the distribution plan. The plan should state when and where the ISB is to be established and describe its capacity and the control measures and means by which visibility is maintained for resources staging their enroute to the AO.

b. The distribution plan should also describe any ISB role in force sustainment to include air lines of communication (ALOC) and sea lines of communication (SEALOC) considerations, pre-positioned stocks, and time-definite delivery schedules. ISB requirements to provide service support; supply, field services, maintenance, health services support, and human resources support, may also be defined in the distribution plan.

3-8. Theater Contracting Support Plan

Planning for contracted support is part of the overall support plan for any operation. Contracting support plans coordinate organic support and contingency contracting throughout the entire operation to ensure that HNS, LOGCAP contracts, and contractor support are properly integrated and time-sequenced in all support planning. This coordination is of particular importance to ISB planning, as it will likely rely on all three. Contracting for support is particularly apropos to establishing and operating an ISB as it will operate in a relatively secure area where use of contractors does not create a security over burden on Army forces. Contracted support may also have the advantages of timeliness and availability when an ISB needs to be made ready in the theater in advance to stage deploying forces. Not only will use of theater support contractors or external support contractors that self-deploy reduce ISB requirements for strategic lift, but also the ISB requirement for Army maneuver sustainment and engineer units. This frees up Army units for use in areas less secure and less conducive to contractors, and allows more time for RC maneuver sustainment and engineer units to mobilize and prepare to deploy. Additionally, system contractors may be tenanted at an ISB to support their deployed systems.

a. Contracting personnel play an integral role in logistics preparation of the theater. Properly included in the planning process, contingency contracting personnel locate vendor bases within and near the mission area, identifying

supplies, services and equipment available from the local economy, and advise the commander on how to leverage commercially available support. Contingency contracting officers can also help commanders avoid basing their plans on false or incomplete assumptions about the availability or suitability of commercial support. Commanders and staffs must evaluate mission criticality of the function to be contracted out, plus peacetime and wartime contract costs, when deciding to use contracted support. They must also ensure during the planning process, funding sources to support identified requirements for contracted support are identified and earmarked.

b. The ASCC plays a key role in contingency contracting, and in most cases is the senior contracting authority for the Army for the theater. Through appointment by the Assistant Secretary of the Army for Acquisitions, Logistics and Technology (ASA (ALT)), the ASCC (or deputy) is designated the Army's Head Of Contracting Activity (HCA) for the theater. The HCA appoints a contracting professional called the Principal Assistant Responsible for Contracting (PARC), who assumes all responsibilities delegated by the HCA, and who oversees the operational activities of the theater contracting organization. The PARC within the ASCC plans and manages all Army contingency contracting activities in theater. The PARC and the PARC staff, organic to the ASCC, prepare the theater contracting support plan, which is published as an appendix to the support annex to the theater OPLAN and is included in each successive commander's OPLAN. All contractors within the theater coordinate and maintain contact with the PARC, and operate in accordance with the theater contracting support plan. When the ASCC is designated Executive Agent for contracting, contracting personnel from all Services operate under the contracting support plan authored by the PARC.

3-9. Theater Civil-Engineering Support Plan

Engineer planning and support is critical to an ISB. ISB support functions may include supply tasks requiring significant space and facilities for storage. Storage sites may require engineer support for fencing, berms, improved drainage and culverts, and hardstands among other things. However, when it comes to establishing any ISB with a staging function, the "long pole in the tent" may be a mini-city; the space and facilities, complete with utilities, required to shelter and provide life support to ISB transient units. ISB requirements for accommodations depend on the number of personnel to be sheltered and climatic conditions for the ISB area. The ISB "Quality of Life" depends on how long it is expected to operate. Force Provider does provide a capability to establish a base camp under austere conditions almost anywhere, but less expensive options may be available as an ISB should be located in a HN outside of the AO. Engineer reconnaissance and assessment teams that are engaged in deliberate planning during peacetime or dispatched early in contingency operations are key to identifying and accessing available HN assets. Engineering support from a HN may involve providing—

- a.* Land.
- b.* Facilities.
- c.* Construction support.
- d.* Manpower.
- e.* Equipment.
- f.* Materials.
- g.* Services.
- h.* Hazardous-waste disposal.

3-10. Engineer construction support

Once the commander or designated representative has made a decision on where the ISB is to be established or built, the engineer develops a construction plan that takes into consideration available resources (military to include other services, host nation, or contracted support such as LOGCAP). Internal operating efficiency of the ISB base camp must be considered in the planned layout. The plan must be organized in such a way that it can be completed soon enough to establish the ISB on time. The logistics effort necessary to acquire and distribute engineer materials must also be considered. Engineers depend heavily upon locally procured construction materials and existing distribution networks for supplies.

- a.* The following criteria will guide engineer planning for ISB construction:
 - (1) Make maximum use of existing facilities (U.S. or HN controlled).
 - (2) Modify existing facilities rather than undertake new construction.
 - (3) Use austere design and construction techniques.
 - (4) Minimize U.S. engineer troop construction effort.
 - (5) Reduce protective construction where the mission and situation allows passive protection through dispersion of facilities and equipment.
 - (6) Use self-help construction.
- b.* Construction standards will vary depending on the period of expected use. Army engineers may use "off the shelf" standard designs and adapt them to the climate, availability of construction materials in the region, HN environmental requirements, and availability and suitability of local materials, and local construction practices and

skills. LOGCAP contractors also maintain generic base camp designs that can be tailored to specific situations and requirements.

3-11. Engineer real estate support

Within regions designated to the Army, the U.S. Army Corps of Engineers (USACE) establishes policies for the acquisition, the maintenance, and the disposal of real estate. This includes both leased and rent-free facilities. Real estate planning and surveys must be initiated as campaign plans are developed to ensure that timely and adequate facilities are provided to sustain the combat force. Local HN officials may help identify available facilities or land that meets military requirements. USACE Contingency Real Estate Acquisition Teams (CREST) can work to assure acquisition of ISB site acquisition either through HNS or leasing.

3-12. Determine ISB requirement

a. In order to plan an ISB, the ISB mission must first be analyzed. The typical methodology to conduct a maneuver sustainment mission analysis is to address five areas—

- (1) Requirement.
- (2) Capability.
- (3) Shortfall.
- (4) Analysis.
- (5) Solution model.

b. What is the ISB required to do, where and when and for how long? Logistics estimates done in support of COA development and analysis as part of the military decisionmaking process may provide some information. The theater distribution plan should provide the answers if it is already available in an OPLAN prepared during deliberate planning. Otherwise, as would likely be the case in crisis action planning, ISB planning must proceed concurrently with the development of theater distribution planning based on revision of an existing OPLAN or, worst scenario, in the case of no OPLAN at all.

c. The time by which each ISB function must be established must prioritize all ISB planning. ISB planners must ensure ISB capabilities are in place and ready to support theater JRSO&I and sustainment functions when required. ISB planning may require the use of assumptions to fill in any necessary but missing information particularly in crisis action planning. Good assumptions are valid, that is, they are likely to be true, and essential for planning. Whenever possible have assumptions reviewed by the headquarters conducting the higher level planning. Planners should replace any planning assumptions with facts as soon as possible.

d. As the need to stage units or provide support to customers in the AO is identified to ISB planners (that is, the ISB Planning and Coordination Cell) by theater distribution planners, the ISB planners must determine or calculate logistics requirements. Requirements to provide support to units in the ISB can be determined using gross planning factors applied to personnel and equipment densities representing all units in the base. For example, gross logistics requirements for Class I, II, III (package), IV, mail and water requirements can be calculated by applying planning factors expressed in pounds (or gallons for water) per person per day. Examples of gross planning factors can be found in CGSC Student Text (ST) 101-6. The U.S. Army Combined Arms Support Command, Fort Lee, Virginia has primary responsibility for developing basic consumption rates and planning factors. Requirements for Class III and Class V for transient units will be much lower than normal for consumption profiles provided for type units. In a staged posture, their OPTEMPO will be very low and Class III/V consumption will be driven by any training conducted while at the ISB. The Class III consumption profiles for ISB tenant and supporting units should be normal. The determination of unit equipment by type and by density expected to be on hand in an ISB will allow ISB planners to factor maintenance man hours, and maintenance skills into necessary DS maintenance units and Class IX requirements. ISB planners, however, should keep in mind that maintenance requirements and Class IX consumption by transient units may be low, again because of low OPTEMPO. Personnel and equipment densities also allow engineer planners to calculate ISB space requirements for maneuver sustainment operations, admin, unit maintenance and supply, storage and parking, morale, welfare, and recreation (MWR), and most importantly, billeting. Personnel densities also allow ISB logistics and engineer planners to determine requirements for kitchens and dining facilities, laundries, showers, latrines, other field services, and waste disposal. Using standard designs for troop support and force bed down, engineer planners can forecast initial ISB Class IV requirements. Requirements for health services support and human resources support services, including MWR, in the ISB must also be considered. Although based primarily on personnel density and OPTEMPO, poor public health, endemic diseases, or existence of environmental hazards in the vicinity of the ISB may create ISB requirements for resources to provide prophylactic measures and vector control to maintain the health of the ISB population, in addition to normal HSS.

e. Gross logistics requirements calculated by the application of standard planning factors and other means in the ISB requirements process should be reviewed and adjusted in accordance with the situation and then compared against the TO&E capabilities of appropriate maneuver sustainment units to determine which units (and perhaps how many) could fill the requirement.

f. Not that any of the above will be easy, but logistics requirements to support customers in the AO may be even

more difficult to determine. Standard bases for allocation (Example; one DS QM Supply Company per 18,500 non-divisional troops supported) and the “building block” approach to determining requirements for maneuver sustainment structure at echelons above division may not be applicable to an ISB, which as part of the theater distribution system may support only a portion of the total volume of support flowing into the AO. Instead the theater support role assigned to the ISB in the theater distribution plan must be used to determine theater support logistics requirements. The physical network, ports of debarkation and lines of communication forward to the proposed ISB site, and communications and automation networks are all necessary for the ISB to perform as needed in the theater distribution system and should be studied to identify ISB requirements for LOC improvement and communications and information systems resources. Requirements for resources to support the early RSO&I of ISB echelons must also be determined.

3-13. Determine intermediate staging base capability

What resources are available to fill the ISB requirements? What Army maneuver sustainment units are available and when? What Army engineer units are available and when? What APS equipment is available, that is, Force Provider; water purification, distribution, and storage systems; fuel storage and distribution systems; power generation and distribution systems; MHE; engineer equipment, and other appropriate items (depending on the situation)? What support is available from other Services? What support is available from allied and coalition forces and third nations? What support is available from HN and what are the characteristics of any available HN infrastructure? What support is available from commercial sources, both theater support contractors and external support contractors such as LOG-CAP? What will contract support cost and are appropriate funds available? Are risks associated with using support from HN, other nations, or contractors each acceptable and how can risk be mitigated? What LOC constraints exist in the planned ports of debarkation for ISB echelons and enroute to the proposed ISB locations that may limit choices or increase movement times?

a. While ISB requirements are being identified and calculated by some members of the ISB Planning and Coordinating Cell, others should be working to find information or form valid assumptions to answer questions like those above. If working from a previous OPLAN then ISB planners should find the information they need in the OPLAN even though it will have to be updated and revised.

b. Data collecting during the logistics preparation of the theater and staff estimates will also be invaluable sources. ISB Planning and Coordination Cell members from special staffs and functional commands should tap into their respective organizations for assistance.

3-14. Determine intermediate staging base capabilities shortfall

a. When conducting a comparison of ISB requirements against available ISB capabilities to determine any potential capabilities shortfall, an ISB Requirements Matrix may be a useful tool to organize the information. Prior to beginning the comparison, ISB planners should determine the chronological order in which ISB requirements must be met, usually in accordance with the theater distribution plan, and divide them into phases. Each phase should be related to the deployment day (D-day) of the deploying force. Suggested major phases are—

- (1) ISB Site Preparation (D-XX till D-X).
- (2) Early ISB (D+X till D+XX).
- (3) Later ISB (after D+XX).

b. ISB planners could then develop a matrix of time-phased ISB requirements with ISB requirements in the first column. In an actual situation ISB requirements and time phases would be stated definitively; however, an illustration showing how an informal ISB Requirements Matrix could be organized is given in table 3-1, below.

