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Name of Principal Author and all other author: Mark Gerner

Principal Author’s Organization and address:

CALIBRE Systems, Inc.
6354 Walker Lane
Alexandria, VA 22310-3252
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Standard Form 298 (Rev. 8-98)
Prescribed by ANSI Std Z39-18
Building Force Depth
for Stability Operations

Mark Gerner
703-244-4198
Mark.Gerner@calibresys.com
Mark.Gerner.calibre@ocar.army.pentagon.mil
Agenda

- Stability Operations Concept
- Framework for analysis
  - Arrays of capabilities, Facts of the Problem, Echelons, Regional vs. Expeditionary, Rotational Packages
- Tailor the Force – Train the Force
  - Cyclic Training Strategy, Capabilities in Packages
  - “Parts to Packages,” Army Reserve functions
- What Has Changed?
- Operational Concept for Stability Operations
  - Scenario: Illustration of Medical capability for SO
- Next steps - rotational analysis in Force Program
  - Highlight contributions of the Army Reserve
Definition (Joint Publication 3-0):
Various military missions, tasks, and activities conducted outside the US in coordination with other instruments of national power to maintain or re-establish a safe and secure environment, provide essential government services, emergency infrastructure reconstruction, and humanitarian relief.
Framework For Analysis
Joint Concepts - Army Capabilities

- **Force Application**
  - Brigade Combat Teams (BCT) (Heavy, Armored Cavalry Regiments (ACR), Striker (SBCT), Infantry (IBCT), Aviation (Combat Aviation Brigades (CAB's), ACS, AVN BDE), Fires (Air Defense Brigades (ADA), Fires BDE), Special Operations Forces (SOF)(A), Civil Affairs, Psychological Operations, Ranger

- **Protection**
  - Combat Support Brigade-Maneuver Enhancement (CSB-ME), Engineer Brigade, Military Police Brigade, Chemical Brigade, Medical Brigade

- **Focused Logistics**
  - Sustainment Brigade, Support and Sustain Headquarters Plugs (Theater Distribution Commands) – C2 Ordnance Group, Quartermaster Brigade

- **Battlespace Awareness**
  - BFSB’s – Support, Strategic Military Intelligence Brigades, Enemy Prisoner/War Brigades

- **Net-Centric Operations**
  - Theater Tactical Signal Brigades (TTSB’s), Theater Strategic Signal Brigades (TSSB’s), Signal Centers

- **Command and Control**
  - Division Headquarters, Corps Headquarters, Theater Army Headquarters, Theater-level Functional Commands: Civil Affairs, Medical, Network, Intelligence, Sustainment, Military Police, Engineer, Army Air and Missile Defense Command (AAMDC)

- **Training**
  - Doctrine: Centers of Excellence and TRADOC MSCs, Training: (Dependent on Army Training Strategy)

- **Force Management**
  - Force Generation: Army MACOMs, MACOM MSCs, DRUs, FOAs
  - Materiel: Testing, Acquisition, Sustainment
  - Personnel: Soldier Support (HRSCs, FINCOMs, Legal Support), Facilities: Post IMAs
Facts of the Problem

Army Organization and Process

- Army has moved from 4 to 3 Echelons:
  - Army Service Component Commands and Corps have few fixed formations
- Force tailoring process has changed
- Force Generation over force provision
- Capabilities based

Deployment force must be tailored because force provision within theater has changed...

Capability Based Planning

<table>
<thead>
<tr>
<th>Capability 1</th>
<th>Capabilities 2 through …</th>
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<tbody>
<tr>
<td>Expeditionary Force Capabilities</td>
<td>Expeditionary Force Capabilities</td>
</tr>
<tr>
<td>Rotational force factors built into the program. Capability likely stationed in CONUS</td>
<td></td>
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<tr>
<td>Regional Focused Capabilities</td>
<td></td>
</tr>
<tr>
<td>No rotational factors for the force program. Capability might be stationed in theater or in CONUS</td>
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<tr>
<td>Each capability must be prepared and trained, as well as programmed for either theater focus or</td>
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Mark Gerner – 703-244-4198
Since World War II, the Army has reduced its larger echelons of command from five above regiment/brigade to three in the 1990s. While the size of Army forces have also gone down the complexity and strategic significance of Army operations have increased. Now the Army is transforming to only two echelons above brigade.
Echelons Transformed

Transformed

Corps/Division

Primary Warfighter

JTF*/(C)JFLCC*/ARFOR Capable

JTF/(C)JFLCC Capable*

* With SJFHQ or Joint/Coalition Manning Doc

Functional array, not pure hierarchy

BCT

Battles & Engagements

XX

DIVISION

XX

CORPS

Army

Current

Migrating functions and capabilities to fewer levels

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Tailor and Package Capabilities through Training Strategy
Cyclic Readiness - Training Strategy

- Methods to meet surge requirements built into force management of packages
- Number of packages x mission responsibility time = cycle time.
- Mission responsibility time is directly related to training time -- cycle time minus mission time roughly equals available training time.

