



# CATALOG



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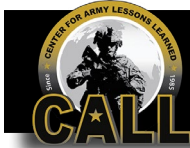
MAR 2019

# SET THE THEATER

*A CALL RESOURCE GUIDE*

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## SET THE THEATER: A CALL RESOURCE GUIDE

### INTRODUCTION

Combatant commanders have a responsibility to set conditions in their areas favorable to the conduct of operations, or the execution of operational plans. We typically call these set the theater (STT) responsibilities. STT is a continuous shaping activity to establish favorable conditions for the rapid execution of military operations.

The geographic combatant commander has overall responsibility for STT activities, but executes many of his responsibilities through the Army Service component command (ASCC). Combatant commanders exercise combatant command (COCOM) authority of their ASCC to accomplish their mission. This includes STT activities.

Title 10 of the U.S. Code provides the Secretary of the Army with a robust collection of responsibilities and authorities. Most relate in one way or another to the Army's role in organizing, training, and supplying land power to the joint force. The Secretary of the Army meets his responsibilities by exercising administrative control (ADCON) of the various ASCCs, otherwise known as Theater Armies (TAs).

The operational focus of the TA is to plan for, tailor, and control Army forces. Its administrative purpose is to execute the service responsibilities specified in Title 10. During contingency operations, TAs provide a joint force commander and command post for limited contingency operations, as well as control the reception, staging, onward movement, and integration of deploying forces. One additional task of the TA is to set conditions for the employment of land power. In other words, to set the theater.

Theater Army commanders synchronize continuously across the warfighting functions to set the theater. The TA contributes to joint command and control by establishing, maintaining, and defending the communications and network architecture. The theater signal command is the primary executor of these responsibilities.

The TA executes many remaining STT responsibilities through its theater sustainment command (TSC). Operations often require construction or upgrade of existing facilities, utilities, and real estate. General engineering support is vital. The TA identifies bases for logistics, medical support, protection, and infrastructure development, and keeps estimated requirements to maintaining access to these areas. They assess the infrastructure in their area of responsibility, and manage infrastructure development.

Set the theater activities may also include: establishing a distribution network, identifying local procurement requirements, and setting conditions for medical operations. The protection of high-value infrastructure, materiel, equipment, and personnel is a critical supporting function. Effective fires require both deliberate and dynamic targeting. Timely and focused intelligence supports all functional areas, and every operation involves cyberspace electromagnetic activities. In all of these areas, STT activities are crucial to success.

This catalog provides references for commanders and staff to enhance their understanding of the concept and details of setting a theater. The resources listed here include current doctrine, handbooks, articles and other publications focused on STT. Many of these resources are available on the Joint Lessons Learned Information System (JLLIS). Authorized users with a JLLIS account can find these resources by logging on to JLLIS and searching for the Set the Theater Community of Practice (#3277). Search for the number and look under the CoP tab. Log on to JLLIS at <https://www.jllis.mil/apps/>. Additional links are for convenience.

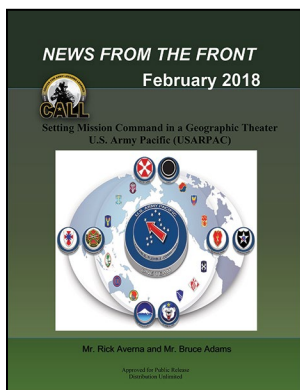
## CALL Products and Resources

### News from the Front, Setting the Theater in the Pacific, Lessons and Best Practices, January 2018



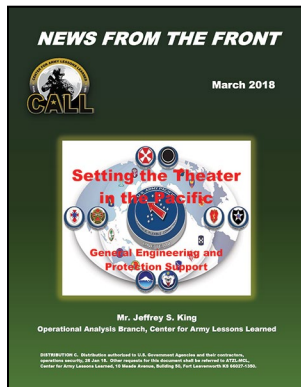
This News from the Front (NFTF) article shows how the U.S. Army Pacific (USARPAC) postured land domain capabilities, particularly those that fall under mission command, to set the theater and contribute to security and stability in the Pacific region. It discusses security cooperation, theater posture, and the role of the ASCC. Available at: <https://usacac.army.mil/sites/default/files/publications/17596.pdf>

