

ATP 4-92 (FM 4-92)

Contracting Support to Unified Land Operations

15 October 2014

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Headquarters Department of the Army

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Contracting Support to Unified Land Operations

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Preface

Army Techniques Publication (ATP) 4-92 provides doctrinal guidance on how Army contracting support organizations “fit” into the Army forces (ARFOR) commanders’ mission construct and execution process, to include joint force commander (JFC) directed contracting missions. It serves as a guide on how the United States Army Materiel Command (USAMC), Army Contracting Command (ACC), Expeditionary Contracting Command (ECC) and its subordinate contracting support brigades (CSB), contracting battalions (CBN) and contracting teams (CT) are organized, deploy, and support deployed Army forces. It also provides detailed information regarding how ECC and its subordinate structure can lead the contracting support planning and coordination effort for the Army, and when directed, for the JFC. Finally, this publication provides additional information on other Army expeditionary contracting and contract support related capabilities, such as the United States Army Corps of Engineers (USACE), the United States Army Intelligence and Security Command (INSCOM), the Logistic Civil Augmentation Program (LOGCAP), and the Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASA[ALT]) forward support teams, along with the integration of these capabilities into the overall contracting support effort in a designated operational area.

The principal audience for ATP 4-92 is Army operational commanders and staff members from the Army Service component command level down to brigade level units. Trainers and educators throughout the Army will also use this publication.

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

ATP 4-92 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. Terms for which ATP 4-92 is the proponent publication (the authority) are italicized in the text and are marked with an asterisk (*) in the glossary. Terms and definitions for which ATP 4-92 is the proponent publication are boldfaced in the text. For other definitions shown in the text, the term is italicized and the number of the proponent publication follows the definition.

ATP 4-92 applies to the Regular Army, the Army National Guard, and the United States Army Reserve unless otherwise stated.

The proponent for this manual is the Combined Arms Support Command. The approving authority is the Combined Arms Support Command commanding general. The preparing agent is the Acquisition, Logistics and Technology- Integration Office. The technical review authority is Headquarters, USAMC. Send comments and recommendations on Department of the Army (DA) Form 2028 (Recommended Changes to Publications and Blank Forms) to Commander, United States Army Combined Arms Support Command, ATTN: ATCL-ALT-IO, 2221 A Avenue, Fort Lee, Virginia 23801-1809, or submit an electronic DA Form 2028 by email to usarmy.lee.tradoc.mbx.cascom-alt-io@mail.mil or usarmy.lee.tradoc.mbx.lee-cascom-doctrine@mail.mil.

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Introduction

ATP 4-92 describes Army contracting support elements' role, organization and operations in support of unified land operations. ATP 4-92 is a revision of Field Manual 4-92, *Contracting Support Brigade*, last published in 2010.

Operational contract support (OCS) is the process of planning for and obtaining supplies, services, and construction from commercial sources in support of combatant commander directed operations. While varying in scope and scale, OCS, and its subset of expeditionary contracting capability, is a critical force multiplier in unified land operations, especially long-term stability operations. With a smaller Army, less robust active component sustainment capability, and greater emphasis on Phase 0 operations, the critical importance of operational contract support and its associated expeditionary contracting structure may increase as a necessary force augmentation capability in future operations. Accordingly, the Army continues to enhance its capability to plan and provide OCS for deployed Army and joint forces. This contracting-focused ATP is one of numerous initiatives to inform the operating force on the importance of OCS planning and integration, again with focus on the Army's expeditionary contracting force structure, in all phases of operations.

ATP 4-92—along with the publications referenced throughout this manual—is intended to provide commanders and their staffs with the doctrinal and policy tools necessary to properly leverage the full spectrum of Army OCS capabilities in all phases of the operation. The publication also serves as a guide for worldwide deployment and employment of expeditionary Army contracting organizational capabilities.

ATP 4-92 clarifies existing doctrine, which was focused on the CSB. Updates include mission command philosophy, the revised contracting support organizational structure, other contracting or operational contract support organizations, as well as expanded discussions of financial management (FM) in support of contracting actions. Updates also include expanded discussion on Army expeditionary contracting support to joint operations.

ATP 4-92 contains three chapters:

Chapter 1 provides an overview of contracting and operational contract support organizations, including the contracting support brigade and its subordinate units, along with USACE, INSCOM, LOGCAP, and ASA(ALT) forward. It also discusses command authority versus contracting authority, as well as contracting support considerations with respect to the Army force generation model.

Chapter 2 includes contracting support considerations in the notional phases of the operation, from Joint Publication (JP) 3-0, as well as guidance for contracting support planning and execution, to include the vital link with financial management.

Chapter 3 provides an overview of joint contracting considerations, to include lead Service and joint theater support considerations.

Introductory table – New Army terms

Terms	Remarks
Army requirements review board	New definition.
contracting support operations	New definition.

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Chapter 1

Organization and Operations Overview

The Army continues to enhance its capability to plan and provide effective operational contract support (OCS) for deployed Army and as directed, joint forces. To ensure effective management and accountability of contracting support to unified land operations, the Army consolidated the majority of its expeditionary contracting capability in separate table of organization and equipment (TOE) organizations under the command of the USAMC and its subordinate, ACC, which provides command over ECC. The Expeditionary Contracting Command through its subordinate contracting support brigades plans for, commands, and provides theater support contracting services (less medical, major construction and theater-level intelligence) for deployed Army forces, and when directed, provides joint, multinational, and interagency support.

SENIOR COMMAND MISSION OVERVIEW

1-1. The following Army organizations exercise mission command of contracting support elements.

ARMY MATERIEL COMMAND

1-2. The United States Army Materiel Command (USAMC) is the Army's senior logistics command and lead materiel integrator. USAMC exercises procurement authority as head of the contracting activity over all Army contracting organizations, except for the National Guard Bureau, United States Army Corps of Engineers (USACE), United States Army Medical Command, United States Army Special Operations Command, United States Army Intelligence and Security Command (INSCOM) contracting organizations. While primarily a generating force organization, USAMC provides significant support to deployed operating force units primarily through its assigned TOE organizations, the Army field support brigades (AFSB) and CSBs. While the AFSBs do have a Logistics Civil Augmentation Program (LOGCAP) planning and execution oversight mission, their primary contingency mission is to support the USAMC role as a national-level provider and to assist in the coordination of acquisition, logistics and technology support to Army units worldwide. See ATP 4-91, Change 2, *Army Field Support Brigade*, for further information on AFSB techniques and procedures. The contracting support brigades provide unique contract support advice, contracting coordination and theater support contracting services capability not contained in the Army field support brigade mission set.

ARMY CONTRACTING COMMAND

1-3. The Army Contracting Command (ACC) is a major subordinate command within USAMC that provides both theater support contracting to deployed Army forces and installation contracting support through its two subordinate commands, the ECC and the Mission and Installation Contracting Command (MICC), respectively. The ACC also provides support to deployed Army forces via reach-back contracting support from its continental United States-based acquisition centers.

U.S. ARMY EXPEDITIONARY CONTRACTING COMMAND

1-4. The U.S. Army Expeditionary Contracting Command and its subordinate units are responsible to provide theater support contracting services in support of deployed Army forces worldwide and installation contracting support for outside the continental United States Army forward stationed units. It plans and provides worldwide theater support contracting services across all phases of operations. While not a TOE

organization, the ECC headquarters does have the capability to deploy designated command and staff members as directed by the Army, in support of major operations. ECC's major unified land operations related tasks include:

- Exercise mission command over assigned CSBs.
- Enforce USAMC's head of the contracting activity authority, including contracting policy, compliance, and oversight of all deployed Army theater support contracting missions.
- Execute readiness and training oversight of active duty CSBs and subordinate organizations.

1-5. The ECC, with a designated contracting support brigade, and with directed joint manning document (JMD) augmentation, can form and execute joint theater support contracting command operations. The joint theater support contracting command is a functionally focused joint task force which holds command and contracting authority over all Service component theater support contracting organizations within a designated operational area. The ECC also has limited reach-back contracting support and deployable staff augmentation capabilities. See chapter 3 for details on the ECC operating as a joint theater support contracting command.

CONTRACTING SUPPORT BRIGADE ORGANIZATION AND FUNCTIONS

1-6. The CSB provides theater support contracting services, along with contracting advice and assistance, primarily to Army forces and to joint forces when directed, and is organized along functional lines.

CONTRACTING SUPPORT BRIGADE HEADQUARTERS

1-7. Contracting support brigades are TOE commands assigned to the ECC for outside the continental United States operations. The one continental United States focused CSB and the two corps aligned CSBs are attached to the MICC when not deployed. The CSB commander is the Army's primary theater strategic and operational level contracting support planner and advisor, and commands Army theater support contracting organizations. Currently, contracting support brigade headquarters are aligned to each theater army, to two of the three Army corps headquarters, and to the one field Army. However, regardless of habitual alignment, the CSB and/or its subordinate commands may deploy to any operational area to support the ARFOR commander as directed. Once deployed, the brigade can command multiple contracting battalions and/or separate contracting teams (CT) within the theater. Theater army and field army-aligned contracting support brigade commanders are also dual-hatted as the principal assistant responsible for contracting (PARC) and, as such, have a table of distribution and allowances (TDA) office, in addition to the contracting support brigade TOE structure. Corps-aligned CSB commanders are similarly dual-hatted as the local Army director of contracting, and like the theater army and field army-aligned CSBs, have additional TDA staff augmentation to perform the director of contracting function. While these TDA offices can provide limited reach-back and temporary operational augmentation support, it is important to note the contracting support brigade TOE is a deployable organization separate from the theater or field army PARC TDA structure.

Functions

1-8. The CSB executes theater support contracting actions in support of deployed Army forces, and commands and coordinates other common contracting actions as directed by the supported commander. CSBs are more than just a contracting services provider; they provide key OCS capabilities to include contracting support planning assistance, contracting oversight and fraud, waste and abuse prevention. CSB primary tasks include:

- Planning and executing theater support contracting services.
- Providing contract support related advice and planning assistance.
- Coordinating and de-conflicting common contracting support actions.

1-9. In order to execute their mission essential tasks, the CSBs have numerous related subordinate tasks to include:

- Coordinating the deployment and tactical support of all assigned and attached subordinate units.

- Executing mission command and contracting oversight over all assigned or attached subordinate units.
- Serving as the theater or field Army or ARFOR command's theater support contracting authority during all geographic combatant commander (GCC) directed operations.
- Providing advice and planning assistance to the supported unit's contract support integration effort, to include direct support to OCS planning and annex W development actions.
- Collecting and providing contracting related OCS analysis of the operational environment information to include local business environment, market survey information, and contract or contracting capabilities related data to the supported unit.
- Performing contractor management functions in conjunction with supported unit staff leads for CSB-issued service contracts where contractor personnel will come in contact with U.S. forces.
- Advising and assisting major requiring activities such as the theater sustainment command or engineer brigade on theater-wide contracting actions.
- Assisting supported units to execute OCS related exercises and/or staff development training.
- When designated by the GCC through their respective theater army, serving as the lead Service for contracting coordination, lead Service for contracting or joint theater support contracting command with significant ECC and/or joint manning document (JMD) augmentation.

Note. All theater and field army headquarters have designated staff members responsible to lead the OCS planning and integration effort. In many of these headquarters, dedicated OCS coordination cells have been formed within their G-4 sections that include both military and civilian logistic officers and non-warranted contracting specialists. All of the supporting CSBs provide either full-time or direct support liaison officers to these cells. Likewise, the supporting AFSB's LOGCAP forward operators also provide direct support to these cells.

1-10. The lead Service for contracting coordination is the Service component designated by the geographic combatant commander to coordinate, track and de-conflict common contracting actions within a designated operational area. The lead Service for contracting is the Service component designated by the geographic combatant commander responsible to provide theater support contracting services to all joint force components operating within a designated operational area. When the Army component headquarters to the joint force is designated the lead Service for contracting coordination or lead Service for contracting, the supporting CSB operates as the lead contracting activity to perform these functions on the behalf of the Army component headquarters.

Organizational Overview

1-11. The CSB headquarters is a very lean organization consisting of a personal staff and a coordinating staff. The brigade headquarters is mainly made up of Army Acquisition Corps commissioned officers and noncommissioned officers in the contracting career field (military occupational specialty 51C), performing contracting policy, solicitation or contract review, assessment, support, and administration functions. The CSB headquarters personnel focus on contracting support planning and coordination, as well as command, standard operating procedures, plans, orders, contract-related policy development and implementation, and contracting oversight of subordinate assigned and attached organizations. A CSB headquarters may also be augmented by TDA structure providing staff and/or, reach-back operational support. See figure 1-1 on page 1-4, which depicts CSB headquarters organizational design.

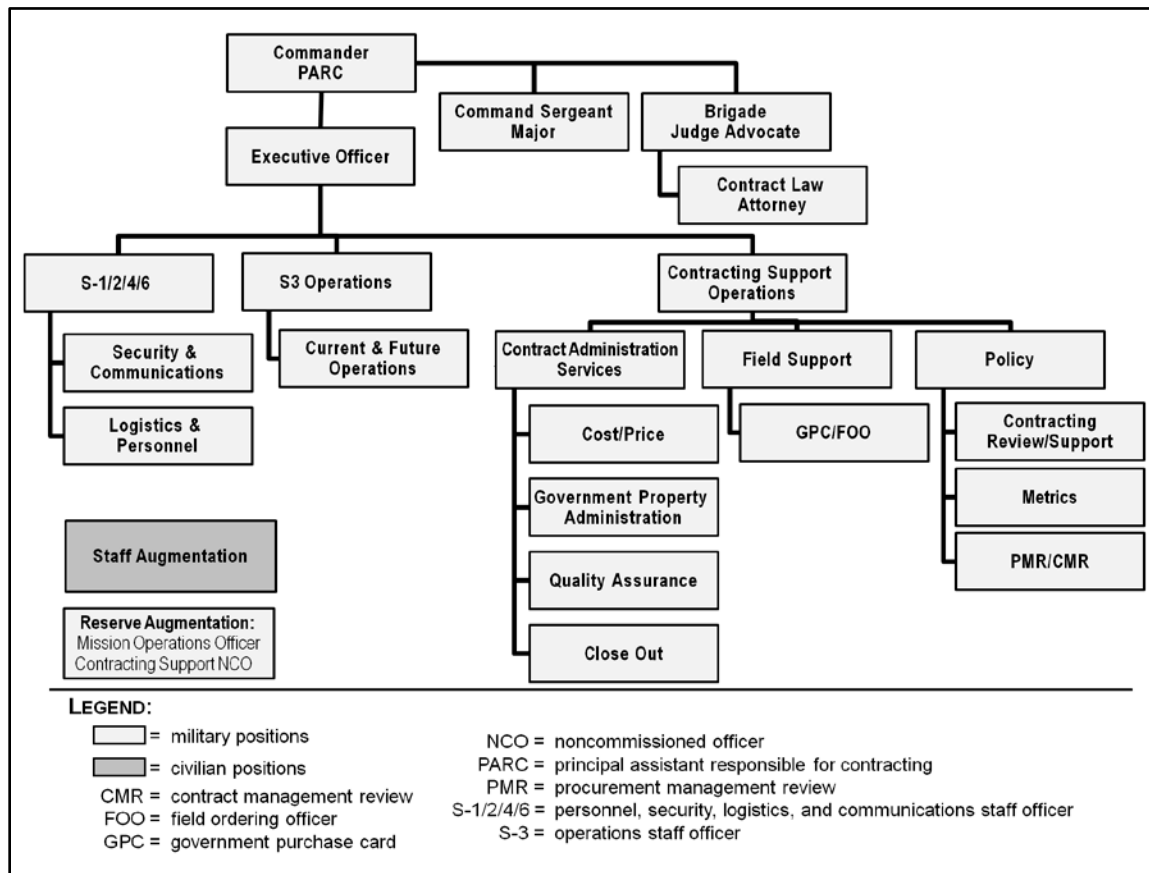


Figure 1-1. Contracting support brigade headquarters organization

COMMANDER AND PERSONAL STAFF

1-12. The brigade commander serves as the theater army, field army or corps contracting staff advisor, the PARC. When deployed, the CSB commander is the Army senior contracting official in the area of operations and exercises mission command of subordinate contracting organizations. The CSB commander also may serve as the lead Service for contracting coordination or lead Service for contracting senior contracting official in the joint operations area (JOA) to accomplish joint contracting support missions as directed by the geographic combatant commander. The contracting support brigade commander chairs the Army contracting support board and when directed, the joint contracting support board (JCSB). The CSB commander or designated representative advises other Army and joint OCS boards as directed by the senior Army operational commander and in accordance with Army procurement policy guidance. When the CSB commander and staff deploy, the senior civilian member of the TDA staff becomes the installation support PARC. The contracting support brigade commander's personal staff includes a command sergeant major and a legal section.

