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QUARTERMASTER FORCE PROVIDER COMPANY

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Headquarters
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QUARTERMASTER FORCE PROVIDER COMPANY

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Preface

Field manual (FM) 4-20.07 provides insight, general data and operational information for the commanders, supervisors, and personnel assigned or attached to a Quartermaster (QM) Force Provider Company. This manual also serves as a guide for commanders, supervisors, and other personnel concerned with Force Provider operations in general. It addresses the key aspects of performing the company's critical wartime mission to "Provide Force Provider Support" and accomplishing the unit's mission essential task list (METL). The METL consists of tasks categorized into the following missions:

- Deploy unit
- Establish unit area
- Defend assigned area
- Conduct Force Provider operations
- Relocate unit
- Redeploy unit

Detailed information concerning the METL, as well as collective and individual training, required to accomplish the unit's METL is available in Army Training and Evaluation Program (ARTEP) 42-424-30-MTP.

This publication applies to the Active Army, Reserve Component QM Force Provider company commanders, supervisors and Soldiers, the Army National Guard (ARNG)/Army National Guard of the United States (ARNGUS), and the United States Army Reserve (USAR) unless otherwise stated. The focus is on the organization of the Force Provider Company, Force Provider modules, responsibilities, deployment, redeployment, and operations.

The proponent for this publication is Headquarters (HQ) United States Army Training and Doctrine Command (TRADOC). Send comments and recommended changes directly to Commander, United States Combined Arms Support Command (USACASCOM), Concepts and Doctrine (C&D) Directorate, ATTN: ATCL-FC-D, Fort Lee, VA 23801-1723. Unless this publication states otherwise, masculine nouns or pronouns do not refer exclusively to men.

Introduction

Commanders must bear in mind the stressful effects of combat as they plan and conduct operations. The pressures that battlefield chaos and destruction place on Soldiers have always been great. Unit discipline, realistic field training, deliberately fostered unit cohesion, and solid bonding between leaders and subordinates can reduce the effects of this stress in part, but nothing can eliminate it. The commander who understands this and protects his Soldiers through strong, positive, and caring leadership, proper mental, physical and training preparation, and simple decisive plans will win (FM 3-0). The purpose of the Force Provider program is to improve the quality of life for deployed Soldiers by reducing the stressors of combat. Under force health protection (FHP), combat and operational stress control (COSC) training is provided to assist Soldiers in preventing combat and operational stress reactions (COSRs) and other stress related illnesses. The Force Provider system also enables the reduction of stress.

During Operation Desert Shield/Desert Storm, the Army realized that it could do more to improve the quality of life for the deployed Soldier. Many Soldiers used makeshift and field expedient latrines and showers. The Army recognized the importance of combating stress and sleep deprivation, while offsetting COSR and conserving fighting strength. Its answer was to set up the Force Provider program. The concept of Force Provider was initially tested in the Bosnia area of operations. Doctrine, training, and system requirements were then developed as a result of lessons learned to improve the quality of life for the deployed Soldier. In addition to this FM, ARTEP 42-424-30-MTP has been developed and is available through normal distribution. Training and evaluation outlines (T&EOs) for unit training (Chapter 5, ARTEP 42-424-30-MTP) are also available in the Army Systems Approach to Training (ASAT) program. The Force Provider Product Manager office at Soldier System Command (SSCOM), maintains a homepage for related issues.

Force Provider units are expected to be an essential component of joint, multinational, and expeditionary operations - fully capable of responding to requirements along its entire operational mission continuum: Soldier sustainment, humanitarian and civic assistance, disaster relief, and non-combatant evacuation operations. Future Force Provider operations must provide scalable and modular base camps to support operations such as combat (forward operating bases/FOBs), reception, staging, onward movement, and integration (RSOI), rest and refit, intermediate staging bases (ISB), redeployment, humanitarian assistance, disaster relief, homeland defense, and peacekeeping/enforcement.

Chapter 1
Force Provider Overview

SECTION I – INTRODUCTION TO THE FORCE PROVIDER CONCEPT

FORCE PROVIDER AND THE QM FORCE PROVIDER COMPANY

1-1. The Force Provider system represents the Army's premier life support base camp. The concept was born in 1991 as a result of the challenging living conditions experienced by our Soldiers during Operation Desert Shield/Storm. The Army therefore developed Force Provider, a containerized and highly deployable "tent city". Force Provider system modules consist of military and commercial equipment which produce climate-controlled billeting, quality food preparation and dining facilities, hygiene services, and morale, welfare and recreation facilities sufficient to support 550 tenant soldiers and the system operators. This field manual describes the system and the Quartermaster (QM) unit that operates it. The Force Provider QM Company (TOE 42420L000) and the Force Provider module itself are separate entities which are linked up in the theater of operations or another specifically designated area. The QM Force Provider Company's organic assets can transport its unit personnel, maintain organic equipment, defend against a Level I threat, and maintain communications. The Force Provider modules are not currently organic to the QM Force Provider Company and until requisitioned, are maintained as part of the Army Materiel Command (AMC) owned Army pre-positioned stocks (APS). Using units request Force Provider support through command channels via memorandum to the Department of the Army staff. Future plans call for each Force Provider company to maintain one module on hand at the unit at all times for training purposes.

FORCE PROVIDER MISSIONS

1-2. Force Provider missions were originally designed to complement theater reception bases, intermediate staging bases (ISB), rest and refit, redeployment and base camps for stability operations such as humanitarian aid and disaster relief, peace keeping/enforcement, or other designated locations in support of an operation. The system is currently being deployed with forward operating bases (FOBs) and may also provide support to Defense Logistics Agency (DLA) contingency support teams and deployable distribution depot (DDX) teams. Force Provider was developed to improve the Soldier's combat readiness. It provides the front-line Soldier a brief rest from combat. The system enhances the areas of health, welfare, and morale of Soldiers. It provides feeding, showering, and laundry support. It also provides areas for sleep, rest, and relaxation. Also, Force Provider can be used with theater reception and staging bases when deployed to an underdeveloped or war-ravaged theater. It can also be used as a rest stop or base for staging Soldiers and vehicles passing through as they deploy or redeploy. Besides its military missions, the QM Force Provider Company and the Force Provider module may also be employed to support humanitarian aid and disaster relief, as well as noncombatant evacuation operations (NEO).

QM FORCE PROVIDER COMPANY EMPLOYMENT

1-3. The QM Force Provider Company may be employed to meet any of the missions stated above. When used for its primary mission, the company will normally be organized in accordance with its current TOE. The unit will be issued Force Provider modules from APS and normally assigned to an appropriate element of the Army service component command's (ASCC) theater sustainment command (TSC). In some instances, Force Provider modules, platoons or companies may be assigned to a joint task force (JTF), a sustainment brigade, a combat sustainment support battalion (CSSB), or for very limited operations the system may be assigned to a brigade support battalion (BSB).

1-4. QM Force Provider elements may be employed on an area basis, serving Soldiers in a geographical area; or may be employed in support of a brigade-sized unit. In any case, Force Provider will remain under the control of the major command to which it is assigned. Depending on mission, enemy, terrain and weather, troops and support available, time available and civil considerations (METT-TC), a Force Provider module could be located as far forward as the brigade support battalion area. Theater command structure and the Force Provider mission for each deployment will determine exact assignment.

FORCE PROVIDER OPERATORS

1-5. Three scenarios under which the QM Force Provider Company may be manned and operated are:

- **All Military.** An all-military active Army or Reserve Component Force Provider manned company may operate the module, or modules, depending on the number in use for the operation.
- **Combination of Military and Nonmilitary.** The modules may be operated by any combination of military personnel and contractors (Logistics Civil Augmentation Program/LOGCAP contractors, for example), Department of Defense civilians or contractors, host nation support personnel and/or third country nationals. Contracted personnel will be supervised by the military command structure. The commander and the contracting officer's representative (COR) will work closely with the contractor to ensure that all items listed in the contract performance work statement (PWS) are fulfilled. A translator or interpreter may be required for this type of scenario. The contract may allow civilian augmentees to reside within and receive subsistence from the Force Provider support operations in use.
- **All Contractor Personnel.** Modules may be operated entirely by contractors independent of military command and control. The contractor will operate the Force Provider modules under the general control of the applicable army service component command (ASCC). All TOE equipment, with the exception of weapons, will be required for normal operation. If not supplied by the contractor, additional items must be provided as government-furnished equipment (GFE). The contractor must accept complete accountability for all GFE and perform operator and unit level maintenance IAW appropriate technical manuals (TMs). The contractor will require the same dependencies as a military unit, unless otherwise specified in the PWS, and defense against Level I threats will require augmentation.

AVAILABILITY OF FORCE PROVIDER MODULES

1-6. All Force Provider modules are available to support contingencies throughout the world. They are completely containerized or trailer mounted to facilitate movement by any combination of land, air, and sea transportation modes. Modules are maintained as Army pre-positioned stocks, and are stored in depots or aboard ships.

1-7. AMC maintains storage responsibility of the Force Provider modules. Requests for Force Provider modules follow command channels to HQDA. Once a module has been approved for deployment by HQDA, AMC arranges transportation for the module and maintains ownership until it is hand receipted to the Force Provider company commander or supervisory contractor at the approved operating site. The commander or supervisory contractor is then responsible for the module and is accountable for all of its equipment. System setup is accomplished by Force Provider company and/or contractor personnel depending on availability in theater.

SECTION II – CAPABILITIES, LIMITATIONS, AND DEPENDENCIES

CAPABILITIES

1-8. A QM Force Provider Company is capable of operating one to six independent Force Provider modules. Each module supports 550 Soldiers/customers, plus the company's operator staff. When six

modules are employed with a QM Force Provider Company, it is capable of supporting a brigade size force of 3,300 Soldiers/customers plus the required operator staff. The basis of allocation is one Force Provider Company per 3,300 Soldiers, roughly equivalent to a combat brigade element. The modules within a company may be joined together or deployed near each other. However, the operation of each module will typically remain distinct. METT-TC will determine the number of Soldiers to be supported. Future plans call for the ability of the system to adapt to support independent 150 man support modules and to be packaged as such.

Support capabilities of a single 550-man module are:

- Climate-controlled billeting for 550 tenant personnel and 44 billets for Force Provider operators.
- Sanitary climate-controlled showers sufficient for one 10-minute shower per person/per day.
- Four sanitary, climate-controlled latrines with four urinals and 24 toilets.
- Food service, to include three cook-prepared meals daily (1,650 cook-prepared meals per day).
- Laundry services capable of laundering 200 pounds/per hour.
- MWR and administrative support facilities and equipment.

Lessons learned from current operations are leading to the development and production of 600-man modules (early model production is underway as of publication time for this manual). All new production and future reset modules will be packaged in 150-person support increments which will enable each increment to operate independently and to be deployed on a single C-17 aircraft. Specific characteristics of this enhanced capability include:

- Improved modularity and scale-ability to support any Joint land operation, large or small.
- Improved adaptability to support small forward operating bases for combat operations.
- Improved deployability through the increased use of triple container (TRICON) packaging.
- Reduced operational manpower and transportation requirements.
- Reduced set-up time (four hours with eight trained personnel and materiel handling equipment for one 150-person support increment) and tear-down time requirements.
- Improved billeting/shelters through the use of state-of-the-art air-beam support tents.
- Improved field feeding, hygiene and laundry sub-systems.
- Improved reliability of Environmental Control Units (ECU).
- Improved environmental stewardship through the adoption of water re-use technology.

LIMITATIONS

1-9. Employment of the Force Provider system demands a well thought-out, deliberate effort. While the system offers attractive amenities for the deployed Soldier, the following limitations of the module and QM Force Provider Company should be considered:

- **Size.** A single Force Provider module requires approximately 8-10 acres of land space and extensive site preparation. The packaged module is comprised of triple containers (TRICONs), 20-foot international organization for standardization (ISO) containers, skid-mounted generators, and other assorted self-storing items. Set-up time for each module is 10 to 12 days and requires 50 personnel.
- **Mobility.** Although not originally designed for redeployment within theater, future plans call for that capability to exist. Re-fit/rebuild operations are normally conducted in CONUS, or in some cases, at in-theater facilities.
- **Defensibility.** The QM Force Provider Company is able to defend itself against a Level I threat.
- **Cost.** The cost of the Force Provider system employed with Active and/or Reserve Components is based on the current per diem rate per Soldier/per day. This includes food, billeting, field services, supplies, and maintenance for module components. If used with the cold weather kit, the figure increases. The cost is subject to change as cost-saving improvements and

modifications are made to the module. Refurbishment costs are normally dependent on length of deployment and the prevailing environmental conditions of the employment site.

DEPENDENCIES

1-10. **Transportation.** The Force Provider system is heavily dependent on strategic transportation assets for movement from the pre-positioned location to the area of operations. The QM Force Provider Company does not own the module, nor does it have the organic equipment required to transport it, but once on site, most of the system equipment and containers may be off-loaded using materiel handling equipment (MHE) that is organic to the company.

1-11**. Real Estate Acquisition.** The area of operations real estate staff must acquire the necessary land area required for Force Provider operations. The real estate contact may be from the US Army Corps of Engineers (USACE), a real estate specialist from the contingency real estate support team (CREST), the ASCC engineer staff, or naval facility (NAVFAC) real estate personnel. The site may be acquired either through host nation support or via lease. In some cases, real estate acquisition may determine the site selection. Each system requires 8 to 10 acres for set up. This does not include areas for parking, remote fuel sites and additional MWR open spaces. In a favorable location, approximately 48 hours is required to prepare the site before setup can begin. Seventy-two hours should be allowed to prepare a site in a fair location (uneven terrain, excess brush/trees, partially stable soil, poor drainage). For a poor location (rough/hilly terrain, dense vegetation, unstable soil and poor drainage), approximately 96 hours should be allowed to prepare the site.

1-12. **Engineering Assets.** Appropriate engineering units will be required for site survey, layout, and site preparation. Once Force Provider is set up, engineering support will be required for real property maintenance activities (RPMA), which may include prime power, utilities maintenance, firefighting and dust abatement services. Actions of this nature should be coordinated with the TSC or ASCC. Disposal of solid waste, including medical and food waste, must be arranged. This may be accomplished through incineration or haul-away mode via military or contracted assets. A Force Provider module may generate 20,000 gallons of gray water and 3,000 gallons of black water per day. Solid waste disposal must be coordinated IAW the civil engineering support plan (CESP), or the ASCC operations plan (OPLAN).

1-13. **Supply and Maintenance Support.** Support for Force Provider above unit level will be required from a QM Support Company to provide Classes I, II, III, IV, VI, VII and IX supply support. The unit depends on local Quartermaster water production/purification units for potable water supply (approximately 25,000-gallons/day) if commercial sources are not available. A Modular Ammunition Ordnance Company provides Class V support and a Support Maintenance Company provides maintenance support.

1-14. **Army Health System (AHS) Support.** The unit depends on local medical units for Role 1 and 2 AHS and veterinary support.

1-15. **Chaplain Support.** The unit depends on a local unit ministry team for religious support.

1-16. **Unit Defense.** The unit depends on theater assets for defense against Level II/III threat.

1-17. **MWR Support.** MWR operations must be provided by personnel provided by the Community and Family Support Center (CFSC) or from the pool of volunteer MWR specialists.

1-18. **AAFES Support.** AAFES operations require external coordination and could include military clothing sales, food court, barber shop and other forms of support depending on availability in the area of operations.

Chapter 2

QM Force Provider Company Operational Procedures

SECTION I – COMPANY HQ SECTION AND PLATOON OPERATIONS

UNIT ORGANIZATION

2-1. This chapter describes operational procedures for the Force Provider Company headquarters sections, the six provider platoons and their functional sections, and system tenant units, including communications and defense considerations. Figure 2-1 below shows the QM Force Provider Company basic unit organization.

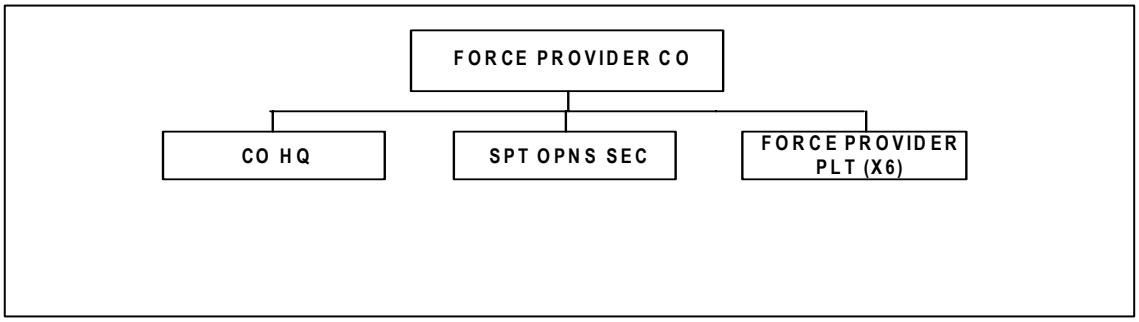

Figure 2-1. Organization of QM Force Provider Company

COMPANY HEADQUARTERS SECTION

2-2. The QM Force Provider Company Headquarters provides overall command and control, training, administration, and logistical support required to conduct mission support. The company headquarters staff can coordinate the operations of up to six Force Provider platoons and modules. The company HQ maintains communications with the next higher headquarters; provides direct supervision to the support operations and maintenance section; tasks the platoon leaders of the Force Provider modules; directs the planning, setup, and continuous improvement of unit defenses; and maintains responsibility for the unit's training, safety and environmental protection programs.

2-3. To ensure appropriate accountability for module equipment, the company commander inventories and inspects the serviceability of all equipment during setup of the module. . The Property Book Unit Supply Enhanced (PBUSE) system, the Army's state-of-the-art web-based property accountability system, is used to report and account for module equipment. Missing, damaged, or unserviceable equipment will be documented and kept on file awaiting Financial Liability Investigation of Property Loss and eventual redeployment of the module to AMC for refurbishment. As equipment becomes damaged or unserviceable during operations, it is be reported and documented, and replacement equipment and or parts are ordered. An up-to-date status of all module equipment will be maintained. AR 735-5 and AR 735-11-2 give guidance for maintaining property accountability. Missing items require a Report of Discrepancy (ROD). Equipment damaged in shipping requires a Supply Discrepancy Report (SDR). If received equipment is intact but is not functioning, a Quality Deficiency Report (QDR) must be submitted. All three of these reports may be done electronically via the following website: https://aeps.ria.army.mil/.

2-4. A critical aspect of the redeployment process is that the commander must clear the hand receipt of all module equipment being returned to AMC. AMC will arrange transportation for the module from the operating site to a CONUS depot or in-theater element for refurbishment. To clear a hand receipt with property shortages, a Financial Liability Investigation of Property Loss will be completed. The commander will be held responsible for equipment which cannot be properly accounted for. To facilitate clearing of a hand receipt, the commander will ensure that all module equipment is inspected for serviceability and thoroughly cleaned before it is packed. Unserviceable items will be tagged with a description of the damage or malfunction before they are packed. All module equipment will be inventoried and returned to the original container using the packing list and instructions in the panel of each container's door. All missing, damaged, or unserviceable equipment will be reported and documented. This documentation will then be used to simplify the reconciliation of the property records and to facilitate the clearing of the hand receipt.

SUPPORT OPERATIONS SECTION

2-5. The Support Operations Section exercises staff supervision over the supply, maintenance, and field service support operations and advises the commander in these functional areas. The section also provides the coordination and management of all contracting and engineering support operations.

2-6. The purchasing/contracting officer manages the purchase of all military or local items required by the Force Provider Company. The purchasing/contracting officer coordinates with the ASCC in the review of options for each dependency and determines whether military resources or contract support is the most appropriate and cost effective alternative. The purchasing/contracting officer will ensure that Force Provider needs are detailed and thoroughly stated in the contract documents. If contract administration is coordinated at a higher level, the purchasing/contracting officer will take appropriate actions to ensure that the needs of unit are met.

