

**FM 3-93**

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**Theater Army Operations**

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# Theater Army Operations

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# Preface

Doctrine provides a military organization with unity of effort and a common philosophy, language, and purpose. This manual discusses the organization and operations of the theater army headquarters, including its role as the Army Service component command (ASCC) to the geographic combatant commander (GCC) and the relationships between the theater army headquarters and the theater enabling commands. The manual also discusses theater army responsibilities for setting the theater, Title 10 functions and responsibilities, generally referred to as the combatant commander's daily operations requirements, as well as the operational employment of the theater army's contingency command post (CCP) to directly mission command limited types of operations.

FM 3-93 serves as a guide for organizing the theater army headquarters and its command posts, for training the staff, and conducting operations as directed by the combatant commander.

FM 3-93 has sixteen chapters and one appendix.

- Chapter 1 discusses the theater army's role as the ASCC and the joint context in which it operates. It discusses the theater army's responsibilities to support the combatant commander's theater campaign plan across the GCC's area of responsibility (AOR), referred to as the theater army's AOR-wide support responsibilities. It also discusses the theater army's role in theater opening, including reception, staging, onward movement, and integration (RSOI) of Army and joint forces provided to the joint force commander (JFC) in joint operations areas (JOA) opened within the AOR, and the theater army's dominant role in sustaining Army and joint forces, as directed, across the AOR. Chapter 1 also discusses the sustainment concept of support and the modification of responsibilities of the Army forces commander (ARFOR) within the JOA. Finally, Chapter 1 discusses the theater enabling commands (intelligence, sustainment, medical, signal, and aviation) and their command or support relationships with theater army and the ARFOR operating in JOAs within the AOR.
- Chapter 2 discusses how the theater army employs its CCP to support joint and combined training exercises and other theater security cooperation activities. It also discusses the direct mission command of limited (scale and scope) military operations within the AOR.
- Chapter 3 discusses the organization and functions of the theater army's main command post.
- Chapter 4 discusses the organization and functions of the theater army's CCP.
- Chapter 5 discusses the organization and functions of the headquarters and headquarters battalion, which provides administrative and sustainment support to the theater army headquarters staff.
- Chapters 6 through 14 discuss the organization and functions of the theater army command group, personal and special staff, and the warfighting functional cells (intelligence, movement and maneuver, fires, protection, sustainment, and mission command).
- Chapter 15 discusses the organization and functions of the theater army CCP, and its capabilities, limitations, and dependencies.
- Chapter 16 discusses the organization and functions of the theater army headquarters and headquarters battalion (HHB), including HHB sustainment support for the CCP when it deploys.
- The appendix explains doctrinal command and support relationships, and lists the Army Title 10 responsibilities. Tables A-1 through A-35 illustrate Army support to other Services and executive agent responsibilities. Although these responsibilities may be changed or amended over time, assignment of Service responsibility is based on the Service's capabilities. Thus, changes in lead Service responsibilities are infrequent.

FM 3-93 applies to the Active Army, the Army National Guard (ARNG)/Army National Guard of the United States (ARNGUS), and the United States Army Reserve (USAR) unless otherwise stated. This publication is most applicable to theater army commanders and staff. It also provides relevant information regarding theater army organization and operations for commanders and staffs at subordinate theater level commands and brigades, GCC, and other Service headquarters. The organizational figures and associated staffing levels are derived from the Chief of Staff of the Army approved theater army design, and may vary to some degree from individual theater army modified tables of organization and equipment (MTOEs). The personnel staffing levels are provided for reference only and are not intended to provide a justification for adjusting staffing levels for MTOEs or Tables of Distribution and Allowances (TDAs). The approved theater army design 5.4 does not include augmentation TDAs, which vary significantly from one theater army to another and include both military and civilian personnel.

FM 3-93 uses joint terms where applicable. Most terms with joint or Army definitions are in both the glossary and the text.

The United States Army Training and Doctrine Command (TRADOC) is the proponent for this publication. Send written comments and recommendations on a DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Commander, U.S. Army Combined Arms Center and Fort Leavenworth, ATTN: ATZL-MCK-D (FM 3-93), 300 McPherson Avenue, Fort Leavenworth, KS 66027-2337; by e-mail to [leav-cadd-web-cadd@conus.army.mil](mailto:leav-cadd-web-cadd@conus.army.mil); or submit an electronic DA Form 2028.