1-13. The command sergeant major is the senior enlisted advisor of the command and performs traditional duties for the CSB headquarters and all assigned and attached subordinate organizations. The command sergeant major is the commander's advisor in carrying out policies and enforcing standards for the performance in the training, maintaining, caring, and leading of the unit's enlisted Soldiers. The relationship of the command sergeant major to the chain of command on the commissioned and noncommissioned officer level is paramount to effective communications and esprit-de-corps of the brigade and subordinate units.

1-14. The CSB legal section includes a brigade judge advocate and a contract law attorney who serves as the brigade judge advocate during the principal's absence. The brigade judge advocate is the primary legal

advisor to the CSB and subordinate commanders' staff, contracting officials, and the supported force regarding legal and policy issues affecting the planning, training, resourcing and execution of the CSB's missions in peacetime and all phases of unified land operations. Primary responsibilities of these staff include:

- Provide legal advice and assistance on all issues encountered during CSB operations, including, but not limited to: contract law; fiscal law; international law issues that affect the status and treatment of contractor personnel; and operational and criminal law matters that regulate the conduct of contractor personnel in the area of operations where armed conflict is possible.
- Conduct legal reviews and assist in the development of CSB mission related plans and other contracting support related orders, plans and policies.
- Serve as a member of, or legal advisor to, contract support related boards as required.
- Develop and execute standard operating procedures to ensure the timely and uniform legal review of specified contract and related actions executed by the CSB, and its attached and assigned units, which is consistent with guidance issued by the command, law, regulation and policy.
- Provide legal support when necessary on all other legal issues affecting command operations and personnel, such as: ethics; Freedom of Information Act and Privacy Act; labor and employment law; personal claims; legal assistance; military justice; and other administrative law matters.
- Participate in the development and execution of unit plans, orders and after action reviews.

EXECUTIVE OFFICER AND THE COORDINATING STAFF

1-15. The contracting support brigade's coordinating staff is made up of the personnel, security, logistics and communications section, the operations section and the contracting support operations (CSPO) section. The executive officer performs a chief of staff-like function by directing and coordinating the efforts of these staff sections, which support the execution of the contracting mission. The executive officer accomplishes these tasks by ensuring staff work conforms to established orders, policies, and the CSB commander's intent, and is synchronized with the supported operational commander's concept of operations.

Personnel, Security, Logistics and Communications Section

1-16. The personnel, security, logistics and communications section is responsible to plan and coordinate all matters related to support and sustain the CSB headquarters, along with all assigned and attached subordinate units. This staff section focuses on personnel and logistics support, as well as security and communications support to the brigade.

Personnel and Logistics

1-17. This staff section performs traditional brigade manpower and personnel staff officer functions, which include human resources support (military and civilian), manning, personnel services, personnel support, and headquarters administration. This staff section is responsible for personnel and logistics matters in CSB operation orders (OPORD). The personnel and logistics staff coordinates with the supported unit assistant chief of staff for logistics (G-4) to ensure the CSB, which has no internal sustainment capabilities, is properly integrated into the supported unit's sustainment plans. Additionally, this staff also coordinates with the supported unit's engineer staff and/or designated supporting engineer unit to ensure any deploying CSB element has proper facilities support in the area of operations. In some cases, personnel from the TDA augmentation staff may support the personnel and logistics staff.

Security and Communications

1-18. This staff section performs a very limited brigade intelligence staff function, focused on internal security. This staff section plans, coordinates and oversees the CSB's internal security programs, including personnel, physical and signal security programs. This staff also coordinates with the supported unit's assistant chief of staff for communications to ensure proper communications support is provided to

subordinate contracting units. This staff section is responsible for security and communications matters in CSB OPORDs.

Operations Section

1-19. The operations section assists the contracting support brigade commander and executive officer to execute training, readiness and operational oversight (less actual contracting) of the CSB headquarters as well as assigned and attached CSB units, and can be augmented with a limited number of civilian TDA staff. The operations section is responsible for all matters concerning individual and collective training. The operations section also authenticates all CSB plans and orders for the commander, to ensure contracting support brigade and subordinate unit functions are synchronized in time, space, and purpose with the supported commander's scheme of maneuver. Additionally, the operations staff focuses on current and future operations.

1-20. The current and future operations staff section maintains visibility of all current contracting support brigade operations. Specific tasks include: coordinating movement, to include time phased force deployment data; integrating and synchronizing operations, training, taskings and plans; preparing, coordinating, authenticating, publishing, reviewing, and distributing written operation orders. This staff section develops and promulgates command standard operating procedures, exercise guidance, and terrain requirements, and is overall responsible to synchronize all actions products across the other staff sections, to include all actions requiring the use of resources.

1-21. The current and future operations staff section also maintains visibility of all future contracting support brigade operations. This staff section develops CSB OPORDs and conducts mid- to long-range planning. Specific tasks include: overseeing operations beyond the scope of the current order (such as the next operation or the next phase of the current operation) by developing long range plans and orders; developing policies and other coordinating or directive products, such as memorandums of agreement; closely coordinating the contracting execution part of CSB plans with the contract support operations staff. The current and future operations staff section also coordinates with the supported unit assistant chief of staff for operations to ensure all deploying CSB elements are properly included in the deployment planning.

Contracting Support Operations

1-22. The CSPO section performs functions similar to support operations in other Army sustainment organizations, such as the sustainment brigade found in ATP 4-93. **Contracting support operations is the staff section that oversees contracting operations and leads external coordination efforts.** This section conducts contracting planning and provides technical supervision over the CSB's contracting actions. The contracting support operations section also focuses on support to the supported unit headquarters staff, and can provide a liaison officer as a member of the OCS coordination cell (if formed) or in another staff section as directed by the supported command's chief of staff. The CSPO liaison assists in planning and coordinating OCS and related contract support actions, integrates the CSB's contracting support plan, and coordinates and de-conflicts common in-theater contracting actions. The contracting support operations section also assists the commander and executive officer in oversight of near-term, mid-term, and long-term contracting support planning, and on-going theater support or other delegated contract administration actions such as support to LOGCAP.

1-23. The CSPO section is made up of the policy, field support, and contract administration sections that focus on ensuring effective and efficient contracting support to the supported commander, executed in accordance with appropriate regulations and applicable law. Contracting support operations functions include the following:

- Advise the commander on contracting support resource and policy requirements.
- Plan and synchronize deployable contracting resources to ensure they remain consistent with current and future operations.
- Provide guidance on contract consolidation and/or contracting solutions that will best assure both effective and efficient support to supported units.
- Ensure contracting support execution supports the operational commander's guidance.

- Conduct contract management reviews.
- Plan and coordinate contract administrative services requirements.
- Assist supported units in managing their contracting officer's representative (COR) and field ordering officer (FOO) programs.
- Develop internal CSB contracting support plans.
- Provide liaison officer to the theater armies, field army, or corps, as appropriate.
- Provide contracting support advice and assistance to supported unit OCS staff and other staff as deemed appropriate.
- Assist Army Service component command to develop annex W, operational contract support.
- Collect, analyze, update, and share operational contract support analysis of the operational environment.
- Synchronize or de-conflict contracting actions between other Army contracting agencies, and when directed, perform lead Service contracting coordination functions.
- Participate in and advise Army and/or joint requirements review boards as required. See Army tactics, techniques and procedures (ATTP) 4-10 and JP 4-10 for further guidance.
- Lead Army or joint contracting support board efforts as directed.

1-24. Additional details of CSPO actions can be found in Chapter 2.

Policy

1-25. The policy section monitors and publicizes applicable contracting policy and acquisition instructions. This is to ensure CSB subordinate units, regional contracting center (RCC), and regional contracting office (RCO) contracting operations (if formed) remain in compliance with applicable policy and legal statutes, and enable the maneuver commander's end-state. The policy section conducts internal solicitation review boards and contract review boards of subordinate contracting organizations' planned contracting actions at specific instruction, policy, regulatory, and legal thresholds; the policy section also provides support to other internal and external contracting boards; lastly, the policy section develops and modifies unit acquisition instructions and other procedural guidance.

1-26. The policy section maintains metrics and is the CSB's subject matter expert on acquisition and contracting enterprise tools, such as the Virtual Contracting Enterprise suite, Wide Area Work Flow, Paperless Contract File, Federal Procurement Data System-Next Generation, and others. The assessment section conducts audit management, collects and manages all metrics, and submits internal and external reports.

1-27. The policy section also implements the Army procurement management review program through contract management reviews of subordinate CSB units to include regional contracting centers' and offices' contracting operations (if formed).

Field Support

1-28. The field support section conducts oversight of the following subordinate contracting units' tasks: government purchase card program management; field ordering officer oversight; theater contracting planning; contracting audit interface; contracting after action reviews or lessons learned analysis; Army or Joint doctrine and policy review, analysis, coordination, and staffing; and contracting officer's representative program management.

Contract Administration Services

1-29. The CSB headquarters contract administration services staff performs highly complex, technical post-award functions, as directed in Part 42, U.S. Federal Acquisition Regulation (FAR). These functions include contract administration, quality assurance, contract property administration, market research, cost or price analysis, and contract closeout. Each of these functions requires significant training, experience, schooling and technical expertise to ensure the Government receives the goods and services paid by taxpayer dollars, and that Soldiers and commanders receive the support needed to perform their missions. The contract administration section includes personnel trained in the full spectrum of contracting

operations, and capable of performing post-award functions when directed. In some operations, the contracting support brigade may also be delegated contract administration responsibilities for LOGCAP task orders. In these situations, the supporting CSB may require augmentation from other ECC or ACC assets. Furthermore, contract administration augmentation for missions related to extended joint operations and where no joint theater support contracting command is formed, may come from combatant command requested, Department of Defense directed, support from the other Services and/or combat support agencies.

Contracting Support Liaison and Coordination

1-30. The contracting support operations section has no assigned military personnel to perform the contract support liaison and coordination mission. Therefore this function is performed either as an additional duty by military staff, or in some cases by full-time TDA augmentation staff, or a combination thereof. Liaison functions include representing the CSB in routine unit headquarters planning meetings and OCS working groups, serving along with the LOGCAP forward operator as a member of the supported unit's OCS coordination cell (if formed), or serving in another staff section as directed by the supported command's chief of staff. Contract support coordination functions include assisting the supported unit to plan and coordinate OCS and related contract support integration actions, integrating the CSB's contracting support plan, and coordinating and de-conflicting common in-theater contracting actions.

TABLE OF DISTRIBUTION AND ALLOWANCES STAFF AUGMENTATION

1-31. All CSBs are augmented with, or have an associated, TDA staff; however, this section is not formally part of the contracting support brigade TOE organization. The size and structure of this TDA staff section, to include the number and functions of the civilian expeditionary workforce designated positions, varies between the different CSBs. The TDA staff can be used to augment the brigade TOE structure in areas such as operations, and for some CSBs, to provide significant contracting support to outside the continental United States Army installations. This TDA structure can also provide unit liaison, planning and staff training support.

CONTRACTED SUPPORT AUGMENTATION

1-32. While not a preferred manning solution, CSB headquarters may be augmented with contracted support staff in some major operations. Contracted staff support is most appropriate to augment the operations section and to perform some of the basic staff work related to contracting operations not directly related to the CSBs contracting oversight mission.

Note. In no case will contracted staff augmentation personnel be involved in actual contract obligation decisions, direct oversight tasks, or other inherently governmental functions as described in Federal Acquisition Regulation subpart 7.5.

SUBORDINATE UNITS

1-33. A CSB's assigned and attached subordinate TOE structure includes contracting battalions (CBN) and contracting teams (CT). The Army contracting structure is modular and, as such, there are no fixed command arrangements between the contracting brigades, battalions and teams. CSBs, when deployed, normally provide command and contracting oversight for two to five CBNs, but actual command arrangements are based on mission, enemy, terrain and weather, troops and support available-time available and civil considerations (METT-TC) and commercial support factors in the area of operations. CSB subordinate units are small, separate TOE organizations made up predominately of 51C military occupational specialty officers and noncommissioned officers. The CSB exercises mission command over subordinate organizations with respect to contracting support related missions, as well as U.S. Army Title 10 related missions, such as control of resources and equipment, personnel management, unit logistics, readiness, redeployment, and discipline. The subordinate organizations will generally be a mixture of assigned and attached contracting battalions and teams augmented per METT-TC factors.

CONTRACTING BATTALION

1-34. The contracting battalion serves as intermediate headquarters between the CSB and subordinate contracting teams. Like the CSB headquarters, the CBN commander and staff focus on command and contracting oversight tasks, and do not normally develop, solicit, award, and manage individual contracts, but may when properly augmented. When supporting small-scale operations, the battalion may deploy separately from the contracting support brigade headquarters and in this situation, the CBN commander serves as the Army senior contracting official in the area of operations. In some major sustained operations, a CBN may be combined with one or more CTs and/or other Service contracting elements to form a regional contracting center. In this capacity as RCC chief, the CBN commander performs as chief of the contracting office and has oversight of subordinate contracting activities. See figure 1-2, which depicts CBN organizational structure that may or may not be augmented in actual operations.

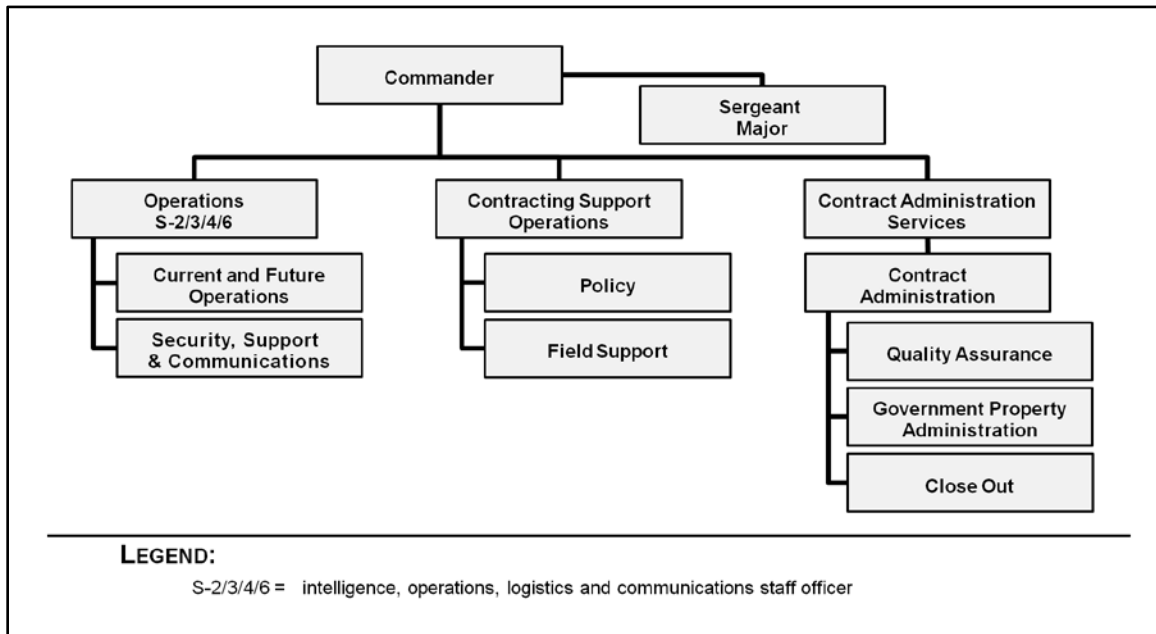


Figure 1-2. Contracting battalion headquarters organization

Operations

1-35. The contracting battalion operations section performs functions similar to the CSB headquarters operations section described previously. This staff works very closely with the CSB operations section to ensure logistical, facility, security and communications support arrangements are in place for the battalion headquarters and all subordinate contracting teams. The current and future operations staff section monitors and tracks ongoing battalion operations, ensures compliance with CSB operation orders and plans, and publishes battalion operation plans and orders as required.