2-7. The general engineering officer plans and coordinates the site setup for Force Provider. He also supervises all engineering functions within the modules. The general engineering officer should be a Force Provider expert and will oversee critical elements of setup and operation. He coordinates and/or manages the proper storage and disposal of gray water and black water waste. FM 5-104 and FM 5-116 provide guidance in performing engineering functions.

2-8. The operations NCO monitors and supervises section operations and advises the company HQ on tasks involving Force Provider operations and procedures. The laundry NCO coordinates all laundry, clothing, and shower functions including administrative actions. He reports to and advises the operations NCO. The preventive medicine NCO and specialist coordinate FHP support and conducts water and other environmental tests. These Soldiers advise the operations NCO about the sanitary status of laundry, shower, latrine, water distribution and storage, and food service operations. They also advise company personnel when sanitary or health conditions are unacceptable or inadequate.

COMPANY MAINTENANCE SECTION AND PLATOON MAINTENANCE TEAMS

2-9. The company maintenance section (organic to the company HQ) and the six platoon maintenance teams (organic to the six platoon HQs) provide field level maintenance to 10-20 level technical manual standards IAW AR 710-1 for all organic equipment except COMSEC and communications-electronics equipment**.** Organic **e**quipment includes wheeled vehicles, forklifts, generators, tents, environmental control units (heaters/air conditioners), refrigerators, laundry and bath units, fuel and water systems, lighting units, and plumbing fixtures. Under the Global Combat Support System – Army (GCSS-A), equipment will be maintained via Standard Army Management Information System (STAMIS) for maintenance operations (the Standard Army Maintenance System - SAMS) and the requisitioning, tracking and replenishment of repair parts. Equipment services will be documented IAW AR 750-1, DA PAM 750-8 and EUM (AISM-25-L21-AHN-ZZZ-EM). Other critical areas of responsibility for the maintenance personnel include: equipment operator qualification and testing; equipment dispatch control; vehicle recovery operations; equipment damage assessments; scheduling, conducting and recording of

preventive maintenance checks and services; equipment fault records; Army Oil Analysis Program matters; materiel readiness matters and Army Materiel Status System (AMSS) updates; tool and test equipment control and maintenance; safety, environmental and security matter compliance; and the maintenance of technical publication reference material.

FORCE PROVIDER PLATOON HEADQUARTERS

2-10. The Force Provider Platoon Headquarters provides basic command and control, training, administration, and logistical support for the operations of one Force Provider module under the direction of the company commander. The platoon headquarters will also supervise billeting and tenant unit in-processing and out-processing functions. Descriptions of the platoon's five functional area sections: facilities support, food service, laundry and shower, water distribution, and petroleum distribution are outlined below. Each module is equipped with a System Support Package (See Appendix B) which contains repair parts to sustain operations for approximately 30 days. Once operations have begun, it will be necessary to make arrangements within the theater for maintenance of equipment and for subsequent resupply of operator and unit level repair parts and material.

2-11. The day-to-day operation of Force Provider will depend on METT-TC. The tenant units and Force Provider platoon will communicate daily regarding plans and routines. Force Provider personnel should be made aware of any special activities planned by the tenant units. Likewise, the tenant unit should be made aware of the daily schedule of services and equipment available in the module.

2-12. Soldiers arriving at Force Provider will maintain unit integrity. A representative from the Force Provider platoon headquarters will meet with incoming tenant unit representatives to conduct a briefing concerning camp operations, camp policies, and tenant unit responsibilities. Tenant unit responsibilities are discussed in Section II of this Chapter. An in-processing briefing template is available at Appendix C. Ensure that the in-processing brief covers the following policies:

- Check in
- Smoking
- Alcohol
- Guests
- Gender separation
- Quiet time
- Vehicle parking
- Other policies concerning conduct
- Check out

2-13. Prior to tenant unit occupation of billeting facilities, representatives from both the incoming tenant unit and the Force Provider platoon conduct a walkthrough inspection to determine the condition of the billeting tents and other areas that the tenant will occupy. All discrepancies will be documented and kept on file. The commander of the tenant unit will make billeting assignments. Tenant unit Soldiers will clean and maintain their billeting area and designated areas of the Force Provider camp. Force Provider personnel will ensure that each billeting tent remains stocked with the requisite cleaning supplies and that a copy of the camp rules, service schedule, and no smoking notices are posted inside each facility. At least one Force Provider Soldier should be assigned to assist tenant units in the resolution of billeting-related issues and that any necessary repairs are accomplished as soon as possible.

2-14. Prior to departure, the tenant unit will police the billeting tents and their other designated areas. A representative of the tenant unit and the Force Provider platoon will conduct a walk-through inspection and record all discrepancies. Any discrepancies not already recorded on the in-processing walk-through inspection document will be assessed. The tenant unit commander will be held accountable for damages. Excessive damage caused by negligence or a lack of discipline will be investigated and punitive action taken as required. A representative of the tenant unit will also check out with the MWR and laundry sections. A tenant unit will not be cleared for departure until all MWR equipment checked out by unit

personnel has been accounted for and until all unit personnel laundry has been returned. Platoon headquarters should develop inspection documents and check out forms to facilitate unit out-processing.

FACILITIES SUPPORT SECTION

2-15. Facilities Support Section personnel operate and maintain power generation equipment when organic generators are used. When in use, the generators will be clustered in groups of three. Operations within each cluster will be rotated every seven hours on a two-on and one-off schedule. This rotation will allow preventive and corrective maintenance to be performed without interruption of power to subsystems. A simple switching network is designed into each generator cluster to facilitate this rotation. If commercial or prime power is used, organic generators should be arranged to provide backup power support if an outage, overload, attack, or sabotage occurs.

2-16. The facilities maintenance personnel also maintain climate control equipment such as the environmental control units and heaters, refrigeration units, electrical subsystems and equipment, pipes, plumbing fixtures, and other equipment. All preventive maintenance will be performed IAW the appropriate technical manuals. A schedule will be maintained by the section leader for performing all applicable preventive maintenance checks and all equipment services will be documented using the Standard Army Maintenance System.

2-17. Section personnel conduct routine inspections and PMCS of assigned equipment. They work with other sections to assist in keeping subsystems fully operational. All malfunctions or problems are documented using the Standard Army Maintenance System so that a detailed equipment history can be maintained for each item. This will aid future engineering improvements and provide valuable lessons learned which ultimately will reduce repair time. A representative of the section will be on duty at all times to respond to malfunctions or problems which may occur.

2-18. Prime Power Team**.** When Force Provider is operated using commercial or prime power, a utilities team or an engineer prime power battalion unit will be attached to the Force Provider Company. Facilities Support Section personnel will work closely with the attached element. They will coordinate to maintain uninterrupted electrical service to each module.

FOOD SERVICE SECTION

2-19. The Food Service Section sets up, operates, performs preventive maintenance, and dismantles the food service subsystem. It also provides three cook-prepared meals per day to tenants, attached personnel, and Force Provider personnel. The food service subsystem is comparable to a standard garrison kitchen and uses only electrical appliances.

2-20. During peak occupancy, it may be necessary to rotate dining tent meal times to accommodate all personnel and serve each meal over a minimum of a two-hour period. Meal schedules may be designed to rotate times by section, detachment, or tenant unit depending on occupancy status. Meal schedules should be briefed during in-processing and posted inside each billeting tent. The food service subsystem is cleaned by the food service section and any assigned tenant unit personnel on kitchen patrol (KP). Soldiers using the dining facility will be required to police their area upon completion of their meal, dispose of uneaten food or refuse in designated containers, and return utensils to the designated area. After completion of the evening meal and a thorough cleaning, the food service dining tent may be used as a convenient location for MWR personnel to show movies or to conduct other large group activities.

2-21. Food service personnel will maintain sanitary conditions at all times. The food service section leader and designated leaders will perform routine inspections to ensure all food service personnel and KP personnel are maintaining proper sanitary conditions. The preventive medicine NCO will also conduct periodic inspections and tests to ensure that all food is prepared under sanitary conditions.

2-22. The gray water collection system for the food service subsystem contains an in-line grease trap. Grease collected in the trap is contaminated with gray water and is considered hazardous waste. Food service personnel will routinely monitor the grease trap. Grease must be periodically removed and disposed of as hazardous waste by food service personnel. Care should be taken when cleaning the grease trap to

prevent personal injury or damage to the environment. Appropriate personal protective equipment will be used. Spills or leaks will be contained and cleaned up. Grease awaiting proper disposal will be stored in approved containers and labeled as hazardous waste.

LAUNDRY AND SHOWER SECTION

2-23. The laundry and shower section is responsible for the setup, operation, preventive maintenance, and dismantlement of the laundry, shower and latrine subsystems. The section provides services which allow each supported Soldier one shower per day, one washing of 15 pounds of laundry per three-day period, and unlimited use of the containerized latrine.

2-24. Force Provider uses one containerized batch laundry (CBL) that uses two high-capacity commercial washer/extractors and two commercial dryers. The entire CBL subsystem may be operated by one laundry and shower specialist. Additional personnel are made available during designated hours to receive, process, and reissue laundry.

2-25. The laundry and shower section has the capability to clean 15 pounds of laundry for each Soldier per three-day period at maximum occupancy with a 24-hour turnaround time. All clothing items, sleeping bags, and sleeping linen are included in a Soldier's 15 pound laundry pack. Additional laundry production time must be allotted for shower towels and food service linens. Operators periodically monitor the fuel supply level for the water heater. They notify the petroleum distribution section when the fuel level reaches 1/3 or less capacity. During less than maximum utilization, laundry and shower section personnel may provide additional laundry services if required.

2-26. One containerized batch laundry subsystem is used in each Force Provider module. Routine preventive maintenance and services are critical and their thorough performance will prevent complex maintenance problems down the road. In order to enable the smooth operation of the CBL, a schedule for turn in, processing, and return of laundry is developed, briefed during in-processing, and posted inside each billeting tent.

2-27. The containerized batch laundry produces gray water which is considered hazardous waste. Personnel must wear appropriate personal protective equipment when working with items contaminated with gray water. Spills or leaks will be contained and cleaned up, and gray water awaiting proper disposal will be stored in approved containers and labeled as hazardous waste.

2-28. Each Soldier is authorized one shower per day. Designated laundry and shower section personnel will attend to each shower system. These personnel ensure that towels and soap are available and that the facilities are safe, sanitary, and in good working order. Section personnel will clean and sanitize each shower facility daily and as required otherwise, preferably without interfering with scheduled operations. Shower schedules will allow for gender separation, maximum operational use, and preventive maintenance and cleaning time. Gender separation is accomplished by scheduling an amount of time for each gender in proportion to that gender's population percentage within the camp. Times for each gender are set throughout each 24-hour period. The schedule is briefed during in-processing and is posted in all billeting tents.

2-29. The shower subsystem produces gray water which is considered hazardous waste. Personnel must wear appropriate personal protective equipment when working with items contaminated with gray water. Spills or leaks will be contained and cleaned up, and gray water awaiting proper disposal will be stored in approved containers and labeled as hazardous waste.

2-30. Laundry and shower section personnel clean and maintain the latrines and maintain the associated supplies of toilet paper and soap. The level of waste in the black water holding tank is routinely monitored. The laundry and shower section leader is notified to evacuate the tank once the tank is no more than ¾ full. The general engineering officer assigned to the company’s support operations section is responsible for coordinating and supervising the disposal of black water. Included in the Force Provider module is a waste water evacuation tank/trailer (WWET/T) to remove black water from the latrine's internal holding tank.

2-31. The containerized latrine produces black water which is considered hazardous waste. Personnel must wear appropriate personal protective equipment when working with items contaminated with black water.

Spills or leaks will be contained and cleaned up, and black water awaiting proper disposal will be stored in approved containers and labeled as hazardous waste.

2-32. Each latrine unit will be inspected daily by a Preventive Medicine NCO to ensure that it is safe, sanitary, and free of insects. If sanitary services are contracted, the Preventive Medicine NCO will be involved in the process to ensure that a desired standard of cleanliness is maintained.

2-33. Latrines should not normally be used by both genders at the same time. They should be designated for exclusive use in percent increments which most closely represent camp population. However, if the situation demands, a Male/Female "flip sign" may be used on the latrines. Gender designation of latrines will be included in the in-processing brief and signs showing gender designation will be clearly posted on the outside of each latrine. If host nation personnel will be using the latrines, signs should be posted in the host nation language.

2-34. Feminine hygiene products may not be disposed of in latrines toilets. Signs prohibiting this practice will be posted in latrines designated for female use. Appropriate waste receptacles will provided for disposal of these items. The final disposal of these items must be made as appropriate for the area of operation(s) (AO).

WATER DISTRIBUTION SECTION

2-35. Force Provider uses fabric storage tanks coupled with an expansion tank which maintains positive pressure and automatically operates an electric pump in response to water demand. Hypo-chlorination is accomplished during the filling of the tank and through recirculation of water through an intake/out-take loop which can be opened or closed to re-circulate water through the storage tank. Potable water distribution and storage for Force Provider is performed using current water doctrine publications.

2-36. The water source for Force Provider can be from a QM Water Purification and Distribution Company, an approved host nation commercial water system, by contractor delivery from an approved water source, or from on-site wells constructed by an engineering detachment. All potable water to be used as a source for the Force Provider water distribution and storage system must be tested and certified by the Preventive Medicine NCO from the company support operations section.

2-37. Two water distribution section personnel will be available for duty at all times while the potable water storage and distribution sites are in operation. The primary responsibilities of these personnel are to: maintain proper chlorination levels within each water storage and distribution system; monitor water usage; receive water deliveries; conduct water quality analysis testing; perform preventive maintenance on the equipment; and complete applicable reports, logs and forms. Section personnel will also operate water supply points to dispense water into water tank trailers or other approved containers.

2-38. Security of the water storage and distribution sites will be maintained to prevent water source tampering or sabotage. These sites will be routinely checked by security patrol personnel.

PETROLEUM DISTRIBUTION SECTION

2-39. Petroleum storage and distribution operations will be conducted using guidance from current doctrine. Force Provider bulk fuel resupply support is provided through military channels or via certified host nation sources. All host nation source fuel to be consumed by the Force Provider system must be tested and certified as meeting established standards by qualified petroleum distribution section personnel.

2-40. Two petroleum distribution section personnel will be available for duty at all times while the bulk fuel storage and distribution sites are in operation. The primary responsibilities of these personnel are to: monitor bulk fuel usage; receive bulk fuel deliveries from certified sources; conduct petroleum product analysis and testing; issue bulk fuel to vehicles, other equipment and into approved storage containers; perform preventive maintenance on equipment; and complete fuel reports, logs, and forms.

2-41. Petroleum distribution section personnel will ensure that the bulk fuel distribution and storage system and all vehicles and containers are properly grounded during fuel issue or delivery. All bulk fuel distribution and storage sites will be designated as no smoking areas and appropriate signs will be clearly posted in English and the host nation language. Firefighting equipment will be conveniently available to

the site and a fire extinguisher will always be placed within easy access during issue and delivery operations. Petroleum products are also considered hazardous waste and a hazard to the environment and to personnel. All leaks will be contained and cleaned up immediately. Personnel will use appropriate personal protective equipment and avoid direct contact with petroleum products.

2-42. Security of the petroleum storage and distribution sites will be maintained to prevent tampering or sabotage. These sites will be routinely checked by security patrol personnel.

2-43. Electric power generators, when in use, will consume the largest amount of Force Provider operational bulk fuel. Each generator cluster will employ a 500-gallon collapsible fabric fuel drum to supplement the generator internal fuel tanks. During normal operations, these fuel drums will require replenishment approximately every three days. Refueling of these drums is usually accomplished by tanker delivery via the camp's perimeter roadway. Petroleum distribution personnel are also responsible for the setup, operation, preventive maintenance, and dismantlement of these fuel drums. Section personnel will perform routine inspections of these drums to ensure proper operation and environmental protection.

ADMINISTRATIVE, CHAPLAIN, MEDICAL, AND MWR FACILITIES

2-44. Administrative, chaplain, medical, and MWR services will be provided by attached personnel from the ASCC, tenant unit personnel, or detachments from other units using the Force Provider system. Specific administrative and MWR equipment is provided within each module. To provide effective overall service to tenant units, the following should be considered when setting up these facilities:

- Make every effort to provide private spaces within the administrative tents for the discussion of personnel/legal/finance matters, religious counseling and medical treatment.
- Consider the mission, local weather trends, and the needs of tenant units when planning the setup of MWR fields and the types and quantities of MWR equipment to make available.
- Set up a secure area for the storage of AAFES items. A TRICON should be made available for the storage of AAFES goods, and security patrols of these areas will be necessary. If AAFES provides telephone and/or automated teller machine (ATM) equipment, they should be located in a visible and well-lighted area to increase personnel privacy, safety and security.

2-45. Availability of these services will be included in the in-processing brief provided to each tenant unit. Signs will be posted inside each billeting tent providing schedules for all available services.

GRAY WATER COLLECTION AND DISPOSAL

2-46. Gray water disposal will be performed using an approved host nation sewage system if available. If this is not available, each Force Provider module is supplied with a gray water collection system that is capable of storing 40,000 gallons of wastewater. Once collected, wastewater will be hauled to an approved disposal site, or as a last resort, disposed of via field expedient methods. Gray water is considered hazardous waste and it will be disposed of IAW appropriate environmental regulations and directives. Gray water disposal procedures are outlined in FM 3-100.4.

2-47. Expertise exists within the QM Force Provider Company to set up, operate, maintain, and dismantle the gray water collection system. The general engineering officer assigned to the Force Provider Company support operations section is responsible for coordinating gray water disposal. The general engineering officer and the preventive medicine NCO will monitor gray water collection and disposal operations to ensure environmentally safe and sanitary handling and disposal.

BLACK WATER DISPOSAL

2-48. Wastewater collected in the holding tanks of the containerized latrines is called black water. It is considered hazardous waste, and is therefore a danger to the environment and to personnel. Care must be taken when disposing of black water. Black water may be collected from the latrines and disposed of through an approved host nation sewage system, may be hauled to an approved disposal site by military personnel or civilian contractor, or as a last resort, disposed of via field expedient methods. A waste water evacuation tank/trailer is provided as part of each module and will be used to collect and properly dispose

of black water. The general engineering officer in the company support operations section is responsible for black water disposal. The general engineering officer and the preventive medicine NCO will monitor black water collection and disposal operations to ensure environmentally safe and sanitary handling and disposal.

SECTION II – TENANT RESPONSIBILITIES

RESPONSIBILITIES OF TENANT UNITS

2-49. Tenant units will clean billeting tents and the grounds in and around areas assigned to them. Tenant unit commanders are held accountable for damages or losses incurred by the improper or inappropriate use of Force Provider facilities by their assigned personnel. Requests for tenant unit assistance on any issues requiring command decision will be sent through the tenant unit chain of command to the supporting Force Provider unit.