Year One

Year Two

Year Three

Year Four

Year Five

OPERATING FORCE

EMPLOY

VALIDATION/ CERTIFICATION

TRAIN

RECONSTITUTE/ CONSTITUTE

120 HR MOB/HS

120 HR EDRE

Training

READY AVAILABLE FORCE

SET FORCE

COLLECTIVE

INDIVIDUAL

GENERATING FORCE

- Army Reserve C2: USARC, RRC
- IA and IMA
- TTHS

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Redesigned Operational Army

**FROM:** An Army based around large, powerful, fixed organizations

**TO:** An Army designed around smaller, more self-contained organizations

**XX**
- Division
- Division Cav (Recon)
- Field Artillery
- Military Police
- Intelligence
- Engineers
- Armor Brigade
- Mechanized Brigade
- Armor Brigade

**X**
- Brigade
- Signal
- Combined Arms
- Armed Recon
- Combined Arms
- MP/Security
- Chemical
- Engineer
- Logistics
- Fires
- Intelligence
- Battlefield Surveillance Brigade
- BFSB
- Maneuver Enhancement

**A More Ready and Relevant Force**
Capacity = Capability / Time

Expeditionary / Regional Focused Forces

Cyclic Readiness training strategy puts units into DEF, CEF, REF. Training Strategy is progressive in time.
Example - “Part to Package”

Chemical Defense Operations Package

- Conduct NBC Operations
- Decontaminate
  - Perform Operational Decon
  - Perform Thorough Decon
  - Perform Hasty Smoke Ops
  - Perform Detailed Equip Dec
- Detect NBC Agents
  - Perform NBC Surveillance
  - Perform NBC Zone Recon
- Provide Smoke
  - Locate Contamination Boundary
  - Occupy OP to Overwatch

Task Parts

Chemical Defense Effects Package

- Contaminant Detected
- Enemy Observation Prevented
- Contaminant Neutralized

INTERACTIONS (Parts)

Credit to Ms. Maria Minchew,

Situation: Chemical threat exists. Friendly force must develop COA(s) to deal with threat.

Chemical Defense Capabilities Package

- Protect
- Obscure
- Sense

Function Parts

Chemical Defense Force Package

- Personnel/Component Parts

Credit to Ms. Maria Minchew,
The “Old Way:

Army Corps and ASCC's
The Way It Was: Corps and Theaters:

Driven by large requirements for defined ground campaigns, logistics and CS and CSS assets were programmed. The focus for the model was echelons and formations, enabling a deliberate timeline for force buildup for a land campaign against a defined enemy. Two major scenarios, NE Asia and SW Asia provided the illustrative plans for scenarios. From these results, the Army would find within them the means to fulfill missions for stability operations and other requirements through force tailoring and task organizing structures that were meant principally for support of US soldiers and service members engaged in war.
The Way It Was: Corps and Theaters

- **Corps:**
  - A tactical organization performing missions within a designated Area of Operation - Designed against requirement ~350 personnel

- **ASCC:**
  - Required component headquarters for Army and land operations planning and maintains linkages to joint, multinational, interagency, non-government organizations, and international organizations in support of the combatant commander.
  - Supports the complete AOR of the combatant commander.
  - Has forces and roles not to be subordinated to corps. Manages international efforts as determined by commander- other services and allies
  - Provides Administrative control (ADCON) and logistical support to all Army forces (ARFOR) provided under the operational control (OPCON) of other joint or multinational headquarters. Also provides user common user logistical support (CUL) to other services, NGO’s, multinational partners, or non military governments.
  - Conducts major land operations as an ARFOR or functional joint land force component commander (JFLCC) to support theater campaign plan...