# Introduction

FM 3-93, *Theater Army Operations*, is based on a revised operational concept developed through the analysis, discussions, and decisions made by senior Army leaders over the course of nearly eight years of Army transformation. Senior Army leaders finalized these decisions under the auspices of Army Campaign Plan Decision Points 129 (Global Command and Control Laydown), and 123 (Division, Corps, and Theater Army Design Refinement) between December 2008 and July 2009. The new Army strategy for global mission command of Army forces relies on the modular corps headquarters to mission command major operations instead of theater armies. Under the revised operational concept, theater armies no longer require large operational command posts to serve as the base organization for the formation of joint task force (JTF), joint force land component commander (JFLCC), or Army Force (ARFOR) headquarters to mission command major operations.

Every geographic combatant commander (GCC) has requirements for an immediately available, deployable command and control capability for smaller-scale contingency operations, including limited intervention, peace, and peacetime military engagement operations. The Chief of Staff of the Army's revised concept provides every theater army with a standard contingency command post (CCP). Chapters 4 and 15 contain a detailed discussion of the CCP's roles, missions, capabilities, limitations, and dependencies.

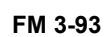
Key decisions: The following key decisions capture the critical elements of the Decision Points 129 decision which have a direct effect on the revised theater army operational concept and organizational design:

- An additional (fourth) active component corps headquarters will be stood up and staffed, providing a sufficient number of corps headquarters to meet current operational demands and provide an additional corps headquarters, available and deployable world-wide, as a hedge against the possible outbreak of major combat operations anywhere in the world. The creation of this additional mission command capability allows the theater army to be relieved of its previous responsibility to transition to a JTF, JFLCC, or ARFOR headquarters providing direct operational mission command over Army or joint forces engaged in full spectrum operations. The Army also retained Eighth U.S. Army as the Army component to U.S. Forces, Korea, which is a subunified command under United States Pacific Command. Eighth Army is a three star operational headquarters equivalent to a U.S. Army corps in terms of operational functions. The retention of Eighth Army addresses an enduring requirement for an ARFOR headquarters on the Korean Peninsula. The retention of Eighth Army is not intended to imply the creation of an additional echelon of command above corps.
- Under the revised operational concept, the theater army main command post has no direct mission command responsibilities for Army forces in an active joint operations area (JOA); however, it does provide some reachback support such as intelligence analysis and long range planning. Theater army enabling commands and functional brigades continue to support operations across the GCC's area of responsibility (AOR). For example, the regionally focused military intelligence brigade will continue to collect against threats within the AOR and provide fused intelligence products to the theater army and other U.S. forces operating within the AOR, as required. Likewise, the theater sustainment command (TSC) remains responsible for providing sustainment (less medical) for all Army forces forward-stationed, transiting, or operating within the AOR, including Army forces assigned to or under the operational control of JTFs operating in JOAs established within the AOR. In addition, the TSC remains responsible for providing Army support to other Services and United States Government agencies, including common-user logistics (CUL) and other specific requirements established under specific operations plans, concept plans, and Army executive agent agreements. These responsibilities are discussed in more detail in the section pertaining to theater enabling commands and functional brigades (Chapter 1).

- The theater army retains responsibility for AOR-wide contingency planning and coordination, including developing and maintaining operation plans, concept plans, updated regionally focused intelligence estimates, and service support plans to the GCC's theater campaign plan. The theater army will conduct collaborative planning with corps, divisions, or other designated Army headquarters assigned to execute specified operation plans and concept plans or to conduct major exercises within the AOR, or those headquarters aligned with the GCC for planning purposes. In particular, the theater army will contribute its considerable regional expertise (including cultural factors and regionally focused intelligence estimates) to the collaborative planning process with corps or division headquarters preparing to conduct operations within the AOR.
- The Army will provide warfighting headquarters from the rotational force pool to meet operational mission command requirements for major operations or major exercises that exceed the limited capabilities of the theater army's CCP.
- Theater armies will have access to all critical theater enabling and functional capabilities, including intelligence, signal, sustainment, medical, aviation, air and missile defense, military police, and engineer. The command and support relationships for these capabilities can differ significantly from one theater army to another, depending on the specific requirements of the AOR.

Theater opening, reception, staging, onward movement and integration: The sustainment concept of support outlines the responsibilities for planning and executing theater opening, reception, staging, onward movement and integration, CUL, and other sustainment-related support to the JOA. The theater army executes these responsibilities through the TSC and its forward-deployed command post, the expeditionary sustainment command. The deployed expeditionary sustainment command provides direct mission command over the Army units actually providing the sustainment services within the JOA. FM 4-0 provides a more detailed explanation of sustainment-related command and support relationships and the division of responsibilities between the theater army, its subordinate TSC, and other Army headquarters operating in JOAs within the GCC's AOR.

Introductory figure on page xii illustrates the unified command plan. Additional information for each GCC can be accessed using the following link: <http://www.defense.gov/specials/unifiedcommand>.