2-50. Tenant units are responsible for their organic equipment and logistical support required to refit the unit. The QM Force Provider Company commander, ICW tenant unit chain of command, may also assign tenant units additional responsibilities as appropriate. The following may be assigned:

- **Weapons and Ammunition Storage.** The tenant unit must store all organic weapons and ammunition. If appropriate to the unit's METT-TC, the QM Force Provider Company commander may allocate a TRICON to store the tenant unit weapons and ammunition. The tenant unit will continue to be responsible and accountable for the security of their weapons once stored. It may not be safe to store certain types of ammunition in TRICONs during severely hot weather conditions. Guidance on safe storage of ammunition should be obtained from the Force Provider Company's higher battalion or brigade support operations office (SPO) ammunition officer or Quality Assurance Specialist, Ammunition Surveillance (QASAS).
- **Organic Equipment Maintenance and Security.** The tenant unit must secure and maintain their organic equipment. The QM Force Provider Company provides the tenant unit an area for parking and maintenance of their organic vehicles. The unit is also provided ample space for the storage of other types of organic equipment. They also report on and assist with any hazardous waste spills incurred during maintenance activities.
- **Logistical Support.** Tenant units maintain their own logistics support relationships. Unless otherwise directed, they will not receive supplies of fuel, water, ammunition, or food, other than prepared meals, from force Provider stocks. Unless otherwise staffed, configured, and equipped, Force Provider will not replenish or refit the tenant unit.
- **Defense.** The QM Force Provider Company is capable of defending against a Level I threat. Threat levels II or III require the assistance of the tenant units and/or other theater assets. During in-processing and as necessary thereafter, the Force Provider company coordinates defense responsibilities with all tenant units.
- **Police Call.** Each day, generally after the morning meal, a police call will be held to allow all Soldiers to police up their billets and designated areas. All refuse or unauthorized items will be collected and placed into designated containers for disposal. All containers will then be emptied or staged at the designated location for pickup. Soldiers will also conduct a general inspection of their designated billeting tents. They must ensure that guy ropes and stakes are secure and that no damages to the tent, or conditions which may potentially cause damage to the tent, exist. Any damage identified that cannot be effectively repaired by the tenant unit will be reported to Force Provider platoon/company headquarters.
- **Coordination with Force Provider Company and/or Platoon Headquarters**. The Force Provider company and/or platoon headquarters must maintain situational awareness of tenant unit actions and should arrange to attend tenant unit meetings, or schedule routine, preferably daily, meetings with tenant units to coordinate tasks, communicate new information and resolve issues.

ATTACHED UNITS

2-51. Dependent upon the mission and configuration, detachments from other units may be required to support Force Provider operations. MWR, medical, and chaplain personnel are not assigned to the QM Force Provider Company and will be attached as required. If organic tactical generators are used to provide primary power, a prime power team will also be detached to support operations. Attached support unit personnel will normally be afforded access to all Force Provider life support functions with the exception of billeting. Living quarters and/or shelter will be the responsibility of the organization detailing the attached unit. However, if excess billeting space is available, the Force Provider Company may accommodate attached unit billeting requirements. Force Provider personnel will then maintain those billeting facilities as well, however attached unit personnel will maintain the cleanliness and appearance of all assigned areas.

SECTION III – COMMUNICATIONS

ASSETS

2-52. Communications support unit missions by assisting in carrying out administrative duties, maintaining contact with higher headquarters, transmitting tactical information, and defending the unit. The Force Provider company commander must set up communications with all elements in his compound. Communications assistance may be required in setting up an adequate system. Assistance can typically be obtained from the ASCC in which the unit is operating.

2-53. The QM Force Provider Company has the organic communications equipment required to perform its mission. Authorized communications equipment includes radios and telephone communications with switchboard maintained at the QM Force Provider Company headquarters. Automated data transfer via computer modem and data facsimile capabilities are also available.

2-54. Alternate communications methods are available, such as via radio, computer automation or the use of messengers. The commander should employ those options that offer maximum mix of reliability, flexibility, security, and speed in order to meet mission requirements. He should not depend on only one method, but should select and employ those that best complement each other under the circumstances.

2-55. Wire systems use field wire and cable, telephones, and a switchboard to provide person-to-person conversations. The company headquarters uses this system to maintain internal communications 24 hours a day.

2-56. Radio is one of the most versatile methods of communications. Radio is the commander's main method of communications with unit elements too far away to contact by local telephone. However, radio is the least secure method of communications and is subject to jamming, interception, deception, and interference.

2-57. Automation involves methods of sending, receiving, processing, or storing of information by an automated capability such as a computer. An automated capability processes large volumes of information. It also provides real-time delivery of sent and received data. Automation is easily secured and provides speed, accuracy, improved text and video display, and programmable output and formats. However, automated systems require manual backup systems because they are susceptible to electromagnetic pulse damage, power fluctuations, induced viruses, and magnetic disturbance.

2-58. The manual method consists of sending, receiving, and storing documents via physical capabilities, without using electronic means. This method includes using messengers and a manual record management system. The method is reliable and flexible. It utilizes assets found in every unit. It is also the most secure means available. The manual records management system provides backup for data storage. However, the method requires a large amount of space and is manpower intensive. The messenger is subject to enemy interception as well as constraints of weather, terrain and time.

2-59. Visual signals and sounds are used to send messages over short distances. These signals are most useful during periods of radio silence. They are used as alarms or warnings, especially of enemy attack, or

as a means of sending prearranged messages. Messages transmitted by visual or sound signals are easily misunderstood. Message transmitted by this means should be few, prearranged, and simple. Visual signals include road signs, flags, lights, panels, arm and hand gestures, and pyrotechnics. Sound signals include horns, bells, whistles, weapon fire, and sirens.

COMMUNICATIONS SECURITY

2-60. Communications security consists of measures to keep unauthorized persons from obtaining information from the communications system. Personnel should understand and observe COMSEC measures at all times. Two measures that should always be used are transmission security and physical security.

2-61. All transmissions are governed by the signal operations instructions (SOI). SOI is a series of orders issued for technical supervision and coordination of signal support activities for a command. As a rule, the commander receives only an extract of an SOI; the part needed to manage the unit nets. Among other things, the SOI may provide a list of essential elements of friendly information (EEFI) that must not be transmitted. The support operations section will maintain a copy of this list. They will monitor transmissions to determine if information on the list is being passed. Other ways for making transmissions more secure are:

- Choose a means of communications according to the urgency of the situation.
- Transmit only when necessary.
- Use low transmitting power when possible.
- Be wary if a radio station's signal strength suddenly changes.
- Plan the message and keep it as short as possible.
- Refrain from unnecessary talk and maintain communications silence as much as possible.
- Use only authorized codes and ciphers.
- Avoid clearly identifying yourself or others.
- Demand authentication and do not engage anyone who will not authenticate.

2-62. Operators must protect communications equipment from abuse, damage, or capture. They will guard against providing the location of equipment. Phone wires will be placed inside the defensive perimeter and along frequently traveled routes. Burying wires and cables whenever possible will protect them against electromagnetic pulse. Proper grounding will also protect electronic equipment during nuclear attack. Radios will be placed in well-defended locations. Operators will move transmitters frequently. The commander will rotate operators so that an enemy will not connect an operator with a specific unit or operation.

UNWANTED SIGNALS

2-63. Radio reception may be hindered, confused, or prevented by unwanted signals. These signals may be unintentional or intentional. Unwanted signals will be reported according to SOI supplemental instructions. Before reporting an unwanted signal, the operator will disconnect the receiving antenna to determine whether or not the signal is from an outside source.

2-64. **Unintentional Signals.** Electromagnetic signals caused by sources other than the enemy may interfere with radio reception. These sources include friendly radio signals, faulty electrical components, weather conditions, and nearby operational generators. This type of unwanted signal is caused by interference.

2-65. **Intentional Signals.** Electronic devices provide ways for the enemy to operate against the unit in combat situations. Through electronic warfare, the enemy attempts to monitor and break up unit communications. The intentional unwanted signals most often encountered include deception, jamming, and squelch capture.

2-66. An operator who suspects interference will notify the commander immediately. The operator will make a report according to SOI supplemental instructions and in the approved format. The report will be

made whether or not the operator is successful in working through the interference. After reviewing the report, the commander will send it to higher headquarters as required by the SOI.

SECTION IV – DEFENSE

COMMANDER RESPONSIBILITIES

2-67. The Force Provider company commander is responsible for the internal defense of the modules and associated operating areas. The object is to form a base defense perimeter to defend against enemy attack. The commander prepares, and supervises an internal defense plan that ensures the protection of personnel, equipment, and resources from enemy attack.

2-68. The Force Provider unit must be able to protect itself against a Level I enemy incursion. Because the unit is not trained or equipped to conduct sustained defense against Level II and Level III attacks, it will require coordination with tenant units and other theater assets to defend at these levels. See Table 2-1 for levels of enemy threat activity. History has shown that the massing of troops provides a convenient enemy target. Transportation routes and personnel delivering Soldiers, equipment, and supplies to and from Force Provider may also be at risk of attack. Terrorist-style attacks and the mining of lines of communications are also potential threats which require careful consideration in the setup of an effective defense. All units and/or detachments within the Force Provider compound will maintain the defensive readiness posture appropriate to common enemy attacks in the AO.

Table 2-1. Level of Enemy Threat Activity

LEVEL	TYPE OF ACTIVITY
I	Activity by enemy controlled agents.
	Sabotage by enemy sympathizers.
	Terrorism.
II	Diversionary and sabotage operations conducted by unconventional forces.
	Raid, ambush, and reconnaissance operations conducted by combat units.
	Special missions or UW missions.
III	Heliborne operations.
	Airborne operations.
	Amphibious operations.
	Ground force deliberate operations.
	Infiltration operations.

DEFENSE PLANNING

2-69. Force Provider will fall under the general force protection plan for the area in which it is operating. The unit's force protection plan is generally submitted to and coordinated with the higher battalion headquarters S3. The primary defense manpower providers will be the tenant units. METT-TC will determine the overall defensive posture appropriate for the area.

2-70. The commander plans the defense of the operating area. He will establish a base defense plan and train a quick reaction force. Higher headquarters S2/S3 will provide information on the threat in the AO. The advance quartering party will have conducted a preliminary reconnaissance of the area and created a preliminary defensive plan. The commander will perform a secondary reconnaissance of the operating area, and then create an operational sketch of the unit defense plan for submission to the battalion S3. The

commander may request more supplies for obstacles and camouflage as well as additional ammunition, if necessary, to support the unit defense.

2-71. Components of an effective base defense plan include procedures for detection, delay, and destruction. Detection efforts include using day and night observation devices, military police and counterintelligence information, and chemical or radiological monitoring devices. Warning systems and procedures to notify all personnel of various alert postures will be planned. Following detection, delay measures are implemented to slow attacker progress and to allow base defense forces to respond. Delay measures include mines, booby-traps, obstacles, and barriers. Following detection and delay, the enemy force must be destroyed. If the threat exceeds available base assets, preplanned delay measures should be used until additional forces arrive to engage and destroy the threat.

2-72. The defense plan will also include the deployment of camouflage, cover, concealment, dispersion, light and noise discipline and an alarm system. The large size of a Force Provider layout makes it difficult to conceal. However, appropriate steps will be taken to camouflage and conceal structures and equipment as much as possible.

2-73. The commander will decentralize the unit as much as possible without hindering operations. Although dispersion is secondary to mission accomplishment, the commander should disperse fuel and ammo to limit risks associated with potential enemy contact. Class III supplies will be stored away from other supplies. If possible, Class V supplies will be kept at least 180 meters from other supplies. This improves personnel safety and makes it more difficult for the enemy to destroy all the unit supplies in a single strike.

2-74. Light and noise discipline are important to maintaining a good defensive posture. Troops will be trained to work quietly and with little or no light. Flashlights will employ colored and filtered lenses. While the large size and concentrated population of Force Provider may render the maintenance of light and noise discipline difficult, it must not be overlooked.

2-75. Camouflage and night operations provide for passive air defense. Force Provider personnel have only small arms weapons assigned to them. They will be trained to fire their weapons as a group at attacking aircraft as an active air defense measure.

2-76. An alarm system will warn the unit that an attack is imminent. Ideally the unit's defense plan should allow increases in perimeter defense while continuing support of missions. The company will be trained to respond appropriately to threats. However, when attack is imminent, all personnel stop their normal duties and take up defensive positions. The commander's first responsibility is to secure the unit. If he cannot defend against enemy activity, he must coordinate with higher headquarters for appropriate support or request permission to conduct a hasty retreat.

CHEMICAL, BIOLOGICAL, RADIOLOGICAL, NUCLEAR AND HIGH-YIELD EXPLOSIVES (CBRNE) OPERATIONS

2-77. The enemy has the means to conduct operations involving CBRNE weapons. He can be expected to employ them in any battlefield scenario. When this happens, the company must be able to survive an attack, and based on level of damage and/or contamination, continue to do its mission. The commander will choose an officer, an NCO and an enlisted alternate to lead and train CBRNE defense teams. The team should be trained to decontaminate troops and equipment, do radiological monitoring and survey, and detect chemical attacks. All officers and NCOs must know and be able to apply the principles of CBRNE defense.

WET WEATHER CONDITIONS

2-78. Extended periods of wet weather or torrential rains may create conditions that negatively affect Force Provider operations. Extended periods of rain may cause the earth to become muddy and make moving in and around the camp difficult for equipment and personnel. In these conditions, walkways need to be

constructed in areas that receive significant personnel traffic. Tracking of mud into facilities may also cause sanitary issues which will require additional attention.

2-79. Wet conditions may cause tents to sag and guy ropes and stakes to become loosened. Routine inspections of structural integrity for tents must therefore be increased to ensure facilities remain structurally sound and undamaged. Wet conditions can also cause grounding rods for electrical systems to become loosened and grounding to become less effective. Routine inspection of grounding rods must therefore be increased to ensure proper grounding and prevent electrical shock.

COLD WEATHER CONDITIONS

2-80. The Force Provider module is not intended for extended use in freezing conditions. Brief drops into temperatures below freezing can be tolerated, but sustained operations in these conditions require the addition of the separately provided cold weather kit. The cold weather kit is issued with its TM, which contains all of the instructions necessary for its setup, operation, maintenance and dismantlement.

2-81. Snow must be removed from tent flies promptly to prevent damage or catastrophic failure of the tent. A long-handled snow rake is provided for this task. Snowdrifts against tents should be removed. If cold weather is anticipated, the tents should be rearranged to reduce inaccessible dead space between them and/or their vestibules. Snow may need to be removed from walkways and roadways. To prevent damage to positioned equipment, locations must be marked with tall stakes or flags. All electrical cables, gray water hoses, and black water hoses must be buried or otherwise protected from damage by snow removal equipment.

EXTREME HEAT OR DESERT CONDITIONS

2-82. Every effort must be made to reduce the effects of the heat and sand on equipment, especially the ECUs, PDISE, and fuel and water supplies. When feasible, empty TRICONs should be used to keep equipment out of the sun and sand. Solar shades or tentage is used wherever possible to reduce the solar heating of water and fuel tanks. Fuel tanks must not be filled to 100 percent capacity to allow for expansion and to reduce the possibility of heat deterioration, infrared deterioration, and rupture. Electric pumps and equipment powered by small air-cooled internal combustion engines should be shaded to prevent overheating. Preventive maintenance on these systems will be performed in shorter intervals as necessary.

2-83. Extreme heat also affects the physiology of personnel and increases the likelihood of heat stroke, exhaustion, and dehydration. Tasks and workloads will be scheduled to take these conditions into account. In extreme conditions, Soldiers must take frequent breaks, use sunscreen, and drink plenty of water to prevent dehydration.

HIGH ELEVATION

2-84. Fuel burning equipment, including internal combustion engines, is limited to the altitude at which they may be effectively and efficiently operated. The equipment TM should be checked to determine the procedure for making necessary adjustments for high altitude operations.

2-85. At high elevations, personnel may experience difficulty at increased levels of exertion. Consider the effects of elevation on physiology when scheduling personnel tasks and workloads.

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Chapter 3

Force Provider Module Equipment

SECTION I – INTRODUCTION TO FORCE PROVIDER MODULE EQUIPMENT

GENERAL INFORMATION

3-1. As previously stated, the Force Provider module is the basic building block for larger Force Provider systems. The major subsystems are rearranged to adapt to terrain, mission, local utility support, or area constraints. One module supports up to 550 Soldiers, however future plans call for the ability of the system to adapt to support independent 150 man modules.

3-2. The module consists of existing and new sustainment equipment. It is built around specific subsystems, some of which are found only in a Force Provider module (containerized latrine, the all-electric kitchen, and the containerized batch laundry system). Not all modules are identical. Throughout the production cycle modifications and improvements have been, and continue to be made. A notional layout of the 550 module is shown in Figure 3-1.

3-3. Aside from efficiency, a major factor in the design of the module was storage and ease of transportation. The system is packaged in triple containers (TRICONs). Each TRICON's outside dimensions are 8 by 8 by 6½ feet, and weigh up to 10,000 pounds fully loaded. Containerized latrines and showers, MWR equipment, and batch laundry subsystems are housed and shipped in 20-foot containers. Modules are classified as Army pre-positioned stock, available for deployment/placement by air, land or sea, from either depots or pre-positioned ships.

3-4. The Force Provider module supports eleven major functional areas which coincide with the module subsystems. In some cases, a subsystem may be located at more than one site, such as the latrine and shower systems, or may be large and dispersed, such as the gray water collection system. The major subsystems of a Force Provider module are:

- Billeting with environmental control units (ECU) for heating and cooling
- Administrative facility
- Morale, welfare, and recreation facility
- Containerized shower
- Containerized batch laundry
- Containerized latrine
- Food service subsystem (all electric)
- Bulk fuel storage and distribution system
- Potable water storage and distribution system
- Gray water collection system
- Power generation and illumination system (PDISE)

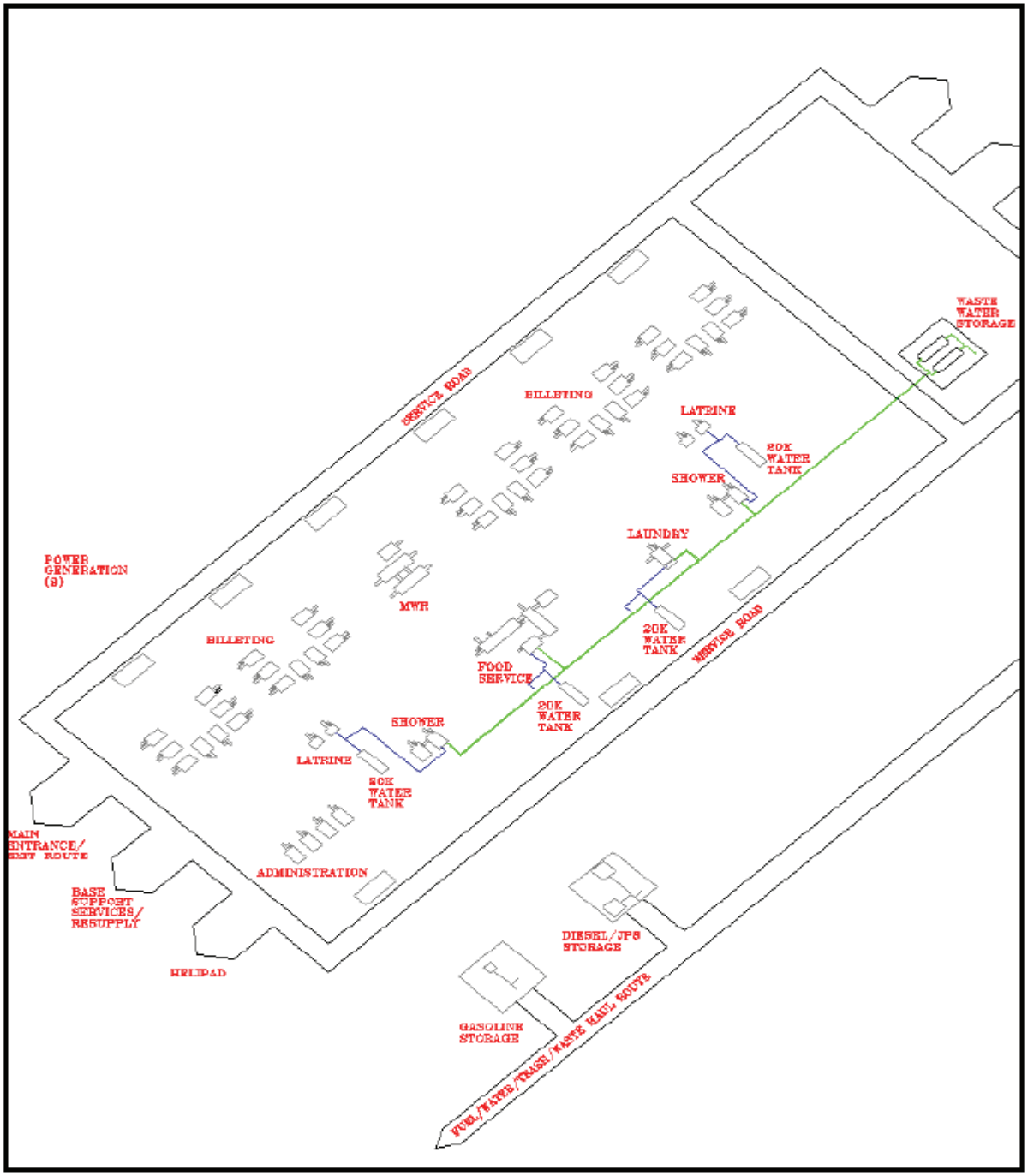

Figure 3-1. Force Provider Module Notional Layout

SECTION II – FORCE PROVIDER EQUIPMENT SUBSYSTEMS

TENT, EXTENDABLE, MODULAR, AND PERSONNEL (TEMPER)

3-5. The heart of the Force Provider module is the TEMPER, although future plans call for it to be replaced by air-beam shelter systems. The TEMPER provides climate controlled billeting, supports facilities for customer/tenant functions, and is equipped with lights, convenience power outlets, fabric flooring, heating and air-conditioning, as well as vestibules and bump-through doors. Each billet TEMPER

is equipped with bunk beds and footlockers, chairs and cleaning supplies. TEMPERs are constructed in 8-foot sections. A 32-foot TEMPER has four 8-foot sections, and requires 11 Soldiers to erect (supervisor and two Soldiers per arch). Table 3-1 shows TEMPER quantities in a typical Force Provider module. As the table illustrates, 96-foot TEMPER configurations may serve as large dining facilities, and 64-foot configurations may serve as smaller dining areas or MWR support facilities.