- The complexity of the operation, not the number of troops, drives the C2
V ARMY CORPS

~ 42,000 in Europe
~ 116,400 Req - 5 Divs (75K + 41,378)
~ 62,000 Req - 2 Divs (32K + 30,118)

Maneuver – 2 + divs ~32K
Corps Base, 2 + divs ~30K

Maneuver - 1 div + ~18K
Corps Base, 1 + divs ~25K

Active
USAR
ARNG

ConUS ~ 13,000

Maneuver – 5 divs ~75K
Corps Base, 5 divs ~41K

Maneuver – 2 + divs ~32K
Corps Base, 2 + divs ~30K

Maneuver - 1 div + ~18K
Corps Base, 1 + divs ~25K

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USAR
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Active
USAR
ARNG

ConUS ~ 13,000
Doctrinal Estimates of Required Forces for OIF
Immediately before OIF

**Divisions x 5 ~75K**
- 1 AD...15K
- 1 ID...15K
- 101....17K
- 3’d.....15K
- 10 ...10K
- 2 LCR...3K

**Corps Base (5 Divs)~61K**
- Artillery
- Aviation
- ADA
- Chemical
- Engineer
- MI

**ASCC (5 Divs)~50K**
- EPW/IR
- BCD
- ENCOM
- ADA
- MEDCOM
- AAMDC
- SIGNAL
- MP
- MI
- TSC

5 Divisions ~186K total

**Divisions x 2 ~32K**
- 1 AD...15K
- 1 ID...15K
- 3 (-)/2LCR...2K

**Corps Base (2 +Divs) ~30K**
- Artillery
- Aviation
- ADA
- Chemical
- Engineer
- MI

**ASCC Base (2 +Divs) ~35K**
- EPW/IR
- BCD
- ENCOM
- ADA
- MEDCOM
- AAMDC
- SIGNAL
- MP
- MI
- TSC

2 Divisions ~97K total

**Divisions x 1~18K**
- 1 ID...15K
- SBCT/ACR...3.6K

**Corps Base (2 Divs) ~25.5K**

**ASCC Base (1+Div)~35K**

1 Division ~79K total

---

**“Troop Lists”**
Corps Troops ~61,000
5 Divisions ~72,000
ASCC Troops ~50,000
- SOF - 2,000
- TSC - ~20,000
- AAMDC - ~2,000
- Signal Command - ~5,000
- 513th MI Bde - ~3,000
- Engineer Command - ~10,000
- Chem Bde - ~2,000

---

**Additional Requirements?**
Internment and Resettlement: ES Brigades?
RSOI troops – ASCC
Pre and Post Hostilities Requirements – ARNG
Exploitation – AC and ARNG formations

---

Mark Gerner – 703-244-4198
The “New Way:

Modules of Capabilities
Today: Joint, Interagency, Multinational (JIM)

- Joint Interagency and Multinational (JIM) Environment
- Joint Operationg Concepts supported by Joint Functional Concepts
- Corps and Theaters - few fixed large formations
- Modules of capabilities, ready for application, minimal tailoring
- Theater fixed capabilities – allocated to areas
- Depth of capabilities - defined by the limits of the program and needs of each theater.
- Cyclic readiness depends on depth of modular of capabilities as much as on number of major commands are approved in the force.
- Army component, by implied tasks, holds major policy and planning at OGA levels (DODD 3000.05)
  - Each component (Civil Security, Civil Control, Essential Services, Economic Infrastructure, Governance) requires UJTL like analysis and consequent training strategies.
Focus: Operational Medical Capabilities
Scenario: Tailoring for Stability Operations

- Medium to large scale international and USG led effort to “stop the dying and the killing” in a nation in ME or Africa. Nearly 1M people are in multiple camps, held under extreme conditions. US decides the effort begins in 2 weeks. US military, through a RCC and JFCOM as force provider, icw US SOCOM is directed to respond to USG lead, DOS.

- Mission Analysis determines that a strategic-operational task is to counter the conditions of spreading disease, famine, and displacement. Host Nation (HN) authority and support is unclear. US operates as a lead agent for UN. HN authority to move populations to safer conditions is unclear.

- UN HCR icw US establishes conditions for intent to organize people into tribes, provinces, or in any other manner. Death rate will increase. Rapid spread of at least three biological threats.