### News from the Front: Setting Mission Command in a Geographic Theater, U.S. Army Pacific, February 2018



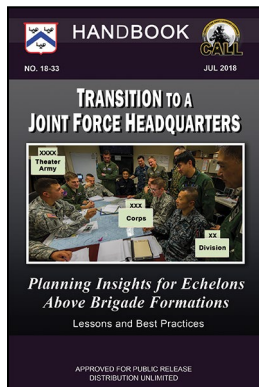
This NFTF article discusses how USARPAC prepares for mission command. It also shows how USARPAC's Pacific Pathways exercise enables the commander to rehearse mission command by flowing Army forces in and out of theater. Available at: <https://usacac.army.mil/sites/default/files/publications/17634.pdf>

## News from the Front: Setting the Theater in the Pacific, General Engineering and Protection Support, March 2018



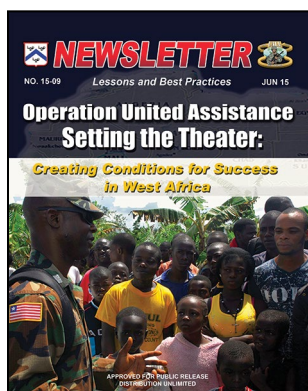
This NFTF article provides a framework to help manage general engineering support and protection requirements and functions. It includes tips, insights, and lessons with the intent to benefit USARPAC but also be helpful toward STT in other areas of responsibility (AORs). The publication has two parts: Part I covers basing, infrastructure, and construction; Part II focuses on critical enabling units, agencies, and functions. Available online (CAC access required) at: <https://call2.army.mil/toc.aspx?document=17631>

## CALL Handbook 18-33: Transition to a Joint Force Headquarters, Planning Insights for Echelons Above Brigade Formations, July 2018



Topics contained in this handbook include: build the command and control architecture, form the joint headquarters, plan and operate in the joint and combined environment, integrate force enablers, and leverage joint, interorganizational, and multinational processes. It contains several sections that discuss STT. Available at: <https://usacac.army.mil/sites/default/files/publications/18-33.pdf>

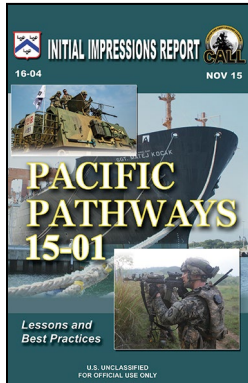
## CALL Newsletter 15-09: Operation United Assistance Setting the Theater, Creating Conditions for Success in West Africa, June 2015



This newsletter is a collection of articles intended to present lessons from Operation Unified Assistance, the U.S. whole-of-government approach to combatting the Ebola epidemic in Western Africa. Chapter 5 is especially helpful when considering U.S. Army Africa's (USARAF) ability to set its theater. Available at: <https://usacac.army.mil/sites/default/files/publications/15-09%20OUA%20Newsletter.pdf>

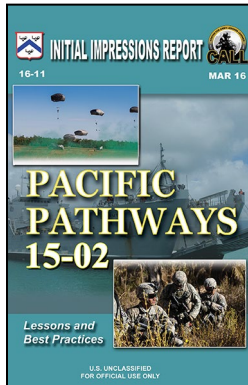


## CALL Initial Impressions Report 16-04: Pacific Pathways 15-01, November 2015



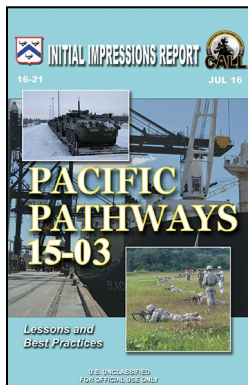
This initial impressions report focuses on the first operational phase of Pacific Pathways 15-01. The greatest value of Pacific Pathways has been in setting the theater. It has set into motion a wide range of activities to build relationships from tactical to strategic, assuring in-theater presence and access, and broadening strategic communication on both sides of the International Date Line. Available online (CAC access required) at: <https://call2.army.mil/toc.aspx?document=7331>

## CALL Initial Impressions Report 16-11: Pacific Pathways 15-02, March 2016



This initial impressions report focuses on the second operational phase of Pacific Pathways 15-02. Pacific Pathways operations support set the theater objectives in an expeditionary fashion without increasing permanently assigned forces to the U.S. Indo-Pacific command (USINDOPACOM) area of responsibility. Available online (CAC access required) at: <https://call2.army.mil/toc.aspx?document=7374>