Table 3-1. TEMPERs in a Typical Force Provider Module

AREA	TEMPERS		
	32-foot	64-foot	96-foot
Customer billeting	38		
Operator billeting	6		
Administrative/medical/MWR services	6		
MWR facility		2	
Sanitation and preparation of food	2		
Dining facilities		1	1
Containerized batch laundry	1		
Field shower subsystem (2 each)	4		
Containerized shower subsystem	2		

ADMINISTRATIVE SUBSYSTEM

3-6. The administrative subsystem provides facilities for administrative and Army Health Support. The six 32-foot TEMPERs in this section, which share a common area, are used for the following missions:

- **Administrative.** Provides space to control day-today operations of the module and includes tables and chairs.
- **Army Health Support.** Provides space for user unit or medical personnel and equipment to support a particular mission and includes tables, chairs, cots, and a first aid kit.

3-7. Available publications on the TEMPER and its auxiliary equipment are listed in the reference section located near the rear of this field manual.

MORALE, WELFARE AND RECREATION SUBSYSTEM

3-8. The Morale, Welfare and Recreation (MWR) Subsystem consists of two 64-foot TEMPERs, with environment control units (ECUs) to house MWR functions/services to support Force Provider operations. These services may include finance, mail handling, telephones, barber shop, recreational facility, personal services and a post exchange. Limited recreational equipment may be included, such as tennis tables, weights, and big-screen TV with VCR/DVD and satellite dish.

CONTAINERIZED SHOWER

3-9. The containerized shower houses 12 private shower stalls, with separate water controls for each stall. A containerized shower with four private shower stalls is being developed for future modules. A 32-foot TEMPER for shave stands and a changing area are included in the subsystem. Future plans call for incorporation of a shower water re-use system which promises to significantly reduce Force Provider water supply requirements. Available publications on the containerized shower are listed in the reference section located near the rear of this field manual.

CONTAINERIZED BATCH LAUNDRY

3-10. The containerized batch laundry subsystem consists of a 20-foot modified general cargo container and a TEMPER. See Figure 3-2. It houses two commercial-duty washers and dryers permanently mounted within the container. A modified end wall attaches to a standard 32-foot TEMPER for use as a workstation. A supervisor and two Soldiers are required to set up the containerized batch laundry (CBL). Eight additional Soldiers are required to erect the TEMPER, position the M-80 water heater, and install the CBL exhaust fan. Available publications on the CBL are listed in the reference section located near the rear of this field manual.

3-11. A Force Provider module includes one CBL. Major components of the CBL include: modified general cargo container; TEMPER with modified end wall; M-80 water heater; Sewage Ejection Pump (SEP) and hoses; ECU, PDISE and cables.

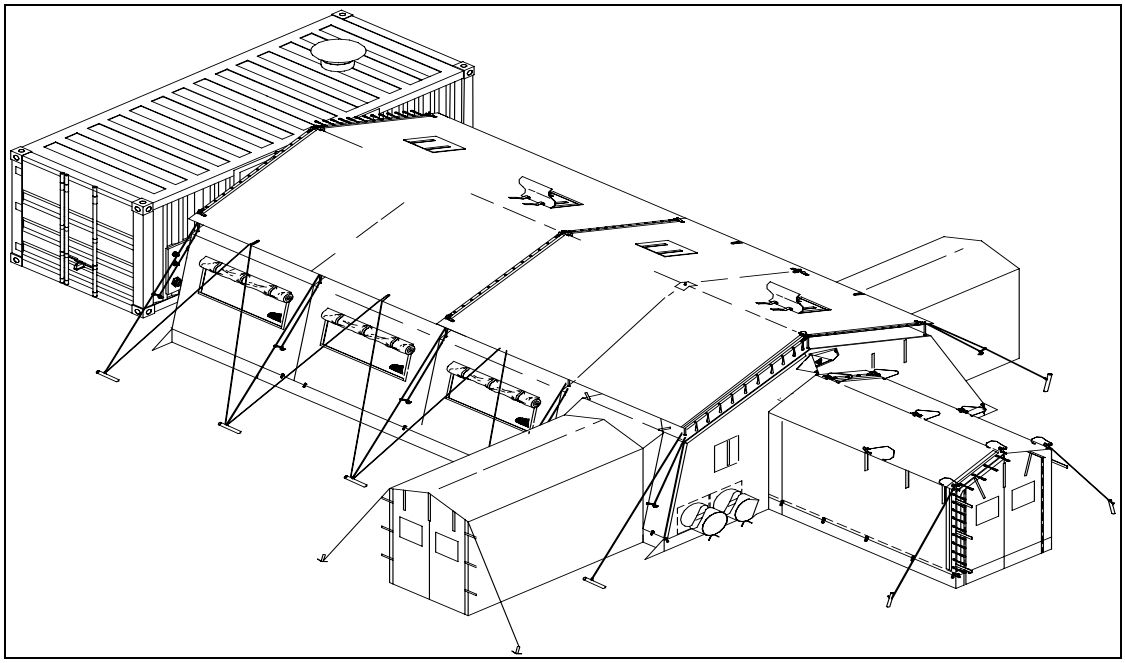

Figure 3-2. Containerized Batch Laundry Subsystem

CONTAINERIZED LATRINE

3-12. The containerized latrine is housed in a 20-foot modified general cargo container that includes all the equipment necessary to operate it. A double sink, three-person urinal, six toilets, a water heater, utility connectors (potable water, black water, and electrical), and a circuit breaker panel are permanently installed within the container. The exhaust fan is mounted on top of the container and must be removed prior to movement and storage. The containerized latrine uses utility/service panels for easy connection and control of potable water, black water, and electrical power. Black water is contained in the main waste tank below the toilets and collected with the waste water evacuation tank/trailer (WWET/T) through the service panel. One containerized latrine is designed to support 150 personnel on a continuous basis. A supervisor and two Soldiers are required to set up the latrine. Two additional Soldiers are temporarily required to assist in the initial installation of the ECU. See Figure 3-3 for the containerized latrine subsystem. Available publications on this subsystem are listed in the reference section located near the rear of this field manual.

3-13. Containerized latrine components include: modified general cargo container; ECU, PDISE and cables; potable and black water systems; and for optional use – a 3K gallon collapsible fabric storage tank and pump.

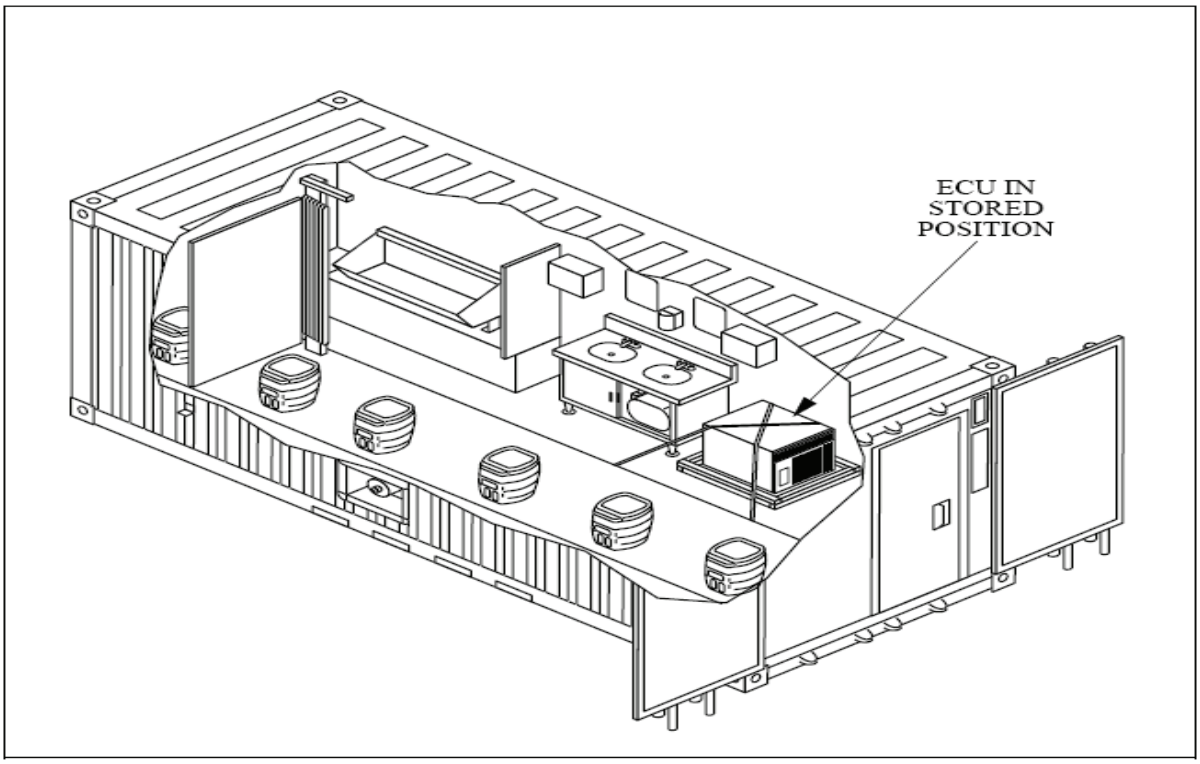

Figure 3-3. Containerized Latrine Subsystem

FOOD SERVICE SUBSYSTEM (ALL ELECTRIC)

3-14. The Force Provider food service subsystem consists of climate-controlled TEMPER facilities for dining, food preparation, kitchen and sanitation areas and the necessary equipment to provide three hot meals daily when local, existing support is not readily available. Future plans call for the use of containerized, all electric kitchens. The TEMPERs are joined together with vestibules and bump-through doors. A supervisor and 26 Soldiers are required to set up the 96-foot dining TEMPER. The remaining TEMPERs require two Soldiers per arch for erection. A utilities equipment repairer is required to supervise and assist in erecting the 600 cubic-foot walk-in refrigerators positioned outside the food preparation area. Hand washing facilities must be available near the entrance of the dining facility. See Figure 3-4 for a sample layout of the food service subsystem.

3-15. A typical Force Provider module contains one all-electric food service subsystem. Key components include: TEMPERS for dining, kitchen, food preparation and sanitation operations; large walk-in refrigerators; potable and gray water equipment and hoses; PDISE, ECU and M-80 water heater; and grease trap. Food preparation equipment includes force convection double ovens, griddles, floor-mounted braising pans, steam kettles, steam tables and assorted preparation, sanitation and serving equipment and accessories. Available publications for the food service subsystem are listed in the reference section located near the rear of this field manual.

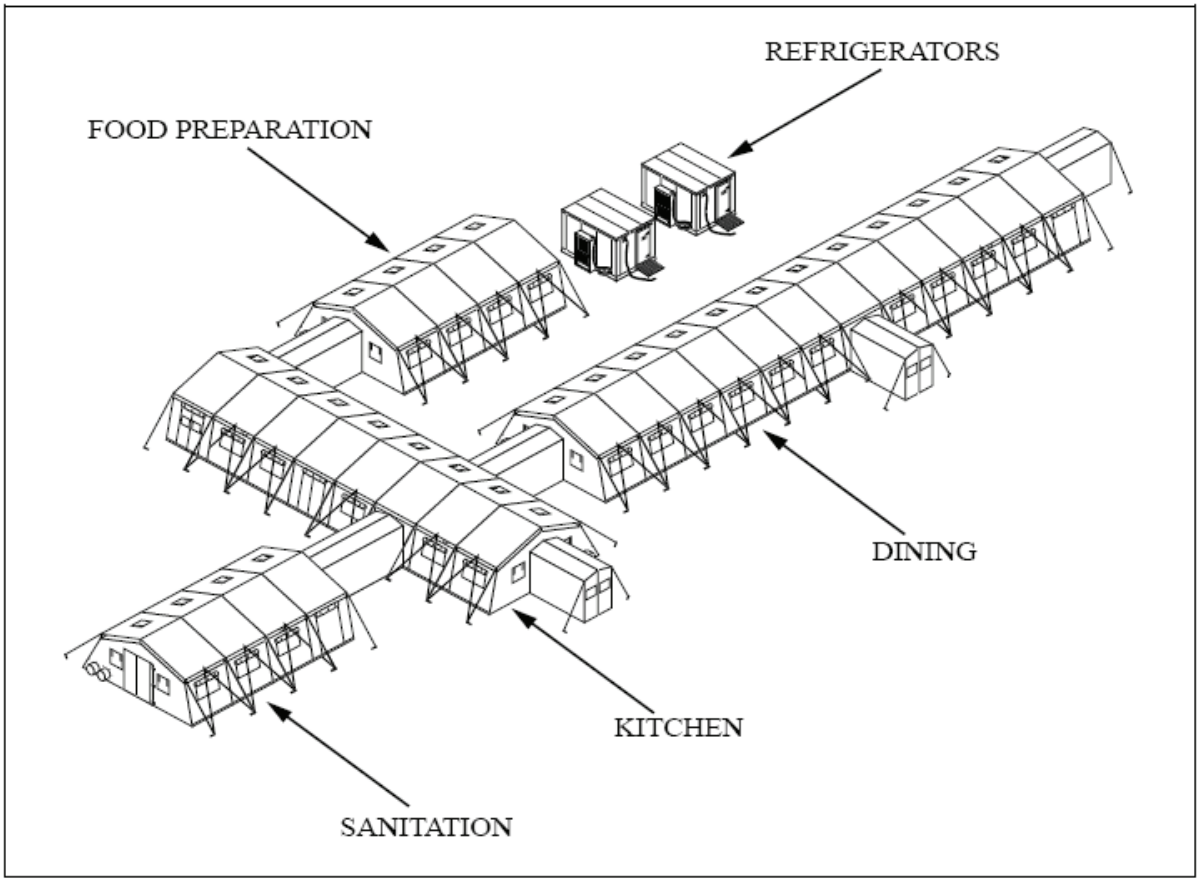

Figure 3-4. Force Provider Food Service Subsystem (all electric)

BULK FUEL STORAGE AND DISTRIBUTION SUBSYSTEM

3-16. The petroleum storage and distribution subsystem provides JP-8/diesel fuel and MOGAS for Force Provider operations. It consists of three separate functional areas/capabilities: bulk JP-8/Diesel fuel storage and distribution; bulk gasoline storage and distribution; optional JP-8/Diesel fuel storage and distribution to support Army Prime Power operations; and required firefighting and grounding equipment. Organic equipment authorized to the Force Provider Company includes a 5,000-gallon tanker and two 1,200 gallon-tank and pump units for refueling 500 gallon drums at each of the nine power generation clusters within the area of operations. The petroleum storage and distribution subsystem does not require electrical power generation for its operations. A supervisor and four Soldiers are required for setup of the current system. Future plans call for a fuel rack system referred to as the Force Provider fuel system, which incorporates a 50 gallon per minute electric pump and separator. See Figure 3-5 for equipment within the subsystem. Available publications for the fuel systems are listed in the reference section located at the rear of this field manual. Major components of the subsystem are listed below.

3-17. The bulk JP-8/diesel fuel storage and distribution equipment consists of:

- Forward area refueling equipment (FARE) with 100-GPM pumping assembly and 100-GPM filter/separator and required hoses
- 10,000-gallon collapsible fabric tanks
- Berm liner assemblies
- Various hoses and adapters
- Fuel spillage control equipment
- 500-gallon drums for each power generation cluster

3-18. The bulk gasoline storage and distribution equipment consists of:

- 500-gallon collapsible fabric drums
- FARE with 100-GPM pump and 100-GPM filter/separator and required hoses
- Various hoses and adapters
- Nozzle assemblies
- Fuel spillage control equipment
- Five-gallon fuel cans for transporting fuel to water chillers

3-19. The optional Bulk JP-8/Diesel Storage and Distribution equipment for Army Prime Power consists of:

- 10,000-gallon collapsible fabric tanks with berm liner assemblies
- Hoses and adapters for connection to Prime Power generation sets

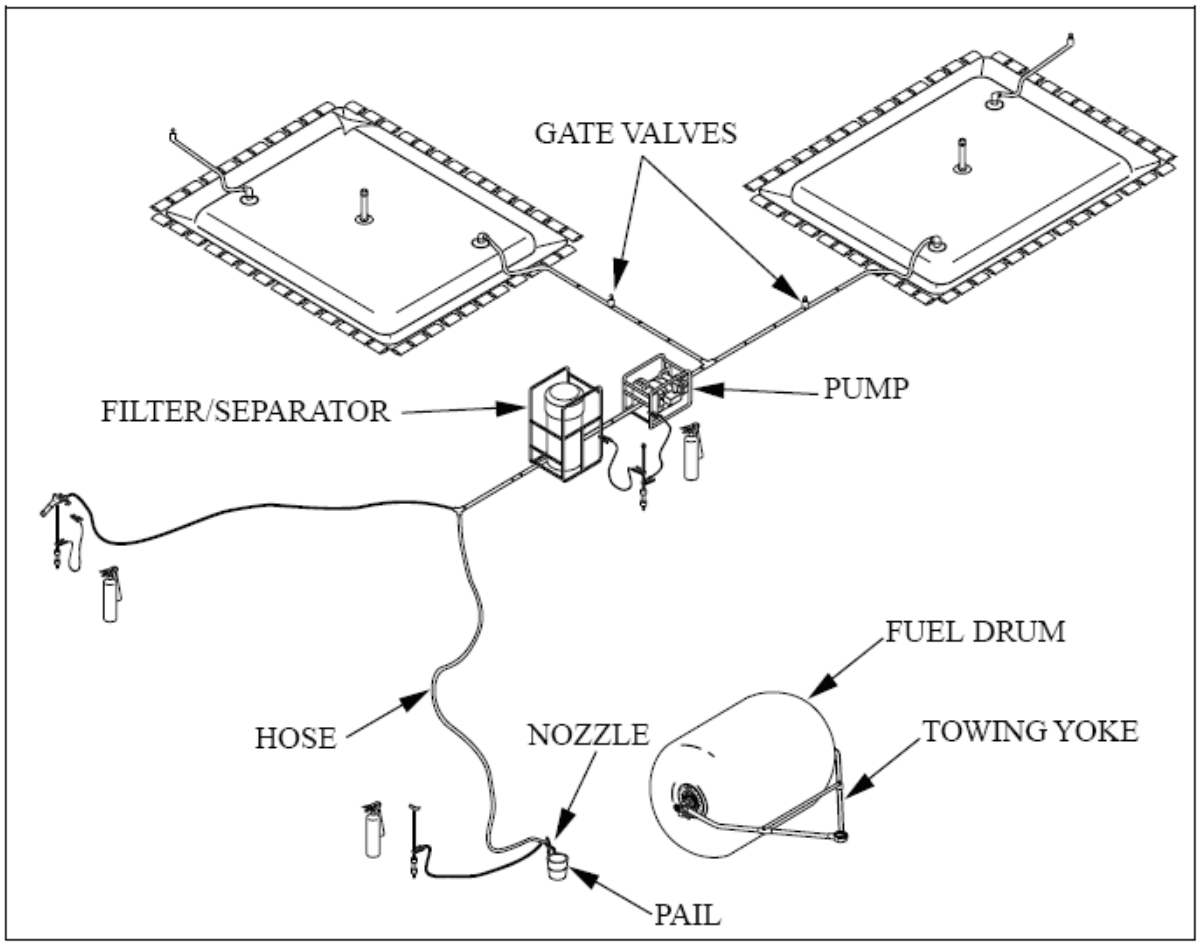

Figure 3-5. Fuel Storage and Distribution Equipment

POTABLE WATER DISTRIBUTION AND STORAGE SUBSYSTEM

3-20. The potable water distribution and storage subsystem consists of four 20,000-gallon storage and distribution sites which provide potable water to the laundry, shower, food service, and latrine subsystems, and on occasion the medical treatment facility (MTF). Also provided are four 400-gallon water tank trailers to distribute water to other locations within the area of operations. A supervisor and four Soldiers are required for the setup of a water distribution site. See Figure 3-6 for sample layout of the water distribution

system. Available publications for the water distribution system are listed in the reference section located near the rear of this field manual.