## **Chapter 1**

# **Theater Army**

### **CHAIN OF COMMAND**

1-1. Command and support relationships provide the basis for unity of command and unity of effort in operations. Command relationships affect Army force generation, force tailoring, and task organization. Commanders use Army support relationships when task-organizing Army forces. All command and support relationships fall within the framework of joint doctrine. JP 1 discusses joint command relationships and authorities.

### **JOINT OPERATIONAL RESPONSIBILITIES**

1-2. The President and Secretary of Defense exercise authority and control of the armed forces through two distinct branches of the chain of command. One branch runs from the President, through the Secretary of Defense, to the combatant commanders for missions and forces assigned to combatant commands. The other branch runs from the President through the Secretary of Defense to the secretaries of the military departments. The latter branch serves other purposes than providing operational direction to combatant command assigned forces. Each military department operates under the authority, direction, and control of the secretary of that military department. These secretaries exercise authority through their respective Service chiefs over Service forces, including those not assigned to combatant commanders. The Service chiefs, except as otherwise prescribed by law, perform their duties under the authority, direction, and control of the secretaries to whom they are directly responsible.

1-3. The President, through the Secretary of Defense and with the advice and assistance of the Chairman of the Joint Chiefs of Staff, establishes combatant (unified) commands for the performance of military missions and prescribes the force structure of these commands. The Unified Command Plan establishes combatant commands. Commanders of unified commands may establish subordinate unified commands when so authorized by the Secretary of Defense. The Secretary of Defense, a combatant commander, a subordinate unified commander, or an existing joint task force (JTF) commander may establish JTFs. Combatant commanders are responsible for a geographic area of responsibility (AOR) or a function assigned through the Unified Command Plan (see figure 1-1 on page 1-6).

1-4. The typical operational chain of command extends from the combatant commander to a JTF commander, then to a functional component commander or a Service component commander. In the operational chain of command there are four types of command relationships: combatant command (COCOM) (command authority), operational control, tactical control, and support. Joint force commanders exercise the last three types of relationships as prescribed by law or as the superior commander over the military forces under their command. Unless directed by the President or Secretary of Defense, combatant command authority is reserved for the combatant commander over his assigned forces. JTFs and functional component commands, such as a land component, comprise forces that are normally subordinate to a Service component command but have been placed under the operational control of the JTF, and subsequently to a functional component commander. Conversely, the combatant commander may designate one of the Service component commanders as the JTF commander or as a functional component commander. In some cases, the combatant commander may not establish a JTF, retaining operational control over subordinate functional commands and Service components directly.

1-5. Under joint doctrine, all joint forces include Service components because administrative and logistic support for joint forces is provided through Service components. A Service component command, assigned to a combatant commander, consists of the Service component commander and the Service forces (such as individuals, units, detachments, and organizations, including the support forces) that have been assigned to that combatant commander. Forces assigned to combatant commanders are identified in the Global Force



Management Implementation Guidance signed by the Secretary of Defense. Service components can only be assigned to one combatant commander. However, Service component commanders may support multiple combatant commanders in a noncombatant command, supporting commander relationship. The Service determines the proper headquarters to provide support, and the “Forces for” document is the vehicle for establishing Service component support relationships for responsibilities assigned in the Unified Command Plan. Commanders of forces assigned to the combatant commands are under the authority, direction, and control of (and are responsible to) their combatant commander to carry out assigned operational missions, joint training and exercises, and logistics. However, Army doctrine distinguishes between the Army component of a combatant command and Army components of subordinate joint forces. Under Army doctrine, the theater army is assigned as the Army Service component command (ASCC) to a combatant command. There is only one theater army within a combatant command's area of responsibility, and it serves as the combatant commander's single point of contact reporting directly to the Department of the Army.

## **SERVICE (MILITARY DEPARTMENT) RESPONSIBILITIES**

1-6. The administrative branch of the chain of command runs from the President and Secretary of Defense to the secretaries of the military departments (Department of Defense [DOD] directive 5100.1 explains the functions of the DOD and Headquarters Department of the Army.) Under Title 10 of the United States Code, the Secretary of the Army exercises authority, direction, and control through the Chief of Staff of the Army for forces not assigned to combatant commands. The Secretary of the Army—

- Administers and supports all Army forces, to include those assigned or attached to combatant commands.
- Organizes, trains, equips, and provides forces as directed by the President and Secretary of Defense.