## CALL Initial Impressions Report 16-21: Pacific Pathways 15-03, July 2016



This initial impressions report focuses on the third and final operational phase of Pacific Pathways 15-03. Pacific Pathways provides readiness in the areas of rehearsals, repetition, reconnaissance, and relationships. Conducting multiple iterations of mission command planning; sea and air port mobility; employing units and equipment in and out of multiple countries; gaining detailed understanding of Pacific theater time, space, and terrain; and working with diverse partner nations result in operational-level readiness that cannot be gained during combat training center (CTC) rotations. Available online (CAC access required) at: <https://call2.army.mil/toc.aspx?document=7400>

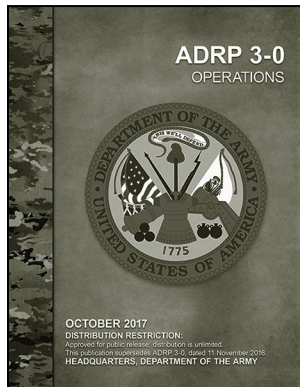
## Doctrinal Products and Resources

### FM 3-94: Theater Army, Corps, and Division Operations, 21 APR 2014



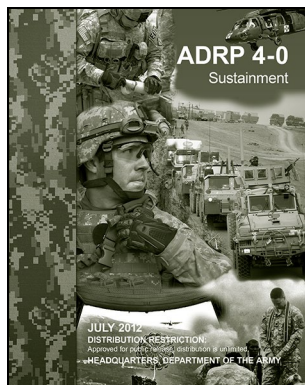
This field manual (FM) contains a robust discussion of both set the theater and set the joint operations area. Chapter 2 (paragraphs 2-33 to 2-38) defines the term set the theater, and describes a range of theater army responsibilities. Although it is sustainment focused, this description includes some communications and cyberspace responsibilities. Available at: [https://armypubs.army.mil/epubs/DR\\_pubs/DR\\_a/pdf/web/fm3\\_94.pdf](https://armypubs.army.mil/epubs/DR_pubs/DR_a/pdf/web/fm3_94.pdf)

### ADRP 3-0: Operations, 06 Oct 2017



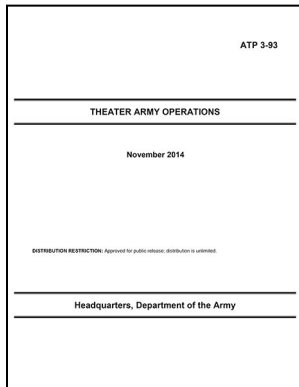
Chapter 5 (paragraph 5-22) of Army Doctrine Reference Publication (ADRP) 3-0 establishes set the theater requirements for the intelligence warfighting function. It lays out three core tasks: first, establish and build an intelligence architecture; second, build necessary knowledge; and third, support the development of context and building of relationships. Available at: [https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB\\_ID=1003105](https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=1003105)

### ADRP 4-0: Sustainment, 31 JUL 2012



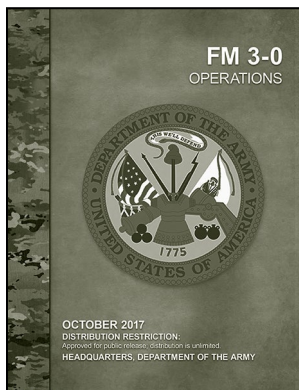
Chapter 2 (paragraphs 2-5, 2-6) of ADRP 4-0 discusses setting the theater as the responsibility of the theater sustainment command. Additionally, it distinguishes between setting the theater and setting the joint operations area (JOA). Available at: [https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB\\_ID=102982](https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=102982)

### ATP 3-93: Theater Army Operations, 26 NOV 2014



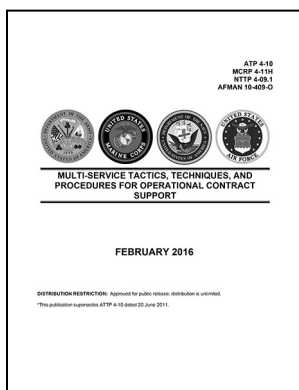
Chapter 1 of Army Techniques Publication (ATP) 3-93 (paragraphs 1-11, 1-19) discusses setting the theater, describing it as a function of the theater army. In Chapter 3 (para 3-19), ATP 3-93 connects setting the theater to the theater campaign plan. Additionally, chapters 1 and 5 elaborate on activities to set the JOA, a related concept. Available at: [https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB\\_ID=104853](https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=104853)