Contracting Support Operations

1-36. The battalion CSPO staff performs functions similar to the CSB headquarters contracting support operations staff, focusing on policy, field support, and assessment. This staff section works very closely with the CSB CSPO staff to monitor applicable contracting policy, ensuring subordinate CTs and RCOs maintain currency through policy updates, and through metrics management and reporting. This staff also coordinates supported unit FOO, government purchase card programs as well as providing training and advisory support to any other specially authorized, mission-specific programs, such as the Commander’s Emergency Response Program as seen in recent operations.

Contract Administration Services

1-37. The contracting battalion contract administration services staff performs functions similar to the CSB headquarters contract administration staff described in paragraph 1-25, but at the battalion level. This staff section oversees subordinate CT and/or RCO contract administration, in areas of quality assurance, property administration and contract closeout.

CONTRACTING TEAM

1-38. Contracting teams represent the Army's primary expeditionary contracting unit. CTs are small TOE organizations led by a field grade officer, and made up of 5 contracting officers, including those focused on contract administration functions. Like the brigade and battalion commanders, the contracting team leader, as the chief of the contracting office, provides the supported commander and staff requirements development advice and assistance. For example, the team leader may provide an informal review of a draft requirements package. But the primary mission of the CT is to develop, solicit, award, manage, and close out theater support contracts. See figure 1-3, which depicts contracting team organizational structure that may or may not be augmented in actual operations.

Note. Due to a Department of the Army decision, the grade level of the senior contracting team leader has been reduced from lieutenant colonel to major. With this grade reduction, the mission and roles of the senior contracting team and the contracting team are equivalent. Therefore, this publication will refer to these units as contracting teams (CT).

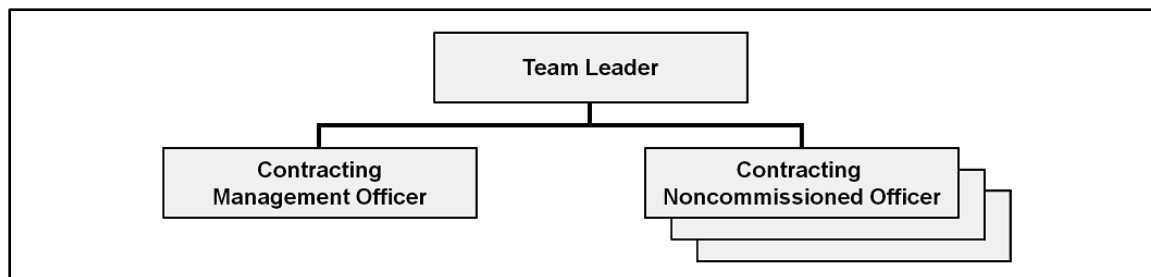


Figure 1-3. Contracting team organization

COMMAND AND SUPPORT RELATIONSHIPS

1-39. Because of the multiple CSB missions, the unique nature of contracting authority, and variety of supported customers, CSB command, support, and coordination relationships may differ from other units. CSBs execute their contracting mission under the mission command of ECC or the MICC and contracting authority of USAMC, as explained in paragraph 1-41. The CSB commander and staff must work very closely with ECC, the supported theater army, field army, or corps to ensure these relationships are properly established, documented, and exercised.

COMMAND VERSUS CONTRACTING AUTHORITY

1-40. Commanders and staff officers at all levels must understand that contracting authority differs from command authority. Command authority, prescribed in Title 10, U.S. Code, Section 164, includes the authority to perform functions involving organizing and employing commands and forces, assigning tasks and designating objectives, and giving authoritative direction over all aspects of an operation; however, command authority does not include the ability to make binding contracts on behalf of the U.S. Government. The authority to acquire supplies and services for the government comes from three sources: (1) the U.S. Constitution (2) statutory authority found in U.S. Code Title 10, and (3) regulatory authority from the FAR, Defense Federal Acquisition Regulation Supplement, and Service FAR supplements. Only the contracting officer, by virtue of their contracting warrant, has the authority to obligate the U.S.

Government on contractual matters. Any attempt to bind the U.S. Government in contract by anyone other than a contracting officer will result in an unauthorized commitment.

1-41. Under the current Army modular contracting structure, the Assistant Secretary of the Army for Acquisition Logistics and Technology as the Army's Senior Procurement Executive (SPE) has appointed the USAMC commander as head of the contracting activity for Army theater support contracting. The USAMC commander delegates PARC authority to the CSB commander, who in turn delegates contracting authority to assigned and attached contracting officers via the contracting appointment warranting process.

SUPPORT RELATIONSHIPS

1-42. Theater army and field army-aligned CSBs have a direct support relationship with specific theater or field army headquarters, and operational commanders receive theater support contracting planning and execution support via their aligned CSBs and the CSB's assigned or attached subordinate units. This direct support relationship provides theater and field army commanders the capability, in all phases of the operation, to set the aligned contracting support brigade's priorities, to place the brigade on the battlefield (when deployed) and to task their supporting CSBs to accomplish missions within the scope of CSB doctrinally-based operations. Theater armies and the field army, or their designated subordinate commands, may utilize the request for forces process to request CSB unit support to deployed operations.

1-43. Corps aligned contracting support brigades are co-located with, and are intended to deploy with, their aligned corps headquarters. However, in exceptional situations these brigades may deploy to major operations outside of their aligned corps headquarters mission set. When deployed, the corps-aligned CSBs remain under the command of the ECC, have a direct support relationship with the supported corps headquarters, and a coordination relationship with the theater army-aligned CSB. Additionally, the corps-aligned CSB provides focused contract support to a specific land operation and maneuver commander, as well as command and contracting oversight over all deployed contracting battalions and teams in a specific area of operations. Meanwhile, the theater army-aligned CSBs maintain command and contracting oversight of other Army contracting battalions and teams operating outside the specific area of operations, providing broad contracting support to the greater area of responsibility, and fulfilling enduring missions not necessarily related to the corps-aligned CSB's mission focus. When not deployed, the corps-aligned CSBs provide planning, training, and other contracting support related advice and assistance to the corps headquarters and other local units on a general support basis.

1-44. Contracting battalions are co-located with, and generally aligned to, division and expeditionary sustainment command (ESC) headquarters to assist in OCS related planning, and to provide staff assistance to their aligned units. Like the corps-aligned contracting support brigades, CBNs are intended to deploy with their aligned command unless there are exceptional reasons why this is not possible. When deployed, contracting battalions are under the command and contracting authority of the supporting CSB and have a direct support relationship with their aligned division or ESC headquarters. When a CBN is deployed as the senior Army contracting unit in the area of operations, it will deploy under the command and contracting authority of the theater army-aligned CSB and will have a direct support relationship to the designated senior ARFOR headquarters.

1-45. Contracting teams are not aligned to any specific supported command. When deployed, CTs operate under the command of a parent contracting support brigade or battalion and may be task organized into separate expeditionary contracting elements. CT support arrangements may include, but are not limited to:

- Division level CT(s), direct support to individual brigade combat teams (BCT), particularly in early operational phases.
- Division level CT(s), general support to non-BCT divisional units and to other units, to include other Services or multinational organizations, operating in the division area of operations, particularly in later operational phases.
- CTs direct support to sustainment brigade headquarters.
- Corps level CTs operating as general support, echelon above division, RCO.
- Combined with CBN to form RCC.

Note. USAMC policy does not allow the deployment of an individual contracting officer performing actual contracting functions in support of deployed operations. Furthermore, Army Director of Acquisition Career Management guidance restricts the deployment of contracting officers to those who have a minimum of one year of on-the-job contracting experience.

1-46. Figure 1-4 shows the alignment between the contracting support brigade, contracting battalion, and contracting teams, and their supported organizations.

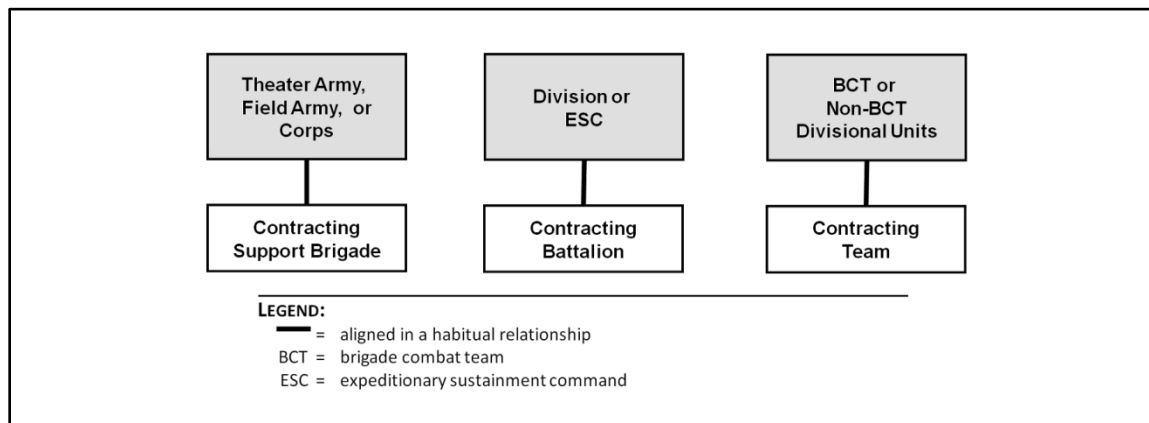


Figure 1-4. Contracting element support alignments.

JOINT OPERATIONS

1-47. In joint operations, theater support contracting may be accomplished through several joint command and control (C2) and coordination organizational options as outlined in joint doctrine and as directed by the GCC via the joint OPORD Annex W. Army contracting support to joint operations is covered in detail in Chapter 3.

COORDINATING ACTIONS

1-48. Contracting support brigades routinely coordinate contracting activities among many different supporting and supported organizations. These organizations include, but are not limited to:

- Theater army, field army, or corps deputy commanding general, chief of staff, G-4 OCS staff, and assistant chief of staff, financial management.
- GCC or subordinate JFC OCS coordination cell (if formed) and/or other staff, as required.
- Theater special operations command (TSOC) (as directed by GCC through the appropriate theater or field army) or Army special operations forces units.
- Theater sustainment command or ESC commander, support operations officer, financial management (FM) staff, and OCS cells.
- Other major supported Army units to include corps, divisions, sustainment commands, or brigades.
- Army contracting reach-back organizations.
- Other Service deployed theater support contracting elements.
- AFSB LOGCAP staff and/or deployed team Logistics Civil Augmentation Program forward.
- U.S. Navy and Air Force civil augmentation programs staff (if or when in support of the joint operation).
- U.S. Army Corps of Engineers (USACE).
- U.S. Army Medical Command.
- U.S. Army Intelligence and Security Command (INSCOM).
- Defense Contract Management Agency.

- Defense Logistics Agency's Joint Contingency Acquisition Support Office.
- Defense Logistics Agency Support Team.
- Army Criminal Investigation Command Major Procurement Fraud Unit.
- Army Contract and Fiscal Law Division & Procurement Fraud Branch.
- Office of the Deputy Assistant Secretary of the Army for Procurement.

REQUIRING ACTIVITIES

1-49. While any Army organization can be a requiring activity, certain organizations have significant requiring activity responsibilities when working with contracting activities. Senior sustainment commands can generate the highest number of contract support requirements; these commands include the theater sustainment command, the expeditionary sustainment command, and the sustainment brigade. Significant requirements can also be generated by engineer brigades and Army special operations units. Maneuver units at the brigade level and higher can also generate requirements, as well as their headquarters such as the corps or division special troops battalion. See ATTP 4-10 for detailed discussion of requiring activity functions.

1-50. Requiring activities at the combatant command and Service component level can set up boards to evaluate requirements, such as the Army requirements review board (ARRB) and joint requirements review board (JRRB). **The Army requirements review board is the Army force commander's established board to review, validate, approve, and prioritize selected contract support requests.** The *joint requirements review board* is the joint force or subunified commander's established board to review, validate, approve, and prioritize selected Service component contract support requests (JP 4-10).

LIMITATIONS

1-51. The CSB is a very lean modified table of organization and equipment unit with a very unique and challenging mission. Because of its contracting support mission set and its limited staff, the CSB has some significant mission support and tactical limitations.

MISSION SUPPORT LIMITATIONS

1-52. The CSB and its subordinate commands provide theater supporting contracting services to deployed Army forces, and generally do not possess the inherent capability to support complex reconstruction or security force assistance missions as seen in recent operations.

1-53. CSB operations are also governed by Federal, Department of Defense (DOD), and Army (or, in some cases, sister Service) acquisition regulations which dictate certain limitations, such as contracting officer appointments (warrants), competition, sole-source requirements determinations, determinations and findings, justifications and approval, requirements funding, solicitations and contracts approvals, contractor performance assessment reporting system reports, and others. For example, phase 0 operations are normally not a declared contingency operation and contracting support for these operations generally follows normal peace-time procedures, such as dollar thresholds and contract solicitation competition requirements.

TACTICAL LIMITATIONS

1-54. The CSB and its subordinate units lack organic tactical logistical support capabilities and have only minimal organizational equipment; they also have very limited administrative and logistic staff to plan for required support.

Logistical Support

1-55. The contracting support brigade and its subordinate units require the following support to be provided by maneuver support units as designated by the ARFOR commander: field feeding; field maintenance; classes I through VI and IX; field services; facilities; religious; human resources; equipment and personnel transportation; and medical (to include class VIII supplies).

Security Support

1-56. Additionally, the CSB and subordinate units have only individual Soldier protection capabilities; therefore the brigade and subordinate unit must be tied into the designated support unit's security, movement and force protection plans. This reliance on security support is especially important when CSB personnel conduct pre-award activities such as site surveys with host nation contractors, or post-award activities such as quality surveillance, at work sites that may or may not be on a U.S. controlled installation.

Communications Support

1-57. The contracting support brigade and its subordinate units have no organic tactical communications capability. They have limited unclassified commercial communications and information systems, to include cell or satellite communications, unless provided with support by designated supporting units. Furthermore, the CSB and its subordinate units require access to other communications capabilities—such as host nation telephone systems, voice over internet protocol telecommunications, secret internet protocol router network, non-secure internet protocol router network, and other internet protocol or satellite links—in order to access enterprise networks to conduct efficient and responsive contracting support operations.

OTHER ARMY CONTRACTING OR CONTRACT SUPPORT RELATED ORGANIZATIONS AND PROGRAMS

1-58. In addition to USAMC-subordinate contracting organizations, other Army organizations or programs also provide contracting and contract support related capabilities. These include the USACE, INSCOM, LOGCAP, and ASA(ALT) Forward.