Table 3-1
ISB Requirements Matrix

Campaign (or Operational-level) Plan Phases	I		II
ISB Plan Phases	ISB Site Preparation (D-XX till D-X)	Early ISB (D+X till D+XX)	Later ISB (After D+XX)
REQUIREMENTS			
Requirement 1			
Requirement 1.1	X	X	X
Requirement 1.2	X	X	X
Requirement 2			
Requirement 2.1	X		

**Table 3-1
ISB Requirements Matrix—Continued**

Requirement 2.2		X	X
Requirement 3		X	X
Requirement 4		X	X
Requirement 5			
Requirement 5.1	X	X	X
Requirement 5.2		X	X
Requirement 5.3			X
Requirement 6			X
(Etc. as required)			

X – ISB phase (or phases) in which indicated ISB requirement must be met.

c. Once the requirements matrix is complete it can then be used to identify potential capabilities shortfalls by comparing and allocating available capabilities against requirements. The time at which a particular capability is expected to be “at the right place” must be known to prevent a capability being allocated against an ISB requirement prematurely. Even when appropriate capabilities are available on a timely basis allocation will not be a simple process. Since certain requirements may be met by several different capabilities (for example, ISB electrical power or electrical power generation requirements might be met by available Army engineer units, HNS, a theater support contractor or LOGCAP) each choice must be weighed carefully. Command guidance to ISB planners may also provide a priority for use. Fiscal constraints may force contracted support to be used only as a last resort. A HN force cap or sensitivities about U.S. force presence, on the other hand, may cause a preference for contracted support. A HN government suffering from major political instability may be a good reason to use minimal HNS. Once the allocation of available capabilities against known ISB requirements is complete and posted to the matrix, then short falls (that is, ISB requirements that have not been met) can be identified. Although in an actual situation, capabilities would be much more specific, an illustration showing how an informal ISB Requirements vs. Capabilities Matrix (vastly simplified) could be organized is given in table 3-2, below.

**Table 3-2
ISB Requirements vs. Capabilities Matrix**

Campaign (or Operational –level) Plan Phases	I		II
ISB Plan Phases	ISB Site Preparation (D–XX till D–X)	Early ISB (D+X till D+XX)	Later ISB (After D+XX)
REQUIREMENTS	CAPABILITIES		
Requirement 1			
Requirement 1.1	Army Unit	Army Unit	Army Unit
Requirement 1.2	HNS	HNS	HNS
Requirement 2			
Requirement 2.1	USAF Unit	LOGCAP	
Requirement 2.2		LOGCAP	LOGCAP
Requirement 3		Army Unit	LOGCAP
Requirement 4		HNS	HNS
Requirement 5			
Requirement 5.1	XXXX	Army Unit	Army Unit
Requirement 5.2		XXXX	Allied Unit
Requirement 5.3			Army Unit

**Table 3-2
ISB Requirements vs. Capabilities Matrix—Continued**

Requirement 6			Theater Contract
(Etc. as required)			
XXXX – Shortfall			

d. Without alternative sources of capabilities to meet ISB requirements, deploying U.S. forces would provide them all. Therefore the comparison process, in a sense, subtracts ISB requirements to be met by capabilities provided by HNS, contracted support, and support from other nations, with some exceptions, from the overall ISB requirement for strategic lift. It also may enable U.S. forces, particularly maneuver sustainment and engineer units, to be used in more critical areas in the theater of operations. However, all required ISB capabilities, whatever the source, must reach the right place and time to be integrated by the ISB commander into a successful operation. Ensuring that ISB capabilities from some alternative sources (HN and other nations, for example) arrives as planned may exceed the span of control and level of authority of the subordinate headquarters assigned responsibility for detailed ISB planning and execution. ASCC/TSC staffs may need to assist by actively monitoring alternative sources and coordinating any changes. Otherwise, the subordinate headquarters may be overwhelmed.

3-15. Intermediate staging base analysis

With any ISB required capabilities shortfalls identified by the comparison process, ISB planners then must analyze each shortfall and determine how to deal with it. The significance of any shortfall must be determined. For example, if ISB planners are unable to meet a requirement to have a POL storage capability of a specified capacity at a specific time but can meet the requirement sometime later, what impact will that have on the ISB mission or theater distribution? What is the risk if fully establishing the capability is deferred a short time until a source is available? Is it a total shortfall and there will be no POL storage capacity, or a partial one as a capability with less capacity is available? What will be impact of reduced capacity? Can it be compensated for by more frequent replenishment? Can the source of the required capability be changed? For example, if final approval of HN provision of electrical power to the ISB is lagging are funds available to lease generators? Can the scope of a shortfall be reduced to an acceptable level? For example, if ISB personnel densities will increase to a point that the capacity of ISB dining facilities to provide three hot meals a day will be temporarily exceeded, can the required numbers of soldiers be fed by two hot meals a day (with extended serving times) and one MRE till the peak is past? Can a shortfall be met by a reallocation of capabilities from theater support missions? Each ISB capability shortfall must be analyzed and an alternative solution found.

3-16. ISB Solution Model

As alternative solutions to ISB capabilities shortfalls are developed and entered into the ISB planning matrix, the matrix becomes a solution model. After thorough mission analysis by the ISB Planning and Coordination Cell, the solution model reflects all ISB requirements and how and when they will be met. The ISB Solution Model Matrix shows the integration of all required and available ISB capabilities from all sources of support in a time-phased manner. It may become a framework document for continued coordination and planning by the ISB Planning and Coordination Cell concurrently and in parallel with theater civil engineering planners, theater distribution planners, contract support planners, host nation support planners, and the subordinate headquarters assigned responsibility for detailed planning and execution of the ISB. The ISB Planning and Coordination Cell must keep the matrix up to date as assumptions are replaced with data and other hard information, if the theater distribution plan is revised, or if theater support capabilities are re-prioritized. The ISB Solution Model Matrix is the basis of the ISB plan. An illustration showing how an ISB Solution Model Matrix might be organized (in a greatly simplified form) is given in table 3-3, below.

**Table 3-3
ISB Solution Model Matrix**

Campaign (or Operational -level) Plan Phases	I		II
ISB Plan Phases	ISB Site Preparation (D-XX till D-X)	Early ISB (D+X till D+XX)	Later ISB (After D+XX)
REQUIREMENTS			
Requirement 1			
Requirement 1.1	X	X	X
Requirement 1.2	X	X	X
Requirement 2			
Requirement 2.1	X		
Requirement 2.2		X	X
Requirement 3		X	X
Requirement 4		X	X
Requirement 5			
Requirement 5.1	X	X	X
Requirement 5.2		X	X
Requirement 5.3			X
Requirement 6			X
(Etc. as required)			

Italicized entries indicate where/
how shortfalls have been re-
solved.

3-17. Entering intermediate staging base elements into the time-phased force deployment data

The ISB Planning and Coordination Cell needs to become involved at the earliest time in the Crisis Action Planning in order to input the ISB support requirements into the TPFDD JOPEs Planning Systems.

a. During the Crisis Assessment Phase of Crisis Action Planning the CJCS and staff commence review actions that involve the supported commander, services, and all supporting commands and agencies. The use of JOPEs "limited-access" procedures, if appropriate, is implemented and a crisis newsgroup is established. The ISB planner should enter the crisis newsgroup and monitor it continuously.

b. During the Course of Action Development Phase, the CJCS publishes a WARNING ORDER to identify the supported commander, supporting commander, and other command relationships as required. The mission, the requirements for an ISB, an anticipated execution day, objectives, tasks, and constraints as known, etc., are defined. A generic combat force for planning and an estimate of the strategic lift available is also provided.

c. All the players begin building the notional force and create or modify TPFDD data for submission to USTRANSCOM to prepare the Deployment Estimates to support the COA Selection Phase. It is during the building of the notional force that the ISB planner must include the CS and maneuver sustainment units, equipment and sustainment in the TPFDD to set up and operate the ISB. The notional CS and maneuver sustainment Forces are selected from standard files, type unit data files (TUCHA) or other OPLAN, Library of Force Modules (LIBFM), and are identified by unit type codes (UTC). UTC includes specific detail on unit capability, manpower, equipment and unit related supplies. The ISB planner can modify or define non-standard UTCs to meet specific mission requirements. The ISB planner needs to include in the TPFDD UTC and sustainment priority an arrival sequencing at the ISB. Every other planner will be pushing for their requirements to be first into the ISB and not miss out on any action; however, without the CS, maneuver sustainment, and sustainment arriving early at the ISB they will be without logistic support.

d. The Course of Action (COA) Selection Phase results in the release by the Chairman, Joint Chief of Staff (CJCS) of either a Planning Order or an Alert Order to commence the next phase, Execution Planning. Now the ISB planner begins to refine the TPFDD; the normal TPFDD refinement process consists of sequentially refining forces, logistics, and transportation data to develop a feasible and adequate OPLAN. A series of TPFDD Conferences are held with all players to determine and identify the Forces, logistics, and transportation required. Notional force UTCs are sourced with an actual unit and the unit identification code (UIC) entered into the TPFDD file provided to USTRANSCOM for the transportation flow. Finally the supported combatant commander, USTRANSCOM, JCS Staff, Services, supporting

combatant commanders, and agencies verify actual transportation requirements, shortfalls are resolved, and movement tables are finalized and the TPFDD closure profile approved by supported combatant commanders.

Chapter 4

Establishing and Operating an Intermediate Staging Base

4-1. Deployment

a. ISB deployment; that is, all activities from the points of origin of its various elements to the specific area where the ISB is ready for mission operations after its elements are integrated by the ISB commander, requires centralized planning with decentralized execution. The deployment process is conducted in four phases:

- (1) Pre-deployment activities.
- (2) Movement to and activities at the port of embarkation (POE).
- (3) Movement to the port of debarkation (POD).
- (4) Joint reception, staging, onward movement and integration (JRSO&I).

b. Deployments depend on the strategic mobility triad of strategic airlift, strategic sealift, and pre-positioning. U.S. Army Transportation School Reference 01-1 discusses the deployment process if more information on that topic is desired.

4-2. Intermediate staging base deployment

A unit deploying under a JOPES OPLAN must have the movement of its elements incremented, consistent with OPLAN time phased force deployment data (TPFDD) requirements, as delineated by unit line number (ULN).

a. A ULN describes a unique increment of a unit. The ASCC, MACOM, or other designated deploying unit higher headquarters assigns ULNs to units. Once included in the TPFDD, an ISB in the form of its component elements transitions through the deployment process in conventional fashion. Taken as a whole, however, an ISB has some characteristics that require careful management:

- (1) ISB support units must deploy early, ahead of any force that the ISB will support.
- (2) An ISB may be a critical part of the overall theater support structure.
- (3) Strategic lift and time required to establish an ISB may be significantly reduced depending on the availability of both HNS and contracted support.
- (4) Tailoring of any ISB task organization and movement planning for ISB elements may not be finalized until availability and acceptability of HNS support and contracted support is assessed and confirmed by an on-site reconnaissance and coordination. The level of risk that such support may be withdrawn or be otherwise unavailable must be acceptable.
- (5) On-site reconnaissance must also validate theater civil-engineering support plans for ISB site preparation or base construction and improvement. Engineer planning and deployment may have to be revised.
- (6) The movement of ISB support contractors may have to be included in the TPFDD.
- (7) The manner in which the ISB may be established will affect the manner of its deployment. An ISB may either be incrementally established in a prioritized, time-phased manner, that is, “ramped up,” to meet mission assumption with certain minimum essential capabilities and then continue with programmed improvements till fully established, or be fully established prior to mission assumption.
- (8) Conversely, transportation assets and time available may affect the manner in which the ISB is established.

b. The TPFDD will identify the movement modes for each ISB increment. ISB air movement will be non-tactical for most efficient use of aircraft, as an ISB mission does not anticipate a hostile reception in theater. ISB lead echelons (that is, the reconnaissance team and advanced quartering party), however, should be configured to minimize reception, staging, and onward movement (RSO). ISB lead echelon personnel and any mission-essential equipment not available in the ISB AO, will deploy by air in order to meet critical timelines.

c. Depending on the movement characteristics of the units included in the ISB main body, the time by which a specific ISB capability must be established, and transportation availability, the personnel and equipment of units comprising the ISB main body will either both move by air or the equipment by sea and personnel only by air. In the latter case, the TPFDD will synchronize the air movement with equipment arrival at SPOD. The ISB Advanced Quartering Party or HN may support RSO of the ISB main body.

4-3. Pre-deployment activities

Pre-deployment activities can be categorized into two major areas: routine deployment preparation activities units undertake to prepare for deployments, and specific pre-deployment activities units accomplish based on receipt of initial notification, warning orders, and alert orders.

a. ISB pre-deployment activities. During peacetime, ASCC or TSC logistics planners, in coordination with specialized commands examine potential AOs within their AOR and develop a plan for the logistics preparation of the theater

(LPT). Detailed plans, policies, and estimates to support the theater in accordance with higher headquarters plans, policies, and guidance are also developed. An ISB may be required in a theater for operational as much as logistical reasons. Prudent planners may study potential ISB sites and include ISBs, if only as a contingency, in theater support planning. (Support to ISBs must also be included in theater distribution planning, contract support planning, and engineer support planning.) TSCs and COSCOMs then routinely task organize subordinate maneuver sustainment units into ISB nuclei based on current plans. An ISB nucleus is a standing organization, likely a multifunctional support HQ, which is task organized to conduct ISB operations by attaching augmenting personnel and teams to its staff and additional CS and maneuver sustainment modules to its HQ support unit, and by placing separate maneuver sustainment companies under its control. Use of an ISB nucleus reduces any “ad hoc” characteristics. ISB nuclei analyze their ISB mission to determine personnel, equipment, and training needed.

b. Prior planning and individual, unit collective training. Training can pay big dividends when an actual operation calls for an ISB. Even when well trained in conducting their TOE mission in a tactical environment, the static nature of a base and the collective tasks associated with base operations are unfamiliar to many maneuver sustainment units. They are more accustomed to the dynamic tactics and techniques involving frequently shifting locations and temporary unit defensive positions. By developing close training relationships, units learn to work together more effectively and efficiently and are more resilient and flexible when best-laid plans encounter the “fog” of actual operations.

c. Units. Units habitually task organized and collectively trained to establish and operate an ISB may prepare and practice base operations SOPs, learn to establish and maintain base communications nets, construct field fortifications and barriers, and practice the preparation and manning of an integrated base perimeter, operating base gates and checkpoints, and other integrated base defense tactics and techniques. ISB staff may develop and practice procedures to efficiently integrate staff augmentation and attached units into the ISB HQ and base organization and to work with contractors and HNS. In particular, training may be necessary to prepare ISB staff for ISB billeting management and real property maintenance activities.