### FM 3-0: Operations, 06 OCT 2017



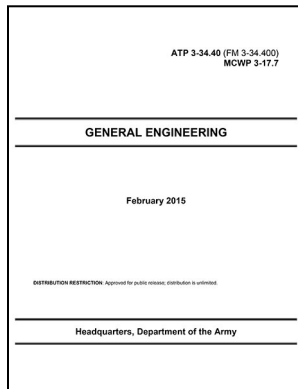
Chapter 4 of FM 3-0 discusses setting the theater, describing it as both a prevent activity that enables the joint force to gain positions of relative advantage prior to future operations (paragraph 4-7), and as a shaping activity (paragraph 3-34). This is the most current doctrine available on STT. Available at: [https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB\\_ID=1003121](https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=1003121)

### ATP 4-10: Multi-Service Tactics, Techniques, and Procedures for Operational Contract Support, 18 FEB 2016

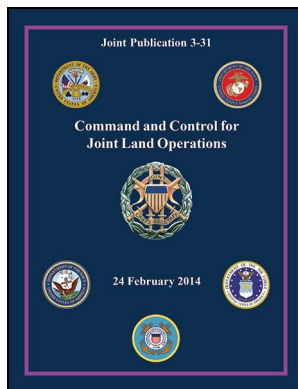


This multi-Service publication focuses on tactical-level Service component requiring activity functions, and includes limited information on Army, Air Force, Marine Corps, and Navy component level headquarters' unique operational contract support (OCS) staff organization and capabilities. It also contains an overview of Service-unique theater support, external support, and systems support contracting capabilities. Available at: [https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB\\_ID=106032](https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=106032)



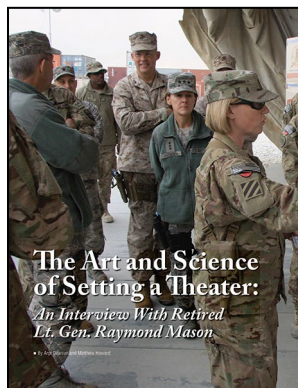
**TP 3-34.40: General Engineering, 25 FEB 2015**

This multi-Service publication provides planning, preparation, and execution detail to provide critical functions that support sustainment and overall setting the theater. Key functions and parameters include unified facilities criteria; field force engineering; construction; sea and air ports, and helipads; roads and railroads; bridging and basecamps; real estate; and key utilities (power systems, water production, and well drilling.) Available at: [https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB\\_ID=105043](https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=105043)

**JP 3-31: Command and Control for Joint Land Operations, 24 FEB 2014**

Chapter three of this Joint Publication (JP) describes set the theater as part of employment planning activities required for conducting joint and multinational land operations (Section A. Planning, 3. Support to Joint Operation Planning, d. Operational Art (2), p. III-5). This publication draws a connection between set the theater and operational art.

Available online at: [https://www.jcs.mil/Portals/36/Documents/Doctrine/pubs/jp3\\_31.pdf](https://www.jcs.mil/Portals/36/Documents/Doctrine/pubs/jp3_31.pdf)

**Relevant Articles****The Art and Science of Setting a Theater: An Interview with LTG (Retired) Raymond Mason, Army Sustainment, page 46, September – October 2017**

LTG(R) Mason provides a holistic view of set the theater and elaborates on connections to joint reception, staging, onward movement, and integration (JRSOI); operational contracting; and U.S. Army force structure. Available at: <http://www.alu.army.mil/alog/2017/SEPOCT17/PDF/SEPOCT2017.pdf>

## Force Projection and Force Reception Doctrine Update, Army Sustainment, page 5, September – October 2017



MG Paul C. Hurley, Jr. discusses set the theater and elaborates on connections to JRSOI, operational contracting, and U.S. Army force structure. Available at: <http://www.alu.army.mil/alog/2017/SEPOCT17/PDF/SEPOCT2017.pdf>

## Setting the Theater in the Middle East, Army Sustainment, page 16, September – October 2017



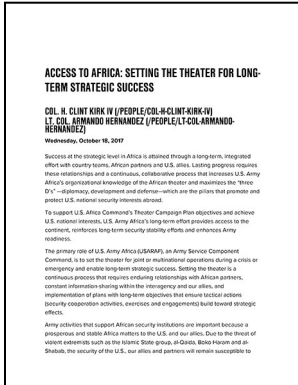
MG Flem B. “Donnie” Walker, Jr., commander of the 1st Theater Sustainment Command (TSC), discusses setting the theater in the U.S. Central Command (USCENTCOM) area of responsibility. He describes set the theater as a four-step process: identify requirements, assign current capabilities, mitigate risk, and execute orders and mission command. Available at: <http://www.alu.army.mil/alog/2017/SEPOCT17/PDF/SEPOCT2017.pdf>