3-21. A Force Provider module contains one potable water distribution and storage subsystem. Major components of the subsystem are listed below:

- 20,000-gallon collapsible fabric water tanks and liner
- Discharge hoses
- Electric water pump
- Pressure tank/switch assembly
- Valves, fittings, nozzle kits, and accessories
- 400-gallon water tank trailers
- Expansion tank assemblies
- Hypo-chlorination units

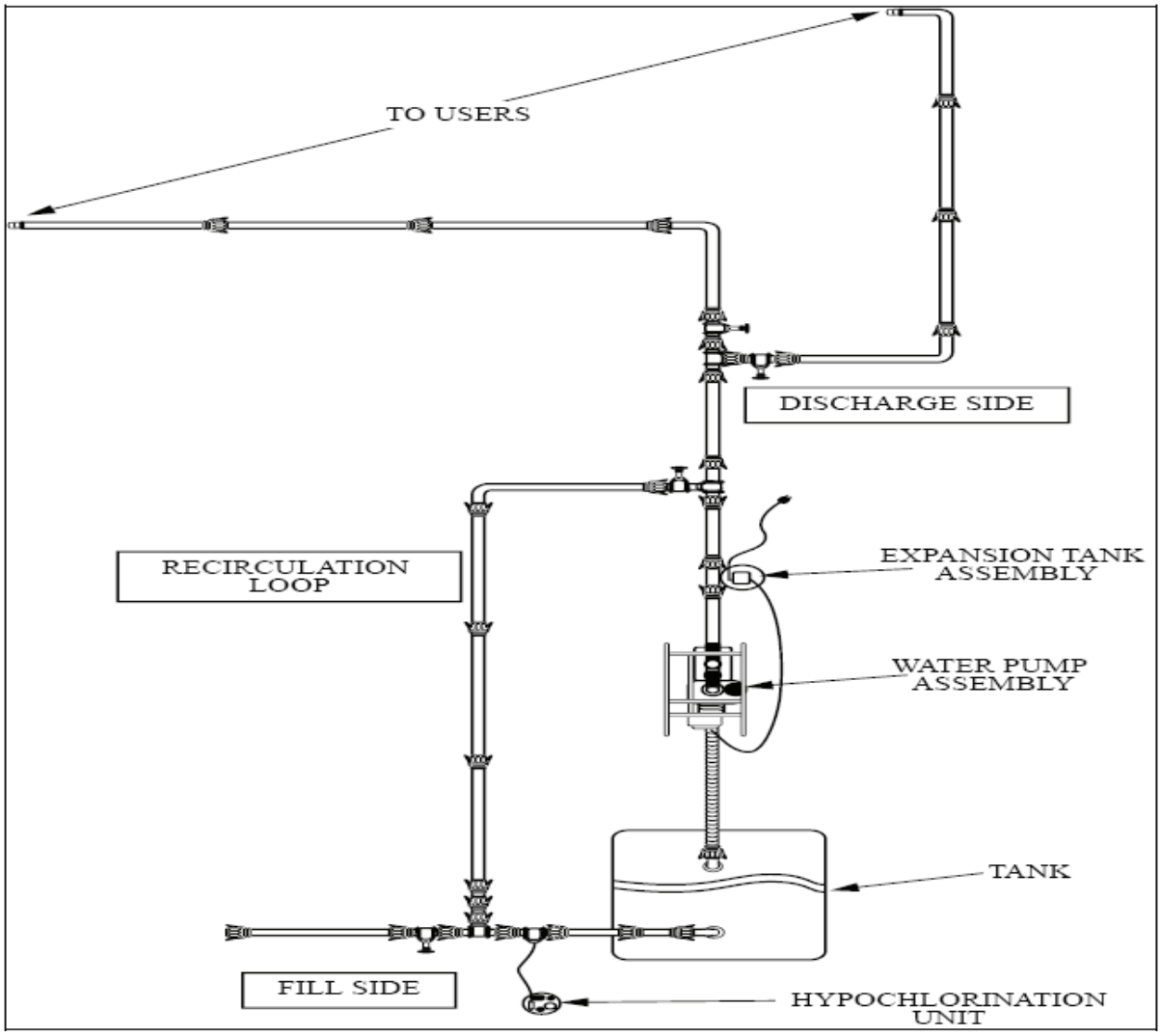

Figure 3-6. Potable Water Distribution and Storage Subsystem

GRAYWATER COLLECTION SUBSYSTEM

3-22. The Gray water Collection Subsystem collects, stores, and disperses gray water from the food service subsystem, containerized batch laundries and portable field shower assemblies. It consists of two 20,000- gallon collapsible fabric tanks for collection, polyvinyl chloride (PVC) pipe, suction/discharge hoses, assorted fittings, and valves and connector kits to interface to the subsystem's sewage ejection pumps. To move gray water off-site, a mobile tank and pump truck or two 125-gallons per minute (GPM) pumps can be used. An optional tank draining kit (with a 125-GPM pump) is available when gray water is pumped into a municipal sewer system or field-expedient disposal site. Four Soldiers are required to set up the 20,000-gallon tanks. The containerized batch laundry washers employ a water reuse system, where water from a previous wash cycle can be collected and saved in tanks for use in subsequent cycles. Future plans call for incorporation of a shower water re-use system which promises to further reduce Force Provider water requirements. The QM Force Provider Company is not authorized the appropriate personnel to setup, operate, and maintain the gray water subsystem. This is a responsibility of the engineer unit assets within the area of operations.

POWER GENERATION SUBSYSTEM

3-23. The power generation subsystem provides the electrical power required to operate a Force Provider module. The system is divided into nine power generation clusters, strategically placed in support of one or more of the module subsystems. See Figure 3-8 for sample layout of a power generation cluster. Available publications for the power system are listed in the reference section located near the rear of this field manual. Each power generation cluster contains:

- Tactical quiet generators (TQGs)
- 500-gallon collapsible fuel tank and liner
- Fire extinguisher
- Grounding equipment for fuel tank
- Junction boxes
- PDISE systems with cables

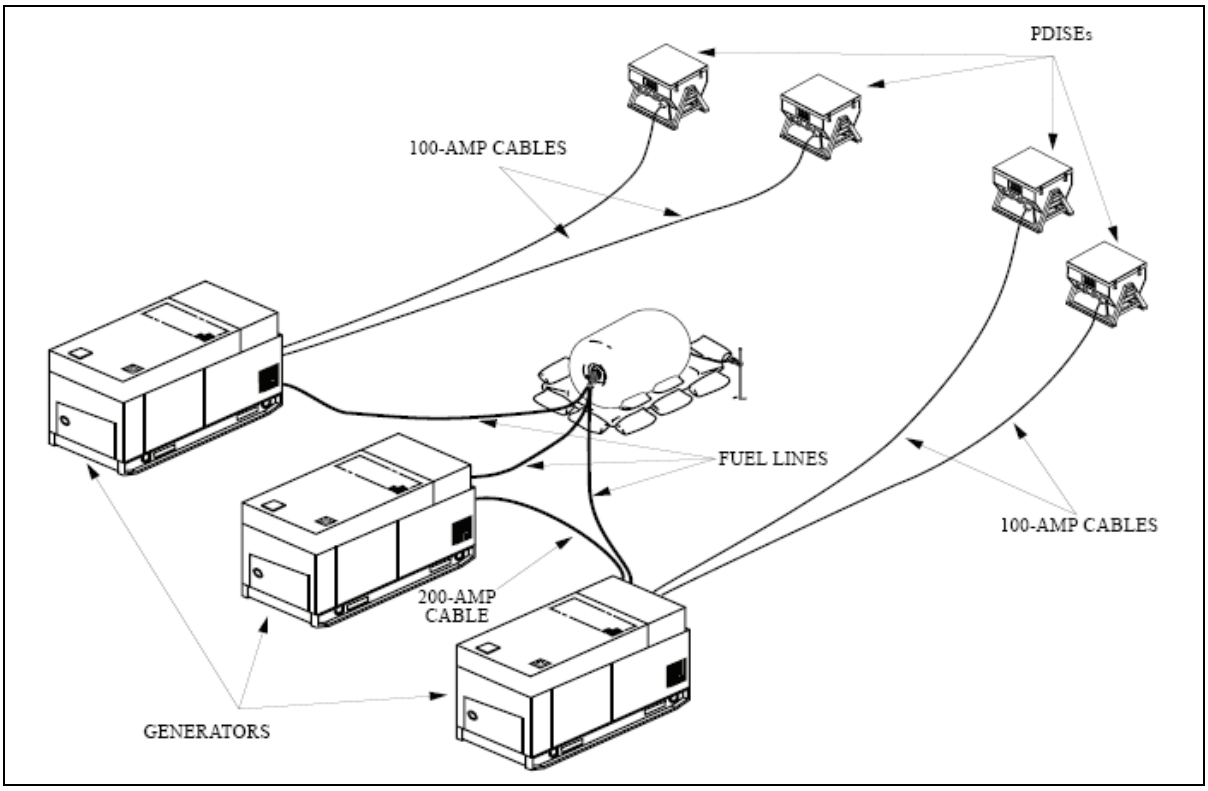

Figure 3-7. Layout of a Power Generation Cluster

3-24. The generators are operated on a two-on/one-off rotating duty cycle. See Table 3-2 for a sample power generator schedule. At no time should all three generators be operating simultaneously. When commercial power or Army Prime Power is available, a power distribution loop and step-down transformers are required and will be provided and maintained by the Prime Power Team. Two Soldiers are required to install the PDISE units, junction boxes and cables. A forklift is required for positioning the TQGs. The 500-gallon drum with liner will be installed and operated by the petroleum and distribution section personnel.

Table 3-2. Sample Power Generator Schedule

	Day 1																							
	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Gen. A	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■								■	■	■
Gen. B	■	■	■	■	■	■	■	■								■	■	■	■	■	■	■	■	■	■
Gen. C									■	■	■	■	■	■	■	■	■	■	■	■	■	■			

OPTIONAL COLD WEATHER KIT

3-25. The cold weather kit is not standard equipment for the Force Provider module. If operations are anticipated in temperatures below 32°F, then a cold weather kit must be requisitioned along with the module. Specific heaters and TEMPER components must be installed during setup. See Appendix C for a list of items contained in the cold weather kit. Major components of the kit include:

- Army space heaters (ASH)

- 64-foot TEMPERs for the water storage tanks
- Heat-traced hoses for the water distribution subsystem
- Insulated flooring for specific TEMPERs
- Additional TEMPER for waste water evacuation tank and trailer (WWET/T)
- Tools

OPTIONAL PRIME POWER KIT

3-26. The Force Provider optional Prime Power kit is compatible with all U.S. military Prime Power generators (750 KW) or commercial generators. All connections to the transformers must be accomplished by the U.S. Army Prime Power Company or personnel with equivalent certification. The kit consists of 12 transformers that are rated for 150 KVA, 4160V DELTA, 208/120V WYE cable, conductor, 2/0, shielded 5 KV, 133%, direct burial up to 1800 feet.

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Chapter 4

Force Provider Environmental Guidance and Safety Procedures

SECTION I – ENVIRONMENTAL CONSIDERATIONS AND STEWARDSHIP

ENVIRONMENTAL RESPONSIBILITIES

4-1. The Army vision includes the goal to be a national leader in environmental and natural resource stewardship for present and future generations. The definition of stewardship is to take care of property while also caring about the rights of others. QM Force Provider Company personnel embrace this role and endeavor to exemplify their care and concern for the environment throughout all facets of system operations. Operations must be planned to be carried out without harming the local environment. Future plans call for adapting Force Provider sub-systems to conserve additional resources and move toward the ultimate objective of a completely self-sustaining system. The shower water re-use system currently in development is an example of where the system is headed in terms of future operations in support of conservation and care for the environment. Sound environmental stewardship enables Force Provider leaders to better take care of Soldiers and also conserve resources vital to combat readiness. The purpose of the environmental protection stewardship program is to standardize environmental protection compliance with federal, state, local, and host nation laws and regulations. FM 3-100.4 *Environmental Considerations in Military Operations* provides guidance and information on basic environmental protection stewardship. Noncompliance with the program may result in:

- Damage to the environment and to natural resources
- Endangerment of personnel health and safety
- Severe civil or military penalties

ENVIRONMENTAL PROTECTION STEWARDSHIP GOALS AND REQUIREMENTS

4-2. The Army no longer merely complies with the laws and regulations of environmental protection stewardship. It leads in environmental protection matters by setting goals and requirements for its leaders. The goals of the Army's environmental stewardship protection program are:

- **Compliance.** Ensure that all Army sites and operations attain and sustain 100 percent compliance with environmental laws and regulations in a climate of changing requirements. Army sites or operations could be subject to a notice of violation or a fine for not following host nation, local, state, or federal environmental directives.
- **Prevention.** Adopt and use integrated management approaches in all Army mission areas to prevent and reduce the volume and toxicity of all categories of environmental pollution.
- **Conservation.** Conserve, protect, and enhance environmental and cultural resources entrusted to the Army's stewardship of future generations using all practical and available means consistent with the Army mission.

4-3. The requirements of the Army's environmental stewardship protection program are:

- **Appraisal.** Require an appraisal to determine potential environmental impacts.
- **Training.** Require all key Army decision-makers and planners to attend National Environmental Policy Act (NEPA) training.

- **Restoration.** Ensure strict compliance with all spill and release reporting, timely resource requests and allocations, and clean-up requirements of all Army contaminated sites, as quickly as resources are made available to protect human health and the environment.
- **Environmental consideration**. Ensure that all available environmental and cultural resources are incorporated early in the mission decision-making and planning process.

RESPONSIBILITIES OF PERSONNEL

4-4. Each member of the QM Force Provider Company must comply with the environmental protection stewardship program.

4-5. The QM Force Provider Company Commander's environmental responsibilities are to:

- Comply with all applicable environmental protection laws and regulations.
- Know the National Environmental Policy Act (NEPA), hazardous materials (HM), hazardous waste (HW), hazardous communications (HAZCOM) efforts, and spill contingencies.
- Set up the unit's HM/HW management policy.
- Ensure that personnel comply with the provisions, laws, and regulations outlined in the program, to include all applicable procedures for documentation, inspections and follow-ups.
- Appoint and ensure that the environmental compliance officer (ECO), the HM/HW coordinator, and senior personnel have received appropriate training.
- Ensure that all personnel who may be exposed to HM or HW when performing their duties receive training about potential hazards and relevant precautions within 90 days of assignment.
- Ensure personnel receive annual refresher training about potential hazards and relevant precautions.
- Commit subordinate leaders to environmental protection.
- Continuously assess the influence of the mission on the environment.

4-6. The QM Force Provider Company Executive Officer's environmental responsibilities are to:

- Serve as the unit's ECO.
- Serve as the commander's eyes and ears for environmental protection matters.
- Conduct periodic assessments of the unit's environmental protection program and the unit's level of compliance.
- Act as liaison between the unit and the higher headquarters responsible for managing environmental protection compliance programs and provide information on training requirements and certifications needed by unit personnel.
- Commit subordinate leaders to environmental protection.
- Analyze the influence of the environment on the mission.

4-7. The Maintenance Officer and/or Motor Sergeant's environmental responsibilities are to:

- Serve as the unit HM/HW coordinator.
- Serve as the unit spill coordinator.
- Maintain accountability for all HM and HW.
- Ensure that HM and HW are stored and disposed of properly.
- Ensure that HM and HW spills are immediately contained and reported to the local fire department and to the ECO.
- Report inoperative treatment and collection facilities (oil/grease interceptors, floor drains, catch basins, waste tanks) to the ECO.

4-8. The Section Leaders and Noncommissioned Officers' environmental responsibilities are to:

- Protect the environment with daily sound decisions.
- Ensure Soldiers are aware of Army environmental protection ethics.
- Train Soldiers to be good environmental protection stewards.

- Identify environmental risks associated with the tasks they and their Soldiers perform.
- Plan and conduct environmental sustainability actions and training.
- Protect the environment during training and other activities.
- Continuously assess the influence of the mission on the environment.
- Integrate environmental considerations into unit activities.
- Train peers and Soldiers to identify the environmental effects of plans, actions, and mission.
- Counsel Soldiers on the importance of protecting the environment and the results of not complying with environmental laws.
- Incorporate environmental considerations into after action reviews (AARs).
- Report spills of HM or HW immediately.
- Provide ideas through the chain of command concerning the improvement of the unit's environmental protection program.
- Support the Army recycling program.

4-9. All Soldiers' environmental responsibilities are to:

- Follow the unit's environmental protection stewardship policies, unit standing operating procedures (SOPs), Army regulations (ARs), and environmental laws and regulations.
- Make environmentally sound decisions in day-to-day activities.
- Identify environmental risks in individual and team tasks.
- Report spills of HM or HW immediately.
- Provide ideas through the chain of command concerning the improvement of the unit's environmental protection program.
- Support the Army recycling program.

UNIT-LEVEL ENVIRONMENTAL TRAINING PROGRAM

4-10. An effective environmental protection stewardship training program allows personnel to carry out their responsibilities without undue damage to the environment or to personnel safety. It is the responsibility of the Company Commander to ensure that all personnel are trained on environmental hazards and the appropriate precautions for reducing or eliminating damage to the environment or risk to personnel.