U.S. ARMY CORPS OF ENGINEERS

1-59. In accordance with JP 3-34, USACE is one of two primary construction agents responsible for military construction support to DOD. The Corps of Engineers and Naval Facilities Engineering Command provide construction related contracting services for major construction projects that reach the military construction level, based on geographical responsibilities codified in DOD policy (DOD Directive 4270.5). USACE expeditionary contracting capabilities consist of civilian contracting personnel (standard occupational code 1102) and military contracting teams made up of 51C personnel—both of which can augment and support Corps of Engineers contingency real estate support teams and forward engineering support teams, which deploy through the request for forces process. The primary USACE military contracting elements include a five person contracting team and a four person military contracting team, each of which is led by a major. While deployed contracting personnel can officiate contracts for supplies and services in direct support of the contingency real estate or forward engineering support teams, their primary focus is on military construction contracts in support of U.S. Forces or the host nation. USACE deployed contracting personnel can also provide contracting advice and assistance to the contingency real estate or forward engineering support teams, as well as advice on the requirements development process and packaging.

Note. U.S. Army Corps of Engineer expeditionary contacting capabilities do not normally deploy outside of USACE control in support of non-USACE minor construction related missions. However, like all Army units, the Corps of Engineers is subject to Headquarters, Department of the Army directed individual augmentation tasking requirements; therefore, on occasion USACE military contracting personnel may deploy individually to fill Army or JMD contracting officer billets.

U.S. ARMY INTELLIGENCE AND SECURITY COMMAND

1-60. The Intelligence and Security Command is an Army direct reporting unit responsible for strategic and operational level intelligence, security and information operations. INSCOM has contracting authority for intelligence, security, and information operations related systems, and some related service contracts, such as interpreter or linguist support. While this contracting capability is not expeditionary in nature,

INSCOM does serve as the designated contracting activity responsible for the Department of Defense Language Interpretation Translation Enterprise contract. Under the direction of Headquarters, Department of the Army Deputy Chief of Staff for Intelligence (G-2), INSCOM solicits awards and administers this contract, which serves all DOD activities in both garrison and deployed operations.

Note. G-2 is designated as the Headquarters Department of the Army staff office responsible to oversee the contract linguist program. All requests for contracted linguist, translator, or interpreter support must be executed through G-2 staff for execution via the DOD Language Interpretation Translation Enterprise contract, except in emergencies.

LOGISTICS CIVIL AUGMENTATION PROGRAM

1-61. LOGCAP is an Army logistics-related commercial support program executed by contract through individual, mission-specific task orders issued to performance contractors under the LOGCAP program. LOGCAP execution is controlled by Headquarters Department of the Army G-4 Operations and Logistics Readiness Directorate, and executed under the oversight of the Army Sustainment Command's LOGCAP Program Office, through the command authority of the supporting AFSB. AFSB LOGCAP forward operators conduct LOGCAP planning, in support of theater army or field army Annex W development actions, in close coordination with the aligned contracting support brigade. As stated earlier in this publication, the CSB may be required to perform delegated LOGCAP task order related contract administration tasks when no joint theater support contracting command is formed. For more details on LOGCAP organization and operations see ATP 4-91. LOGCAP policy can be found in Army Regulation (AR) 700-137.

ASSISTANT SECRETARY OF THE ARMY FOR ACQUISITION, LOGISTICS, AND TECHNOLOGY FORWARD TEAMS

1-62. The ASA(ALT) forward operations team is an ad hoc, specialized, adaptable and deployable, ASA(ALT) staff augmentation to the theater Army or field Army and designated ARFOR headquarters. This team, formed as needed from the ASA(ALT) staff and other acquisition positions, serves as the primary ASA(ALT) interface to the theater or field Army and subordinate ARFOR headquarters. It provides Army system support related coordination and synchronization between the theater commands, the program executive offices (PEO) and program management (PM) offices, and the supporting AFSBs.

ARMY FORCE GENERATION

1-63. CSBs, in close coordination with the ECC, execute their Army Title 10, United States Code, training and readiness oversight of assigned contracting battalions and teams. Based on the Army force generation (ARFORGEN) process (as directed in AR 525-29), the CSB commanders and operations sections synchronize manning, equipping, and training requirements by advancing their assigned units through three force pools: reset, train/ready, and available. Each of the three force pools contains a balanced force capability to provide a sustained flow of forces for current commitments and to hedge against unexpected contingencies.

RESET FORCE POOL

1-64. In addition to the traditional ARFORGEN activities and training requirements described in AR 525-29, contracting units in the Reset phase should begin foundational Defense Acquisition Workforce Improvement Act (DAWIA) training and on-the-job training for newly arrived or newly accessed contracting officers to maintain training timelines, and to ensure newly assessed contracting officers achieve DAWIA Level 1 certification in contracting on or shortly after accruing one year of experience.

TRAIN/READY FORCE POOL

1-65. While continuing to meet ARFORGEN requirements, during the Train/Ready phase, contracting commanders continue DAWIA and on-the-job training to ensure all personnel achieve at least DAWIA

Level 1 certification in contracting and technical competency on or shortly after accruing one-year of experience, and are technically and tactically prepared to deploy prior to the unit transitioning to the Available Force Pool. Participation in Phase 0 mission support, such as on-site contracting support to training exercises, contributes overall personnel readiness and should be viewed as a training event for both experience and inexperienced contracting officers.

AVAILABLE FORCE POOL

1-66. Units in the available force pool are at the highest state of training and readiness capability and the first to be considered for sourcing operational requirements. All Active Army and Reserve Component rotational units (including contracting teams and battalions, and corps-aligned CSBs) cycle through the available force pool and may deploy to meet an operational requirement. Army contracting commanders should ensure units sustain proficiency and mission readiness through continued training, and may provide pre-deployment contract support related training (see paragraph 2-61) to supported units also in the available force pool.

Chapter 2

Planning and Execution

This chapter focuses on the role of the CSB commander and staff in contracting advice and assistance supporting the development and execution of the supported commander's Annex W (OCS), along with internal CSB contracting support planning and execution as directed by the published Annex W. The following text provides an overview of CSB mission by phases of the operation followed by discussion on how the CSB supports Annex W development, along with its own contracting support planning. This chapter also provides an overview on how the CSB executes its theater support contracting, contracting advice and assistance, and contracting coordination missions.

CONTRACTING SUPPORT PHASING OVERVIEW

2-1. The CSB, by design, is a small, flexible, modular organization that can expand and contract in accordance with METT-TC requirements. The following discussion provides an overview of how the CSB would support the force during the six phases of the joint operations model as outlined in the JP 3-0 and Army Doctrine Reference Publication (ADRP) 3-0. The joint operations phasing model includes:

- Phase 0: Shape.
- Phase I: Deter.
- Phase II: Seize the Initiative.
- Phase III: Dominate.
- Phase IV: Stabilize.
- Phase V: Enable Civil Authority.

2-2. It is important to note these six phases of the operation are not independent events and may occur concurrently as forces deploy into and out of the operational area. The transition between elements of decisive action requires careful assessment, prior planning, and unit preparation. When METT-TC factors change, commanders adjust the combination of the elements of decisive action in their concept of operations and concept of support to include OCS and related contracting support requirements. Commanders consider the concurrent conduct of each element—offense, defense, and stability or defense support to civil authority—in every phase of an operation. Also operation plans (OPLAN) or OPORDs may combine or exclude one or more of these phases or elements of these phases.

2-3. The following analyzed doctrinal scenario involves major military actions in each phase of the operation requiring significant operational contract support, including both theater support contracts and large scale external support contracts such as LOGCAP. In this scenario, a separate corps-based ARFOR headquarters is deployed.

PHASE 0: SHAPE

2-4. In accordance with JP 5-0, steady state and phase 0 operations involve normal and routine combatant commander directed military activities. For the Army, this includes normal Title 10 support activities as part of the ARFORGEN process. During steady state, CSBs provide contracting advice and assistance to the supported headquarters with emphasis on OCS planning AOR-wide as well as phase 0 operations support. It is imperative that the CSB's CSPO staff actively participates in Annex W development and any other major OCS planning actions to ensure the contracting support part of the plan is technically and tactically feasible from a contracting support brigade perspective. The CSPO also works closely with supported units to coordinate steady state or phase 0 commercial support arrangements, particularly in

support of theater-level military-to-military engagements, exercises, and training missions. It is important to note that there is normally no contingency procurement authority in steady state activities or Phase 0 operations; therefore standard peace time procurement authorities and procedures are used.

2-5. Key CSB actions and responsibilities during steady state activities and Phase 0 operations include, but are not limited to:

- Performing Army Title 10 based training and readiness oversight of assigned CBNs and CTs.
- Developing internal contracting support and CSB deployment plans necessary to execute approved annex Ws.
- Gathering local business environment and market survey information, vendor lists, contract data, and contracting capability information; providing this information to the supported joint forces command, theater or field army OCS coordination cell (if formed) or other designated OCS staff as directed.
- Assisting the supported unit OCS coordination cell or designated OCS staff to analyze OCS analysis of the operational environment data.
- Providing advice and assistance in annex W development actions and OCS related matters in other OPLAN annexes.
- Utilizing OCS analysis of the operational environment information to support the contracting planning effort.
- Collecting and preserving records, observations, insights, best practices, and after action reports for lessons learned, legal actions, or other uses, and providing to ECC or MICC and ASA(ALT) as directed.
- Coordinating Army contracting support planning actions with other Army contracting support elements such as USACE and AFSB's LOGCAP forward operator personnel.
- If designated by the geographic combatant commander (through the theater army) as the lead Service for contracting coordination, performing lead Service contracting coordination functions as directed to include: collecting and providing contracting related OCS analysis of the operational environment information; providing advice and assistance to OCS planning actions; and coordinating or de-conflicting common contracting actions between other Services and combat support agency contracting elements.
- Following lead Service for contracting coordination or lead Service for contracting guidance when the geographic combatant commander has appointed another Service as the lead Service for contracting coordination or lead Service for contracting.
- Providing command and contracting oversight of subordinate contracting elements deployed to support GCC-directed steady state or phase 0 actions, as directed.

Note. The myriad of GCC-directed steady state or phase 0 actions (for example military-to-military exercises or Army special operations missions) are generally supported via commercial means, vice organic military support capabilities. During this phase, the theater army or field army-aligned CSB must be involved in planning contracting support, including training unit FOOs, assigning contracting officers and preparing them for deployment, as well as coordinating mission specific support arrangements.

2-6. In planning for major operations, the theater army-aligned contracting support brigade commander will ensure contracting planning support is closely coordinated with the CSB and CBN deployed in a specific area of operation. When possible, CSBs and CBNs deploy with their aligned unit; however, these contracting brigades and battalions need to ensure that their aligned unit command and staff understand this may not always be the case.

PHASE I: DETER

2-7. Phase I operations are characterized by preparatory actions specifically supporting or facilitating the possible execution of an OPLAN or OPORD. These actions may include mobilizing forces, tailoring forces, and pre-deployment activities. General actions for the CSB in this phase include finalizing planning,

pre-deployment activities, and deployment of a designated contingency contracting team, or in major operations, a contracting battalion and/or the CSB early entry module in accordance with the published theater or field Army Annex W to the OPOD and ECC guidance. Focus will be on establishing contracting support to the intermediate support base and initial operational area support base operations. Key CSB actions and responsibilities in this phase normally include:

- Finalizing internal plans, executing pre-deployment preparation actions for CSB headquarters and subordinate unit personnel and equipment.
- Preparing to deploy a contracting team or battalion, and/or CSB early entry module as directed by the theater or field Army headquarters.
- Providing liaison to the supported unit headquarters OCS coordination cell (if established).
- Continuing to gather local business environment and market survey information, vendor lists, contract data, and contracting capability information; providing this information to the supported joint forces command, theater or field army OCS coordination cell (if formed), or other designated OCS staff as directed.
- Continuing to assist the supported unit OCS coordination cell or designated OCS staff to analyze OCS analysis of the operational environment data.
- Providing ongoing advice and assistance in finalizing annex W development actions and OCS related matters in other OPLAN annexes.
- Continue collecting and preserving records, observations, insights, best practices, and after action reports for lessons learned, legal actions, or other uses, and providing to ECC and ASA(ALT) as directed.
- Establishing contracting support to the intermediate support base and initial operational area support base operations.
- Establishing formal coordination relationships with Army contract support organizations to include Team LOGCAP Forward, financial management, and USACE as applicable.
- If designated by the GCC as the lead Service for contracting coordination, continue performing lead Service for contracting coordination functions as directed to include: collecting and providing contracting related OCS analysis of the operational environment information; providing advice and assistance to OCS planning actions; and coordinating or de-conflicting contracting actions between other Service and combat support agency contracting elements.
- Following lead Service for contracting coordination or lead Service for contracting guidance when the geographic combatant commander has appointed another Service as the lead Service for contracting coordination or lead Service for contracting.
- Establishing support relationships to major customers (for example divisions, the senior sustainment command, and other commands) in accordance with theater or field Army, ARFOR, and ECC commander's guidance.
- Providing command and contracting oversight of subordinate contracting elements deployed to support GCC-directed phase 1 actions, as directed.

2-8. Projecting CSB capabilities begins at the continental United States bases or permanent outside the continental United States bases. Upon deployment notification, the ECC, in coordination with the theater or field Army, and/or ARFOR command guidance, provides the CSB final task organization and support relationship instructions. The CSB will ensure all deploying subordinate units meet general deployment requirements as well as specific operational area entrance requirements determined by the supported GCC and theater or field Army commander. See AR 600-8-101, DA Pamphlets 600-8-101 and 690-47, and USAMC Pamphlet 690-9 for more information on general deployment preparation guidance and procedures.

2-9. The contracting support brigade will deploy subordinate units as required in support of deployed Army forces and when directed, in support of joint, multinational and interagency partners. The supported Army forces will normally include a sustainment brigade and other support elements as required. The CSB early entry module is direct support to the designated ARFOR headquarters. Other contracting support brigade subordinate units will be either direct support to a designated unit or provide general support on an area basis via RCC or RCO arrangements. The CSB headquarters and its subordinate elements rely upon the supported unit for tactical logistics, transportation, protection and security, and movement control per

METT-TC. At all times, contracting authority channels remain intact flowing from USAMC to the deployed contracting support brigade, and on to its subordinate units.

PHASE II: SEIZE THE INITIATIVE

2-10. The main focus of the CSB during Phase II operations is assisting the ARFOR commander in supporting the generation of combat power at the time and place of need. The CSB provides significant support to major logistic nodes and port operations along with important, but generally limited support to Army maneuver units. Key CSB phase II actions and responsibilities normally include:

- Providing reception and integration, command, and contracting oversight for subordinate contracting organizations assigned or attached in the area of operations.
- Continuing to gather local business environment and market survey information, vendor lists, contract data, and contracting capability information; providing this information to the supported joint forces command, theater or field army OCS coordination cell (if formed), or other designated OCS staff as directed.
- Continuing to assist the supported unit OCS coordination cell or designated OCS staff to analyze OCS analysis of the operational environment data.
- Providing contracting support related advice and planning assistance to the supported unit commander and staff, the OCS coordination cell (if formed), the senior sustainment command in the operational area, and other major Army commands as required.
- Providing general support contracting services to reception, staging, onward movement, and integration (RSOI) actions.
- Providing direct support contracting services to designated maneuver units as appropriate.
- Continue collecting and preserving records, observations, insights, best practices, and after action reports for lessons learned, legal actions, or other uses, and providing to ECC and ASA(ALT) as directed.
- Closely coordinating all CSB contracting plans and actions with Team LOGCAP Forward, USACE, and any other Army contracting support element with current and future theater support contracting actions.
- If designated as the lead Service for contracting coordination, coordinating contracting support actions with sister Service and combat support agency (CSA) contracting elements by setting up and running a JCSB in accordance with joint forces Annex W guidance.
- If designated the lead Service for contracting, continue providing theater support contracting services to the entire joint force and running a JCSB in accordance with joint force Annex W guidance.
- Following lead Service for contracting coordination or lead Service for contracting guidance when the geographic combatant commander has appointed another Service as the lead Service for contracting coordination or lead Service for contracting.
- Ensuring all service contracts that have associated contractors authorized to accompany the force, or have local national employees who require base access, meet local security and other contractor management related policies, through the inclusion of appropriate contract language, provisions, or clauses.