- JFC has authority to organize forces into any form necessary. Initial operational estimates are that these capabilities will heavily favor the following needs:
  - Establish security for displaced populations
  - Military CSS applied to limit spread of disease
  - Medical capabilities in response to OGA and IA
  - Medical Force is authorized to set standards of care
Medical Capability Concept

Then – Tasks and Formations

- UJTL Tasks: Medical Related
- SN Task 4: Provide Sustainment
  - SN 4.3: Provide personnel support
  - SN 4.3.3: Coordinate Defensewide Health Services
- SN Task 8: Foster multinational and interagency relations
  - SN 8.1: Support Other nations or Groups
  - SN 8.1.2: Support Nation Assistance programs
  - SN 8.1.3: Support Peace Operations
  - SN 8.1.4: Support Military Civic Action
  - SN 8.1.5: Conduct Foreign Humanitarian Assistance and Civic Assistance
  - 8.1.9: Cooperate with NGO and PVO.
- SN Task 8.2: Provide DoD/Govt wide support
  - SN 8.2.1: Support DoD and Joint Agencies
  - SN 8.2.2: Support OGA
  - SN 8.2.3: Support Evac of Non Combatants
  - SN 8.2.4: Assist Civ. Def.
- SN Task 4: Sustain Theater Forces

Medical Brigades of the past responded with large formations in direct support of SN and ST tasks. Medical capabilities for Stability Operations meant an interpretation of this incomplete, illustrative set of tasks, combined with force provision of Army Medical formations, tailored to change from combat orientation to Stability or HA

Now

- METT T assessment calls for force capabilities organized around stability operations
- Implied tasks include provision of Public Health and Humanitarian Assistance
- Coordination with UN, OGA, PVO for care that includes direct care for indigenous populations
- Assemble other capabilities for comprehensive life saving Med Spt

- **Functional Brigades whose capabilities will be tailored into a package to contribute to the effort:**
Start Point: AMEDD

++
MDSC
(08640G000)

MSC
(08420G000)

MULTIF MED BN
(08485G000)

CSH
(08945A000)

GROUND AMBULNCE
(08453A000)

AREA SPT DENTAL
(08473A000)

MED LOG SPT CO
(08490G000)

AREA SPT MED CO
(08457A000)

MED LOG CO
(08480G000)

VETERINRY MEDICINE
(08423A000)

BLOOD SUPPORT
(08489A000)

CBT OPER STRSS CTL
(08460G000)

PREVENTV MEDICINE
(08429A000)

VETERINRY SERVICES
(08440A000)

FST
(08518LA00)

MIN CARE
(08949A000)

FST (ABN)
(08518LB00)

HEAD & NECK
(08527AA00)

PATHOLGY HOSP AUG
(08537AA00)

OPTOMOTRY
(08567GA00)

SPEC CARE HOSP AUG
(08538A000)

RENAL HEMODIA
(08537LB00)

AREA MED LABORTRY
(08668A000)

INFECTIONIOUS DISEASES
(08537LC00)

MED LOG MGT CTR
(08670G000)
Start Point: AMEDD

Capabilities

**Mission:** To provide hospitalization and outpatient services for all classes of patients within the Theater Army.

**Capabilities (summarized):**
- 248 patients. 2 hospital companies, one 84 bed and one 164 Bed. 4 wards w intensive nursing care for up to 48 patients, 10 wards providing intermediate nursing up to 200 patients.
- CSH provides C2 for all attached units
- Early Entry Hospitalization Element (44 Bed), Hospital Company (84 Bed) forms stand alone hospitalization for up to 72 hours without further logistical support. Command and control of all organic/attached units, to include medical planning, policies, and support operations.
- Hospital Augmentation Element (40-Bed), Augmentation support for command and control, operations, personnel section, logistical, communications support, information management, and laundry operations.
- Headquarters Section,
- Transportation Element, HHD, 248-Bed CSH.

Support Concept

- Support ARFOR, JFC, and DOS, to include coordination with NGO and PVO

- Deliver capabilities upon arrival, prepared to interface with USG, OGA and PVO, NGO, International services for HA crisis

- Capabilities organized around effects.
- Public Health and Welfare
- Missions associated with the operational concept, then for sustainment of the force itself,
- Simultaneously, plan for the OGA and PVO coordination planning
- Tailor the C2
Defining the Area of Operation

At each echelon of command, the area may be subdivided as contiguous or non-contiguous AOs or a combination thereof.

Within an AO, subordinate units may provide complementary capabilities and mutual support.

Division of AO's among like units may differ based on METT-TC.

Influence unassigned space.

No space left unassigned.

AO Divided Among Sub-Units.

Non-Linear and Non-Contiguous AO.
Medical Support in JOA

For illustration:
• Medical Command is established by JFC.
• Distant objectives include responsibility for all land area
• Rear area holds no inherent stability
• Medical and Health Functions resp of USG – JTF fits into Med functions

Mark Gerner – 703-244-4198
**Medical Support in JOA**

- JFC establishes Medical Command JTF
- Objectives include responsibility for all land area
- Rear area holds no inherent stability
- USG resp for Medical and Health Functions

- Med TF assembles modules
- Bn TF supports area within Stability Opns
- Size of modules vary to meet AOR needs.