4-11. All personnel should receive environmental awareness and protection training within 90 days of assignment and annually thereafter. All personnel will be trained to do their tasks in compliance with environmental laws and regulations. They must also respond properly to emergencies. All environmental protection and HM/HW training must be properly documented and kept on file in the operations/training office. Issues that should be addressed in the unit's environmental protection training program are:

- HM management
- HW management
- Hazardous communications (HAZCOM)
- Pollution prevention
- Hazardous waste minimization (HAZMIN)
- Spill prevention and response
- Recycling program

ENVIRONMENTAL PROTECTION ISSUES

4-12. **Hazardous Material Requisitioning**. The HM/HW Coordinator will maintain an up-to-date list of all the unit's hazardous materials, documents, and corresponding manuals. The unit inventory should be kept as small as possible to reduce potential for incident. The least hazardous or potentially hazardous material needed to do the required task should be requested.

4-13. **Hazardous Material Storage.** Storage of hazardous materials can create safety hazards and extended term storage may lead to environmental hazards. Hazardous materials will be stored in their original or approved containers. All containers must be clearly labeled with the appropriate material safety data sheet (MSDS) information. An MSDS sheets will be kept in the appropriate hazard communications manuals. HM will be used on a first-in first-out basis. Surplus quantities of HM, which need an extended period of storage, will be turned in.

4-14. **Hazardous Material Turn-In.** POL products will be stored with secondary containment measures. To stop spillage outside the immediate area, berms that can hold one and one-half times the volume of the largest container stored in the area will be constructed. All HM and HW must be stored so that they are protected from the elements and to maintain container integrity. All containers must be inspected for leaks and for incomplete, unreadable, or out-of-date labels weekly. HW will be inspected weekly. Inspection results will be documented in a log and made accessible to federal, state, or local inspectors. Inspection logs will contain the following:

- Description of waste
- Location
- Quantity
- Date accumulation started
- End of 90-day period
- Date removed to DRMO or other agency
- Remarks (condition of containers)
- Inspector's printed name, signature, and date of inspection

4-15. Defense reutilization and marketing offices (DRMO) provide guidance for local turn in of HW and unused HM. All HW waiting turn-in must be documented using an accumulation log. The log provides the date the container was opened, date and quantity of each addition to the container, name of the person adding HW to the container, the date the container was filled or closed, and the date of turn-in to DRMO or other authorized agency. All turn-in documents for HM and HW and the accumulation logs for HW must be kept on file by the unit for two years.

4-16. **Hazardous Waste Accumulation.** HW will be labeled, accumulated on a non-permeable bermed hardstand, and located at least 50 feet from any buildings. HW must be protected from the elements. Used greases, solvents, brake fluids, hydraulic fluid, and antifreeze are examples of substances that should be stored in separate containers. To safeguard against spills and prevent water seepage, keep HW containers closed except when depositing waste. If threaded caps on 55-gallon drums are missing, replace them through unit maintenance channels.

4-17. Sufficient headspace must be allowed in the containers to prevent overflow from the expansion of HW. Table 4-1 provides the headspace requirements.

Table 4-1. Headspace for Containers

Container	Headspace (Inch)
5-gal can	1½ to 2
55-gal can	3 to 4

4-18. To be accepted for turn-in, the HW must be stored in safe, non-leaking, durable containers. Leaking containers must be over-packed in steel removable-head drums. Containers leaking liquid must be packed in absorbent material. A leaking 55-gallon drum may be over-packed in an 85-gallon drum. The absorbent material must be able to soak up all of the liquid contents of the drum; therefore, 6 inches of absorbent must be on the bottom and top of the interior container, with at least 2 inches along the sides. Leaking containers of non-liquid hazardous waste may not need to be over-packed with absorbent material. Many liquids, such as battery acid, cannot be packed in steel containers.

4-19. **Spill Response.** A reportable spill is one that involves any amount of hazardous material which may harm the environment or personnel. The hazardous materials most commonly associated with Force Provider are fuel, oil, hydraulic fluid, grease, solvent, gray water, and black water. While other potentially hazardous substances exist, these are the most prevalent and require effective management planning.

4-20. In areas where HM are used or stored or where HW is stored, appropriate supplies, equipment, and personal protective items must be readily available to allow an immediate response to spills or accidents. Refer to the MSDS for a specific product or contact the HW/HM section of the DRMO for guidance on the spill response items and equipment required to safely respond to a spill incident.

4-21. If a hazardous waste spill occurs, available personnel will immediately take the following steps:

- Ensure the safety of those in the area.
- Evacuate the area if necessary
- Report the spill to supervisors. Sound the alarm or give a verbal warning. Have someone call the fire department if the spill is something that cannot be handled safely.
- Extinguish smoking materials and all other sources of ignition.
- Take personal precautions as detailed on the MSDS for the spilled material.
- Stop the leak or flow, if possible (shut off valves, tip drums, plug holes).
- Contain the spill by using absorbent material. Make dams to prevent materials from spreading or entering water or storm drains.
- Clean up material with a non-sparking shovel or broom. Place the residue in a serviceable container with lid, marked "Hazardous Waste - Contaminated Absorbent." Check with the ECO for proper disposal.
- If the spill resulted from a leaky container, transfer the product to a serviceable container. Label the container as follows:
  - For fuel, oil, or hydraulic fluid spills label the container "POL Spill Residue."
  - For flammable liquid spills, including solvents, paints, paint thinners, and alcohol, label the container "(name of liquid) Spill Residue–FLAMMABLE."
  - For acid spills, label the container "(name of acid) Spill Residue ACID"
- Store the container in the HW area while waiting turn-in.
- Turn-in to DRMO or other authorized agency.
- A written report must be generated to describe the details of the incident, corrective actions taken, and measures instituted to prevent recurrence.

SECTION II – SAFETY

PROMOTING SAFETY AWARENESS

4-22. Safety in the field is not all common sense. Soldiers are encouraged to continually conduct their work safely and to assist others in working safely. Leaders must set the example. They must train Soldiers in the techniques and procedures for working safely and avoiding unnecessary accidents or injury. AR 385-10 and AR 385-40 provide information on the Army's safety program, and FM 4-25.11, *First Aid* outlines actions to take if an injury occurs.

4-23. The commander ensures that all personnel are performing safely in their jobs. He must also ensure that their job descriptions clearly delineate safety responsibilities. All supervisors and Soldiers will receive safety training. Supervisors will be trained to recognize and eliminate hazards and to develop other required skills to implement the Army's safety program at the working level. Soldiers will receive specialized job, safety, and health training. This training will include Occupational Safety and Health Agency (OSHA) criteria and the hazards associated with any materials or operations in the workplace.

LIFTING HAZARDS

4-24. The setup, operation, and dismantling of the Force Provider module is labor intensive. It requires personnel to do a large amount of lifting and bending. Many items associated with the module, such as the M80 water heaters or the sewage ejection pump (SEP), weigh in excess of 400 pounds and require a forklift or a minimum of a 6-man lift to position. The erection of the TEMPER tent requires extensive amounts of bending and lifting. If done improperly, this may affect the health and safety of personnel. Supervisors will ensure that all Soldiers use proper lifting techniques and body mechanics when setting up, operating, and dismantling the Force Provider module. Soldiers will be tasked in teams suitable to the lifting needs of the job. Forklifts and other equipment will be used whenever possible to reduce the risk of personnel injury.

ELECTRICAL HAZARDS

4-25. Each Force Provider module uses electrical power. Electricity in field conditions presents unusual safety hazards which must be managed to prevent personnel injury or death. To prevent electrical shock, each subsystem and structure will be thoroughly grounded using an earth ground. The proper electrical grounding rods are provided in the Force Provider shipping containers. Electrical system grounding should be inspected periodically to ensure proper grounding is constantly maintained for the electrical systems of all subsystems and structures.

4-26. Electrical cables should be inspected periodically for cuts, abrasions, and connectivity. Power should be removed from cut or abraded cables which will be repaired or replaced. Field conditions may require electrical cables to lay in mud or standing water. If possible, sandbags and other nonconductive materials such as wood must be used to raise cables off of the ground. If required, cables may also be buried to ease the movement of equipment and personnel, and to prevent damage or electrical shock.

4-27. A Soldier will NEVER be allowed to work on electrical equipment with power applied. Soldiers will shut off electrical power, disconnect the power source, if necessary, and tag out the power source until all repairs are complete. Soldiers will also the buddy system whenever performing work on electrical equipment.

EXPOSURE TO HAZARDOUS MATERIALS OR WASTE

4-28. Force Provider uses and generates hazardous material and waste which is dangerous to personnel. Personal protective equipment will therefore be available for use.

4-29. Force Provider uses a great amount of fuel to power the tactical generators, organic vehicles and equipment. Fuel is a personnel hazard in the form of contact, flammability, ingestion, and inhalation. It must always be handled with care. Fuel storage areas will be clearly marked and designated as "no smoking" areas. These markings will also include the languages of the host nation where applicable.. Proper grounding procedures will be used whenever transferring fuel from one item to another. Fuel storage facilities or containers will always be properly grounded.

4-30. Fuel also presents a danger in the form of carbon monoxide. Expended fuel produces carbon monoxide gas, which if inhaled for an extended period of time, can cause injury or death. Engine exhausts must be appropriately vented into outside air. Soldiers must not be permitted to work in unventilated areas where carbon monoxide gas may be present.

4-31. Wastewater generated from the operations of the 12-head shower and the containerized batch laundry is considered gray water. Gray water contains detergents, bleaches, and other substances which may be hazardous to personnel. It is a personnel hazard in the form of contact and ingestion. Every effort should be made to eliminate or reduce exposure to gray water. If Soldiers must work with components containing gray water, appropriate personnel protective equipment should be worn. If a person comes in contact with gray water, they must immediately and thoroughly flush the exposed area with soap and potable water.

4-32. The containerized latrine uses internal storage tanks to contain human wastes. Black water is a personnel hazard in the form of contact, ingestion, and inhalation modes. It is a hazardous waste. Soldiers who must work with items containing or contacting black water should wear appropriate personal protective equipment to reduce risk. If they come in contact with black water, they must thoroughly flush the exposed areas with soap and potable water. For extreme exposure, medical treatment must be sought immediately after decontamination.

4-33. Force Provider uses highly chlorinated water to sanitize the potable water subsystems before it is dismantled. Highly chlorinated water is toxic to personnel. It is considered hazardous waste. Highly chlorinated water presents a hazard to personnel in the form of contact, ingestion, and inhalation. Soldiers that work with items containing or contacting highly chlorinated water must wear appropriate personal protective equipment to eliminate or reduce risk. If a person comes in contact with highly chlorinated water, they must thoroughly flush the exposed areas with soap and potable water. For extreme exposure, medical treatment must be sought immediately after decontamination.

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Chapter 5
Deploying Force Provider

SECTION I – PREPARATION FOR DEPLOYMENT

REQUESTING FORCE PROVIDER SUPPORT

5-1. A theater or task force requesting Force Provider support must first know exactly what its requirements will be. It must also know how the system will be used; for example, rest and refit, base camp operations, forward operating base, intermediate staging base, evacuation or humanitarian aid. This results in a well-defined mission statement. Based on this mission statement, the request is sent via memo through command channels to HQDA to determine the appropriateness of the request. If approved, HQDA makes the necessary arrangements to release Force Provider module(s) from Army Pre-positioned Stocks. AMC will arrange transport of modules to theater sea port of debarkation (SPOD). At the same time, the requesting organization will perform an analysis to determine the appropriate mode of operation. If full or partial operation by military personnel is deemed the best method, the organization requests deployment of a QM Force Provider Company(s) through the appropriate channels.

5-2. Force Provider is heavily dependent upon other units for essential support throughout all stages of its deployment and employment. Appropriate engineering support is required from heavy engineer assets, maintenance support above the unit level is required from supporting units in the area of operations. Force Provider's reliance on external unit capabilities makes it essential that the mix and match of units and their distribution and location on the battlefield promotes the ability to support Force Provider requirements.

5-3. Most of the procedures outlined in this chapter also apply to in-theater or within area of operation, relatively short-distance relocations (for example, the system "jumps" to better support customer operations, or redeploys to an in-theater re-fit/repair facility).

HOME STATION ACTIVITIES

5-4. After orders are received to deploy, the commander and the first sergeant of the QM Force Provider Company begin deployment alert and recall activities. Preparation for overseas movement will be carried out in order to bring the company to the appropriate strength and to complete necessary administrative tasks. Pre-deployment training will be carried out to ensure mastery of the tasks required to perform the unit's critical mission of "providing Force Provider support."

5-5. Pre-deployment supply activities will be carried out to ensure that the company has sufficient stocks of food, fuel, water, ammunition, repair parts, and other required items to sustain a non-tactical road march from home station to the port of embarkation, and a tactical road march from the port of debarkation to the Force Provider AO. Consideration should also be given to acquiring required support items for the Force Provider Module(s). See Appendix B for the Force Provider System Support Package (SSP). Besides the SSP, certain Class IV construction materials, such as soil, aggregate, lumber, fencing, and gabion wire may also be required, depending on the requirement and availability in the AO.

5-6. The company's publication library must be verified and updated to include the most recent copies of all required publications including technical manuals (TMs). The TMs included with pre-positioned Force Provider modules and operational project stocks are updated only during care of systems in storage (COSIS) cycles (30-month intervals), so an up-to-date library will be invaluable. Electronic Technical Manuals (ETM) are now available and should be utilized. They can be accessed via a publications account established with the U.S. Army Publication Agency (USAPA), website www.usapa.army.mil .

5-7. The commander will assign key personnel from the QM Force Provider Company to deploy as soon as possible, as part of the AMC Army Field Support Brigade (AFSB) advance quartering party. Key personnel include the contracting officer, the engineer officer, and the preventive medicine noncommissioned officer (NCO). The contracting officer will coordinate with the ASCC contracting officer for non-military services and materials. The engineer officer will begin the site selection process with the site selection team and supervise site preparation. The preventive medicine NCO will conduct medical surveillance of the area to determine sanitary conditions and FHP requirements (see FM 4-02.17 and FM 4-25.12 for definitive guidance).

5-8. Planning and preparation for a non-tactical road march from home station to the port(s) of embarkation will be accomplished. The plan will include the route to be taken, time, fuel requirements, and other critical factors. Preparation for the non-tactical road march begins with the performance of corrective maintenance, as required, on mission specific organic equipment. PMCS will also be performed on all organic vehicles and equipment in preparation for an extended deployment.

SECTION II –ADVANCE QUARTERING PARTY ACTIVITIES

SELECTION OF COMPANY ADVANCE QUARTERING PARTY MEMBERS

5-9. Key personnel and other members assigned by the company commander will travel to the theater or AO as part of the AMC AFSB advance quartering party. Key personnel include the contracting officer, the engineer officer, and the preventive medicine NCO. The company commander may coordinate with the leader of the AMC AFSB advance quartering party to determine if other members of the company should be added to the party. The senior ranking company representative will be responsible for all company personnel in the party and will maintain communications with the company commander concerning advance quartering party activities and progress.

RESPONSIBILITIES OF THE ADVANCE QUARTERING PARTY

5-10. The AMC AFSB advance quartering party responsibilities include:

- Securing an appropriate site for the operation of a Force Provider module(s).
- Supervising the physical preparation of the site(s) for setup of the module(s).
- Securing required non-military support and resources for site preparation, setup, and operation.
- Conducting reconnaissance to determine sanitary, environmental, and FHP issues associated with the area of operations.

5-11. Upon allocation of an operating area, the advance quartering party will occupy the area, secure the site, and direct site preparations. They will also perform guide functions, as required, to direct the main body to the operating site.

SELECTING A SITE FOR FORCE PROVIDER OPERATIONS

5-12. The site selection process is the responsibility of the AMC AFSB advance quartering party and begins before the main body moves out from home station. The advance quartering party must consider the mission, political considerations, and availability of appropriate resources in the site selection process. Host nation representation should be included in the process. Force Provider deployment requires many tons of equipment to be transported in and thousands of hours of setup labor, making it crucial that the operating site be secure, safe, accessible, environmentally viable, and suitable for providing effective support. The site selection process is a joint effort typically consisting of the following team members:

- The task force or ASCC of the receiving theater, represented by the plans officer of the rear command post element.

- U.S. Army Corps of Engineers (USACE) contingency real estate Acquisition team (CREST), or equivalent assurance of site acquisition either through host nation support (HNS) or leasing.
- Engineer terrain analysis Section of a topographic planning and control company, or equivalent, for terrain and soil analysis.
- USACE force protection specialist or equivalent.
- A representative of the theater engineering unit (military or civilian) selected to perform site preparation.
- Force Provider Company, represented by the contracting officer and engineering officer.

SITE SELECTION CONSIDERATIONS

5-13. **Mission.** Consider the types of units or groups that Force Provider will be supporting and consider the total operational area that will be required.

5-14. **Security.** The QM Force Provider Company defends against a Level I threat and requires assistance from tenant and/or theater assets for Level II/III threats. In determining the security level of the Force Provider module(s), METT-TC and the units and organizations to be supported must be considered. The security of supply routes and heavily traveled roadways in the AO must also be considered in the security assessment.

5-15. **Safety.** Safety hazards such as flooding, landslides, or avalanches may exist. Consider previous land uses and slope, such as landfills or other contaminated sites. Since Force Provider consists mainly of tent structures, high wind areas should be avoided. Consideration is given to whether current or previous occupants may have mined the area. Satellite imagery should be (when available) used, along with ground inspection, and local area knowledge to ensure the operating area is free of mines and unexploded ordnance.

5-16. **Geographical Terrain and Geological Considerations.** Careful selection reduces overall site work, climate control efforts, and drainage requirements. In most cases, flat, gently sloping (7 percent maximum grade), featureless terrain is preferred. However, security or prevailing climate may favor a wooded area. Selecting a site with some vegetation will lessen erosion in a rainy or windy environment and reduce dust in a dry climate. Low elevation points of valleys or other depressed areas where water may collect should be avoided. The total hydrology of the area including the water table throughout the time of the mission should be considered. Soil stabilization requirements should also be kept to a minimum to reduce the overall earthwork required.

- Terrain and soil analysis should be performed in two distinct phases. First - maps, aerial photos, climate records, and other available data should be used to extract and analyze basic terrain, weather, and climate factors. Secondly - these factors should be synthesized to predict their influence on site layout, installation of facilities, utilities, camouflage, and the operation and maintenance of the module(s).
- A thorough ground reconnaissance should be accomplished to verify all information collected. It is also required to obtain data which would not otherwise be available. A site that appears suitable based on aerial mapping may be not suitable for use due to ground or water table conditions.

5-17. **Political Considerations.** Political factors, including national sentiment and visibility may also influence which sites are available. In some cases, use of an ideal site may be denied. Consider the impact that the system and the presence of U.S. Soldiers will have on the community. When engaged in low intensity operations, consider whether the site selected appears to benefit a particular group or faction more than another.

5-18. **Logistical Supportability.** Sustained Force Provider operations require large amounts of consumable resources such as electrical power, fuel, and potable water. These may be made available through theater resources or through HNS.

- **Electrical Power.** The preferred source of electrical support is existing commercial power. To determine the compatibility of existing commercial power with the demands of the operation, the following information must be researched:
    - Voltage, phase, and frequency of existing commercial power
    - Ability of the existing electrical utility to consistently meet the electrical power demands of operations over the projected timeframe
    - Predicted reliability and stability of the power source (potential outages and voltage fluctuations)
    - Cost of power lines and step-down transformers. The Force Provider system requires direct high voltage lines from substations with step-down transformers. Simply tapping into low voltage service lines will not provide adequate power. If commercial power is appropriate to support Force Provider operations, plan for diesel-powered generators to serve as emergency backup power for critical subsystems.
- **Fuel Resources.** Consider supplies of fuel which may be obtained, and the convenience and appropriateness of receiving them from available alternatives. Supplies of JP8 and motor gas (MOGAS) will be required to meet Army fuel standards. Consider also that fuel consumption will be considerably higher if diesel-powered generators are to be used as the main source of electrical power generation.
- **Potable Water.** The average consumption of potable water per person can range from 20 to 35 gallons per day dependent on conditions. The preferred source of potable water to support operations is existing commercial water. Since Force Provider has the capability to test and treat water, existing commercial water need only meet standards which certify its appropriateness as a source. If an appropriate source of commercial water is not conveniently available, general military water support may be utilized or engineering assets may be requested to evaluate the feasibility of drilling wells to extract ground water.