2-11. During Phase II, the CSB and subordinate organizations provide theater support contracting services throughout the area of operations. The CSB adjusts its contracting battalion and team arrangements as necessary, to support additional deploying forces in accordance with the ARFOR commander's guidance. The contracting support brigade's main focus is ensuring effective, responsive support, and fully integrating OCS into the overall concept of support, based on the ARFOR commander's priorities.

PHASE III: DOMINATE

2-12. Phase III operations are normally characterized by significant combat operations. During phase III, the CSB headquarters focuses on providing effective and responsive support to deployed Army units along with designated joint and multinational organizations as directed. During phase III, direct support is the

preferred support relationship, especially to major maneuver units (for example divisions and BCTs). Phase III CSB mission focus and functions may include, but are not limited to:

- Continuing to provide command and contracting oversight for its subordinate contracting organizations in the area of operations.
- Continuing to provide contracting support related advice and planning assistance to the ARFOR commander and staff, the OCS coordination cell (if formed), the senior sustainment command in the operational area, and other major Army commands as required.
- Assisting the supported unit OCS coordination cell (if formed) and senior sustainment command in developing new or revising existing contracting related plans and procedures, with emphasis on adjusting plans to meet future mission requirements to include redeployment or follow-on stability operations as applicable.
- Providing a liaison officer to supported unit command headquarters OCS coordination cell (if established), as required.
- Continuing to gather local business environment and market survey information, vendor lists, contract data, and contracting capability information; providing this information to the supported joint forces command, theater or field army OCS coordination cell (if formed), or other designated OCS staff as directed.
- Continuing to assist the supported unit OCS coordination cell or designated OCS staff to analyze OCS analysis of the operational environment data.
- Continuing to provide general support contracting to RSOI and other support related missions.
- Continuing to provide direct support contracting to designated maneuver units.
- Coordinating and adjusting CSB and subordinate unit administrative, tactical logistics, communications, and protection support arrangements.
- Reorganizing and repositioning deployed contracting elements in preparation for emerging and follow-on redeployment and/or stability operations, under the direction of the supported commander, and in conjunction with the ECC.
- Continuing to coordinate all CSB contracting plans and actions with TEAM LOGCAP FORWARD, USACE, and other any other Army contracting support elements with current and future theater support contracting actions.
- If designated as the lead Service for contracting coordination, coordinating contracting support actions with sister Service and combat support agency (CSA) contracting elements by setting up and running a JCSB in accordance with the JFC Annex W.
- If designated as the lead Service for contracting, continue providing theater support contracting services to the entire joint force and running a JCSB in accordance with the JFC Annex W.
- If designated as the lead Service for contracting coordination or lead Service for contracting activity, providing advisory assistance to the Army requirements review board (ARRB) and/or joint requirements review board (JRRB) if or when established, and establish and run a JCSB if required by the joint force Annex W guidance.
- Following lead Service for contracting coordination or lead Service for contracting guidance when the geographic combatant commander has appointed another Service as the lead Service for contracting coordination or lead Service for contracting.
- Continuing to ensure all service contracts that have associated contractors authorized to accompany the force, or have local national employees who require base access, meet local security and other contractor management related policies.
- Continue collecting and preserving records, observations, insights, best practices and after action reports for lessons learned, legal actions or other uses, and to provide to ECC and ASA(ALT) as directed.

2-13. During phase III, the contracting support brigades, contracting battalions, and teams provide continuous contracting support to deployed Army forces and other designated organizations throughout the area of operations. The CSB must ensure that contracting support meets the operational- and tactical-level commanders' priorities. Contracting support must be focused on sustaining combat power and should be weighted to support the main effort. Certain operational requirements have the potential to over-commit

CSB capabilities. To prevent this from happening, the contracting support brigade will coordinate closely with the supported commander to prioritize requirements and with the ECC to deploy additional contracting battalions or teams as required.

PHASE IV: STABILIZE

2-14. Phase IV is required when there is limited or no functioning civil governing entity present in the operational area. Phase IV operations include providing or assisting in the provision of emergency services to the local population and will usually include significant multinational and governmental agency support. Selected redeployment related actions may also take place.

2-15. During Phase IV operations, CSB units are repositioned, contracts are adjusted, and support arrangements are changed as appropriate. Mission focus emphasizes efficiencies of contracted services, reduction in cost, and support to the civil-military aspects of the operation. In most cases, direct support relationships are curtailed and replaced with general support on an area basis. Specific CSB mission focus and functions during the Stability phase of the operation may include, but are not limited to:

- Continuing to provide command and contracting oversight for its subordinate contracting organizations in the area of operations.
- Continuing to provide contracting support to remaining Army forces and other joint and multinational partners, mostly on a general support area relationship basis.
- Coordinating reach back support through ECC headquarters to the MICC installation contracting offices and/or ACC contracting centers as directed.
- Continuing to provide contracting support related advice and planning assistance to the ARFOR commander and staff, the OCS coordination cell (if formed), the senior sustainment command in the operational area, and other major Army commands as required.
- Adjusting subordinate unit organization and locations to provide general support on an area basis in accordance with the supported commander's guidance and in conjunction with ECC as necessary.
- Continuing to gather local business environment and market survey information, vendor lists, contract data, and contracting capability information; providing this information to the supported joint forces command, theater or field army OCS coordination cell (if formed), or other designated OCS staff as directed.
- Continuing to assist the supported unit OCS coordination cell or designated OCS staff to analyze OCS analysis of the operational environment data.
- Providing contracting related planning support to major tactical units as required, with a new focus on support to the civil-military aspects of these units' missions as directed by JFC and as authorized by policy.
- Providing training or other required support to any special local national assistance programs such as the Commander's Emergency Response Program or similar programs, as seen in recent operations.
- If designated as the lead Service for contracting coordination, coordinating contracting support actions with sister Service and combat support agency (CSA) contracting elements by setting up and running a JCSB in accordance with the JFC Annex W.
- If designated as the lead Service for contracting, continue providing theater support contracting services to the entire joint force and running a JCSB in accordance with the JFC Annex W.
- Continue providing advisory assistance to the ARRB and/or JRRB if or when established, and running the JCSB as required by the appropriate Annex W.
- Following lead Service for contracting coordination or lead Service for contracting guidance when the geographic combatant commander has appointed another Service as the lead Service for contracting coordination or lead Service for contracting.
- In large scale, long term operations, and if directed by the GCC and with significant ECC and other Service staff augmentation, transforming into joint theater support contracting command.

- As the lead Service for contracting, assist the ARFOR staff and the ECC to determine non-Army augmentation support necessary to meet adjusted phase IV lead Service for contracting mission requirements.
- Continuing to ensure all service contracts that have associated contractors authorized to accompany the force, or have local national employees who require base access, meet local security and other contractor management related policies.
- Working with Team LOGCAP Forward and ARFOR or subordinate JFC operational contract support staff to coordinate LOGCAP transition plans, in order to ensure drawdown and transition activities by either party are fully synchronized.
- Continuing to coordinate and adjust CSB, subordinate unit administrative, tactical logistics, communications, and protection support arrangements in accordance with METT-TC factors.
- Continue collecting and preserving records, observations, insights, best practices and after action reports for lessons learned, legal actions or other uses, and to provide to ECC and ASA(ALT) as directed.

2-16. In the Stability phase of the operation, forces support contracting actions continue, but priorities may be adjusted to focus on the civil-military impacts of the stabilization mission. For example, theater support contracting may become an important means to stimulate the local economy. LOGCAP support may continue to be a key support mechanism, especially to multinational forces and other federal agencies such as Department of State and U.S. Agency for International Development. Additionally, Team LOGCAP Forward may be required to enhance the use of local national vice U.S. citizen or third country national personnel.

2-17. During any major, sustained stability operation, theater support contracting may be increased in both scope and importance to meet the overall mission. However, the ARFOR or JFC must ensure this new mission focus does not exceed the competency and capacity of CSB personnel. For example, major reconstruction and security force assistance support is generally beyond the capability of the CSB and may require significant support from the applicable military construction agent (for example USACE or Naval Facilities Engineering Command), and/or augmentation from other Army and sister Service contracting elements.

2-18. As appropriate and in accordance with supported command guidance, the CSB begins planning and coordinating support to redeploying forces. This effort may include contracting support to materiel retrograde, as well as maintenance support, to returning Army pre-positioned stock equipment and stay-behind equipment. During this phase, the AFSB may become an increasingly important CSB customer conduit.

PHASE V: ENABLE CIVIL AUTHORITY

2-19. Phase V is characterized by significant interagency support to enhance the legitimacy of host nation civil governance. The goal of Phase V is for the joint force and other Federal agencies such as Department of State and U.S. Agency for International Development to enable the viability of civil authority and its provision of essential services to the local population. It also will include the redeployment of selected forces. The Enable Civil Authority phase of the operation will naturally overlap the Stability phase as seen in Operation Iraqi Freedom and Operation Enduring Freedom. By most accounts, the JFC's main effort during these operations was the standing up of viable police and military capabilities; however, maintaining security remained a critically important mission of the JFC while these security force assistance missions were on-going.

2-20. The CSB commander, under the direction of the supported command and in conjunction with the ECC, adjusts the CSB's contracting support and contracting coordination missions to meet the change in forces and mission focus. Key focus will be in support of Department of State and U.S. Agency for International Development actions and redeployment of forces. The CSB commander's focus during the phase V of the operation may include, but is not limited to:

- Continuing to provide command and contracting oversight for its subordinate organizations in the area of operations.

- Continuing to provide contracting support to remaining Army forces and other joint and multi-national partners, mostly on a general support area relationship basis.
- Continuing to maximize reach back support through ECC headquarters to the MICC installation contracting offices and/or ACC contracting centers as directed.
- Continuing to provide contracting support related advice and planning assistance to the Army forces OCS coordination cell (if established), the senior sustainment command, and other major Army commands as required, with emphasis on ensuring contract support is fully integrated into the command's drawdown plan.
- Continuing to gather local business environment and market survey information, vendor lists, contract data, and contracting capability information; providing this information to the supported joint forces command, theater or field army OCS coordination cell (if formed), or other designated OCS staff as directed.
- Continuing to assist the supported unit OCS coordination cell or designated OCS staff to analyze OCS analysis of the operational environment data.
- Providing tactical contracting advice and related training to local national military and security forces as required by the JFC.
- Continuing to support any special commander's programs as required.
- Adjusting subordinate unit organization, location, and support arrangements to enhance efficiencies and prepare for re-deployment out of the area of operations.
- Continuing to provide contracting related planning support to major tactical units as required.
- If designated as the lead Service for contracting coordination or lead Service for contracting activity, provide advisory assistance to the ARRB and/or JRRB if or when established, and run the JCSB as required.
- Continuing to coordinate and adjust CSB, subordinate unit administrative, tactical logistics, communications, and protection support arrangements in accordance with METT-TC factors.
- Refocusing effort on contract termination and closeout.
- Finalize collecting and preserving records, observations, insights, best practices and after action reports for lessons learned, legal actions, or other uses, and to provide to ECC and ASA(ALT) as directed.

2-21. Near the end of the Enable Civil Authority phase of the operation, the CSB focuses primarily on contract termination and closeout. While contract closeout should be occurring on a continuous basis, there may need to be a more concerted contract closeout effort during this phase of the operation. Consideration should also be made in performing some of these contract closeout actions via reach-back means. During Phase V, the CSB completes the redeployment of subordinate units as directed by the supported commander and in conjunction with the ECC.

DEFENSE SUPPORT OF CIVIL AUTHORITIES

2-22. The MICC or one of its subordinate contracting elements may also support defense support of civil authority operations within the continental United States. See ADRP 3-28 for detailed information on defense support of civil authorities. JP 4-10 also provides detailed OCS related discussion on defense support of civil authorities phasing.

OPERATIONAL CONTRACT SUPPORT PLANNING

2-23. The Annex W along with other related annexes (for example engineer, logistic, and other annexes) serves as the mechanism to provide detailed OCS planning guidance for a specific military operation, and can be prepared by the OCS coordination cell, generally within the G-4 or the logistics directorate of a joint staff. Annex W provides basic command guidance on the function of acquiring (contracting for) theater support contracting and external support contracts, such as LOGCAP and USACE, in support of a particular operation. The Annex W does not normally include significant discussion on weapon system support contracts in that this type of contracted support generally does not require significant synchronization with other contracted support. This is because the operational commander has little control over decisions on whether or not to utilize system support contracts in support of military operations.

However, the supported ARFOR commander may, at a minimum, require visibility on the number of system support contractor employees in the area of operations in order to facilitate security, support and transportation planning. The AFSB has the mission to help coordinate this system support planning, especially when there is no ASA(ALT) forward operations team formed. See ATP 4-70 for additional information on ASA(ALT) forward operations teams techniques and procedures.

2-24. OCS planning is complex process designed to ensure key operational focused contract support integration, contracting support, and contractor management related guidance and procedures, are identified and included in the overall plan. Key reasons to conduct detailed OCS planning include:

- Allows the supported commander to better synchronize and integrate contract support into the overall plan.
- Allows the supported commander to properly establish and enforce priorities for acquisition of mission essential commercial supplies, services, and construction.
- Codifies contracting organization command, support and coordination arrangements and ensures appropriate contracting and funding authorities are in place.
- Allows for proper resourcing and deployment of contracting support and associated financial support units.
- Provides a mechanism to establish initial guidance to contracting organizations on the integration of contract support into the civil-military aspects of the overall operations plan.
- Identifies the initial contract mechanism (for example, theater support contract, LOGCAP task order, and so forth).
- Provides an estimated number of contractor personnel projected to be in the operational area, and requiring support, for example security, lodging, medical.
- Establishes guidance on the process to transition selected contract mechanisms to more cost effective mechanisms per METT-TC factors (for example transitioning individual theater support contracts to a theater-wide contract, transitioning selected portions of a LOGCAP task order to a fixed price theater support or other external support contract).

2-25. In accordance with AR 715-9 and ATTP 4-10, Army Service component commands are responsible for operational contract support planning; however, the contracting support brigade plays a critically important advisory role in this process. The CSB staff, and as necessary, the commander, must be fully engaged in any major OCS planning action. The CSPO staff provides an interface between the CSB and the supported unit planning staff. The CSPO staff officer could have duty in the supported command's OCS coordination cell (if established), the G-4 plans section, or in another staff section as directed by the supported command chief of staff. The CSPO staff officer provides routine interface and support to all OCS planning (and execution) actions and, as necessary, coordinates direct involvement by the CSPO chief or the contracting support brigade commander in any critical OCS planning action.

2-26. Following guidance from Chairman of the Joint Chiefs of Staff Manual 3130.03, the GCC, or the subordinate JFC, the theater or field army G-4 OCS planner leads the development of the Annex W. Of equal importance, the G-4 OCS planner with support from the CSB's contracting support operations staff and AFSB LOGCAP forward operators, work with other primary and special staff members to capture OCS related information in other related OPLAN or OPORD annexes. For example, the G-2 may plan for the use of contracted interpreters and linguist support, or the engineer officer could plan for the use of contracted construction and facility maintenance, or other services. This non-logistic OCS planning is a critically important part of the OCS planning process, as this information is a key component to the transportation and supportability analysis process and is vital in determining required expeditionary contracting capabilities. JP 4-10 provides information on operational level OCS planning, with Chairman of the Joint Chiefs of Staff manual 3130.03 providing the format for annex W as well as guidance for operational contract support matters in other annexes. Similarly, ATTP 4-10 provides tactical level doctrine on OCS planning, and Field Manual 6-0 provides the annex W format.