(1) With the exception of Quartermaster Force Provider Companies, which depend on “base-in-a-box” Force Provider modules to conduct their mission, maneuver sustainment units and staffs are neither manned, equipped, nor trained to provide life support to large transient customer populations or manage the mini-city that an ISB mission may require. (Indeed, an argument could be made that regular maneuver sustainment units should not even try and that the Army should instead rely on Force Provider, contractors, or HNS to provide and manage facilities required to support large transient populations in an ISB.)

(2) Task organization also facilitates training for deployment. ISB units may train for deployment by participation in periodic emergency deployment readiness exercises (EDRE). Installation readiness SOPs (RSOP) may need revision to support ISB outloading. Units earmarked in installation RSOP to support outload activities should be reviewed to cover the eventuality that some of them may also be required to deploy early as part of an ISB.

4-4. Intermediate staging base echelons and movement plans

During pre-deployment activities, ISB units may conduct movement planning and prepare ISB/unit movement SOPs. A priority for movement should be established within the ISB. The ISB organization may be divided into echelons such as a reconnaissance team, an advanced quartering party, and a main body. ISB reconnaissance teams and advanced quartering parties will require training in their specific tasks. Unit rear detachments should also be designated. Personnel in each echelon must be designated and trained to perform special deployment duties to include unit movement officers (UMOs), unit loading teams, hazardous cargo certifying officials, and air load planners. UMOs may use the Transportation Coordinators Automated Information Manual System II (TC AIMS II) to translate personnel and equipment data representing what needs to be moved in each deploying echelon into transportation terms as unit movement data and recorded as a organizational equipment list (OEL). The OEL is a digitized listing of on hand equipment, personnel, and supplies in a unit and provides input to transportation managers to identify movement requirements. After receipt of initial notification, warning orders or alert orders, the ISB “peacetime” task organization must be tailored and movement plans revised prior to actual employment. Upon deployment execution, UMOs will use TC-AIMS II to update the OEL and create the unit deployment list (UDL). The UDL shows the equipment, personnel, and supplies that will actually move. This data is used to produce unit equipment, supplies, and personnel manifests and bar-coded, military shipping labels. UDL data must be kept updated as changes in deploying personnel and equipment occur if such products are to be accurate and achieve the desired results.

4-5. ISB reconnaissance team

An ISB reconnaissance team deploys to the HN as soon possible when authorized by the ISB higher HQ and after HN permission has been obtained. The team will validate ISB planning assumptions regarding available HNS and condition of any offered HN infrastructure. The team will reconnoiter the site and any facilities planned for utilization by the ISB to confirm its appropriateness for use as an ISB. Acquisition of ISB real estate however remains a responsibility of the theater engineer. The team will also reconnoiter LOCs between the ISB site and its associated PODs. The team will also confirm location of local vendors and cost, availability, and suitability of goods and services planned for local procurement. The team should establish contact with offices of the U.S. Department of State in the HN, HN representatives, and local authorities in the vicinity of the planned ISB. Key team personnel will include the team

leader representing the ISB commander, who will also be a multifunctional logistics officer; a civil affairs officer; a contracting officer; an engineer officer; a communications officer; a preventative medicine NCO; and an operations NCO. Some team members may be staff augmentees attached to the ISB HQ from ISB higher headquarters or specialized commands. Key team members should be battle rostered for the ISB reconnaissance team by their parent organizations and previously trained both as a team and in their individual functions. Other team members may be required depending on METT-TC. The team must have secure, assured communications for both voice and data transmission with the ISB HQ in order to accomplish its mission; however, this may be procured from commercial sources. The team may deploy by commercial air. HN and contracted support will also be used for team billeting, messing, and transportation to the maximum extent possible. Team security may be a HN responsibility. The ISB reconnaissance team may deploy independently or as sub-elements to any TSC or COSCOM assessment teams (unless planned ISB AO is too far from the geographic area of primary interest to the higher-level team).

4-6. ISB Advanced Quartering Party

The ISB Advanced Quartering Party will consist of the ISB HQ forward command post (CP), the ISB reconnaissance team, and quartering teams from ISB subordinate units. Depending on HNS and METT-TC, the ISB Advance Quartering Party may also include modular CS and maneuver sustainment teams such as signal, water purification, and HSS. Its deployment should be synchronized with any USAMC LSE advance team, USACE element, theater Engineer Command (ENCOM) element or other forward contract management and engineer C2 teams directing the ISB site preparation and any base facilities construction or improvements needed before the ISB site can be occupied by the ISB Main Body, and ISB operations can commence. As the ISB Forward CP, the ISB Advanced Quartering Party will establish communications with the Theater Logistics HQ and the Theater Distribution Management Center (DMC). It will secure the ISB site in coordination with HN authorities. ISB site preparation will be phased and the ISB Advanced Quartering Party will occupy a portion of the ISB base as soon as possible. The ISB Advanced Quartering Party may also be required to provide an Arrival Airfield Control Group (AAAG) in support of its own reception and the reception of the ISB Main Body at the APOD and guide the ISB Main Body to the ISB location.

4-7. ISB Main Body

The ISB Main Body consists of the ISB HQ (-), and any subordinate maneuver sustainment units minus their quartering parties. Movement of the ISB Main Body may be further incremented into functional unit elements and sequenced in accordance with ISB mission priorities. For example, a QM FP Company will be one of the earliest Main Body sub-increments required to deploy if Force Provider modules are utilized as the ISB base camp unless modules are being set up by a LOGCAP contractor. Composition of the ISB and therefore of the ISB Main Body is METT-TC dependent. ISB Main Body units might include, but are not limited to, a Quartermaster Support Company, a Support Maintenance Company, an Area Support Medical Company, a Light/Medium Truck Company, a Modular Ammunition Platoon, a MP Platoon, a Finance Team, a Postal Team, and Engineer Teams for fire fighting and facilities engineering.

4-8. Movement to the point of embarkation

Movement to POE activities normally begin with ASCC receipt of an execute order. The order, along with any additional guidance is forwarded to the appropriate subordinate commands, deploying units and installations. Deploying units are then validated and configured for movement.

a. The Military Traffic Management Command (MTMC) port call message identifies the date the unit must have their equipment at the POE to meet available-to-load dates (ALD). The port call message or the operations order for sealift will also normally include details for vehicle reduction and preparation.

b. The Air Mobility Command (AMC) enters airport of embarkation (APOE) and airflow scheduling information into the Global Transportation Network (GTN). Scheduling information is also available within the Global Command and Control System (GCCS). The call forward schedules are movement directives, which specify when ISB units must have their equipment at the POE to meet available-to-load dates.

c. The deploying unit higher headquarters or the installation normally prepares a movement schedule or order containing unit movement times and modes for movement to POEs. Based on these schedules, ISB elements and deploying units and intermediate command levels backward plan movements to the POE to meet the available-to-load date (ALD). The movement mode from POE to POD determines how unit equipment is prepared for deployment.

d. Deploying ISB units begin preparing their equipment for deployment in unit marshalling areas and motorpools. Some equipment and cargo configuration may need to be accomplished at marshalling areas near the APOE or marshalling and staging areas in the vicinity of the SPOE. This is because organic vehicles convoying on highways to the appropriate POE must be in the correct configuration for safe highway movement. From unit marshalling areas, ISB units will move to an installation central staging area where deploying equipment is inspected against criteria required to meet established deployment standards.

e. When standards are met the equipment is sequenced for loading according to the mode of transport. Prior to leaving the installation staging area each unit updates their OEL with actual equipment weights, dimensions, and loads for preparation of the final UDL. From the installation staging area, ISB units continue their movement to POEs. Based

on proximity to the POE, the availability of railcars, and the type of unit equipment, the unit may move to the POE by convoy, rail, commercial truck or bus, or a combination of these means.

4-9. Activities at the point of embarkation

FM 4-01.011 and DOD 4500.9-R provide information on SPOE and APOE responsibilities, organization and operations.

a. Seaport of embarkation (SPOE) activities. Due to the time critical nature of the ISB mission, most ISB units will likely deploy by air; however, those ISB Main Body units who are scheduled to be the last to close on the ISB may deploy their equipment by sea. Units deploy equipment and supplies by sea through a port that is generally commanded or contracted by MTMC.

(1) Where MTMC does not have a Transportation Terminal Brigade (TTB) or other contractual agreements, a MTMC Deployment Support Team (DST) temporarily operates the SPOE. MTMC directs deployment of units and sustainment through SPOEs according to the TPFDD. The port call message identifies the earliest/latest dates the unit must arrive at the SPOE for movement processing and vehicle loading. SPOE operations are divided into a marshalling area and a staging area. The marshalling area is the final enroute location for the preparation of unit equipment for overseas movement.

(2) Equipment entering the marshalling area is segregated in accordance with the vessel stow plan. As a vessel readies for loading, equipment is sent from the marshalling area to the staging area by the MTMC port commander, based on a call forward plan. The port commander assumes custody of the cargo in the staging area. Equipment receives a final inspection.

(3) From the staging area, vehicles are called forward to load the ship based on the stow plan and call forward schedules. A port support activity (PSA) may be assigned to augment port operations in the staging area.

(4) The PSA is a temporary military augmentation organization comprised of personnel with specific skills that aid the port commander in receiving, processing, and clearing cargo at the SPOE. Within CONUS, designated installations provide a PSA at specific ports. When strategic movement of unit equipment is by ship, deploying units may need to provide supercargo teams to accompany the cargo.

(5) Supercargo teams are personnel designated on orders by the deploying unit to accompany, supervise, guard, and maintain unit equipment aboard the ship. They provide maintenance support, key control, and act as liaison during cargo reception at the SPOE, shipload and discharge operations, and SPOD port clearance operations.

(6) The composition of the supercargo teams vary, but they normally include an officer in charge/noncommissioned officer in charge (OIC/NCOIC), classified/sensitive cargo escorts (as required), and maintenance personnel for the type and quantity of equipment being shipped.

b. Aerial port of embarkation activities. Most of an ISB will move by air. Air Mobility Command (AMC) exercises overall control of APOEs. APOE operations are divided into four major areas: the marshalling area, alert holding area, the call forward area, and the ready line/loading ramp area. Operating in these areas is the deploying unit, the Departure Airfield Control Group (DACG), the Tanker Airlift Control Element (TALCE), and the load teams.

(1) The DACG assists AMC and the deploying units in receiving, processing, and loading personnel and equipment. Its capabilities are tailored based on the mission and units performing aerial port operations. DACG operations in CONUS are assigned to installations. Its personnel and equipment resources come from Army units not required to move with the deploying force. The TALCE is an AMC organization deployed or provided to the APOE to conduct airlift operations, including aircraft and ground support. The TALCE is responsible at the APOE for aircraft movement control, communications, technical supervision of loading and aircraft staging.

(2) Activities in the APOE marshalling area are the responsibility of the deploying commander. Deploying units are normally assisted in the marshalling area by the installation transportation officer (ITO), non-deploying support units and other designated organizations per deployment SOPs or local policy. The deploying ISB unit should not be required to perform support functions, thus permitting concentration on preparation for the deployment.

(3) ISB unit activities in the marshaling area include—

(a) Establishing liaison with the DACG and other activities.

(b) Coordinating a joint planning conference with the Departure Airfield Control Group (DACG) and TALCE (if available). Includes discussion/agreement on aircraft allowable cabin load (ACL), dimension restrictions for building 463L pallets based on aircraft type, aircraft configuration, standard equipment preparation requirements and checks, the air flow schedule, and any other areas/issues impacting deploying unit preparation and processing.

(c) Performing final preparation of vehicles and equipment according to air transport guidelines (to include weighing and marking center of balance). FM 55-15 provides procedures for weighing and marking vehicles.

(d) Ensuring adequate shoring material is on hand and readily available.

(e) Preparing personnel and cargo manifests.

(f) Assembling personnel, supplies, and equipment into aircraft loads according to established load plans.

(g) Affixing MSL with a bar-coded transportation control number (TCN) or automated identification technology (AIT) tags to unit equipment and containers if not previously done prior to leaving unit areas. Ensure AIT tags are working.