1-7. The Secretary of the Army exercises administrative control through theater army commanders assigned to the combatant commands, unless otherwise specified by the Secretary of Defense. Administrative control normally extends from the Secretary of the Army through the theater army or ASCC, to Army units assigned or attached to the theater army or ASCC, or through an Army force (ARFOR), and then to Army units assigned or attached to an army headquarters within that joint command. Administrative control is not tied to the operational chain of command. The Secretary of the Army may redirect some or all Service responsibilities outside the normal theater army or ASCC channels. In similar fashion, the theater army or ASCC may distribute some administrative responsibilities outside the ARFOR. The primary considerations are the effectiveness of Army forces and the care of Soldiers.

1-8. *Administrative control* is the direction or exercise of authority over subordinate or other organizations in respect to administration and support, including organization of Service forces, control of resources and equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization, demobilization, discipline, and other matters not included in the operational missions of the subordinate or other organizations (JP 1). ARFOR commanders subordinate to joint force commanders within specified joint operations areas (JOAs) receive Army forces and exercise operational control of those forces. The theater army commander answers to the Secretary of the Army for the administration, support, and protection of all Army forces assigned or attached to the combatant command, or transiting through the area of responsibility (AOR). Administrative control includes the organization of Service forces, control of resources and equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization, demobilization, discipline, and other matters not included in the operational missions of the subordinate or other organizations. This is the authority necessary to fulfill Military Department statutory responsibilities for administration and support.

1-9. Combatant commanders may direct theater army commanders to provide common-user logistics and Army support to other Services (ASOS), agencies, or multinational forces. Combatant commanders consider the following points, described in the remainder of this section, when directing sustainment operations.

1-10. Title 10 of the United States Code specifies that each individual Service retains its responsibility for sustainment. However, shared sustainment responsibility or common-user logistics is more effective,



especially for joint operations. Common-user logistics is material or service support shared with or provided by two or more Services, DOD agencies, or multinational partners to another Service, agency, or multinational partner. Common-user logistics can be restricted by type of supply or service to specific units, times, missions, and geographic locations.

1-11. Title 10 provides the combatant commander authority to assign common-user logistics responsibilities that overlap the military department's Title 10 functions. Furthermore, the directive authority for logistics is the additional authority used by the combatant commander to eliminate the duplication or overlapping of sustainment responsibilities.

1-12. The theater army works in conjunction with the combatant command to identify sustainment requirements, responsibilities, and mission command for sustainment. The theater army commander's principal focus is on operational-level theater support involving force generation and sustainment during campaigns and joint operations. The theater army commander matches sustainment requirements for a campaign to the capabilities of the Army forces. In all joint operations, sustainment is a Service responsibility unless directed by executive agent directives, combatant commander lead Service designations, or inter-Service support agreements. The theater and expeditionary sustainment commands are the theater army's principle executors of the sustainment mission. The theater sustainment command, if augmented, may serve as a command for joint logistics. Additionally, the combatant commander may designate a Service component as either the temporary common-user logistics lead or long-term single integrated theater logistics manager if required. (See FM 4-0 for more information on sustainment.)

1-13. Army commanders in joint organizations use administrative control authority from the theater army commander to Headquarters Department of the Army for Service-specific requirements. This authority forms a hierarchy for Army support to deployed forces without implying a command relationship. For example, theater army commanders may establish centers in the area of operations to train individual replacements, complete collective training, provide theater orientation and theater acclimation, and manage force modernization of Army forces prior to their employment by the joint force commander in the JOA.

## **ARMY OPERATIONAL HEADQUARTERS IN AN AREA OF RESPONSIBILITY**

1-14. The Army contributes organizational elements and capabilities to joint force commanders. Those joint force commanders can conduct joint, interagency, and multinational operations across the spectrum of conflict. The senior Army operational headquarters in a JOA is designated as the ARFOR command, which is further explained below. Army echelons can function at the operational level of war and contribute capabilities to joint, interagency, intergovernmental, and multinational operations. Some of these elements and capabilities are explained in the following paragraphs.

1-15. Theater army headquarters, with their contingency command posts and their associated theater-enabling commands and functional brigades, provide mission command over Army or joint forces for smaller-scale contingency operations.

1-16. Corps (or field army) and division headquarters, task organized with subordinate brigade combat teams, supporting brigades, and other units, provide mission command to Army or joint forces for major, sustained operations.

1-17. The theater sustainment command headquarters is normally assigned to the theater army and is considered theater committed. A support relationship is established between the theater sustainment command and, by extension, the expeditionary sustainment command and the operational ARFOR in the JOA. Sustainment brigades are tailored to the mission, task organized under the expeditionary sustainment command (normally attached), and placed in either general support of the force on an area basis or in direct support of a specific command or group of forces, normally the operational ARFOR in the supported JOA.

1-18. The expeditionary sustainment command or other sustainment management headquarters provide direct operational control to Army sustainment units (except medical) providing sustainment support to Army and joint forces in JOAs opened within the AOR.

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