Note. Corps headquarters are involved in OCS planning (normally crisis planning, as opposed to deliberate planning) when they are designated as the joint task force or ARFOR headquarters.

2-27. A critical part in the operational level OCS planning process is the supported unit OCS coordination cell or designated staff's OCS analysis of the operational environment, which includes integrating this information with any OCS related, G-2 provided intelligence preparation of the operational environment information. This OCS analysis of the operational environment mission is a shared responsibility between the supported command's staff and the CSB's contracting support operations staff. Normally, the initial collection of this information begins with the aligned contracting support brigade's CSPO staff collecting contracting, general business climate, and market survey information from any deployed Army contracting elements and from other sources such as embassy general services officers, or Department of Commerce reports. Because of the limited CSB and supported command's capability to collect this information, the OCS analysis of the operational environment actions must be aligned and prioritized based on the combatant commander's theater campaign plan guidance. The contracting support operations staff conducts an initial analysis of the validity and usefulness of this OCS related operational environment data. Once this initial analysis is complete, the reviewed information is passed to the theater army or field army OCS coordination cell (if formed), plans staff, and other primary and special staff as appropriate.

2-28. The operational-level OCS planning process, when properly executed and supported with reasonably accurate OCS analysis of the operational environment information, allows the theater or field army logistics and other support planners to maximize available airlift and sealift assets, and to minimize the sustainment unit footprint in the operational area. The contracting support brigade staff and AFSB LOGCAP forward operators then help the Army operational level logistics planners to determine if and how OCS solutions utilizing commercially-available goods and services in or near the area of operations will be integrated into the overall concept of support. For example, CSB planners might identify available commercial billeting and catering, which planners can utilize to support the RSOI actions. This would allow the Army forces commander to forego or delay transporting tentage or force provider assets, saving critical airlift or sealift assets. Early involvement of the contracting support brigade's CSPO and the LOGCAP planners will ensure contracted support is appropriately considered as a support option, and that the intended support is contracting feasible and responsive to the operational commander's needs.

2-29. Once the basic OCS decisions are made, the contracting support brigade's CSPO, in close coordination with the AFSB LOGCAP forward operator, must ensure the Army operational level Annex W clearly describes operational specific theater support contracting and deployable LOGCAP organizational capabilities, and the deployment sequence of same. The contracting support operations staff and LOGCAP forward operators also assist the theater army or field army OCS staff to ensure required activity responsibilities, initial ARRB guidance and operational specific OCS procedures are properly addressed in the Annex W and/or other sections of the concept plan, operation plan or operation order.

2-30. Contracting battalion and team personnel also assist their supported commands' operational contract support staff, holding the "3C" skill identifier as discussed later in this chapter, as necessary to develop tactical level OCS plans. Based on higher level Annex W, other OCS planning, and supporting CSB command guidance, contracting battalion and team personnel work with their supported units to ensure they have a plan to properly integrate OCS into their operations with emphasis on contract support tracking and COR management functions. Again, tactical level OCS planning guidance can be found in ATTP 4-10 and FM 6-0.

CONTRACTING SUPPORT PLANNING

2-31. Contracting support planning is a critically important contracting support brigade-led subset of OCS planning and should take place in a deliberate manner for all operations. The CSB contracting support operations section, in close coordination with the brigade operations section and with the U.S. Army Expeditionary Contracting Command, develops the CSB's contracting support plan that will best support the supported unit's mission, utilizing available commercial support sources within the area of operations in accordance with Annex W guidance. The CSPO staff develops and publishes this plan as part of the contracting support brigade's internal support and deployment plan for a specific operation. This plan must include, at minimum, the following guidance: general acquisition strategy; internal and external audit activities and processes; automation and technology enablers to be used; and metrics and measures of performance for the accomplishment of mission and contracting actions, and a records preservation plan (for example, preserving important documents and maintaining contract files).

2-32. A key part of the contracting support planning process is the development of a mission-specific expeditionary acquisition instruction. It is important to note there is normally no contingency or emergency acquisition authority in Phase 0 operations. Therefore standard peace time acquisition authorities and procedures are used. The supporting CSB contracting support operations staff, in coordination with the ECC staff, tailors the standing ECC acquisition instructions to meet specific mission requirements. Mission specific modifications may include, but are not limited to: review process; local solicitation and contract clearances; determination and findings; justification and approval; waivers and deviations; approval and award thresholds; specific in-theater solicitation and contract language; and any theater business clearance stipulations (only applies if theater business clearance procedures have been implemented). The supporting CSB is then responsible to ensure all deployed contracting officers are familiar with and follow proper acquisition instructions.

ESTABLISHING INITIAL CONTRACTING CAPABILITIES AND SUPPORT ARRANGEMENTS

2-33. The CSB and its subordinate organizations, provide theater support contracting services to designated Army, joint, multinational and/or interagency organizations as directed by the joint forces commander through the ARFOR commander. As previously described in the phasing scenario, theater support contracting services are normally provided through a combination of direct support and general support relationships as directed in the Annex W and associated fragmentary orders. In all operations, specific contracting support arrangements are based on METT-TC factors, to include availability of local commercial support, and these contracting support arrangements will vary significantly from operation to operation.

2-34. During small-scale phase 0 support, there may not be any actual theater support contracting requirements; or commercial support needs may be met by unit FOOs and/or government purchase card transactions. In other small-scale operations, where there is a need for a theater support contracting capability, the supporting contracting support brigade may deploy a small contracting element with at least two personnel to meet these requirements. In these operations, the contracting element will normally operate in a direct support manner to the supported unit, and will be under the command and contracting authority of the theater army army-aligned CSB or designated contracting battalion. It is important to note, deploying contracting elements smaller than the contracting team are not a separate TOE structure. Therefore, USAMC tasks and documents these small elements using derivative unit identification codes after receiving requests for forces in the time phased force deployment data development and request for forces approval process.

2-35. For mid-sized operations that do not reach the corps headquarters level, or those operations requiring the deployment of two or more contracting teams, the ECC will normally deploy a division-aligned or ESC-aligned contracting battalion from the Available Force Pool. The CBN provides planning support to the Army forces headquarters, and may be augmented with selected contracting support brigade headquarters and other staff augmentation to provide command and contracting oversight over a METT-TC based subordinate CT structure. In this situation, the deployed contracting battalion would be in direct support to the designated ARFOR headquarters and operate under the command and contracting authority of the theater army-aligned CSB.

2-36. In operations where a corps headquarters is deployed and may be acting as a joint task force, the corps-aligned contracting support brigade would likely also deploy and provide contracting support planning and execution through a direct support relationship. The CSB would also provide command and contracting oversight of assigned and attached contracting battalions and teams. When a corps-aligned contracting support brigade deploys, it remains under the command and contracting oversight of the Expeditionary Contracting Command, but will also coordinate its activities with the appropriate theater army-aligned contracting support brigade. In this mutually supporting relationship between brigades, the corps-aligned CSB shares reports, plans, and other information. While the theater army-aligned CSB in turn shares OCS analysis of the operational environment information and the tailored contingency acquisition instructions for the theater, if such a document has been prepared.

2-37. The timely deployment of contracting support brigade (or enhanced contracting battalion) capabilities, including an effective level of associated contracting teams providing contracting support to RSOI operations, is key to the initial success of contracting support to the operation. While a separate contracting battalion or team structure deploys to support RSOI, contracting teams in direct support to a supported BCT should deploy as part of the BCT's deployment package. The next priority is other contracting battalions and teams providing direct support or general support, as required. However, the deployment of these units should be synchronized with the aligned, supported force to ensure that force is mission-capable upon arrival in the area of operations. As METT-TC and ARFOR command guidance permits, direct support contracting battalions and teams may transition to form an RCC or RCO structure with a general support mission, providing general support to units within an assigned area.

REGIONAL CONTRACTING CENTERS AND OFFICES

2-38. Deployed Army contracting battalions and teams can, when required by METT-TC factors, be task organized by the supporting CSB into regional contracting centers and offices. RCC- and RCO-based support arrangements apply mostly to support a defined operational area in major operations, and across the area of operations in long-term stability operations. In these environments, general support, vice direct support, is the preferred support arrangement due to the necessity to focus on contracting efficiencies instead of immediate, quick hit contracts.

2-39. Army-based regional contracting centers are temporary mission specific organizations built around a designated contracting battalion and team(s), with the battalion commander serving as the RCC chief and chief of the contracting office. The specific make-up of a regional contracting center is METT-TC dependent, but could consist of 10-25 or more contracting officers to include quality assurance specialists, property administrators, legal specialists and other augmentation staff. Regional contracting center chiefs often supervise not just center operations, but two to four subordinate regional contracting offices.

2-40. Like RCCs, Army-based regional contracting offices are temporary theater support contracting organizations built around augmented contracting teams operating under the command and contracting oversight of a designated regional contracting center. Army based RCOs are normally led by a major serving as the chief of the contracting office, and are made up of 5-15 or more contracting officers and selected contract administration personnel. Augmentation will come from Army sources in an Army-specific environment, or through the joint manning process in a joint environment. The actual size and make-up of a regional contracting office is METT-TC dependent.

2-41. RCCs and RCOs normally provide general support theater support contracting services to all military organizations operating in a designated support area, with the RCC focusing on more complex contract requirements that are common across the area of operations. In all operations, the RCC and RCO chiefs, and/or selected senior staff members must be prepared to provide staff advice and assistance to major supported commander and staff to include attendance of battlefield updates, planning meetings, and OCS related board and working groups as required. A key RCC and RCO chief mission is to ensure contracting support is planned and ready to support the ever-changing supported commander's mission while still providing effective and efficient general support contracting support to all supported units in the designated support area. Also see JP 4-10 for information related to joint regional contracting center or office organization and operations.

CONTRACTING SUPPORT TO ARMY SPECIAL OPERATIONS FORCES

2-42. The United States Special Operations Command has systems support contracting procurement authority for equipment and related services unique to special operations. However, deployed Army special operations forces units normally receive theater support contracting services from the supporting theater army-aligned contracting support brigade. Pre-mission planning and coordination support is received normally from installation based contracting teams. Army special operations forces sustainment is not self-sufficient; it is reliant upon Service component provided conventional capabilities and combatant command or service component theater sustainment. The United States Army Special Operations Command is the Army Service component command to the United States Special Operations Command, and provides

trained and ready Army special operations forces to regionally aligned TSOCs conducting special operations missions in support of the GCC's theater campaign plan. To ensure proper special operations forces support, the ECC aligned a contracting battalion to U.S. Army Special Operations Command to assist the headquarters in operational contract support efforts during Army special operations mission planning. The ECC may designate a contingency contracting element to assist in OCS planning and to coordinate support to Army special operations forces. However, deployed contracting support to Army special operations specific missions (for example, joint exchange training, counter narcotics training, security force assistance, military information support operations or civil affairs) will be determined on a METT-TC basis, and may or may not come from the designated contracting element which assisted in the mission planning effort. The deployed contracting element would be attached to, and fall under the contracting authority of, the theater army-aligned contracting support brigade. The theater army-aligned CSBs work closely with, and provide contracting support to, the GCC's TSOCs to ensure proper commercial support arrangements are in place, either from CSB trained Army special operations forces field ordering officers, deployed contracting officers, or reach-back contracts. In some cases, theater army-aligned CSBs have been designated as the lead Service for contracting coordination execution agency for phase 0 contracting support planning and coordination. Chapter 3 provides more details on lead Service for contracting coordination functions to include TSOC support.

FINANCIAL MANAGEMENT SUPPORT

2-43. In accordance with Field Manual 1-06, the financial management (FM) process is inextricably linked to the contract support request and contracting execution process. The ARFOR assistant chief of staff, financial management is responsible to perform financial management functions, to include identifying various funding requirements, and ensuring funding is in compliance with established statutes and regulations. This staff officer also has various funding sources available and advises the commander on the use of those funds accordingly.

FISCAL TRIAD

2-44. The fiscal triad illustrates the critical paths between contracting, financial management, and legal counsel for acquisition management, internal controls, and fiscal law prescribed for the procurement process that is applicable to all phases of operations. FM, contracting and legal counsel comprise a system that fulfills required fiscal support, from the acquisition and certification of funds, to the legal review of the proposed contracting action, to the contracting for goods and services, and finally to the disbursing and accounting of public funds. At the center of the fiscal triad is the requiring activity, the unit that formally identifies and defines the requirement, thus initiating the contract support request process. All elements of the fiscal triad must coordinate to conform to existing policies, regulations, and laws to ensure the proper obligation of funds and to prevent fraud, waste and abuse of government funds. To ensure separation of duties, each element of the triad is independent; yet each element works closely with the other to obtain products or services to meet the commander's needs in compliance with applicable laws and regulations. See figure 2-1 on page 2-14 which depicts the fiscal triad.

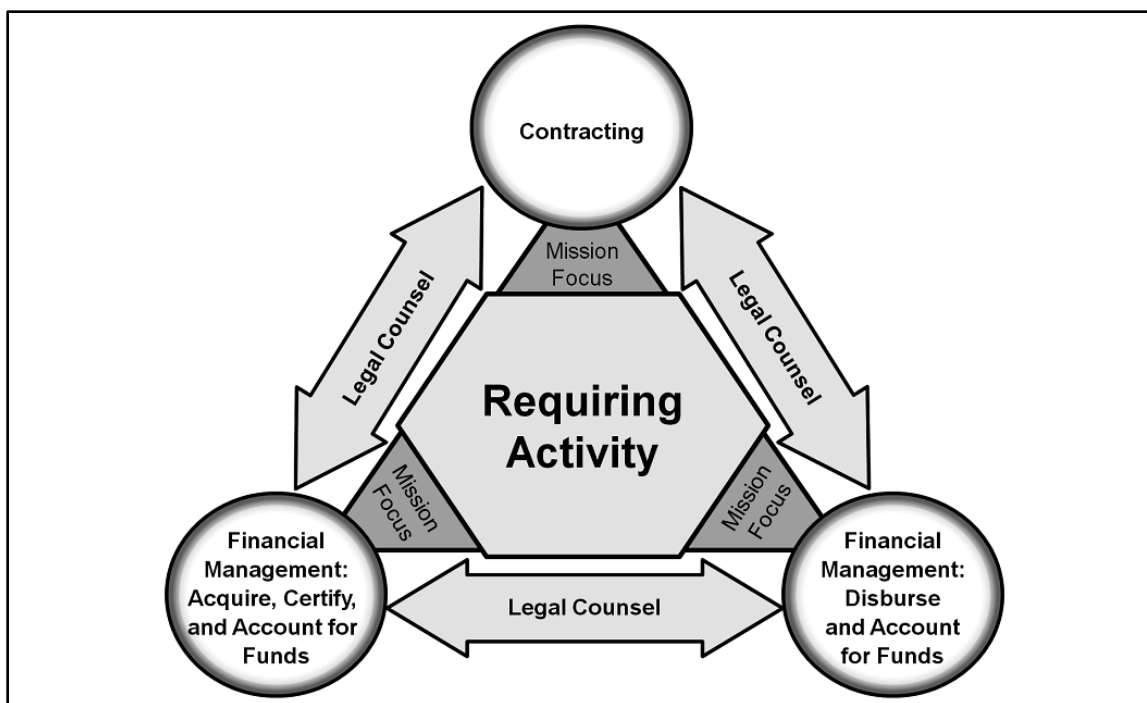


Figure 2-1. The fiscal triad

2-45. Specific funding and disbursement tasks that support OCS requirements determination process and associated contracting actions include:

- Funding related.
 - Participate in Army or joint requirements review board process.
 - Certify and commit appropriate type of funds for all contract support requirements including requirements not processed through an ARRB or JRRB.
 - Provide accounting and cost management support.
- Disbursement related.
 - Disburse funds for payment at prescribed intervals or upon completion of contract performance, and in accordance with contract payment requirements, such as e-Commerce, host nation currency, or U.S. currency.
 - Provide final payment documentation for contract closeout.
 - Provide pay agent training and funding.