- (h) Organizing troops, equipment and supplies into planned aircraft loads (also called chawks), appointing planeload or troop commanders for each one, and properly briefing them on their responsibilities.
- (i) Providing escorts for sensitive items.
- (j) Developing alternate (bump) plans for chawks in the event aircraft become non-mission capable.
- (4) Within the marshaling area, the DACG is responsible for the following:
 - (a) Maintaining liaison with the deploying unit and the TALCE.
 - (b) Coordinating with the TALCE for United States Air Force (USAF) technical assistance required by the deploying unit.
 - (c) Calling aircraft loads forward from the marshaling area and assuming control in the alert holding area.
- (5) The APOE alert holding area is the equipment, vehicle, and passenger control area. It is normally located in the vicinity of the departure airfield and is used to assemble, inspect, hold, and service aircraft loads. Control of loads is transferred from the individual ISB unit to the DACG at this point. In the alert holding area, the ISB unit is responsible for the following:
 - (a) Ensuring that the aircraft load arrives at the alert holding area at the time specified by the DACG.
 - (b) Providing the DACG with passenger and/or cargo manifests and required documentation.
 - (c) Correcting load discrepancies identified during pre-inspection.
 - (d) Ensuring vehicle drivers remain with the vehicles until released.
 - (e) Passing control of unit aircraft loads to the DACG.
- (6) In the alert holding area, the DACG will—
 - (a) Ensure loads arrive at the alert holding area on time.
 - (b) Receive, inventory, and control aircraft loads as they arrive at the alert holding area.
 - (c) Inspect aircraft loads to ensure that they are complete and correctly prepared.
 - (d) Ensure required shoring, floor protection materials, and 463L pallet dunnage are available.
 - (e) Verify accuracy of weight and balance markings.
 - (f) Establish a discrepancy correction area.
 - (g) Inspect documentation for accuracy and completeness.
 - (h) Inspect hazardous materials for proper documentation.
 - (i) Provide emergency maintenance, petroleum oil lubricants (POL), and related services, as needed, to accomplish the outloading mission.
 - (j) Coordinate for MHE support.
 - (k) Direct or guide aircraft loads to the joint inspection area in the call forward area.
- (7) The APOE call forward area is the portion of the departure airfield where the joint inspection (JI) of deploying ISB unit equipment and cargo is conducted by the DACG, the deploying ISB unit, and the TALCE. The inspection team completes a DD Form 2133 (Joint Airlift Inspection Record) to indicate to the loadmaster that it has completed the required inspection. Deficiencies are corrected by the unit and rechecked by the inspection team. Upon JI completion, the ISB unit arranges its vehicles (with drivers), pallets, and equipment into the call forward load (chalk) sequence. A final briefing is provided to deploying troops and the TALCE reviews all manifests for accuracy.
 - (8) In the call forward area, the DACG will—
 - (a) Establish communications with the TALCE and deploying units.
 - (b) Check HAZMAT documentation and load plans, and refine the upload sequence.
 - (c) Ensure that passenger/cargo manifests are correct.
 - (d) Ensure the deploying ISB unit adheres to the established movement timetable.
 - (e) Reassemble, with the assistance of the TALCE, aircraft loads and prepare required manifest changes if an aircraft aborts or discrepancies are discovered in the planned ACL.
 - (f) Ensure that discrepancies found during the joint inspection are corrected.
 - (g) Maintain statistical data to account for the current status of all unit personnel and equipment scheduled for air movement.
 - (h) Provide loading team personnel and support equipment as required (safety equipment, MHE, pusher vehicle).
 - (i) Ensure load team members are properly outfitted with gloves, goggles, ear protection, and reflective devices.
 - (j) Escort aircraft loads to the ready line and ensure that all personnel are briefed on flight safety.
 - (k) Retain a final corrected copy of each passenger/cargo manifest and inspection record.
 - (l) Ensure that deficiencies noted during the joint inspection are relayed to the alert holding area and the unit. This helps prevent recurrence of the same deficiencies.
 - (m) Provide necessary logistical support (fueling and defueling capability, maintenance, and other related services) to accomplish the outloading mission.
 - (n) Provide passenger-holding areas (PHA) as required.
 - (9) In the call forward area the TALCE will—

- (a) Coordinate with the DACG on all changes required by aircraft configuration.
 - (b) Conduct the JI together with the DACG and unit representatives.
 - (c) Provide a passenger briefing guide for the passengers' representative use in briefing soldiers for on/off load procedures. Briefing vehicle drivers and passengers on flight line safety, driving procedures, smoking rules, and special precautions.
 - (d) Provide a team chief for each loading team.
 - (e) Provide passenger escort to the aircraft.
 - (f) Notify the DACG to dispatch loads/chalks to the loading ramp/ready line area.
 - (g) Provide airflow information to the DACG.
- (10) The APOE loading ramp area, including ready line area, is controlled by the TALCE. At this point control of units, for movement purposes, passes to the Air Mobility Command. However the ISB unit planeload commander or troop commander is the senior occupant (not part of the flight crew) aboard the aircraft. The troop commander of a ISB aircraft load will—
- (a) Monitor and control aircraft passengers.
 - (b) Retain one copy of the final passenger/cargo manifest.
 - (c) Provide assistance in loading and securing the aircraft load as requested by the load team chief.
 - (d) Ensure that vehicle drivers and equipment operators follow load team chief or loadmaster instructions when loading equipment on the aircraft.
- (11) The DACG load team is an ad hoc organization, which usually includes drivers and a small group of soldiers who load, tie-down, and assist the loadmaster in loading the aircraft. The TALCE load team chief will—
- (a) Receive loads at the ready line.
 - (b) Direct and supervise the load teams and vehicle drivers.
 - (c) Coordinate with the aircraft loadmaster, direct all loading operations, and ensure all equipment and supplies are properly restrained in the aircraft.
 - (d) Coordinate with the TALCE ready line coordinator for any special assistance or equipment needed.
 - (e) Collect required copies of the passenger/cargo manifest and makes sure they are given to the aircraft loadmaster.
 - (f) Pass load completion time to the airlift operations center (AOC) section of the TALCE.
- (12) In the loading ramp area, the DACG will—
- (a) Transfer control of the aircraft load to the TALCE.
 - (b) Provide load teams to assist in loading and securing aircraft loads.
 - (c) Maintain coordination with the deploying unit representative and TALCE.
 - (d) Obtain individual aircraft load completion time from the TALCE.
- (13) The TALCE will—
- (a) Accept planeloads from the DACG at the ready line and load them aboard aircraft.
 - (b) Ensure that each aircraft load is positioned at the proper aircraft at the specified time.
 - (c) Escort passengers to the aircraft.
 - (d) Ensure that all drivers have been briefed on flight line safety.
 - (e) Maintain liaison with the aircraft crew and the DACG.
 - (f) Coordinate with the aircraft primary loadmaster and ensure that loads are placed aboard the aircraft in time to meet the scheduled departure time.
 - (g) Provide (if required) and operate MHE and special loading equipment.
 - (h) Maintain communications with the DACG and deploying units.
 - (i) Provide aircraft primary loadmaster with required copies of the passenger/cargo manifests and retain a copy for TALCE files.
- (14) Movement of equipment and personnel to the APOE may also be in preparation for movement by commercial charter aircraft. In this case actions at the APOE will be in accordance with commercial carrier instructions and the Joint Federal Travel Regulations.

4-10. Movement to port of debarkation

This phase begins with strategic lift departure from the POE and ends with arrival in the theater. United States Transportation Command (USTRANSCOM), through AMC and Military Sealift Command (MSC), is responsible for providing the strategic lift between POE and POD. USTRANSCOM assures in-transit visibility (ITV) of forces, to include non unit-related personnel and supplies through the global transportation network (GTN).

4-11. Joint reception, staging, onward movement, and integration

In unopposed strategic deployments personnel routinely move by air, while the majority of the unit equipment moves by surface transport. Units are divided into separate flows of passengers and cargo with commanders retaining command, but no longer exercising control over the multiple parts of the units moving by different modes. The various

elements of the deploying force arriving in the theater must reach specific locations and reassemble into tactical units before unit commanders can reestablish control.

a. As a part of the in-theater JRSO&I support structure required to support the deploying force, ISB echelons must deploy early and primarily by air. ISB reconnaissance team, both personnel and any equipment that cannot be acquired from HN or theater support contractors in the ISB AO will arrive at APOD. ISB reconnaissance team may also arrive at a civil airport when traveling by commercial air (depending on SOFA, passports and visas may be required.)

b. ISB Advanced Quartering Party, personnel and equipment, will arrive at APOD under USTRANSCOM control. ISB advanced quartering party chalks will be configured to be 100% mobile so that upon arrival it can move from APOD unit marshalling area to ISB site. Advanced quartering party chalks should also be tactically cross-loaded in order to minimize loss of any aircraft enroute on its mission. Although chalks will be configured for an administrative move, all personnel and most equipment for ISB Main Body sub-increments will arrive at APOD.

c. Some Main Body equipment and supplies, especially for ISB functions not immediately required, may arrive at SPOD. Port MCT will alert ISB HQ when equipment is due to arrive. ISB Main Body unit will move from ISB to SPOD to accept custody of equipment and return to ISB. Movement of any FP modules to ISB site is a USAMC responsibility.

4-12. Reception at the aerial port of debarkation

The APOD serves as the primary port of entry for all deploying personnel, as well as for early entry forces, which are normally airlifted into theater together with their equipment. Responsibilities for operating APODs are divided between the Army and the Air Force. The Air Force is responsible for the airfield including air terminal control, loading, unloading, and servicing of aircraft.

a. The Army is responsible for clearing personnel and cargo and for life support as required. If not present in theater, an AACG capability must be in the lead elements of the transported force. The lead chalks of the ISB Advanced Quartering Party may include an AACG configured to support the reception of other Advanced Quartering Party chalks. The Advanced Quartering Party AACG may also be required to support the reception of ISB Main Body chalks.

b. The main areas of the arrival airfield are the off-load ramp area, the holding area, and the unit marshaling area. The TALCE will supervise the off-loading of arriving aircraft. The AACG will escort loads to the holding area and assist the unit in assembling and moving to the unit area. Movement from the unit marshalling area to the ISB or other location is coordinated by the supporting movement control organization at the APOE.

c. Off-load ramp area activities are controlled by the TALCE. Each load will be released to the AACG for return to unit control at the holding area.

(1) The ISB chalk leader or troop commander will—

(a) Provide assistance to the loadmaster.

(b) Provide unit liaison personnel to the AACG.

(c) Comply with instructions from the off-load team chief when unlash and off-loading ISB equipment from the aircraft.

(d) Ensure that all aircraft tie-down equipment is returned to the TALCE.

(e) Provide one copy of the passenger and cargo manifests to the AACG.

(2) The AACG will—

(a) Maintain coordination with the deploying unit and TALCE representative.

(b) Coordinate for a detail from arriving unit to assist in off-loading.

(c) Provide off-load teams and support equipment as required.

(d) Coordinate with the TALCE for recovery and storage of shoring materials.

(e) Provide fuel, oil, and minor maintenance for transported vehicles.

(f) Provide or coordinate for emergency services as required.

(g) Maintain records on personnel and equipment received and cleared.

(3) The TALCE will—

(a) Advise the AACG of the airflow and expected arrival of aircraft.

(b) Plan and supervise aircraft parking.

(c) Receive passenger and cargo manifests from the aircraft loadmaster.

(d) Supervise off-loading the aircraft, including removal of shoring and dunnage.

(e) Provide MHE and special off-loading equipment including operators.

(f) Inform the AACG of any changes in operations.

(g) Ensure communications between the TALCE and the AACG.

(h) Maintain statistical data on the operation.

(i) Release the load to the AACG at the established release point.

d. Holding area: The holding area activities are controlled by the AACG. Each aircraft load is received and processed for release to the deploying unit or placed into an intransit holding area. Minor services are performed on

unit equipment such as refueling and maintenance. Personnel and equipment are accounted for and released to the unit for movement into the unit marshaling area. The deploying ISB units are responsible for providing unit liaison personnel to the AACG and for assisting the AACG as required. The AACG will—

- (1) Coordinate with the TALCE and the deploying unit.
- (2) Maintain ITV of arriving loads.
- (3) Release aircraft load to the deploying ISB unit commander or his representative at a pre-designated location.
- (4) Coordinate MHE and movement of aircraft pallets to the unit marshaling area for pallet breakdown.
- (5) Provide fuel, oil, and minor maintenance for transported vehicles.

e. Unit marshaling area: The deploying ISB unit terminates its air movement and prepares for in-theater movement in unit marshaling areas to the ISB location. The movement is coordinated with HN authorities by the supporting MCT.

4-13. Establishing the intermediate staging base

The ISB reconnaissance team will guide ISB Advanced Quartering Party convoys to the ISB site. ISB real estate acquisition is not the responsibility of the ISB HQ. An USACE CREST or equivalent engineer team must have assured site occupation either through HNS or leasing prior to any occupation by U.S. forces. The preparation of an environmental baseline report prior to occupation is also an engineer responsibility. ISB PVNTMED personnel (part of ISB reconnaissance team) should have already cleared site for health and environmental hazards.

a. The ISB site may be—

(1) Optimally, a HNS military facility ready to support the ISB mission or can be made ready with minor modifications.

(2) A HNS commercial facility that can be easily modified to accommodate the ISB.

(3) A “purpose-built” base camp comprised of either temporary and perhaps COTS modular buildings, or tents (perhaps on platforms), or Force Provider modules. Base camps (and modifications to pre-existing facilities) may be—

(a) Built by a contractor. This most likely will be a LOGCAP contractor under USAMC LSE management; however, other external support contractors or theater support contractors under the management of either USACE or Naval Facilities Engineering Command (NAVFAC) (area dependent) may also be engaged in base camp construction.