**Med Bde TF builds subordinate TF’s.**
**Provides Area support, capacity to Joint Force**
**Tailors Bn TF’s**

**Med TF assembles modules**
**Bn TF supports area within Stability Opns**
**Size of modules vary to meet AOR needs.**

**Med Bde TF builds subordinate TF’s.**
**Provides Area support, capacity to Joint Force**
**Tailors Bn TF’s**
Tailoring – Joint Med Force

- Medical TF Command established by JFC.
- Distant objectives include responsibility for all land area
- Rear area holds no inherent stability
- Medical and Health Functions resp of USG – JTF fits into Med functions

• Operations and Force Provision
• Main element for ARFOR
• Joint - OGA capable
• Applies Other capabilities icw medical other medical functional to plan and execute Stability Opns tasks.
• Area coverage
• Technical Control Over All Medical Matters
• Operational Control over Task Organizations
Army Reserve into Stability Operations

- Tailor the modules for Stability Operations Functions
- Array capabilities in time, apply building blocks
- Packages for rotations, or assign them to the theater force and subtract them from the force pool
- Functional commands into modular, adaptable designs, capable of responding to the Army for the full array of offense, defense, and Stability operations.

- Force tailoring and force provision through the principles of a new Army doctrine, Army Force Generation. It accounts for equipping and training strategies through cycles of deployments.

- Army Reserve capabilities applied in time cycles support Joint and Army Stability Operations – Cyclic Readiness enables training time and preparation

- Stability Operations implies changed required capabilities. Service Provides Building and Training of Capabilities (Standard Reference Codes) while Functional Commands provide the depth of organizations (UIC’s) to build the depth to sustain operations over time.
Backup Charts
Army always has AOR wide support responsibilities and may be assigned an area as a JTF or JFLCC.
For illustration:
- BCT assigned an AO
- Direction of movement towards distant OBJ
- Rear/sustainment area
### Army/ASCC/ HQ

#### Typical Duties

(Not all inclusive, representative only)

<table>
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<tr>
<th>C/JFLCC</th>
<th>Service Component (ASCC/ARFOR)</th>
</tr>
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<tbody>
<tr>
<td>• Assess the Threat &amp; Theater Conditions</td>
<td>• Theater Security Cooperation</td>
</tr>
<tr>
<td>• Set the Theater (Ex: Log, C4ISR, Protection, Enablers...)</td>
<td>• Joint/Coalition Training &amp; Exercises</td>
</tr>
<tr>
<td>• Build/Prepare The Ground Campaign Plan</td>
<td>• Deliberate Contingency Planning</td>
</tr>
<tr>
<td>• Receive and Prepare Forces (CJRSOI)</td>
<td>• Advise RCC on any Army/Land issues</td>
</tr>
<tr>
<td>• Fight the Ground Forces</td>
<td>• Nominate Army Force Capabilities</td>
</tr>
<tr>
<td>• Transition to Post-Major Combat Operations</td>
<td>• Program &amp; Budget Requests/Execution Tracking</td>
</tr>
</tbody>
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<thead>
<tr>
<th>Army Support to Other Services (ASOS)*</th>
<th>Administrative Control (ADCON)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Theater Signal Architecture</td>
<td>• Task Organization (Organize)</td>
</tr>
<tr>
<td>• Common User Logistics</td>
<td>• PERS Admin/GCM Authority/MWR (Man)</td>
</tr>
<tr>
<td>• Vet Support</td>
<td>• In-Theater Training (Train)</td>
</tr>
<tr>
<td>• Mortuary Affairs</td>
<td>• Theater Maint Programs/Coordination of External Support (Maintain)</td>
</tr>
<tr>
<td>• Troop Construction</td>
<td>• Sustainment/Distribution (Supply)</td>
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<tr>
<td>• EPW/Detainee Ops</td>
<td>• Construction/Real Property</td>
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<tr>
<td>• Ocean Terminal Ops</td>
<td>• Reception, Staging, Onward Integration</td>
</tr>
<tr>
<td>• Intermodal Container Mgt</td>
<td></td>
</tr>
<tr>
<td>• Postal Services</td>
<td></td>
</tr>
<tr>
<td>• DOD Customs Insp</td>
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*Not a separate command function, but duties performed by ARFOR or ASCC*