PROCURE TO PAY PROCESS

2-46. Financial managers and financial management units, as well as the requiring activity and the supporting contracting element, have specific roles in the “procure to pay” process. This policy driven Army process, applicable in both garrison and deployed military operations, begins with the requiring activity identifying the initial cost estimate of the desired supply or service, followed by verification of this estimate by the assistant chief of staff, financial management at the division level and higher (G-8), or by the battalion or brigade financial management officer (S-8). This is to ensure correct type and adequate amounts of funds are available for the requested commercially sourced commodity and/or service. Fund certification allows the supporting contracting element to develop, solicit and award a contract, thus obligating government payment for goods received and/or services rendered. Once the supply receipt and/or service acceptance is verified by the requiring activity (or designated supported unit), the contracting office forwards appropriate documentation to the supporting financial management support unit for either electronic or cash payment to the vendor. The process ends with final payment documentation. Failure to

properly integrate requiring activity, FM, legal counsel and contracting personnel into this process could result in mismanagement of funding and duplicate contract payments. This failure could also result in delayed or no payment to contractors, which may degrade contractor performance capability and therefore its ability to support the supported commander’s mission. See figure 2-2, which depicts the procure to pay process.

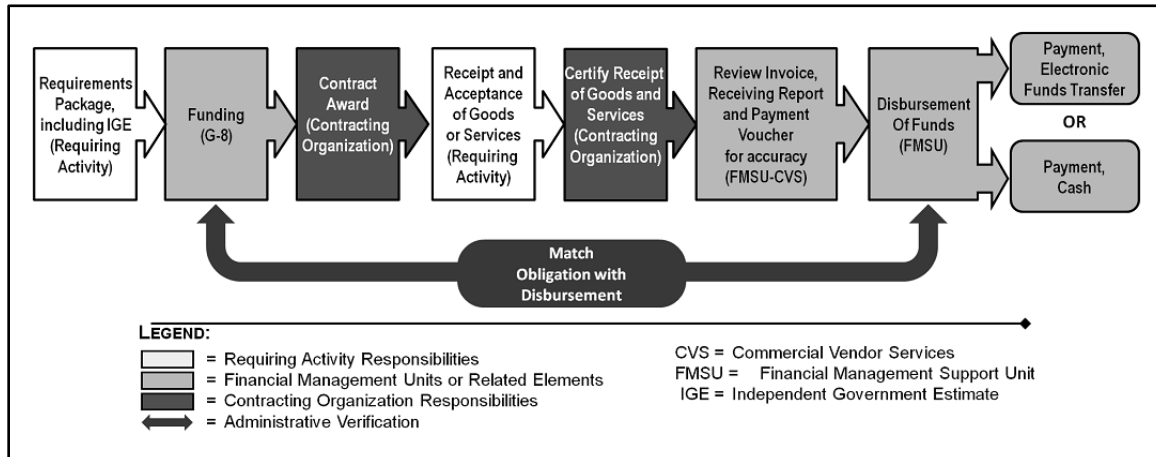


Figure 2-2. Procure to pay process

THEATER SUPPORT CONTRACTING EXECUTION

2-47. After the initial OCS planning is complete and the operation commences, the contracting execution process begins. This basic four step process as follows:

- Step 1: requirements determination.
- Step 2: contract development.
- Step 3: contract execution and management.
- Step 4: contract closeout.

2-48. Like all OCS functions, theater support contracting execution is a “team sport”, involving not just the CSB and its down trace organizations, but also requiring activity or supported staff, FM staff and units, and various associated contractor companies. Together, these entities follow a contracting execution process. The following section of this ATP provides doctrinal guidance on the CSB’s roles and responsibilities in this process. See figure 2-3 on page 2-16 for a depiction of the contracting execution process.

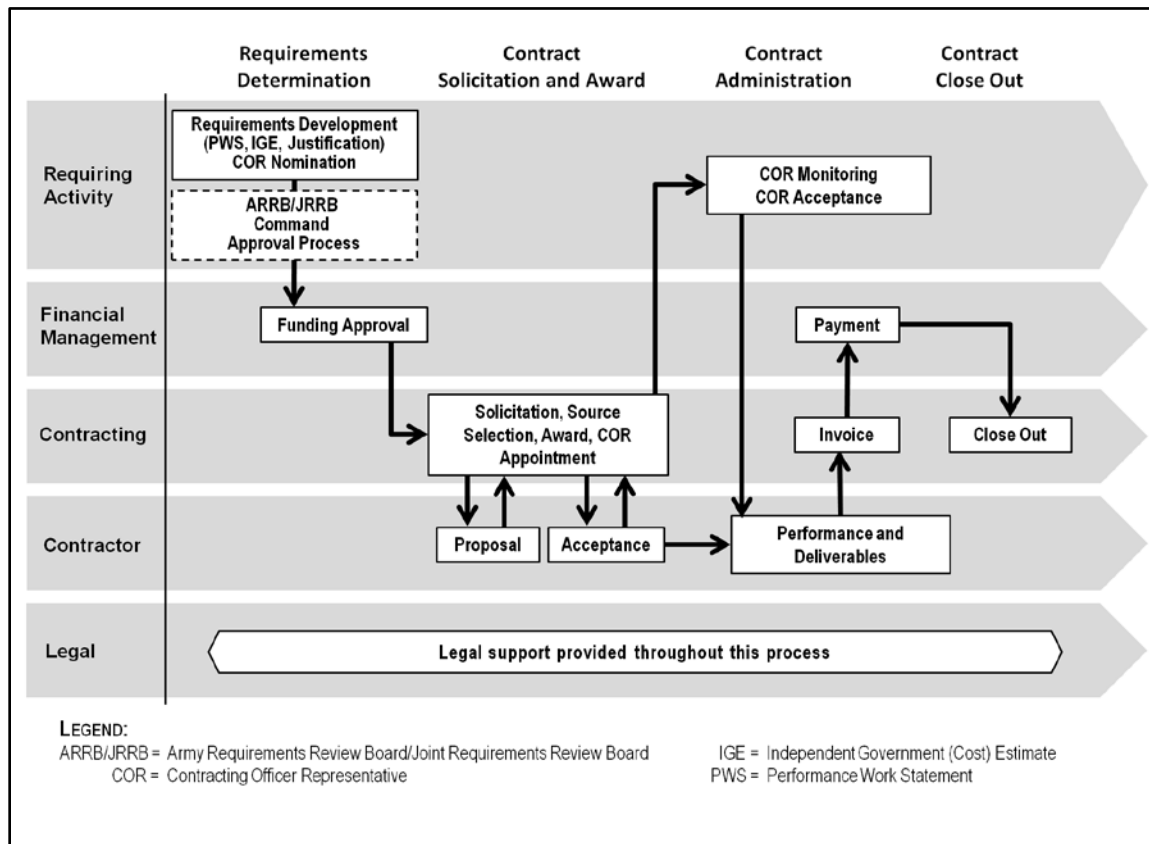


Figure 2-3. Contracting execution process steps

REQUIREMENTS DETERMINATION

2-49. JP 4-10 and ATP 4-10 define requirements determination as the activities necessary to define, vet, and prioritize the commander's commercial support requirements. In accordance with doctrine, this process includes both the requirements development (for example the process to develop acquisition ready requirements packages) and the process of validating, prioritizing and funding of the individual requirements (for example the ARRB, JRRB or other similar requirements approval process). Effective contract support is driven primarily by timely and accurate requirements. Identifying, synchronizing and prioritizing unit requirements are essential precursors to effective contract support and ensuring the operational commander receives the right product at the right place, at the right time, for the right price.

Requirements Development

2-50. Requirements development is a subset of the requirements determination process. Requirements development is greatly facilitated when the requiring activity's staff is properly trained, as designated by the 3C skill identifier or additional skill identifier. This staff section defines the actual support requirements and determines the appropriate means of support (organic, other military, host nation, or OCS). In accordance with Army policy (AR 715-9) requiring activities, not the CSB, are responsible to develop an "acquisition ready" contract support requirements package to include technical specifications of the requested service and/or commodity. However, Army contracting officers, in close coordination with any deployed Team LOGCAP Forward logistics support officers, at all levels must be prepared to provide advice and assistance to unit 3C personnel and other staff members in this process as captured in table 2-1. Again, the requiring activity needs to determine what they want, where they want it and the minimum quality standard of the service or commodity they require. ATP 4-10 outlines requiring activity duties, to include the requirements development process in significant detail.

Requirements Validation And Approval

2-51. In some operations, there also may be a requirement for some designated supplies and service requests to be processed through an Army or joint requirements review board for approval and prioritization. Items likely to be controlled via the ARRB or JRRB process include supplies above a predetermined dollar value, protection and safety supplies, communications supplies and services, and so forth. In accordance with both Army and joint doctrine, the CSB commander or designated CSB headquarters staff officer and LOGCAP forward representative, will serve as advisory members to these boards. However, it is ultimately the requiring activity's responsibility to ensure their requirements packages are developed in accordance with local directives and procedures. Further, it is strongly recommended the brigade judge advocate review the specifications in such requirements packages so as to avoid protests or other challenges later. See table 2-1, which lists the CSB's role in the supporting the requirements determination process.

Table 2-1. Contracting support brigade role in the requirements determination process

Participate in unit support planning efforts to ensure commercial requirements considerations are realistic and executable from the contracting perspective
Provide advice and assistance on the requirements package development process and procurement timelines
Provide guidance on consolidation of requirements
Conduct informal reviews of requirements packages
Serve as an requirements review board advisory member

Funding

2-52. After the requirements package has passed successfully through the approval process, it is submitted to the office responsible for the management of the requiring activity's budget. Although the requiring activity should have gone through some formal requirements definition process prior to the receipt of funding, the certified funding document is generally the start of the formal procurement process with the contracting office. The contracting office cannot obligate the government with a contractual document prior to the receipt of certified funds. The acquisition timeline for the contracting office starts with the receipt of a complete and approved valid requirements package which includes certified funding documentation. See Field Manual 1-06 for additional details on the funding process.

Note. The CSB relies on supported units for complete, accurate and timely requirements submission. Submission of an “acquisition ready” requirements package, developed in accordance with guidance found in ATTP 4-10, and as amended by local operational command guidance, is the critical first step of a supported unit in meeting its needs through commercial support.

CONTRACT SOLICITATION AND AWARD

2-53. Based on mission-specific procedures and dollar thresholds developed by the ARFOR headquarters OCS staff and supporting CSB CSPO, the approved requirements package is forwarded to the appropriate CSB organization for action. As part of this process, the CSPO and/or the RCC or RCO (if applicable) staff will collect and assess these requirements to see which ones, if any, should be consolidated into new or existing contracts. Normally, consolidated area of operations-wide contracts will be developed by a designated, general support-focused RCC as directed by the CSPO.

2-54. As outlined in detail in the Defense Contingency Contracting Handbook, the appropriate RCC or RCO chief will take responsibility for the contract action at the time it receives an approved and complete (for example “acquisition ready”) requirements package and will assign the action to an individual contracting officer for action. The designated contracting officer, as the contract specialist for this action, prepares a solicitation and advertises the requirement to appropriate vendors in accordance with the appropriate contingency acquisition instruction. The contracting officer will work the procurement through

appropriate competitive or non-competitive processes. The designated contracting officer must be prepared to obtain requiring activity assistance, such as technical review of solicitations and other participation in the pre-award process. The contracting officer will then make the appropriate final award.

2-55. One key contracting officer tasks at this point in the contracting execution process is to ensure the requiring activity (or requiring activity designated supported unit) is prepared to assist in contract oversight through unit-nominated, contracting officer-appointed, receiving officials and CORs. It is imperative the requiring activity is prepared to meet this key OCS-related mission requirement. As such, the requiring activity, or designated supported unit, is required to nominate COR process trained subject matter experts to perform COR functions as stipulated in DOD, Army and local command policy.

2-56. Prior to contract execution, the contracting officer, or designated contract administration specialist, will brief the unit COR on specific contract requirements. These requirements may include specific quality assurance surveillance plan stipulations and associated reporting requirements. During this briefing, the contracting officer or contract administration specialist may identify COR process training, service contract specific expertise or other issues that may prevent or hamper COR performance. For example, it may become apparent the nominated COR is not in a physical location that would allow this Soldier or DA civilian to provide proper contract oversight. If identified, these problems should be immediately reported through both the contracting office and requiring activity chain of command. If there are questions or concerns, the brigade judge advocate should be contacted for clarification.

CONTRACT ADMINISTRATION

2-57. Contract administration begins with contract award by a warranted contracting officer. As stated in various doctrinal publications, administering contracts in support of military operations requires significant management efforts from the contracting staff, as well as the requiring activity and/or designated supported unit CORs and receiving officials. Without proper command involvement and contract management capabilities in place, the supported commander is likely to experience significantly increased operational costs, and more importantly, possible loss of operational effectiveness.

2-58. The unit COR or receiving official is responsible to ensure delivery, receipt or acceptance of the service or commodity in accordance with the terms and conditions of the contract. For a simple supply contract this would include receiving, inspecting, and accepting the items; while a service contract often will require monthly or periodic acceptance of the service. After delivery, receipt or acceptance of the contracted commodity or service, the unit receiving official is responsible to sign and submit the receiving report in accordance with local command policy, and as directed by the supporting contracting officer and property book officer as required. On long term service contracts, the COR may be required to provide periodic performance reports to the contracting officer on a scheduled basis for use in performance evaluation boards, award fee evaluation boards, Contractor Performance Assessment Reporting System, or performance assessment reports. COR quality assurance surveillance related functions may include contractor management aspects, such as security, force protection, personnel accountability, and combating trafficking in personnel prevention and reporting. Additionally, the contracting officer's representative will send reports of substandard contractor performance to the contracting officer (or quality assurance representative) as soon as practicable.

2-59. Performing contracting officer's representative functions in support of military operations has historically been a major challenge for the supported command. However, operational contract support cannot be executed in an effective, much less efficient, manner without proper COR support from the supported command. Cases of serious infractions of COR policies that cannot be resolved between the requiring activity and the contracting office should be reported through contracting command channels. The contracting support brigade command and its contracting support operations staff should collect data, conduct trend analysis, and share any and all contracting officer's representative performance information with the ARFOR headquarters OCS staff. The ARFOR headquarters operational contract support staff then should work any unresolved COR issues or shortfalls with appropriate ARFOR headquarters staff and/or subordinate unit as required.

CONTRACT CLOSEOUT

2-60. Contract closeout should be accomplished as close as possible to the date contract completion is verified and all outstanding contract administration issues are resolved. The standard varies with type of contract. This step includes initiating final payment to or collection from the contractor, de-obligating excess funds, and records disposal or disposition. Contract closeout ends once the contracting officer has prepared a contract completion statement and makes appropriate disposition of the closed contract file in accordance with the procedures in the FAR, the Defense Federal Acquisition Regulation Supplement, or the Army Federal Acquisition Regulation Supplement, as well as the appropriate contingency acquisition instruction.

TRAINING SUPPORT

2-61. There are various OCS related training programs to support both the CSB and its supported units. Formal Army OCS programs include the Army Logistics University’s Operational Contract Support Course for unit 3C skill identifier or additional skill identifier staff, on-line and in resident CORs courses and the Mission Command Training Program via their embedded OCS team capabilities. Scheduling information for the OCSC and resident COR course is available through the Army Training Requirements and Resources System, at www.atrrs.army.mil. It imperative the CSB command and staff members are aware of these formal training courses and processes and inform their supported unit commanders and staff accordingly.

2-62. In addition to these formal Army OCS training programs, the Army Contracting Command provides contract support related training to other Army units through its contracting support brigades and installation Directors of Contracting. The ACC’s tailorable unit training program is intended to provide supplemental OCS related training and staff professional development, tailored to unit needs such as COR supplemental training and FOO training. Typical ACC provided training subject areas are addressed in table 2-2.