(b) Built by HN military engineers or contractors under HN management.

(c) Built by military engineers or contractors from “Third Countries” contributing to a multinational operation.

(d) Built by U.S. Army civil engineer units or civil engineering units from other U.S. services.

(e) Tents and other temporary shelters erected by using units.

(f) Combinations of any of the above.

b. The ISB Advanced Quartering Party should secure the ISB site upon arrival in coordination with HN authorities. The ISB Forward CP (part of the Advanced Quartering Party) should establish communications with the theater logistics HQ and open internal ISB communications nets. Communications capabilities may include equipment or services procured for the ISB from external support contractors or theater support contractors (by the ISB reconnaissance team). With the possible exception of a HNS military facility, the ISB site will not be completely ready for occupation when the advanced party arrives. If construction or modifications to pre-existing structures is required then the ISB engineer plan should have work planned in phases so that a portion of the ISB site is ready for occupation by the Advanced Quartering Party before the entire base is completed. If possible that portion should be ready for Advanced Quartering Party to occupy on its arrival. However, the Advanced Quartering Party should come prepared to use tents and TO&E mobile shelters if necessary to establish operations at the ISB site. Commercial or HN facilities may also be used as temporary personnel accommodations for the Advanced Quartering Party, if available and conveniently located, and if transportation to shuttle personnel about is also available.

c. The ISB reconnaissance team should have already arranged for fuel and water deliveries from local vendors unless not available. If fuel and water cannot be procured from local sources then water purification and fuel distribution teams must be included in the Advanced Quartering Party. The party may subsist on pre-prepared rations (MRE and T-Rats) for a short time. Catering services for hot meals may be provided by contract or HNS until the theater Class I distribution system can support B or A-rations replenishment to food service teams in the Advanced Quartering Party. Catering by contract or HNS may also be the primary source for ISB food service. Food and water from unapproved sources will not be used until inspected and tested by Army medical personnel.

d. The ISB Advanced Quartering Party will not supervise theater-level engineer units, HN engineers, or contractors and contract managers responsible for ISB site preparation. It will provide customer input on base layout, in coordination with subordinate unit quartering parties, and on other factors important to ISB operations as required during each phase of base preparation. It will perform customer inspections with HN in accordance with theater standards as preparation phases are completed and base facilities are turned over for ISB use. Condition reports and inventories will be prepared upon acceptance of all ISB facilities. Problems that cannot be resolved by the ISB command will be reported to the Theater Logistics HQ.

e. A QM Force Provider (FP) Company must be part of the ISB Advanced Quartering Party if Force Provider modules manned by a QM FP Company will be utilized as the ISB base camp. USAMC LSE personnel will begin issuing FP modules to the company once the ISB site has been prepared. Accountability of FP modules will be

maintained by the QM FP Company. The QM FP Company will set up the required number of FP modules. FP setup will be in phases.

f. The ISB Advanced Party will finalize a Base Occupation Plan and a Base Security Plan prior to arrival of the Main Body. It will ensure subordinate unit quartering parties are cognizant of base facilities and security responsibilities assigned to their own units and are ready to guide and brief them on arrival at the ISB.

4-14. Arrival of the ISB Main Body

Through coordination with the supporting maintenance contact team (MCT) at the ports of debarkation, unit guides from the ISB Advanced Quartering Party will meet elements of the ISB Main Body at port unit marshalling areas. The ISB Main Body will consist of the remainder of the ISB HQ and any subordinate support units (referred to as “other support organizations” in the ISB Notional Model) minus their quartering parties that deployed with the ISB Advanced Quartering Party. As composition of the ISB is METT-TC dependent, support units in the Main Body will vary with the situation. Most likely a number of them will be non-divisional maneuver sustainment units that are not 100% mobile with organic transportation. Main Body units with less than 100% mobility may shuttle unit personnel and equipment to the ISB location. In most cases the distance between any ISB and the ports of debarkation should be relatively short. In some cases an ISB location may even be contiguous to a port. (Still, there could be situations where ISB units have a significant distance to travel from port to ISB location if the port that the ISB is intended to serve is not yet available. In such a case ISB units may disembark at a more distant alternative port.) If transportation support is required and assets are available (HN, commercial, or military) to supplement unit capabilities, then a single lift allowing Main Body units to quickly close on the ISB location is preferable. Some Main Body units may also require non-organic MHE to transition from strategic transportation to ground modes of transportation. ISB planners should confirm theater movement planners have taken such transportation requirements into account to ensure that ISB Main Body movement from ports of debarkation to the ISB location is as rapid as possible.

a. ISB Main Body units will convoy to the ISB location. Occupation of unit areas in the ISB will be under unit control in accordance with the Base Occupation Plan prepared by the ISB Advanced Quartering Party. As well as conducting Main Body units to the ISB location, unit guides accompanying each convoy will guide them into parking areas within the unit’s assigned area of the ISB. The unit quartering party OIC/NCOIC will brief Main Body unit leaders on the unit’s assigned area and then unit quartering party teams will guide unit elements to occupy the appropriate areas. The unit commander and 1st Sergeant will report to the ISB Base HQ for an in-brief meeting with the ISB Commander and Command Sergeant Major. In a base camp type configuration, with facilities designed by function and consolidated for efficiency, a “unit area” will most likely consist of a number of sub-locations. For example, ISB units may be assigned and be responsible for unit billets within an ISB billeting area (which may also include space for unit command post and administrative and supply functions), a unit maintenance/motor pool area within an ISB maintenance area, and a unit mission support area located to minimize traffic in the base interior and maximize base safety. On the other hand, dining facilities, latrines, and showers will be consolidated. Other common use areas may include areas for MWR and religious activities. ISB support units may also be assigned base defense duties and a sector of the base perimeter in accordance with the Base Security Plan.

b. ISB support units arriving as part of the ISB Main Body will prepare their unit area following the priority of work established by the ISB Commander. ISB support unit areas should be ready for occupation; less any unit self help tasks, prior to ISB Main Body arrival at the ISB location. Although the priority is METT-TC dependent, the top priorities will almost certainly be to establish security and to establish communications (higher to lower and from left to right). One secondary high priority will be to prepare unit-level administration, supply, and maintenance areas and troop billeting areas. Another secondary high priority will be to prepare unit mission support areas. ISB Main Body units should deploy with authorized tents and mobile shelter systems just in case that engineer tasks to prepare ISB have not proceeded according to plan. Keeping unit tents and other shelters on hand also provides flexibility and the capability for the ISB to rapidly expand or establish temporary support locations separate from the main ISB base or base cluster if required. The establishment of fire, safety, and field hygiene measures should also receive early emphasis. ISB “installation” real property will normally be hand receipted to the using ISB unit by the ISB S4. ISB support units will have deployed with MTOE-authorized personnel and equipment (perhaps tailored somewhat for the ISB mission) and unit basic loads (UBL) including a combat PLL. ISB supply support activities (SSA) may deploy without stocks. Initial stock may then be pushed to SSAs at the ISB as pre-configured loads based on each SSA’s role in the theater distribution plan.

4-15. Intermediate staging base operations

Base support management framework. The ISB Base Operations office is responsible for base support planning, coordination, and staff supervision for all ISB base support requirements; however, execution of many base support tasks will depend on the situation. Many functions may be “out-sourced” to theater support and external support contractors; therefore, the ISB commander and base operation staff must exercise management control through the contract and a COR. Resolving problems with base support received from HN requires coordinating with local HN authorities by the host nation support or civil affairs staff in the ISB Support Operations office. When HNS problems cannot be resolved locally then the ISB commander may have to appeal to the ISB higher headquarters for coordination

at higher levels of the HN government. If the ISB uses Force Provider modules operated by a QM FP unit (or a LOGCAP contractor) to provide its base camp facilities, then the execution of many base support tasks may be decentralized down to the 550-man module level. Depending on contract requirements, a LOGCAP contractor may provide all base support.

a. Base support may also require unit-level support from all ISB units. The ISB commander will have command authority over ISB units that are organic, assigned, or attached to the ISB HQ, and the base operations staff can exercise normal staff supervision over their execution of base support tasks.

b. The ISB commander's control or coordinating authority over transient units and transient unit responsibilities for base support and other tasks may be established by theater guidelines and standard procedures published as coordinating instructions in the ISB plan included in the theater OPLAN/OPORD or in an ISB SOP approved by the combatant commander or JFC. His or her control or coordinating authority over tenant units in the ISB may be established in the same manner. However, the theater or TSC OPLAN/OPORD may also grant OPCON or TACON authority over some ISB tenant units particularly one with a primary mission in support of the ISB.

4-16. Staging of transient units

ISB control teams will meet the initial increments of the lead echelon of arriving units to be staged at ISB at APOD unit marshalling areas either to conduct them to the ISB or to the SPOD (to receive unit equipment) enroute to the ISB, or both as required. ISB control teams will conduct initial increments of arriving units all the way to their assigned unit area in the ISB. The arriving unit will assume responsibility for controlling movement of its own later increments and echelons once it is able to accomplish that task. The supporting MCT is responsible for coordinating requirements for transportation support and HN movement clearances in advance to support movement of arriving units to the ISB.

a. Arriving units, staging at the ISB, will be assigned unit admin/log, billeting, and parking areas which, based on the TPFDD, should already be earmarked and ready for their use. Members of the ISB Base Operations office will brief arriving unit leaders on base standard operating policies and procedures and unit responsibilities. (A good in-processing brief template can be found in FM 42-424, appendix F). Regular meetings between the ISB commander and staff and staging unit leaders should be part of the base routine. In addition to using the unit chain of command, bulletin boards in unit areas and areas with high traffic (that is, dining facilities, showers, and MWR facilities), public address systems, and a base newsletter should be used to keep unit personnel informed of locations and times of operation of base facilities and services and any changes. The chains of command of staging units will be responsible for maintaining the cleanliness, safety, good order, and discipline within their own assigned unit areas and will assist the ISB commander with the same in ISB common use areas. If HN or contracted labor is not available then the ISB Command Sergeant Major will coordinate with the senior NCO leadership of all ISB units for troop labor to conduct kitchen police, shower, and latrine cleanup, field hygiene, and other general tasks necessary to maintain the security, safety, and appearance of the ISB.

b. The amount of time that units may remain staged at the ISB will depend on the operational situation and the TPFDD. Staging units may remain in the ISB only long enough to assemble and configure for tactical operations or perhaps the next mode of travel before continuing onward movement as planned in the TPFDD. In such a case, the ISB provides basic life support, that is, a secure, comfortable place for troops to rest, eat, and take care of personal hygiene. ISB supply points may also supplement or replenish unit basic loads (UBL), issue seasonal personal clothing and equipment, and replace lost or damaged items, and provide blocking, bracing, and tie down materials.

c. However, staging units may also remain much longer. For example, force staging may be the planned conclusion of one operational phase. The next phase may not begin until an operational key event takes place, such as the securing of an airhead by forced entry forces, or some political precondition, such as the approval of an UN mandate, is met. At that point, the TPFDD would again take effect, and scheduled onward movements begin. Staging units may also be positioned in an ISB to begin onward movement only on order.

d. For staging units remaining in an ISB for longer periods of time, troop morale and welfare become a concern. ISB support for MWR and religious support activities, pay, mail and other HRS requirements, the sale of personal convenience items, and maintaining soldier personal health and physical fitness become increasingly important to maintaining individual and unit readiness. ISB base support tasks may include management of training facilities and even training ammunition. Depending on available resources, most likely provided through HNS, training rehearsals and individual, crew, and small unit training may be conducted by staging units. An ISB may support the product improvement or new equipment fielding of weapons and other systems by USAMC to staging units. Upon notification of pending onward movement, staging units who have remained for some time in an ISB may need UBL replenishment and personal clothing and equipment issued from ISB supply points. Some staging unit equipment may require DS maintenance support.

4-17. ISB support theater sustainment

ISB control teams will also meet the initial increments of the lead echelon of arriving tenant units to be positioned at ISB at APOD unit marshalling areas either to conduct them to the ISB or to the SPOD (to receive unit equipment) enroute to the ISB, or both as required. Arriving tenant will be assigned unit admin/log, billeting, and parking areas which, based on the TPFDD, should already be earmarked and ready for their use.

a. Tenant units will also require an area in the ISB appropriate to their mission. Tenant units may conduct a variety of C2, CS, and maneuver sustainment missions from an ISB in support of theater operations and units in the AO. Tenant units receive the same base support as transient units and will be regular customers of ISB supply points and any ISB DS maintenance shops.

b. Stocks in ISB supply support activities should be visible to theater MMC item managers and ISB SSAs may supplement CONUS ALOC re-supply to customers in the AO on an emergency basis. Stocks may also be positioned in ISB SSAs to provide a capability to surge resupply forward or provide a shorter reaction time or time-definite delivery time, in comparison to shipment from CONUS, to customers in the AO. Class VII stocks in support of customers in the AO may be pre-positioned at an ISB particularly if good ground, inland waterway, or sea lines of communication between the ISB and the AO exist. Systems contractors, under the management of the USAMC LSE, may be positioned at the ISB, to provide depot-level and specialized maintenance support to selected weapons systems.