5-19. Effective lines of communications will be required. Existing lines of communications may be used, if available and adequate, to provide uninterrupted communications services to and from key elements.

5-20. Adequate roads to and from the Force Provider AO will be required to deliver materials and allow access to the site by tenant units. These roads should be adequate for travel by a variety of military and civilian vehicles. Consider the types of vehicles which will use the roads in and around the AO. The weights, heights, and turning radii of: the wastewater evacuation trailer; the water delivery trucks; the fuel delivery trucks, the tank and pump units; the 4K and 10K forklifts; customer unit (tactical) vehicles; and fire-fighting and emergency vehicles must be considered.

5-21. Environmental impact, short term and long term, must be considered before erecting a Force Provider site. Therefore, an environmental baseline survey must be completed before site construction begins. Leaders must also ensure that the site meets all applicable local environmental laws and regulations, even if the local population routinely does not. Environmental compliance program guidance will be sought through the chain of command to ensure that local environmental concerns are properly satisfied.

5-22. Approximately 70 percent of the potable water consumed will be returned as gray water or black water. Gray water and black water are hazardous wastes and potential effects personnel and the environment must be considered. Gray water will be stored using the gray water collection subsystem supplied as part of the system. Black water from the latrines will be stored in the holding tanks of the containerized latrines. It will be collected for disposal using the WWET/T. Disposal of gray water and black water will be considered in the Civil Engineering Support Plan for the theater in which the system is operating. Disposal options include the use of a host nation sewer system (first choice), local contractor haul to a commercial facility, government haul to a commercial facility, or lagoon/field-expedient methods.

5-23. If the host nation sewer system or a local contractor is selected, the persons responsible for the source of the wastewater must ensure it is safely and properly disposed of. Force Provider personnel must verify the integrity of the sewer system before allowing a contractor to dispose of wastewater. Periodic

inspections will be done to ensure that wastewater disposal is IAW the environmental provisions of the disposal contract and other provisions. If a host nation sewer system is not available, other options must be found. Hauling wastewater to existing facilities is one option, although its potential logistical impact is normally high.. On-site collection, treatment, and release of wastewater are engineering issues which will be accomplished IAW local directives, and host nation laws and regulations on waste disposal.

5-24. Solid refuse waste must be collected and disposed of properly to keep the area sanitary and to protect the environment, although they are normally non-hazardous items, and are usually disposed of in a CONUS landfill. The preferred method of disposal for solid waste is an existing landfill near the operating area. If an existing landfill is not available, engineering assets will be required to prepare an appropriate landfill. The ultimate fate or disposal of these items should be known prior to generating them. There may be special, local management procedures required prior to turn-in of these items. The chain of command must be consulted to determine specific requirements, and ensure that they are incorporated into the unit environmental program.

RECONNAISSANCE AND INFORMATION COLLECTION

5-25. In order to gather information about potential sites, many sources should be consulted. No one source of information should be relied upon exclusively, especially in parts of the world where topographic and climate data are not extensive. The main source of site selection information should be collected through the following types of reconnaissance conducted by the AMC AFSB advance quartering party.

5-26. **Reconnaissance Survey.** The main purpose of a reconnaissance survey is to locate a site best suited to meet requirements of the general company layout and work required. Reconnaissance operations vary with the operational environment, assigned mission, and the size, type, and composition of the reconnaissance element. An aerial, map, or ground reconnaissance is required to determine potential Force Provider sites.

5-27. **Route Reconnaissance.** Route reconnaissance should be performed to determine the suitability of specific routes, limited to critical terrain data. It should be adequately recorded on a map overlay or sketch and be supplemented by reports about various aspects of the terrain.

5-28. **Road Reconnaissance.** Road reconnaissance is performed to determine the traffic capabilities of existing roads. It is also used to provide more detailed information than is given by the route reconnaissance. It may include enough information to develop work estimates for improving the road. DA Form 1248 should be used to record this information. Maps and sketches should be used as necessary.

NONMILITARY RESOURCES AND SUPPORT

5-29. The Force Provider unit depends on many assets, especially during deployment. In-theater support assets must be determined as early as possible, with additional requirements coordinated well in advance of deployment. Communications channels with the logistics, transportation, and engineering elements must be set up early. This will greatly improve the chances of a successful deployment.

5-30. Force Provider personnel are not directly responsible for real estate acquisition. However, they eventually may have to deal with problems caused by poorly written contracts and support agreements. Force Provider personnel should ensure all agreements, leases, and contracts are fully reviewed by engineer and legal experts within the USACE district.

5-31. Purchase or lease agreements should be made final prior to the start of site preparation. The earlier a site is selected and prepared, the more efficiently the Force Provider camp will be constructed. Leases or purchases should be completed before the start of any site preparation activities. HNS agreements already exist in many nations throughout the world. An accurate and thorough survey of capabilities in the receiving theater will aid a successful deployment. HNS requirements will be directed by the ASCC.

5-32. All levels of HNS need to be considered. New construction should be avoided whenever possible. In many cases, expansion and rehabilitation of existing sites is adequate. An existing kitchen facility, for instance, could be outfitted and/or supplemented with Force Provider cooking appliances to provide a

better facility than using the TEMPER based kitchen. The Army Corps of Engineers also maintains construction-contracting agencies that can assist with local construction. When existing facilities are proposed, minimum shelter requirements must be met. The Theater Civil Engineering Support Plan and/or Annex D of the Operations Order will set minimum standards. Soldiers should not be billeted in or be forced to use sub-standard structures as a cost-saving measure.

SITE PLANNING AND PREPARATION

5-33. Site planning is the process of changing a prospective site into a workable layout for a Force Provider module. Preparing a site will likely involve many personnel from several military and/or contract agencies. In order to avoid confusion and expedite the collective effort, tasks assigned to each organization must be well defined in terms of scope, standards of work, timelines and duration. Task completion progress must be monitored. Corrective actions must be completed in a timely fashion.

5-34. **Baseline Environmental Survey.** The first step in the preparation process should be a baseline environmental survey. This survey will determine and document the existing conditions of the site. The purposes of the survey are two-fold. First - it assesses the site's environmental state before Force Provider use. This may then be used as evidence of the Army's compliance with environmental protection program. Secondly - it may be used to restore the site after it is no longer required for Force Provider operations.

5-35. **Layout.** In most cases, the recommended site layout provided in this FM should be used. Other resources, such as additional tents and other equipment that the site may need must be considered and adjustments to the layout plan are made where required. These may include issues involving billets and space for firefighters, utility teams, MWR personnel, and the hazardous waste accumulation areas. Deviations may be necessary to fit the system to a particular site or mission. When an alternative layout will be used, minimum spacing and elevation relationships between subsystems must be maintained. See Table 5-1 for minimum spacing requirements between subsystems. Engineer units have the necessary knowledge to develop alternate plans.

5-36. **Earthwork.** The supporting combat engineer battalion, heavy, US Air Force Red Horse Squadron, navy mobile construction battalions (Sea Bees), contractor, or the theater of operations contract construction agent (CCA) are capable of preparing the site. During site preparation, potential environmental impacts and site restoration requirements must be considered. Every effort will be made to not disturb the site any more than is absolutely necessary. In order to gauge whether a site is "good," "fair," or "poor," Table 5-2 may be used to determine a baseline assessment. If the site does not fall entirely into one category, best judgment and experience are required to estimate site preparation time. If possible, cut and fill materials should be available on the site to facilitate site restoration. Depending on local conditions, dust abatement may be required during setup. Engineers have this capability and should be consulted as required. Attempts should be made to minimize removal of existing grass and vegetation to reduce dust and erosion. Table 5-3 shows the estimated site preparation times for various Army engineering assets for three categories of existing site conditions. This information should be used only as estimates for a standard Force Provider module. If the current mission involves additional equipment, space, or services, site preparation times will increase accordingly.

Table 5-1. Minimum Spacing Between Subsystems

	Minimum Spacing (Feet)							
Subsystem	Latrine	Food Service	Graywater	Potable Water	Gasoline	JP-8	60KW TQGs	Billets
Ammunition	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
HW Site	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Solid Waste	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Used Oil Site	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Parking Lot	15	200	15	200	50	50	50	200
Helipad	500	500	300	300	300	300	300	500
MWR Fields	50	50	200	200	300	300	50	50
Roads	15	15	15	15	15	15	15	15
Billets	200	200	200	200	300	300	50	15
60-KW TQGs	50	50	200	50	250	200	300	
750-KW GENs	200	300	200	300	200	200		
JP-8	300	300	200	300	250			
Gasoline	300	300	200	300				
Potable Water	50	20	200					
Graywater	200	200						
Food Service	300							

Table 5-2. Existing Conditions

Site Condition	Definition		
	Good	**Fair**	**Poor**
Terrain	Relatively flat	Uneven	Rough, hilly
Brush/trees	Few	Many	Dense
Soil	Stable	Loose, partially stable	Massive stabilization required
Roads	Existing throughout	Some	None
Drainage	Sufficient as is	Some work required	Massive work required

Table 5-3. Estimated Man-hours for Site Preparation

	Preparation Time (man-hours)		
Site Condition	**Light Eq Plt**	**CSE Co**	**Eng Bn (CH)**
Good	48-72	36-48	24-36
Fair	72-96	48-72	36-48
Poor	96-120	72-96	48-72

5-37. **Road Construction.** Roads in the Force Provider compound must be able to support heavy vehicles such as rough-terrain forklifts, heavy equipment transporters (HETs), and the tracked vehicles of tenant units. If not constructed correctly, roads will require additional maintenance to keep them serviceable under heavy traffic conditions.

5-38. **Drainage.** Since the majority of Force Provider subsystems are tent-based, drainage is a top concern. Subsystems should be positioned to allow proper drainage of the site itself and to avoid drainage of nearby land into the area. Runoff due to heavy rain must be channeled away from key subsystems. The latrines

must always be positioned downhill from the kitchen to prevent runoff from reaching the cooking area. Local regulations and climate will affect the actions which must be taken for positive drainage control. When laying out the site, the desired ground elevation relationships of the subsystems must be kept in mind. Note that in order to prevent contamination from spills that could be caused by natural drainage flow, the bulk fuel storage area must be positioned lower in elevation than all of the other Force Provider functional areas except the gray water storage and HW sites.

5-39. **Site Survey and Staking.** The site must be surveyed and staked out prior to the set up any module subsystems. Once surveyed, the control points for each subsystem will be marked with a stake and flag (or spray paint on hardstand) IAW the site layout. Within each subsystem, the operators will stake the location of tents and equipment IAW the Force Provider TM using the control points as reference. Setup of each subsystem should adhere strictly to the marked staking plan.

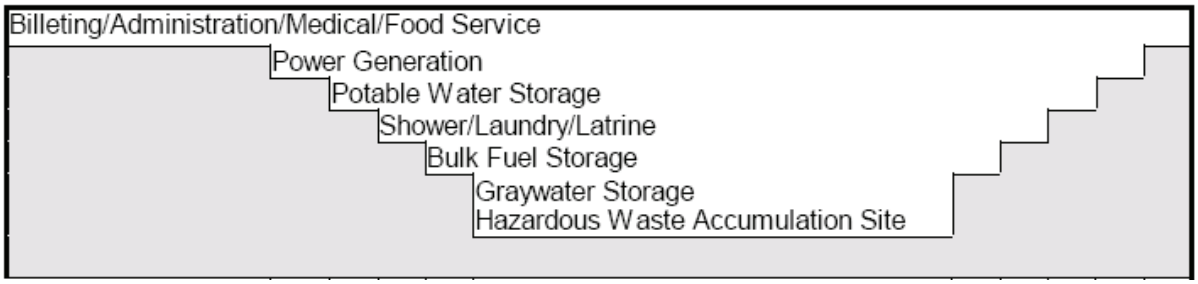

Figure 5-2. Ground Elevation Relationships of Subsystems

SUBSYSTEM SPECIAL PREPARATION

5-40. There are several subsystems that require special preparation considerations. These subsystems are listed below.

5-41. **Berms.** All collapsible 500-gallon and 20,000-gallon fabric fuel tanks will be emplaced in a berm with raised sides to contain possible fuel leaks or spills. Berms must be designed so that in the event of a tank burst the fuel will run off away from the compound and reduce the risk of contamination and fire.

5-42. **Culverts.** Electrical cables and potable water and gray water hoses should be buried under roads or pathways to prevent damage. Culvert sections should be used to protect cables and hoses from being crushed or separated. Where potable water hoses cross over or parallel gray water hoses, the potable water hoses must be given 24 inches of vertical and horizontal separation to prevent potential potable water contamination. The non-potable hose must either be buried or sandbagged to raise the potable line 24 inches. The couplings of potable and gray water hoses must be separated by at least 36 inches to ensure that gray water leaks do not contaminate potable water. When burying fuel lines, culverts must be accessible for inspection for signs of leakage and precautions must be taken to prevent spills from entering surrounding soil.

5-43. **Hardstands.** Several surface areas must be hardened to provide stable footing for heavy equipment and high traffic facilities. The areas for the containerized latrine, containerized batch laundry, diesel power generators, 600-cubic-foot refrigerators, and the food service subsystem dining facility all require hardstand emplacements. The Force Provider TM provides specific information concerning the weight and size of these facilities and equipment.

5-44. **Helipad.** A helipad is part of the Force Provider site. The primary use of the helipad will be for medical evacuations. The helipad must be located as close as possible to the MTF. Materials required for construction of the helipad, such as matting and lighting, are not provided with the module. The helipad should be located near the compound but far enough away so that rotor wash does not cause damage to tents or general hazards to personnel.

5-45. **Parking Facilities.** A parking area for tenant unit vehicles and equipment must be provided. The area must be large enough to contain all of the unit's vehicles and provide sufficient space for the unit to conduct maintenance operations during their stay.

5-46. **Ammunition Holding Area (AHA).** Tenant units may require the use of an AHA at a safe distance from the site. The type and size of the AHA will be determined by the overall needs of the tenant units.

5-47. **Waste Accumulation Sites.** Storage sites for solid and hazardous wastes must be constructed. These sites must be constructed IAW the company's environmental protection program and the appropriate laws and regulations governing waste storage in the host nation.

SECTION III – MAIN BODY MOVEMENT

CONUS ACTIVITIES

5-48. Movement of the main body of the QM Force Provider Company begins with a non-tactical road march from home station to the port of embarkation. The road march will be conducted using organic vehicles to transport company personnel and required organic equipment. Dependent on time requirements and appropriateness, the non-tactical road march will proceed to a seaport and/or an aerial port of embarkation. Upon arrival at the port of embarkation, the company will prepare equipment and personnel for overseas movement and await departure. At this time, the AMC AFSB advance quartering party should have already arrived in country. If possible, the commander of the QM Force Provider Company should make arrangements to maintain communications with the advance quartering party so up-to-date information can be used to begin planning the occupation of the operational area.

OVERSEAS MOVEMENT

5-49. Upon arrival at the port of debarkation, the equipment reception team will receive the QM Force Provider Company's organic equipment. Final planning for the occupation of the Force Provider site will be conducted and company personnel and equipment will be readied for a tactical road march to the AO. The tactical road march may or may not be conducted with other units. The road march will be planned to take advantage of available resources and a security posture appropriate to the threat identified will be maintained throughout the march. If required, members of the advance quartering party will help guide the main body into the operational site.

OCCUPATION OF THE AREA OF OPERATION(S)

5-50. The AMC AFSB advance quartering party will have secured the Force Provider AO before the main body arrives. Upon arrival of the company main body, the Force Provider module(s) may or may not have reached the AO. Preparations will immediately begin to occupy the operational area and plan a reinforced defense. The commander and platoon leaders will perform terrain analysis and plan a defense against air, ground, and CBRNE attack which integrates the support of available resources including those of tenant units.

SECTION IV – FORCE PROVIDER MODULE SETUP

TRANSPORTATION TO THEATER

5-51. A Force Provider module consists of about 67,000 cubic feet of containerized material which will require movement from a seaport and/or airport of debarkation to the AO. Transportation of the module(s) will be arranged by AMC and is not a responsibility of the QM Force Provider Company. AMC will maintain ownership of the module(s) until the commander of the QM FP Company takes hand receipt responsibility at the operating site. The module(s) may be transported from the port(s) of debarkation to the AO by means of air, rail, or line-haul. Table 5-4 outlines the general shipping requirements for a standard FP module.

5-52. Cold weather kits and camouflage materials are not part of the standard supplies included with a module and must be requested separately. Every effort should be made to identify the required configuration of each module to reduce delays, transportation burdens and costs.

MODULE SETUP

5-53. After the QM Force Provider Company has occupied the area, and planned and reinforced the AO defense, they will set up the company command post and erect operator billeting. This will give the company a central area for command and control and a place to live and stow personal gear. Remaining module subsystems will be erected in a logical sequence based on use of manpower and equipment. Subsystems such as power distribution, water distribution and storage, and gray water collection are required for the proper operation of other subsystems. The importance of these subsystems will be considered when determining the use of available resources in the set-up process. Technical manuals for the subsystems and components provide setup information and procedures.

Table 5-4. Shipping Estimates for Air, Rail, and Linehaul Modes

Mode	Equipment	Quantity
Air	C-5A	10
	C-130	58
	C-17	13
Rail	Gondola Cars (68-ft)	13
	Flat Cars (89-ft)	14
Linehaul	M-872 (40-ft)	34
	M-915 (40-ft)	27

5-54. Setup of a standard module requires approximately about 120 man-hours. Setup time will vary based on site conditions, weather conditions and module configuration. If available, additional personnel may be used to expedite the set-up process. These personnel may be military or civilian and will not normally possess expertise in module setup. These individuals may be best utilized by conducting repetitive, labor intensive tasks such as erecting billeting TEMPERs. If host nation civilians are used, close supervision will be necessary to prevent pilferage and theft and to maintain overall security.

5-55. Availability of critical resources such as 4K and 10K forklifts will affect set-up time. These resources must be used to set up priority subsystems first. The staking plan must be followed. This will also help to minimize setup time by preventing the need to later relocate subsystem components. During setup, the contents of all TRICONs and ISOs will be inventoried using the packing list located inside each container. Items and equipment will also be checked for serviceability. Unserviceable items will be tagged. Shortages or damage will be reported to company headquarters so replacements can be procured as quickly as possible. All packing material and dunnage will be saved and stored in unused TRICONs for redeployment.

5-56. The appropriate defensive posture will be maintained throughout the set-up process. During setup, the commander and other leaders will set up the previously planned unit defense, employ physical security and operations security measures, plan for and maintain preparations for NBC conditions, and plan damage control operations. These preparations and measures should take all available resources into consideration including those of tenant units.

SECTION V – REDEPLOYMENT OF FORCE PROVIDER

IN COUNTRY REDEPLOYMENT ACTIVITIES

5-57. When the order is received to redeploy, the QM Force Provider Company commander will initiate redeployment activities. Redeployment personnel and administration activities will be performed and redeployment training activities undertaken. Company supply activities will turn in excess items and resupply the company for movement to the home station. Maintenance actions will start to prepare the company's organic vehicles and equipment for movement to home station. At the same time, the company begins preparing to dismantle and redeploy the Force Provider subsystems.