Table 2-2. Typical contract support unit training assistance subjects

STAFF TRAINING		
Operational Contract Support Planning	Logistics Civil Augmentation Program	Contractor Management
Status of Forces in foreign countries	Standing general orders issued by the commander	Ethics
Foreign law	Fiscal law	Contracting support board procedures (for solicitation review boards and contracting review boards)
Law of war	Procurement integrity	
INDIVIDUAL TRAINING		
Field ordering officer duties	Performance work statement development	Contracting officer's representative duties (to include quality surveillance procedures)
Receiving official duties	Government furnished services procedures	
Independent government estimate development	Government furnished property and accountability procedures	

2-63. In addition to the unit and individual contract support related training, the ECC and subordinate CSBs offer support to collective training events not directly supported by Mission Command Training Protocol. The LOGCAP Program Office also supports collective training events when requested. The aligned CSBs assist their supported commands to ensure OCS, and its enabler contracting operations and support function, is integrated into the unit collective training exercises as much as practicable. While the Army has made great strides in institutionalizing OCS across the force, this complex and sometimes

misunderstood source of support still offers commanders and staff officers unique challenges related to integrating major OCS actions into military operations. Having OCS related actions imbedded in major collective training exercises can go a long way to familiarize the commander and staff on the importance and challenges of operational contract support.

Chapter 3

Joint Support Considerations

In accordance with JP 1, *Doctrine for the Armed Forces of the United States*, DOD primarily employs two or more services (from two military departments) in a single operation, particularly in combat, through joint operations. To support joint operations, theater support contracting in GCC directed operations should be accomplished through one of several GCC directed joint command and control (C2) and coordination organizational options. The only exception to this doctrinal construct is Service-specific phase 0 operations where the parent Service would provide contracting support to its own force with no joint C2 or coordinating arrangements. Joint related theater support contracting C2 and coordination arrangements directly pertinent to the CSB include lead Service for contracting coordination, lead Service for contracting and joint theater support contracting command. This chapter provides guidance on executing these joint theater support C2 and coordination options utilizing Army expeditionary contracting units. For specific lead Service for contracting coordination, lead Service for contracting and joint theater support contracting command designation criteria, tasks and organizational information, see Appendix E, JP 4-10.

LEAD SERVICE CONSIDERATIONS

3-1. In accordance with JP 4-10, *Operational Contract Support*, the GCC should designate a lead Service for contracting coordination, lead Service for contracting and joint theater support contracting command to ensure effective and efficient use of limited local commercial vendor base, and to coordinate common contracting actions with designated supporting external support contracting agencies. The specific organizational option is determined by the GCC in conjunction with the subordinate JFC and Service components based on specific mission requirements. Additionally, the lead Service for contracting coordination, lead Service for contracting and joint theater support contracting command may coordinate with the joint task force level OCS integration cell, if or when formed.

LEAD SERVICE FOR CONTRACTING COORDINATION

3-2. In a lead Service for contracting coordination arrangement, Service components provide theater support contracting to their own forces, but a GCC designated Service would be responsible to coordinate and de-conflict common contracting actions in support of subordinate joint force operations. Additionally, the GCC may direct a Service component to perform lead Service for contracting coordination planning and OCS analysis of the operational area functions for a specified region, country or designated operational area.

3-3. Any CSB may be designated as lead Service contracting activity responsible to plan, coordinate, synchronize and de-conflict common contracting operations. Normally, an Army component lead Service for contracting coordination designation would apply to smaller, short-term phase I-IV Army-centric joint operations. Additionally, a geographic combatant commander may direct its theater army headquarters to require the aligned contracting support brigade to perform phase 0 operations related lead Service for contracting coordination functions. These phase 0 lead Service for contracting coordination functions are often associated with lead Service common user logistics (sometimes referred to as base life support or base operations support) designations for GCC specified countries. Contracting support brigades may also be tasked to perform phase 0 lead Service for contracting coordination functions for GCC TSOC missions. As the TSOC aligned lead Service for contracting coordination activity, the designated CSB would be

responsible for routine OCS planning assistance to the theater special operations command for missions. However, actual contracting support arrangements for any particular special operations mission would be determined on case-by-case basis. For example, if the operation was a United States Air Force-centric operation requiring deployment of a contracting team, then the Air Force component contracting element would provide this contracting team support, not the CSB. Also of note, lead Service for contracting coordination designations do not entail any changes to Army command or contracting authority.

LEAD SERVICE FOR CONTRACTING

3-4. In the lead Service for contracting construct, one Service component—normally the Service with the preponderance of forces—is responsible to provide all common theater support contracting to all forces operating in the joint operational area. The lead Service for contracting construct also can be applicable to the base level in operations where the geographic combatant commander has directed a particular Service component to perform base operating support—integrator for a designated base. The integration arrangements normally apply in operations where there are well established, long-term operating bases with a clear preponderance of the force at each base. For example, the Air Force may be designated the base operating support—integrator for a major air base, while the Army is the integrator for the other bases in the JOA. JP 4-0 and Department of Defense Directive 3000.10 provide more details on base operating support—integrator functions.

3-5. In some operations, the lead Service for contracting element (the CSB in the case the Army component is designated the lead Service for contracting) may be augmented with other Service military or civilian contracting officers either through an inter-Service support agreement or through staff augmentation support. In either case, these documents would direct specific positions to be filled by a particular Service (or CSA), to include DAWIA qualifications and standards of grade.

3-6. When the GCC designates the Army as the LSC, the supporting CSB (or CBN if the CSB headquarters did not deploy) would be responsible to plan and execute all common theater support contracting actions for all U.S. and designated multinational forces operating within the JOA or base. Army component lead Service for contracting designation is most appropriate in Army centric operations where support to other than Army forces is minimal. In missions where the CSB is augmented with sister Service or CSA contracting officers, it is recommended these non-Army contracting officers be positioned to support their associated Service forces unless METT-TC factors preclude keeping these Service-to-Service support arrangements in place. And like lead Service for contracting coordination arrangements, the lead Service for contracting construct does not entail changes to Army command or contracting authorities. However, the lead Service for contracting construct may entail changes to contracting authorities over any non-Army military or civilian personnel serving as warranted contracting officers. Such changes to authority may require memoranda of agreement between the contracting support brigade and the other Services and/or CSA contracting activities.

STAFF AUGMENTATION REQUIREMENTS

3-7. Both of the lead Service contracting arrangements discussed above can include significant common contracting planning and coordination requirements to include JCSB lead and JRRB advisory responsibilities. Often, these phase I-IV lead Service for contracting or lead Service for contracting coordination tasks are beyond the capability of a CSB headquarters, much less a separately deploying CBN, and may require significant staff augmentation support. Possible lead Service for contracting, or lead Service for contracting coordination, augmentation requirements include the following:

- Contracting operations officer(s) or noncommissioned officer(s)
- joint contracting support board secretariat
- joint requirements review board advisor
- Plans officer(s)
- Liaison officer to subordinate joint force command OCS coordination cell, if formed
- Interagency coordinator(s)
- Integrated financial operations coordinator(s)
- Contract information database manager(s)

3-8. Lead Service for contracting coordination and lead Service for contracting staff augmentation can come from various sources from within and outside of the Army. Army sources include, but are not limited to: ACC, ECC military staff as well as deployable or volunteer civilians; other Army agencies (especially for non-DAWIA qualified staff) through the Worldwide Individual Augmentation System; and, as necessary, contracted support. Support from non-Army sources could include: sister Services, Joint Contingency Acquisition Support Office personnel (normally limited to early phase of the operation), and/or Defense Contract Management Agency. In general, any long-term non-Army manning requirements will necessitate the development and approval of an inter-Service support agreement or a formal GCC driven individual augmentation request. Contracted support for staff functions that do not require contracting authority should also be considered when other options are not available.

JOINT THEATER SUPPORT CONTRACTING COMMAND CONSIDERATIONS

3-9. A joint theater support contracting command is formed via the joint manning document process with the newly established contracting command reporting directly to the subordinate joint force commander. In cases where a joint task force is formed, an OCS coordination cell may be formed. In accordance with joint doctrine, the joint theater support contracting command would normally have command and control and exercise contracting authority over all Service theater support contracting elements or individuals operating in the JOA. However, in cases where an installation contracting structure already exists, such as an Air Force contracting squadron at an established base, the joint theater support contracting command would have coordination authority with the existing contracting element, but not command authority.

3-10. The geographic combatant commander has the authority to direct the Army component to provide the primary capability to establish a joint theater support contracting command. This theater support contracting C2 option would most likely be used in a large scale, long term, Army force centric operation. In this type of operation, the joint task force headquarters would likely be built on an existing Army corps headquarters; whereas the joint theater support contracting command would be formed around the appropriate corps-aligned Army contracting support brigade. In this case, the joint theater support contracting command would have a coordinating relationship with the joint task force OCS integration cell.

3-11. The primary building block of an Army centric joint theater support contracting command will be a complete contracting support brigade headquarters along with selected Expeditionary Contracting Command personnel. The joint theater support contracting command would also include significant augmentation from other Services and combat support agencies. While actual joint theater support contracting command organization is METT-TC driven, there will be certain joint theater support contracting command, staff and subordinate organization arrangements that will be common to any joint theater support contracting command. As such, when the Army provides the basis for a joint theater support contracting command, some of these headquarters and key subordinate positions will normally be designated as Army “must fill” positions. While other positions will be designated for fill by whatever source is determined most appropriate in the joint manning document build process. For example, in an Army based joint theater support contracting command, the ECC Commander would fill the joint theater support contracting command billet, while the deputy commander should come from another Service, most likely the Air Force. Likewise, the contracting support brigade commander would serve in one of the other key joint theater support contracting command positions, such as the chief of staff, or as the senior contracting official for theater support. Additionally, key head of the contracting activity over watch and other reach-back related positions would be designated. These positions would be filled by designated ACC, ECC, and ASA(ALT) forward personnel and may include overseas contingency operations-funded term Army civilians and contractors. See figure 3-1 on page 3-4, which depicts a notional Army based joint theater support contracting command to include key Army, other Service, CSA, and non-specified positions.

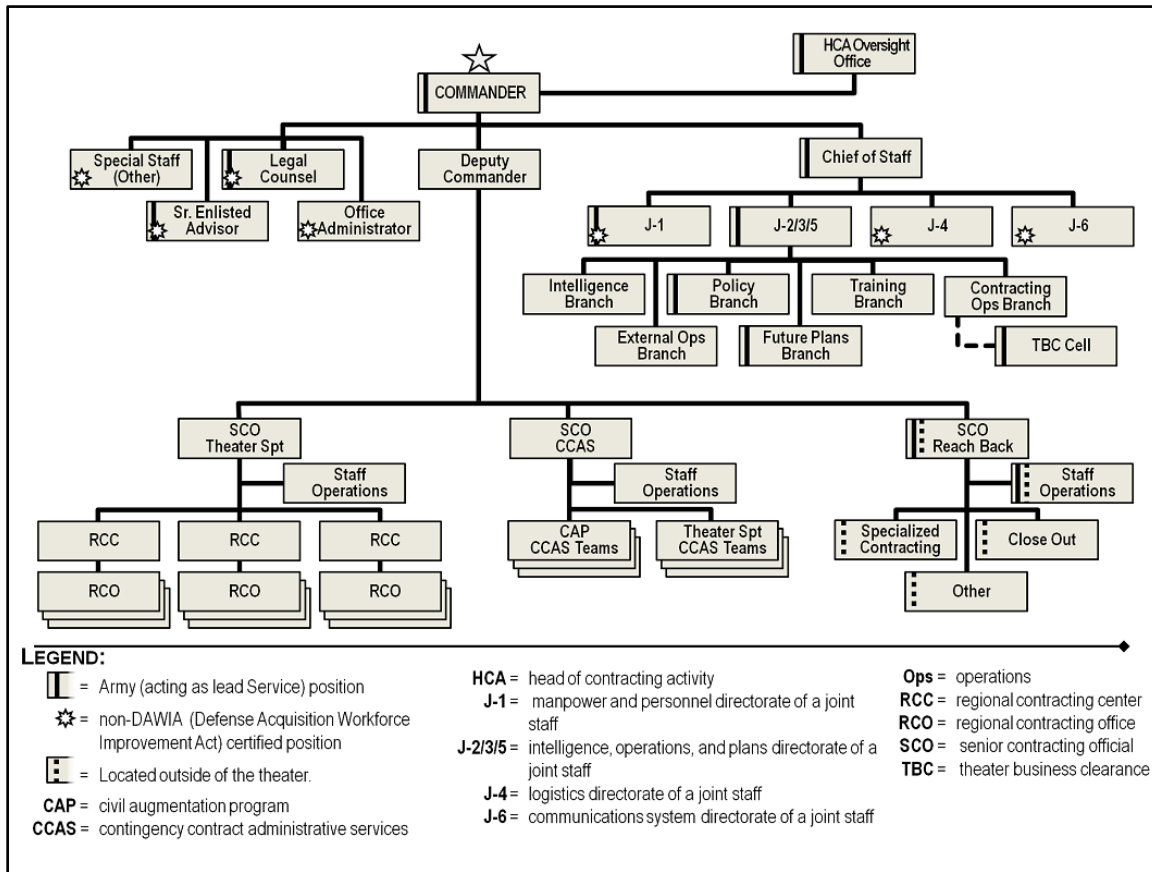


Figure 3-1. Notional Army based joint theater support contracting command

Glossary

SECTION I – ACRONYMS AND ABBREVIATIONS

ACC	Army Contracting Command
ADRP	Army doctrine reference publication
AFSB	Army field support brigade
AR	Army regulation
ARRB	Army requirements review board
ARFOR	Army forces
ARFORGEN	Army force generation
ASA(ALT)	Assistant Secretary of the Army for Acquisition, Logistics, and Technology
ATP	Army techniques publication
ATTP	Army tactics, techniques and procedures
BCT	brigade combat team
C2	command and control
CBN	contracting battalion
COR	contracting officer's representative
CSA	combat support agency
CSB	contracting support brigade
CSPO	contracting support operations
CT	contracting team
DA	Department of the Army
DAWIA	Defense Acquisition Workforce Improvement Act
DOD	Department of Defense
ECC	Expeditionary Contracting Command
ESC	expeditionary sustainment command
FAR	Federal Acquisition Regulation
FM	financial management
FOO	field ordering officer
G-2	assistant chief of staff, intelligence
G-4	assistant chief of staff, logistics
GCC	geographic combatant commander
HQDA	Headquarters, Department of the Army
INSCOM	United States Army Intelligence and Security Command
J-4	logistics directorate of a joint staff
JMD	joint manning document
JRRB	joint requirements review board
JCSB	joint contracting support board
JFC	joint force commander
JOA	joint operations area
JP	joint publication

LOGCAP	Logistics Civil Augmentation Program
METT-TC	mission, enemy, terrain and weather, troops and support available, time available, civil considerations
MICC	Mission and Installation Contracting Command
OCS	operational contract support
OPLAN	operation plan
OPORD	operation order
PARC	principal assistant responsible for contracting
RCC	regional contracting center
RCO	regional contracting office
RSOI	reception, staging, onward movement, and integration
TDA	table of distribution and allowances
TOE	table of organization and equipment
TSOC	theater special operations command
U.S.	United States
USACE	United States Army Corps of Engineers
USAMC	United States Army Materiel Command

SECTION II – TERMS

***Army requirements review board**

The Army force commander's established board to review, validate, approve, and prioritize selected contract support requests. Also called ARRB.

***contracting support operations**

The staff section that oversees contracting operations and leads external coordination efforts. Also called CSPO.

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ATP 4-92 (FM 4-92)
15 October 2014

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RAYMOND T. ODIERNO
General, United States Army
Chief of Staff

Official:

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GERALD B. O'KEEFE
Administrative Assistant to the
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