Appendix A References

Section I

Required Publications

This section does not contain any entries.

Section II

Related Publications

A related publication is a source of additional information. The user does not have to read it to understand this publication. Unless otherwise indicated, field manuals (FMs) are available online at www.adtdl.army.mil/ and Joint publications are available at www.dtic.mil/doctrine/.

CGSC Student Text 101-6

Combat Service Support Battle Book (www.Leavenworth.army.mil/arnng/library)

DODD 4500.9-R

Mobility (www.dtic.mil/whs/directives)

DODD 5515.8

Single-Service Assignment of Responsibility for Processing of Claims (<http://www.dtic.mil/doctrine/>)

FM 3-0

Operations (www.Leavenworth.army.mil/arnng/library)

FM 3-19.1

Military Police Operations

FM 3-100.4

Environmental Considerations in Military Operations

FM 3-100.21

Contractors on the Battlefield

FM 4-01.011

Unit Movement Operations

FM 4-02

Force Health Protection in a Global Environment

FM 4-02.17

Preventive Medicine Services

FM 4-02.21

Division and Brigade Surgeons' Handbook (Digitized) Tactics, Techniques, and Procedures

FM 4-02.24

Area Support Medical Battalion Tactics, Techniques, and Procedures

FM 4-30.3

Maintenance Operations and Procedures

FM 4-30.16

Explosive Ordnance of Multiservice Procedures for Explosive Ordnance Disposal in a Joint Environment

FM 4-93.11

Logistics Support Element: Tactics, Techniques and Procedures

FM 4-93.50

Tactics, Techniques, and Procedures for the Forward Support Battalion (Digitized)

FM 5-34
Engineer Field Data

FM 5-100
Engineer Operations

FM 5-104
General Engineering

FM 9-6
Munitions Support in the Theater of Operations

FM 10-1
Quartermaster Principles

FM 10-23
Basic Doctrine for Army Field Feeding and Class I Operations Management

FM 10-27
General Supply in Theaters of Operations

FM 10-27-1
Tactics, Techniques, and Procedures for Quartermaster General Support Supply Operation

FM 10-27-2
Tactics, Techniques, and Procedures for Quartermaster Direct Support Supply and Field Service Operations

FM 10-27-3
Tactics, Techniques, and Procedures for Quartermaster Headquarters Operations

FM 10-52
Water Supply in Theaters of Operations

FM 10-64
Mortuary Affairs Operations

FM 10-67
Petroleum Supply in Theaters of Operations

FM 10-115
Quartermaster Water Units

FM 10-426
Petroleum Supply Units

FM 11-43
The Signal Leader's Guide

FM 11-45
Signal Support to Theater Operations

FM 12-6
Personnel Doctrine

FM 14-100
Financial Management Operations

FM 21-10
Field Hygiene and Sanitation

FM 42-414

Tactics, Techniques, and Procedures for Quartermaster Field Service Company, Direct Support

FM 42-424

Quartermaster Force Provider Company

FM 54-30

Corps Support Groups

FM 54-40

Area Support Group

FM 55-10

Movement Control

FM 55-15

Transportation Reference Data

FM 63-3

Corps Support Command

FM 63-4

Combat Service Support Operations

FM 63-11

Logistics Support Element Tactics, Techniques, and Procedures

FM 100-10-2

Contracting Support on the Battlefield

FM 100-16

Army Operational Support

FM 100-17-1

Army Pre-Positioned Afloat Operations

FM 100-17-2

Army Pre-Positioned Land

FM 100-17-3

Reception, Staging, Onward Movement, and Integration

FM 101-5

Staff Organization and Operation

JP 1-02

DOD Dictionary of Military and Associated Terms (<http://www.dtic.mil/doctrine/jel/doddict/>)

JP 4-0

Doctrine for Logistic Support of Joint Operations (www.adtdl.army.mil)

JP 4-01.08

Joint Tactics, Techniques, and Procedures for Joint Reception, Staging, Onward Movement, and Integration. (www.deploy.eustis.army.mil)

JP 4-07

JTTP for Common User Logistics during Joint Operations

JP 4-08

Joint Doctrine for Logistics Support in Multinational Operations

JP 5-0

Doctrine for Planning Joint Operations

JP 5-00.1

Doctrine for Joint Campaign Planning

Joint Travel Regulations

(www.dtic.mil/perdiem/jtr.html)

U.S. Army Transportation School Ref. 01-1

Commander's Guide to Strategic Deployment (www.transchool.eustis.army.mil/cdr)

Section III

Prescribed Forms

This section does not contain any entries.

Section IV

Referenced Forms

Forms that have been designated approved for electronic generation (EG) must replicate exactly the content (wording), format (layout), and sequence (arrangement) of the official form.

DD Form 2133

Joint Airlift Inspection Record

Appendix B

Intermediate Staging Base Planning Tool

B-1. Microsoft Project 2000

Assist the Logistics Planner with responsibility to plan for the establishment of an Intermediate Staging Base (ISB) to support an OPLAN or OPORD, a MS Project 2000 Template has been created to get you started (https://lia13-www.army.mil/ap/keyword/ap_key_20.htm). You can save time in planning new projects through the use of a template. With the Microsoft Project template file format you are able to use an existing schedule as the basis for making a new schedule to track progress, head off problems and communicate important project information quickly and easily. MS Project will allow you to identify and show the critical path, calculate the time to accomplish all the required tasks and whether you can establish the ISB on time, and to determine how best to shorten the time duration with resource trade offs. Project is a software tool that aids the logistics planner in collaborative planning via the internet using a workgroup message system like Microsoft Project Central or e-mail.

B-2. Why use Microsoft Project for intermediate staging base planning?

Microsoft Project is a powerful, flexible project management tool that you can use to control simple or complex projects such as ISB Planning and Execution. It helps you schedule and track all your activities so you can stay on top of their progress.

a. Microsoft Project calculates and creates a working schedule based on information you provide about the tasks to be done, the people who work on them, and the equipment and supplies used to accomplish them. When entering information, you can now take advantage of features such as deadline dates to set due dates, by which tasks should be completed.

b. Task calendars to schedule when tasks can and cannot be worked on, for example because of equipment down time. By reviewing and analyzing the project and its progress from time to time, you can make the necessary changes to keep the project on track and within budget. When managing a project, you can use features such as—

- (1) Custom fields to identify specific information in fields.
- (2) Views and tables to display the exact information you want to review.
- (3) Filters and groups to focus on the information that needs your attention.
- (4) Network diagram enhancements to customize the display of the Network Diagram, previously known as the PERT Chart, so you can view specific information without using add-on tools.

c. After revising and updating your ISB Project Plan and throughout the management phase, you may need to communicate project information to others, such as Logistics Planners, Command Group or people you've assigned to do the work. For communication, you can use features such as—

- (1) Printing and reporting to present project information to others on paper.

(2) Publishing to HTML or saving a project plan to a Web server to allow others access to project information on a Web site.

(3) Microsoft Project Central or workgroup to use Microsoft Project Central, if installed on your command's intranet or internet, or an e-mail system to communicate project information to others.

(4) Microsoft Outlook integration to have others view tasks in their Outlook task lists, where they can be reminded of their due dates.

d. If any of these features sound complicated, do not forget that you can always get help. While the MS Project tutorial will help you get started, the Project Map can help you accomplish your immediate goals. And the Office Assistant can lead you to the exact information you want anytime you have a question. For the right help at the right time, choose one or more of the following sources:

(1) *The Project Map*. Familiar with Microsoft Project or not, you may find this basic goal orientation helpful.

(2) *The Tutorial*. As a first time user, you can learn while you work by using the tutorial.

(3) *The Office Assistant*. Provides answers to your questions anytime you need it and leads to interactive procedures to help you accomplish your tasks.

B-3. What is a template?

A template is a Microsoft Project file format that lets you reuse existing schedules as the starting point for creating new schedules. Task and resource information, formatting, and project-specific settings can be part of a template.

B-4. What is scheduling?

Microsoft Project schedules a project from the information you enter about the project, the individual work items required to complete the project, called tasks, and if necessary, the resources (the people, equipment, and materials) needed to complete those tasks. If anything about your project changes after you create your schedule, you can update the tasks and/or resources and Microsoft Project adjusts the schedule for you.

a. For each task, you enter durations, task dependencies, and constraints, and then Microsoft Project can calculate the start date and finish date for each task. You can enter resources in your project and then assign them to tasks to indicate which resource is responsible for completing each assignment, to calculate how many machines are needed, or how much material will be consumed.

b. If you enter resources, task schedules are further refined according to resource work, units, and working times entered on calendars. Other elements, such as lead time and lag time, task types, resource availability, and the driving resource, can affect scheduling, so understanding their effects can help you maintain and adjust your schedule as needed.

B-5. What is critical path method?

A project management method of calculating the total duration of a project based on individual task durations and their dependencies.

B-6. What is a workgroup messaging system?

A workgroup messaging system is a network you use to send and receive electronic messages about task status and assignments. Ideally, each workgroup member has access to this network and can receive workgroup messages from you (for example, Team Assign messages) and send workgroup messages to you (for example, replies to Team Status messages). The workgroup messaging system that's easiest for you and your team to use and that gives you the most flexibility is Microsoft Project Central. An alternative method is a MAPI-compliant, 32-bit e-mail system.

B-7. What is Microsoft Project Central?

Microsoft Project Central is a Microsoft Project companion product that enables collaborative planning among workgroup members, project managers, and other stakeholders. With Microsoft Project Central, you and your workgroup members can exchange and work with project information at a Web site.

B-8. Start date or finish date?

MS Project has the flexibility to allow the planner to determine if their ISB Solution Model can be accomplish within the time frame required to establish and start operations. This is done by scheduling from either the ISB start date or finish date:

a. Schedule from the project start date if you want Microsoft Project to calculate the project finish date for you. Projects are typically scheduled in this way. As you enter information about the project, Microsoft Project schedules the work forward from the start date and calculates the earliest possible date on which the project could end. You can then edit the schedule if the end date is unacceptable.

b. Schedule from the project finish date if you want Microsoft Project to schedule backwards from this date, with each task finishing as late as possible while still making the end date. Use this method if the project has a fixed end date and you want to have Microsoft Project calculate the latest possible start date after you've entered all the task

information. After you determine how late you can start your project and still finish on time, it's preferable to switch back to scheduling from the start date when work begins on the project.

c. To get started using the ISB Planning and Execution Template follow these instructions:

(1) Open an existing file or template.

(a) To open a template from Microsoft Project, on the File menu, click New, and click the tab that contains the template.

(b) Click the template you want to open, and then click OK.

(2) Tips.

(a) Templates can be saved in any folder. To open a template you have saved, on the File menu, click Open, select the folder and template file, and then click OK. If you don't find the template you need, you can search for it.

(b) After opening the template you should save as a project file on your hard drive. Click on File, then Save as, Save in: select your work directory, type in a file name, select save as type: project and press Enter. This keeps the Template unchanged and you can reuse if required.

(3) Define project assumptions.

(a) During the planning stage of an ISB project, you'll probably have many important, unanswered questions, for example, when key resources will be available to start work, and how much time a task will take. To begin planning, you make educated guesses and then use those estimates to create your schedule. It's important to keep track of the assumptions you make so that—

1. ISB Project planners and staff can critique them and then formally agree to a set of project assumptions.

2. You can update the schedule when you have additional information on these factors.

(b) Consider these areas of your project to identify underlying assumptions:

1. Handoffs from other commands, services or vendors: If your project will depend on the work of others, do they understand your dependency and agree to the hand-off dates you expect?

2. Resource availability and usage (including people, materials, and equipment): If you do not manage some of the people who will be working on your project, who does? And has that person approved your use of these resources?

3. Task durations: Do you base your task estimates on solid information or guesses?

4. Available time: If you're working toward a known deadline, can you realistically complete all tasks with an acceptable level of quality?

(c) Deliverables:

1. Does your expected deliverable match what the supported commander and other commands expect?

2. If you must compromise on the deliverable, have your superiors agree on what aspects of the deliverable would be compromised first?

(d) These are just a few issues to consider before beginning any complex project. Ultimately, ISB Planning and Execution success depends on identifying assumptions and making backup plans as much as it does on carrying out what you have planned.

B-9. How do you want to schedule your project?

Schedule from the project start date:

a. In the Start date box, type the date that you want to start your project, and then click OK.

b. Click Save.

c. In the File name box, type a name for the new project, and then click Save.

d. Tip, if your plans change, you can change your basic project information at any time by clicking Project Information on the Project menu.

B-10. Schedule from the project finish date

a. In the Schedule from box, click Project Finish Date.

b. In the Finish date box, type a finish date from which to schedule your project, and then click OK.

c. Click Save.

d. In the File name box, type a name for the new project, and then click Save.

e. Tip, if your plans change, you can change your basic project information at any time by clicking Project Information on the Project menu.