REDEPLOYMENT OF THE FORCE PROVIDER MODULE

5-58. A Force Provider module may normally be relocated in theater or redeployed to its home storage station. However, when rebuild/reset procedures are required it will be returned to a CONUS depot or an in-theater facility for refurbishment. (For reset procedures contact U.S. ARMY TACOM LCMC ILSC, Force Provider Sustainment Team, Kansas St., Natick, MA 01760-5057 [http://ilsc.natick.army.mil/sss/fpt.htm].) The company commander must clear the hand receipt of the module to AMC, so it is important that care be taken to redeploy all module components in the best possible condition. Before each subsystem is dismantled, it must be free of excess dirt and debris to facilitate later packing. Subsystems with potable water, gray water, or black water systems must be flushed with highly chlorinated water and then flushed with potable water to sanitize the systems. Before disassembly, all components will be checked for serviceability. Unserviceable components will be tagged for easy identification during refurbishment. Tagged equipment will be documented and turned in to company headquarters to facilitate the clearing of the hand receipt. On occasion, administrative storage may be all that is required for the module.

5-59. During dismantling, components containing water will be drained and air-dried to prevent corrosion or possible freezing. Fuel will be drained from all components containing fuel and all components will be allowed to air-dry to prevent potential fire hazards. Once dismantled, the components of each subsystem will be thoroughly cleaned before packing. Each item will be returned to its original TRICON or ISO IAW the packing list inside each container. Shortages or missing items will be documented and passed to company headquarters to facilitate clearing of the hand receipt. Technical manuals for these subsystems and components also provide dismantling information.

5-60. Coordination will be made with AMC as soon as possible to facilitate handover and the clearing of hand receipt for the module(s). Hand-off of the module(s) to AMC will occur at the site and AMC will arrange transportation to its ultimate destination. This relieves the unit of the responsibility of tracking the equipment back through the transportation system.

SITE RESTORATION

5-61. Restoration of the original site is critical, and every effort will be made to restore it to its original condition. Returning the site to its previous condition is the main goal of restoration. The environmental baseline survey will be used along with the conventional survey to determine the exact condition of the site and the landscape before its use. Locally constructed items such as floors and sidewalks will be dismantled and properly disposed of in theater. If required, some of these materials may be used as bracing or dunnage inside shipping containers. Damaged or removed vegetation cannot be restored to its original state, however some re-vegetation activities may be feasible. Hazardous waste such as fuel, lubricants, gray water, or black water will be removed IAW current directives, host nation environmental requirements, and storage sites inspected for potential contamination.

MOVEMENT TO HOME STATION

5-62. Once the module(s) has cleared the hand receipt and the site has been appropriately restored, the QM Force Provider Company begins a tactical road march to the port(s) of embarkation. The tactical road march may or may not be done in concert with other units. The road march will be planned to take advantage of available resources and with a security posture appropriate to the threat identified maintained throughout the march. Upon arrival at the port of embarkation, company personnel and equipment will be prepared for movement back to CONUS.

5-63. Upon arrival at the port of debarkation in CONUS, movement of the main body of the company to home station will take place by non-tactical road march to home station. The non-tactical road march will be accomplished using organic vehicles to move company personnel and organic equipment. Upon arrival at home station, the commander initiates home station activities to turn in excess or loaned equipment and supplies, inventory organic equipment, debrief company personnel, and complete after action reports.

Appendix A

Cold Weather Kit

Qty	Nomenclature	National Stock Number	Part Number	CAGE	Remarks
4	Torch Ay, Propane Cylinder	3439-00-542-0531			
30	Debris Screen Air Condition Duct	4130-01-415-7300	9-1-0146	81337	
18	Fire Extinguisher, ABC, 10 PD	4210-00-889-2491	A-A-393 TY1 CL1 SZ10	80244	
97	Adapter Drum Fill, 2 Port	4510-01-214-9139			
96	Heater, 120K BTU/Hr, Ash	4520-01-467-2739	PD 4520-0079		
12	Mallet, Rubber Head, 24oz 15 In	5120-00-293-3399	GGG-H-33		
12	Punch, Aligning, 12 Ft, 1/4 In PT	5120-00-595-9531	GGG-P-831		
1	Blade Set, .5 Shank, Wood, 10TPI	5130-00-275-1203			
1	Blade Set, .5 Shank, MTL, 18TPI	5130-00-275-1204			
1	Recipocating In-Line Saw, 0.5 In	5130-00-819-7767	W-S-90		
112	Special Purpose Web, Tiedown	5340-01-204-3009	9392419	19200	
20	Cable Ay, Sp Ext 25 Ft 120V GFI	6150-01-413-9314	9-1-0183	81337	
36	Mat, Floor Altered (3 Ft x 32 Ft)	7220-00-254-4240	9-1-0189-1	81337	
60	Bag, Sand, Burlap, Qty-100	8105-00-285-4744	MIL-B-12233, Class A, Color 1		
5	Container, Reusable Small	8145-01-415-4113	9-1-0142-1	81337	
2	Container, Reusable Medium	8145-01-415-4116	9-1-0142-2	81337	
4	Container, TRICON CWK		9-1-0607	81337	
29	Container, TRICON w/Conn 4 Shelf		PD 8115-0101		
4	Window Sect, TEMPER Fabric Green	8340-01-186-3016	5-4-3352-1	81337	
2	Fly, 16 Ft TEMPER Green	8340-01-186-3018	5-3353-1	81337	
16	Floor, Insulated, 8 Ft, TEMPER	8340-01-186-3025	5-4-3369		
2	Partition, TEMPER	8340-01-186-3032	5-4-3391	81337	
6	Tent TEMPER, 32 Ft, Ty IV, Green	8340-01-196-6272	MIL-T-44271, Ty IV, Green		
4	Intermediate, Sect Liner, TEMPER	8340-01-211-9636	5-4-3367	81337	
4	Extendable Section Frame, TEMPER	8340-01-238-8101	MIL-F-44251, Ty II, Cl 2		
6	Tent TEMPER, 64 Ft, Ty XX, Green		9-1-0621	81337	
100	Ribbon, Flag Surveyor's, Pink	9905-00-194-9703	A-A-1823 - Pink		
86	Shovel, Snow, Plastic, Commercial		9-1-0604	81337	
86	Rake, Snow, Commercial		9-1-0605	81337	
4	Drill, Rotary Hammer		TE74 2061950		
8	Drill Bit		2206373		
34	Cord Ext, 20A 50 Ft Mil to Comm		9-1-0613	81337	
2	Cable Tie, Nylon, 14 Ft, 100 lb		Commercial - Cable Tie, Nylon, 1		
6	Hose, Sply, Cold Pot, Food Prep		9-1-0167	81337	
8	Hose Ay Wwk 1.25 In x 25 Ft Heat Trace		9-1-0610	81337	
8	Hose Ay Wwk 2.5 In x75 Ft Heat Trace		9-1-0608	81337	

12	Hose Ay Pot 1.5 In x 75 Ft Heat Trace		9-1-0612	81337	
400	Wood Stake, 1 In x1 In x6 Ft Lumber		9-1-0614	81337	
6	Heater, 110K BTU/Hr, Port, DF/Kero		3E218D		
320	Extruded Polystyrene R-10 8x2x2		Commercial - Extruded Polystyren		
3	Adapter Kit, TRICON, Wtr Heater		9-1-0609	81337	
1	Endwall, TEMPER, Iso End Open		9-1-0606	81337	
2	Endwall, TEMPER, Vehicle		9-1-0603	81337	
4	Endwall, TEMPER, TRICON		9-1-0602	81337	
4	Driving Bit, Tent Stake		TE-Y-RD 3/4 2207025		
4	Drill Bit		2206571		
4	Stake Driving Tool		9-1-0601	81337	`

Appendix B

Force Provider System Support Package

Item #	Qty	Specification / Part Number (CAGE)	National Stock Number (Reference)	Item Description
1	20	OC114 (81348)	6810-00-242-4770	Calcium Hypochlorite
2	16 pks	U-25410 (12308)	6810-01-044-0315	Reagent, DPD-1
3	6 pks	U-25337 (12308)	6630-01-044-0334	Reagent, Ph Color Indicator
4	1	D-212714-6 (71229)		Sealant, Pipe, Antiseize, metal to metal
5	1	D-212714-23 or 24 or 25 (71229)		Sealant, Pipe, Antiseize, metal to plastic
6	5 1/4 lbs	MIL-G-18709	9150-00-754-2595	Grease, Ball and Roller Bearings
7	5 gal	P-D-680	6850-00-274-5421	Dry Cleaning Solvent
8	35 lbs	MIL-G-10924	9150-00-197-7692	Grease, Automotive and Artillery
9	3	3372165 (36719)		Fuel, Engine Primer
10	600 QT	MIL-L-2104	9150-00-186-6681	Lubricating Oil, Internal Combustion Engine, Tactical Service, OE/HDO 30
11	100	O-S-801; Class 3	6810-00-249-9354	Sulfuric Acid, Electrolyte, for Storage Batteries, 1 Gallon Unit Packs
12	90 Gal.	MIL-A-46153		Antifreeze
13	50			Antifreeze, Nontoxic
14	24	A-A-51	8520-00-129-0803	Soap, Toilet, 4 Oz, Box of 72
15	50	MIL-A-46106, Type I, Group I	8040-01-331-8047	Adhesive, Sealant, Silicone RTV, Tube
16	50	MIL-T-27730, Size II	8030-00-889-3535	Tape, Antiseize, 1/2 In Wide x 260 In L
17	12	MIL-G-12223, Type II	8415-00-753-6552	Gloves, Toxicological Agents Protective, Medium

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Appendix C

Sample Template In-Processing Brief

1. **Operations Center**. The Force Provider Operations Center is manned 24 hours a day. The center is your focal point for all actions during your stay in the Force Provider compound.
The operations center is centrally located at _____.

2. **Billeting.** Billeting will be provided for each individual in your unit. The billets are climate-controlled TEMPER tents and are equipped with bunk beds. Individuals must use their own sleeping bags. It is your responsibility to determine sleeping assignments, signing for the equipment, policing up the sleeping areas, and reporting required repairs to the Force Provider Operations Center. Females and males will be billeted in separate tents. The Force Provider Billeting NCO needs a list of your personnel and their billet assignments when you arrive.

3. **Food Service.** Personnel will be fed in the kitchen area set up at the _____ end of the compound. If Force Provider is full to its maximum capacity, your unit may be limited to specific feeding times. Three meals are served daily at the following hours:

Breakfast 0630 – 0930
Lunch 1130 – 1430
Dinner 1600 – 1900

4. **Showers.** There are two shower tents located which are operational from 0600 - 2200 hours, daily. Towels and soap are provided at the shower tent but individuals must provide their own shampoo (which may be purchased at the AAFES Annex). Special hours will be reserved for female showering. You need to let the Force Provider Billeting NCO know how many females are in your unit so he can coordinate showering times.

5. **Laundry.** Soldiers can turn in up to 15 pounds of clothing during a three-day period. Turnaround time on laundry is 24 hours, so plan accordingly. The laundry tent is located _____ (adjacent to the showers) and is open daily from 0600 - 1800. It is each Soldier's responsibility to turn in and pick up his clothing. Samples of a 15-pound load of clothing are (these will be posted at the laundry point):

BDU 2 each BDU Jacket 2 each
BDU Trousers 2 each BDU Trousers 2 each
Laundry Bag 1 each BDU Field Jacket 1 each
Socks 5 pair Laundry Bag 1 each
T-Shirts 5 each Socks 3 pair
Towels 2 each T-Shirts 2 each
Underwear 5 each Underwear 2 each

6. **Latrines.** There are two latrines located which are open 24 hours a day. Toilet paper and a hand-washing station (soap, water, and towels) are located in each latrine.

7. **Medical Support.** The MTF is located _____. Sick Call will be held twice a day, 0700 - 1000 and 1300 - 1500. Medical personnel will provide instructions and appointments for follow-up treatment. Emergency medical care is available at the MTF. After 1800, contact the Force Provider Operations Center.

8. **Religious Services.** A TEMPER tent is provided for use as a chapel. Force Provider does not have an assigned Chaplain; however, the Unit's chaplain may contact the Force Provider Operations Center for use of the Chapel.

9. **Force Provider Exchange.** The Army/Air Force Exchange Service has space to run a Post Exchange Annex. The store is located . The store is stocked with personal hygiene items, cigarettes, snacks, nonalcoholic beverages, and other assorted items, as space allows.

10. **Alcohol.** There will be no alcoholic beverages available or allowed in the Force Provider compound.

11. **Telephones.** Credit card telephones are available for use and are located next to the Post Exchange Annex.

12. **Banking Services.** An automatic teller machine is located in the Post Exchange area for Soldiers use.

13. **Military Personnel Services.** Pay support, personnel, mail drop, and legal services are provided in tent # ____.

14. S**ecurity.** It is the Soldier's responsibility to provide security for weapons, ammunition, vehicles, and his unit's equipment. A TRICON shelter # , located next to the Force Provider Operations Center, is provided for Soldier use as an arms room. Soldiers should coordinate with the Operations Center for space required to secure their unit equipment and vehicles. Individuals are responsible for safeguarding personal belongings.

15. **Site Operations.** Normal site functions, such as kitchen police and latrine clean-up, are provided by HNS or contractors. In the event that HNS or contractor support is not available, your unit may be required to provide personnel for kitchen police and latrine clean-up details. The user unit will:

a. Provide fire/security guards for their sleeping areas. Fire extinguishers are located throughout the Force Provider area.

b. Be provided space near the Force Provider Operations Center for their orderly room and charge of quarters.

c. Be responsible for emptying trash cans and general police of sleeping areas and other areas used for unit functions.

16. **Training Support.** A training area is available for your use. Coordinate your needs with the Operations Center.

17. **Morale, Welfare, and Recreation.** To get the hours of operation, schedule time, or sign out equipment, check with the MWR staff located at tent #_____.

18. **Environmental Protection.** Users of Force Provider shall consider environmental protection in high regard. Extreme care should be exercised during all activities (recreation, training, work details) to protect the environment and integrity of this site.

19. **Miscellaneous.**

a. Smoking. No smoking is allowed in the sleeping areas. Butt cans are provided outside the tents and in smoking areas. Smoking and nonsmoking areas in the Force Provider compound are clearly marked.

b. Announcements. A public address system is located at the Operations Center where announcements can be coordinated.

c. Helipad. Use of the helipad will be coordinated with the Operations Center. The Force Provider does not have organic capability to refuel or re-arm helicopters.

d. Guests. Guests will be signed in at the Operations Center. Your unit is responsible for the conduct of all guests.

20. **Other Provisions.** Any provisions not covered in this brief will be addressed on a case-by-case basis by the Force Provider Company commander.

Glossary

Acronym/Term	Definition
AAFES	Army and Air Force Exchange Service
AAR	after action review
ACofS	assistant chief of staff
AEPS	Army electronic product support
AFSB	Army field support brigade (element of AMC)
AHA	ammunition holding area
AHS	Army Health System
AISM	automated information system manual
AMC	Army Materiel Command
AMP	ampere
AO	area of operation(s)
APOD	air port of debarkation
APS	Army prepositioned stocks
AR	Army regulation
ARTEP	Army training and evaluation plan
ASAT	Army systems approach to training
ASH	Army space heater
ASCC	Army service component command
ASIOE	associated support items of equipment
ATM	automated teller machine
BDAR	battle damage assessment and repair
BDU	battle dress uniform
Bn	battalion
BSB	brigade support battalion
BTU	british thermal unit
CARC	chemical agent retardant coating
CASCOM	Combined Arms Support Command
CBL	containerized batch laundry
CBRNE	chemical, biological, radiological, nuclear, high-yield explosives
CCA	contract construction agent
CD-ROM	compact disk - read only memory
CESP	civil engineering support plan
CFSC	community and family support center
CLS	containerized latrine system
COMSEC	communications security
CONUS	continental United States
COR	contracting officer’s representative

COSC	combat and operational stress control
COSIS	care of systems in storage
COSR	combat and operational stress reaction
COTS	commercial off-the-shelf
CREST	contingency real estate support team
CSSB	combat sustainment suport battalion
DA	Department of the Army
DCSLOG	Deputy Chief of Staff for Logistics
DDX	deployable distribution depot (DLA)
DLA	Defense Logistics Agency
DRMO	defense reutilization and marketing office
EBS	environmental baseline survey
ECAS	environmental compliance assessment system
ECO	environmental compliance officer
ECU	environmental control unit
EEFI	essential elements of friendly information
ETM	electronic technical manual
EUM	end user manual
FARE	forward area refueling equipment
FHP	force health protection
FM	field manual
FMTV	family of medium tactical vehicles
FOB	forward operating base
FORSCOM	Force Command
G3, G4	Assistant Chief Of Staff, G3 or G4
GFE	government-furnished equipment
GPM	gallons per minute
HAZCOM	hazardous communications
HAZMAT	hazardous material
HAZMIN	hazardous waste minimization
HET	heavy equipment transporter
HM	hazardous material
HMMWV	high-mobility multipurpose wheeled vehicle
HNS	host nation support
HNSA	host nation support agreement
HQ	headquarters
HW	hazardous waste
IAW	in accordance with
IETM	interactive electronic technical manual
ISCP	installation spill contingency plan
ISO	international organization for standardization

ISB	intermediate staging base
ISP	interim support package
JP	jet petroleum
JTF	joint task force
KP	kitchen police
kW	kilowatt (1000 watts)
LOC	lines of communication
LOGCAP	Logistics Civil Augmentation Program
METL	mission essential task list
METT-TC	mission, enemy, troops, time, terrain, civil considerations
MHE	material handling equipment
MIS	Management Information System
MMSA	material management support activity
MOGAS	motor gasoline
MOS	military occupational specialty
MP	mission profile, also military police
MSDS	material safety data sheet
MTF	medical treatment facility
MTOE	modified table of organization and equipment
MTP	mission training plan
MWR	morale, welfare, and recreation
NAVFAC	naval facility
NBC	nuclear, biological, chemical
NCO	noncommissioned officer
NEO	noncombatant evacuation operations
NEPA	National Environmental Policy Act
NFPA	National Fire Protection Association
OCONUS	outside continental united states
OMS	operational mode summary
OPLAN	operations plan
OPORD	operation order
OSHA	Occupational Safety and Health Agency
P3I	preplanned product improvement
PBUSE	property book unit supply enhanced
PDISE	power distribution and illumination system, electrical
PM	project manager
PMCS	preventive maintenance checks and services
POC	point of contact
POL	petroleum, oils, and lubricants
PVC	polyvinyl chloride
PWS	performance work statement

QDR	quality deficiency report
QM	Quartermaster
QASAS	quality assurance specialist, ammunition surveillance
RC	reserve component
RSOI	reception, staging, onward movement, and integration
RPMA	real property maintenance activity
ROD	report of discrepancy
ROM	rough order of magnitude
SDR	supply discrepancy report
SEP	sewage ejection pump
SAMS	Standard Army Maintenance System
SOFA	status of forces agreement
SOI	signal operations instructions
SOP	standing operating procedure
SPO	support operations office
SPOD	sea port of debarkation
SSCOM	Soldier System Command
SSP	system support package
STAMIS	Standard Army Management Information System
SB	sustainment brigade
S-2	staff officer - intelligence
S-3	staff officer - operations and training
T&EO	training and evaluation outline
TSC	theater sustainment command
TAMMS	The Army Maintenance Management System
TEMPER	tent, extendable, modular, personnel
TM	technical manual
TOPNS	theater of operations
TOE	table of organization and equipment
TRADOC	Training and Doctrine Command
TRICON	triple container
TQG	tactical quiet generator
TV	television
UW	unconventional warfare
USACE	United States Army Corps of Engineers
USAPA	United States Army Publishing Agency
USAR	United States Army Reserve
USARC	United States Army Reserve Command
VCR	video cassette recorder
WWET/T	waste water evacuation tank/trailer
XO	executive officer

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