B-11. Template

When you use a template for a new project, you can use the Adjust Dates macro to schedule this project with the right start and finish dates for tasks.

a. The Adjust Dates macro helps you adjust all dates in your project relative to a new start date that you provide when prompted. Tasks with constraints will be adjusted as well.

b. To run the Adjust Dates macro, click Adjust Dates on the Analysis toolbar. To display the Analysis toolbar, point to Toolbars on the View menu, and then click Analysis.

B-12. ISB Review Project Scheduler

Review the ISB Project Scheduler and determine what Tasks apply to you as many are accomplished at the National Command Level or should have been accomplished during Deliberate Planning. After you have determined where in the schedule your functions are, look at the specific Tasks and make changes as required, what is not currently applicable or what is missing and make changes. If you are not sure of what a Task entails, place your cursor on the task and click, then move to the Tool Bar and click on the white clipboard Task Information icon. This will bring up the Summary Task Information and an explanation of the task, click on the tabs to get information about the task, predecessors, resources, advanced and notes. It is here that you change resources and dependencies if required.

a. You can enter two kinds of tasks in Microsoft Project: tasks that occur once and recurring tasks.

- (1) On the View menu, click Gantt Chart.
- (2) Enter a task that occurs once.
- (3) In the Task Name field, type a task name.
- (4) Press ENTER.

b. *Tips:* With Microsoft Project, you can use an outline to organize your schedule as you enter tasks or you can wait until you enter all of your project tasks. When you outline a schedule for your project, you simplify its organization so that your project is easier to create, manage, and maintain. Learn about outlining.

c. You can insert a task between existing tasks by selecting the row below where you want a new task to appear. On the Insert menu, click New Task and enter the task name in the inserted row. Note, the task IDs are automatically renumbered after you insert a task.

B-13. Enter a duration

The durations in the Template are only notional and are not accurate for your specific project and need to be updated with current or planned times. You can enter accurate task duration or a new estimated duration to replace the estimated duration that is in the template or Microsoft Project assigns to each task by default. When you enter a task, Microsoft Project automatically assigns it an estimated duration of one day; a question mark after the duration indicates that it is estimated.

a. *Procedures.*

- (1) On the View menu, click Gantt Chart.
- (2) In the Duration field of the task you want to change, type the duration you want. You can enter durations in minutes, hours, days, weeks, or months.
- (3) To indicate or flag the new duration as an estimate, type a question mark after it.
- (4) Press ENTER.

b. *Tip.* You can schedule your tasks most effectively by entering a duration and links for each task and letting Microsoft Project calculate the start and finish dates for you. For the greatest flexibility in scheduling, avoid inflexible constraints.

c. *Estimates.* Making accurate estimates for task durations you can increase the accuracy of your estimates for task duration in the following ways.

(1) Use your own past experience and the past experience of others who have done something similar in previous ISB projects or other similar projects. Ask other questions, such as—

- (a) How long did the task take?
- (b) What were some of the challenges you encountered?
- (c) What would you do differently if you had to do it over again?

(2) Note any differences between the new task and similar tasks done in the past and take into account those differences when estimating a task's duration.

(3) Include the following considerations as you estimate task durations:

(a) Durations can depend on the experience of the resource performing the task. A highly experienced resource can sometimes complete certain tasks more quickly than a less experienced resource.

(b) Estimates should be revisited when work starts. You will know more about the tasks at that point.

B-14. Assign a calendar to a task

a. The Template has calendars assigned to the tasks; however, you may need to change the calendars or assign a calendar for new tasks. By default, your tasks are scheduled by the project calendar. A task calendar defines unique or specific exceptions for working and nonworking time for a task or a recurring or summary recurring task. After creating a task calendar, you can assign it to tasks.

- (1) On the View menu, click Gantt Chart.
- (2) In the Task Name field, select the task to which you want to assign a calendar.

- (3) Click Task Information , and then click the Advanced tab.
 - (4) In the Calendar box, click the calendar you want to use for the task.
 - (5) Select the Scheduling ignores resource calendars check box to have the task calendar ignore all resource calendars if applicable.
- b.* Note, if you choose to have Microsoft Project ignore resource calendars, a task will be scheduled even if resources assigned to the task have nonworking time set in their resource calendar.
- c.* Enter a recurring task.
- (1) In the Task Name field, select the row below where you want the recurring task to appear.
 - (2) On the Insert menu, click Recurring Task.
 - (3) In the Task Name box, type the task name.
 - (4) In the Duration box, type the duration of a single occurrence of the task.
 - (5) Under Recurrencepattern, click Daily, Weekly, Monthly, or Yearly.
 - (6) To the right of Daily, Weekly, Monthly, or Yearly, specify the task frequency.
 - (7) Under Range of recurrence, type a start date in the Start box, and then select End after or End by.
 - (8) If you selected End after, type the number of occurrences for the task. If you selected End by, type the date you want the recurring task to end.
- d.* Notes.
- (1) The task IDs are automatically renumbered after you insert a task.
 - (2) If you want to apply a calendar to your recurring task, under Calendar for scheduling this task, click the calendar you want to use.
 - (3) If you don't enter a date in the Start box, Microsoft Project uses the project start date.
 - (4) If your recurring task will occur on any nonworking days, Microsoft Project asks you if you want to reschedule those occurrences.
- e.* Delete a task.
- (1) On the View Bar, click Gantt Chart.
 - (2) In the Task Name field, select the task you want to delete.
 - (3) On the Edit menu, click Delete Task.
 - (4) Tip: You can restore a deleted task immediately after deleting it by clicking Undo.
- f.* Note: If you delete a summary task, all of its subtasks are deleted too. After you delete a task, Microsoft Project automatically renumbers the remaining tasks.

B-15. Enter basic resource information

After you have identified the scope and tasks of your project, you can use the Resource Sheet in Microsoft Project to create a list of people, equipment, and material resources that will make up your team and carry out the project tasks. You can draft a preliminary resource list with placeholder resource names to obtain approval for staffing and procurement, if necessary. As you obtain the actual resources, you can complete the resource list with details, including actual resource names.

- On the View menu, click Resource Sheet.
- On the View menu, point to Table, and then click Entry.
- In the Resource Name field, type a resource name.
- If you want to designate resource groups, in the Group field for the resource name, type the name of the group.

Note. You can select a work resource from your e-mail address book. In a task view, such as the Gantt Chart, click Assign Resources, and then click Address. Select the resource from your e-mail address book. If you select a group alias name from the address book, the names of all members of the alias are entered into the resource list. Display the Resource Sheet view again. (If you want, you can leave the Assign Resources dialog box displayed as well.) The new names also appear in the Resource Sheet, where you can continue to enter resource information.

B-16. Collaborative planning

Microsoft Project offers two workgroup solutions: an e-mail workgroup system and Microsoft Project Central. An e-mail workgroup system offers the ability to communicate basic information about the project, including task assignment information and task updates. Microsoft Project Central offers more flexibility and additional benefits over an e-mail workgroup system:

- a.* Workgroup members can view tasks for all of their projects at once. Workgroup members can see their tasks in a Gantt Chart and can group, sort, and filter their tasks.
- b.* Workgroup members can view the latest information for the entire project, not just their assigned tasks, at the Microsoft Project Central administrator's discretion.
- c.* Workgroup members can create new tasks and send them to you for incorporation into the project file.

d. Project managers can request and receive status reports in the format you specify and easily consolidate individual status reports into one project status report.

e. Project managers can establish message rules to automatically accept updates from workgroup members. They can specify that updates from all members or only certain members be automatically accepted. And, they can specify that certain updates require the project manager's review, such as actual work in excess of planned work.

f. Workgroup members can delegate tasks to other workgroup members, so that the project manager can send tasks to a team manager or a lead to be reassigned to individual resources.

B-17. Requirements for a workgroup based on e-mail

To use your organization's MAPI-compliant e-mail system as a way to collaborate in a workgroup, the workgroup manager and members must have the following:

Note. At the very least, Microsoft Project must be installed on the workgroup manager's computer.

a. *A network.* All of the workgroup members' computers must be connected to a network that can convey e-mail messages. The typical choice for this function is a local area network or LAN.

b. *MAPI-compliant, 32-bit e-mail system.* Workgroup members must be connected through a Messaging Application Programming Interface (MAPI) 32-bit e-mail system. MAPI is the standard programming interface proposed and supported by Microsoft for accessing electronic messaging. Some of the e-mail products that are MAPI-compliant include Microsoft Outlook, Microsoft Exchange, and Microsoft Mail.

c. *WGsetup.exe.* The workgroup manager and all workgroup members need to run WGsetup.exe, located on the CD included with Microsoft Project. Running this program enables the e-mail system to receive and send workgroup messages.

B-18. Set up an e-mail system to receive workgroup messages

To set up your e-mail system and your resources' e-mail systems to receive workgroup messages, run WGsetup.exe on each person's computer. After you run this program, which is located on the CD included with Microsoft Project, the e-mail system will be able to receive and send workgroup messages.

a. Copy the entire WGsetup folder, found on the Microsoft Project CD, to a network drive that can be accessed by everyone with a MAPI-compliant, 32-bit e-mail system.

b. If your or the resources are not connected to the network drive containing the WGsetup folder, do so using Windows Explorer.

c. Open the WGsetup folder and double-click WGsetup.exe.

d. The resources can then follow the instructions when prompted.

B-19. Connect the team to the e-mail workgroup system

a. On the Tools menu, click Options, and then click the Workgroup tab.

b. In the Default workgroup messages box, click e-mail.

c. Note, You can change the message option for individual resources in the Workgroup box on the General tab of the Resource Information dialog box.

d. To apply your workgroup selections to all new projects, click Set as Default.

e. Click the General tab.

f. In the User name box, type the name by which you want to be identified in the workgroup messages you send.

B-20. Route an ISB project file for coordination/approval

With Microsoft Project and any MAPI-compliant e-mail system, you can route a file to people interested in your project for review, comment, and approval. You can route a project sequentially (one person after another) or send it to everyone on the routing list simultaneously. To review the schedule, recipients must have Microsoft Project installed. Before sending a project file, check your Internet Explorer settings and make sure that your MAPI client e-mail system is set as the e-mail program in the Programs tab of the Internet Options dialog box.

Note. You must have Microsoft Outlook installed to route a project.

a. On the File menu, point to Send To, and then click Routing Recipient.

b. Click Address, hold down CTRL, click the names of the recipients, and then click To. If you're routing documents one after another, do not list group aliases in the To box.

c. Click OK.

d. To change the order of recipients, click a name, and then click a Move button.

e. In the Subject box, type the subject of the routing message.

f. In the Message text box, type instructions or other information.

g. Under Route to recipients, click the delivery option you want.

h. If you do not want the file returned to you after the last recipient in the routing list is finished with it, clear the Return when done check box.

i. If you do not want to be notified each time the file is routed to the next recipient in the routing list, clear the Track status check box.

j. If you aren't ready to send the file, click Add Slip to save the routing slip with the project file.

k. To send the file to the recipients, click Route.

l. Tips.

(1) You can modify a routing slip that you previously added to a project file. On the File menu, point to Send To, click Other Routing Recipient, and then make your changes. Click Route to route your file, or click Add Slip to save your changes.

(2) To delete a routing slip from the project file, click Remove All in the Routing Slip dialog box.

B-21. Plan non-workgroup communication

If you are not using an online workgroup solution, you need to plan how you will update team members about changes to the project plan and how you will gather information from ISB team members about the status of the project.

B-22. Send project information

As your ISB project progresses, you will undoubtedly need to change the project plan. Before the ISB project begins, decide under what circumstances you will redistribute the project plan or whether you will distribute it regularly. Microsoft Project provides methods for sending or routing project files through e-mail. However, the people you route the file to must have Microsoft Project installed on their computers to open the file. Use the Project online Help feature to learn how to send a project through e-mail or how to route a project through e-mail. Alternatively, you can send a note to resources about their assigned tasks or you can print the project file for paper distribution. Use the online Project Help feature to learn how to send a note to resources, how to print project information, or how to save project information in HTML format.

B-23. Gather project information

When you decide to collect ISB project status data manually, remember that you'll have to enter the data into your project plan manually, too. Here are some points to keep in mind:

a. Decide which project information you want to track and update. For instance, you might want to update task start and finish dates, task completion percentages, and resources.

b. Identify and collect data from the sources of the information. For instance, to update start and finish dates, collect actual dates from the resources who are assigned to tasks.

c. Decide on a data collection method. You could actively collect data by phoning your sources or going door to door to interview them. Or you could ask your sources to fill out a form and give it to you.

d. Decide on and adhere to a realistic collection schedule. How often do you want to or need to collect and update project information? Once a day? Every 12 hours? Picking a frequency that's convenient and fits into your schedule increases the likelihood that you'll collect project status information and incorporate it into the project plan.

e. Decide on the time interval at which you want to incorporate actual data into your project plan, for instance, actual work per shift, per day, or per hour. Using Microsoft Project's time phased views, the Task Usage and the Resource Usage views, you can change the timescale and set the frequency at which actual data is updated.

f. The simpler you keep your methods of manual data collection, the more likely you are to get timely information. Keep your ISB team's status reporting method as simple as the needs of the project allow.

B-24. Requirements for a workgroup based on Microsoft Project Central

To use the Web as your organization's means of collaborating through a workgroup each computer in the workgroup must meet the following conditions:

Note. At the very least, Microsoft Project must be installed on the workgroup manager's computer.

a. Microsoft Project Central installed on a Web server. If you know that your organization has a dedicated Web server, you can contact your organization's Web server administrator and have that person install and set up Microsoft Project Central. You'll also need to get the Web server's network address (URL) from the system administrator.

b. Instructions for installing Microsoft Project Central can be found in the file Setupsvr.htm on your Microsoft Project CD. You'll also need to follow the setup instructions in Microsoft Project Central Help.

c. Web browser: To display workgroup messages on a Web site, team members need Microsoft Internet Explorer 4.01 Service Pack 1 or later, or the Browser Module for Microsoft Project Central for Windows, which comes with Microsoft Project Central. By default, if workgroup members don't have a compatible browser, they will be prompted to download the Browser Module for Microsoft Project Central when they attempt to access the Microsoft Project Central Home Page.

d. Network access and network identification. If you are using an intranet, every computer on the intranet needs to

have a unique network identification so that the workgroup feature can identify the participating computers on the network and communicate with them. If you're unsure about whether you're on a network or what your network identification is, contact your system administrator.

B-25. Connect the ISB team to Microsoft Project Central

After Microsoft Project Central and Microsoft Project are installed, send workgroup members the uniform resource locator (URL) that points to the Microsoft Project Central Home Page so they can find Microsoft Project Central by using their Web browser.

- a.* Check with your system administrator about how to set up Microsoft Project Central or see the setup instructions.
 - (1) On the Tools menu, click Options, and then click the Workgroup tab.
 - (2) In the Default workgroup messages box, click Web.
- b.* You can change the message option for individual resources using the Workgroup box on the General tab of the Resource Information dialog box.
- c.* In the Microsoft Project Central Server URL box, type the URL for the Microsoft Project Central server.
- d.* Note, if you don't know the URL for the Microsoft Project Central server, you can get it from your system administrator.
- e.* Under Identification for Microsoft Project Central Server, click:
 - (1) Windows user account to use your Windows user account to identify yourself to Microsoft Project Central. All the workgroup messages you send will display the user account you used to log on to the network. Windows user accounts offer the strongest security for your project files. In addition, when you use a Windows user account, you are automatically authenticated when you access Microsoft Project Central, so you don't need to enter a user name or password.
 - (2) Microsoft Project user name to use Microsoft Project Central authentication and your user name to identify yourself to Microsoft Project Central. All the workgroup messages you send will display your user name as it appears on the General tab of the Options dialog box. When you access Microsoft Project Central, you will be required to enter a user name and password.
 - (3) Note, by default, your password will initially be blank the first time you log on to Microsoft Project Central. You can set your password during your initial session.
 - (4) To apply your workgroup selections to all new projects, click Set as Default.

B-26. Notes

You need an account before you can work with Microsoft Project Central, but one is created for you automatically when you send a workgroup message. If you want to work with Microsoft Project Central before sending a workgroup message (for example to set up status reports or message rules), click Create Account.

- a.* Workgroup members receive workgroup messages only in Microsoft Project Central and must check the application regularly for new messages. However, you can have Microsoft Project send an e-mail message to workgroup members (which includes a URL to Microsoft Project Central) whenever they receive a new workgroup message in Microsoft Project Central. To automatically notify workgroup members of new Microsoft Project Central messages, select the Send hyperlink in E-mail note check box.
- b.* You can use the Send hyperlink in E-mail note feature only if an e-mail system links the members of your workgroup and if you have specified e-mail names for your resources or have used their e-mail names as resource names.

B-27. How to access Microsoft Project Central

After Microsoft Project Central is installed, you can access it from within Microsoft Project through the TeamInbox command on the Workgroup submenu of the Tools menu. You and workgroup members can also access Microsoft Project Central by pointing a Web browser to the Microsoft Project Central Home Page.

- a.* When you and workgroup members access Microsoft Project Central, you are authenticated before you can start using the system. You can be authenticated by two methods: Microsoft Project Central server authentication or Windows NT Authentication.
- b.* Windows NT Authentication provides the strongest security for project information. When a user logs on, Microsoft Project Central automatically authenticates the user using his or her Windows user account. The user does not see a logon page and does not have to enter a user name or password.
- c.* If you do not use Windows NT Authentication, Microsoft Project Central displays a logon page to the user, who must then enter an ID and a password.
- d.* The Microsoft Project Central administrator determines whether workgroup members must use Windows NT Authentication or Microsoft Project Central server authentication, or whether they can use either type of authentication.

B-28. Respond to workgroup messages in Microsoft Project Central

Workgroup members can use Microsoft Project Central to respond to messages or status report requests from the workgroup manager.

B-29. Reply to a Team Assign message by using Microsoft Project Central

TeamAssign notifies a resource by e-mail or Microsoft Project Central that the project manager wants to assign the resource to a task. You can access the TeamAssign command on the Workgroup toolbar or the Workgroup submenu (Tools menu). You only need to reply to a TeamAssign message in Microsoft Project Central if you want to decline one of the task assignments. A TeamAssign message may contain one or more task assignments; you specify the assignments you are declining when you reply to the TeamAssign message. If you do not reply to the messages, all the tasks are automatically accepted and appear in your Microsoft Project Central timesheet by default.

- a.* On the Microsoft Project Central Home Page, click Messages.
- b.* Click the TeamAssign message, and then click Open Message.
- c.* Click Reply.
- d.* In the Accept column of the task you want to decline, click No.
- e.* In the Comments field, type any comments you want to make about the assignment.
- f.* Repeat steps 4 and 5 for each task assignment you want to decline.
- g.* In the Message box, type any message you want to include.
- h.* When you are finished, click Send to send the message to the project manager.

B-30. Reply to a TeamStatus message by using Microsoft Project Central

TeamStatus requests updated task information by e-mail or Microsoft Project Central from the resources assigned to the tasks. If you have received a TeamStatus message in Microsoft Project Central, you need to reply to it to update the project manager about the status of your assigned tasks.

- a.* On the Microsoft Project Central Home Page, click Messages.
- b.* Click the TeamStatus message, and then click Open Message.
- c.* In the message area, type your response to the update.
- d.* Follow the instructions in Microsoft Project Central to enter details about your work on each task.
- e.* When you are finished, click Send to send the message to the project manager

B-31. Reply to a TeamUpdate message by using Microsoft Project Central

TeamUpdate notifies resources by e-mail or Microsoft Project Central about changes that affect tasks, such as new start or finish dates or changes in resource assignments. You only need to reply to a TeamUpdate message in Microsoft Project Central if you want to comment on the message.

- a.* On the Microsoft Project Central Home Page, click Messages.
- b.* Click the TeamUpdate message, and then click Open Message.
- c.* Click Reply.
- d.* In the message area, type your response to the update.
- e.* Click Send to send the message to the project manager.

B-32. Send updated status by using Microsoft Project Central

If you are a workgroup member using Microsoft Project Central and you have received a TeamAssign message from the project manager, you can send the project manager updates about your tasks from the timesheet at any time. Updates contain the latest changes you have made to your tasks during the time period shown in the timesheet.

- a.* On the Microsoft Project Central Home Page, click Timesheet.
- b.* Follow the instructions in Microsoft Project Central to update information about your tasks.
- c.* When you are finished, click Send Update.
- d.* Microsoft Project Central sends the project manager the latest changes from your timesheet.

B-33. Notes

The project manager also receives any new tasks that you have created. When you send an update to your timesheet, actuals for the entire period are sent.

Glossary

Section I Abbreviations

AACG

Arrival Airfield Control Group

ACL

allowable cabin load

ACSA

acquisition and cross-servicing agreements

AJP

Allied Joint Publication

ALD

available-to-load-date

ALOC

air lines of communication

AMC

Air Mobility Command

AO

area of operations

AOR

area of responsibility

APA

Army pre-positioned afloat stocks

APOD

airport of debarkation

APOE

airport of embarkation

APS

Army pre-positioned stocks

ARFOR

Armed Forces

ASB

Area Support Battalion

ASCC

Army service component commander or command

ASG

area support groups

ASMB

area support medical battalion

ASMC

area support medical company

ASMD
area support medical detachment

BCT
Brigade Combat Team

BDOC
Base Defense Operations Center

BSB
Base Support Battalions

C2
command and control

CJCS
Chairman, Joint Chief of Staff

COA
course of action

COMMZ
communications zone

CONUS
continental United States

COR
contracting officer representative

COSCOM
Corps Support Command

COTS
commercial-off-the-shelf

CP
command post

CPM
critical path method

Crest
Contingency Real Estate Teams

CS
combat service

CSB
Corps Support Battalion

CSG
Corps Support Group

CSH
combat support hospital

CUL
common user logistics

DACG

Departure Airfield Control Group

DCMA

Defense Contract Management Agency

DCST

DLA Contingency Support Team

DISCOM

Division Support Command

DMC

distribution management center

DS

direct support

EAC

Echelons above Corps

EDRE

emergency deployment readiness exercises

EEM

early entry module

ENCOM

Engineer Command

EOD

explosive ordnance disposal

FAST

Forward Area Support Team

FM

field manual

FP

Force Provider

GCCS

Global Command and Control System

GO

general officer

GTN

global transportation network

HAZMAT

hazardous materials

HCA

head of contracting activity

HN

host nation

HSS

Health Services Support

HNS

host nation support

HQ

Headquarters

HRS

Human Resources Support

ISB

Intermediate Staging Base

ISSA

Inter-Service and intra-governmental support agreements

ITO

installation transportation officer

ITV

In-transit visibility

JFC

Joint Force Commander

JI

Joint inspection

JOA

Joint operations area

JOPES

Joint Operations Planning Execution System

JROC

Joint Rear Operations Center

JRSO&I

Joint Reception, Staging, Onward Movement, and Integration

LOC

lines of communication

LOGCAP

The Logistics Civil Augmentation Program

LPT

logistics preparation of the theater

LSE

logistics support element

MACOM

major Army command

MCA

movement control agency

MCT

maintenance contact team

MEDCOM

Medical Command

METT-TC

mission, enemy, terrain and weather, troops and support available, time available, and civil considerations

MHE

material handling equipment

MMC

Material Management Center

MP

military police

MRE

meals ready to eat

MSC

Military Sealift Command

MTMC

Military Traffic Management Command

MWR

morale, welfare, and recreation

NATO

North Atlantic Treaty Organization

NAVFAC

Naval Facilities Engineering Command

NCO

noncommissioned officer

NCOIC

noncommissioned officer in charge

NEO

noncombatant evacuation operations

OEL

organizational equipment list

OIC

officer in charge

OPCON

operational control

OPLAN

operations plan

OPORD

operations order

OPTEMPO

operational tempo

PARC

principal assistant responsible for contracting

PBO

property book officer

PERT

program evaluation review technique

PIO

public information office

PLL

prescribed load list

PMO

Provost Marshal Office

POD

port of debarkation

POE

port of embarkation

PSA

port support activity

PVNTMED

preventive medicine

QM FP

Quartermaster Force Provider

RC

Reserve Components

ROC

Rear Operations Center

RPMA

real property maintenance activities

RSO

reception, staging, and onward movement

RSO&I

reception, staging, onward movement, and integration

SEALOC

sea lines of communications

SOFA

Status of Forces Agreement

SOP

standing operating procedure

SPOD

seaport of debarkation

TACON

tactical control

TALCE

tanker airlift control element

TC AIMS II

Transportation Coordinators Automated Information Manual System II

TCN

transportation control number

TEMPER

Tent Extendable Modular Personnel

TFOP

Theater Force Opening Package

TO

theater of operations

TOE

table of organization & equipment

TPFDD

time phased force deployment data

TRANSCOM

Transportation Command

TSC

Theater Support Command

TUCHA

type unit characteristics

UCMJ

Uniformed Code of Military Justice

UDL

unit deployment list

UIC

unit identification code

ULN

unit line number

UMO

unit movement officer

USACE

U.S. Army Corps of Engineers

USAF LNO

USAF liaison officer

USAF

United States Air Force

USAMC

U.S. Army Materiel Command

USTRANSCOM

United States Transportation Command

UTC

unit type codes

UXO

unexploded ordnance

Section II**Terms****Area of Operations**

An operational area defined by the joint force commander for land and naval forces.

Theater Operations

A sub-area within a theater of war defined by the geographic combatant commander required to conduct or support specific combat operations.

Section III**Special Abbreviations and Terms**

This publication uses the following abbreviations, brevity codes, or acronyms not contained in AR 310–50.

AIT

automated identification technology

AOC

Airlift Operations Center

BCOC

Base Cluster Operations Center

CP

command post

CPA

critical path analysis

DST

Deployment Support Team

HSS

Health Services Support

INFOSYS

information systems

LIBFM

Library of Force Modules

MJLC

Multinational Joint Logistics Centre

MILU

multinational integrated logistics unit

PHA

passenger holding area

POL

petroleum oil lubricant

RCFAST

Regional Contracting Forward Area Support Team

RSOP

installation readiness standing operating procedure

SPOE

seaport of embarkation

STAMIS

Standard Arm Management Information System

SOW

statement of work

TTB

Transportation Terminal Brigade

UBL

unit basic loads

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