## Setting the African Theater, Army Sustainment, page 23, September – October 2017



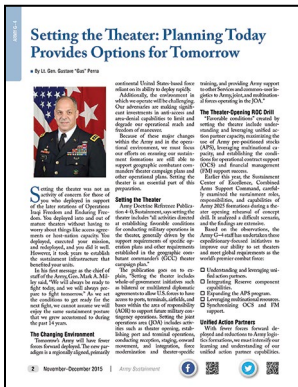
MG Mark Palzer, commander of the 79th TSC, discusses setting the theater in the U.S. Africa Command (USAFRICOM) area of responsibility. He describes a conceptual framework that identifies stakeholders, prioritizes countries and regions, and provides for assessments. He also emphasizes the cooperative efforts of U.S. Army Africa (USARAF), the 79th and 21st TSCs, and other supporting agencies. Available at: <http://www.alu.army.mil/alog/2017/SEPOCT17/PDF/SEPOCT2017.pdf>

# Access to Africa: Setting the Theater for Long-Term Strategic Success, ARMY Magazine, 18 OCT 2017



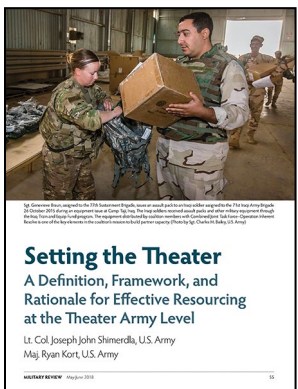
COL H. Clint Kirk IV, U.S. Army Africa's chief of staff, and LTC Armando Hernandez, USARAF's public affairs director, discuss the efforts of USARAF to develop enduring relationships with various partners on the African continent in support of USAFRICOM Theater Campaign Plan objectives. Available at: <https://www.ansa.org/articles/africa-setting-theater-strategic-success>

# Setting the Theater: Planning Today Provides Options for Tomorrow, Army Sustainment, page 2, November – December 2015



LTG Gustave "Gus" Perna, discusses set the theater from his perspective as Army Deputy Chief of Staff, G-4. He describes the Army's changing operational environment and initiatives taken to improve the Army's ability to set the theater. Available at: <http://www.alu.army.mil/alog/2015/novdec15/pdf/novdec2015.pdf>

# Setting the Theater: A Definition, Framework, and Rationale for Effective Resourcing at the Theater Army Level, Military Review, May – June 2018



LTC Joseph John Shimerdla and MAJ Ryan Kort discuss the difficulty of defining what it means to set the theater and how USARAF and Southern European Task Force address their set the theater responsibilities. Available at: <https://www.armyupress.army.mil/Journals/Military-Review/English-Edition-Archives/May-June-2018/Setting-the-Theater-Effective-Resourcing-at-the-Theater-Army-Level/>

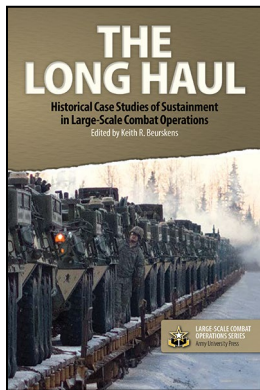
**2014 Green Book: Rebalanced and Beyond, Army.mil, 30 SEP 2014**



GEN Vincent K. Brooks, the commanding general of USARPAC, describes his approach to setting the largest theater. He draws connections between set the theater responsibilities and various strategic documents, including the Joint Strategic Capabilities Plan and the Guidance for Employment of the Force. Available at: <https://www.army.mil/article/134913>

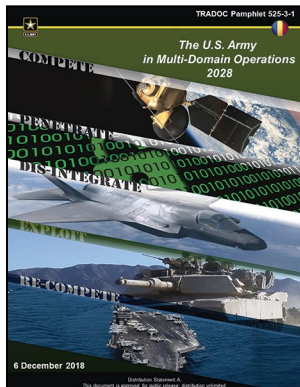
**Other Works**

**The Long Haul: Historical Case Studies of Sustainment in Large-Scale Combat Operations, Army University Press, 2018**



This book is a collection of historical case studies of sustainment operations drawn from the past with lessons for large-scale combat operations (LSCO). It is chronologically organized, includes vignettes from World War I; World War II; the Korean, Vietnam, and Falklands Wars; Desert Storm; and Operation Iraqi Freedom. It intends to develop thoughtful reflection and critical thinking. Available at: <https://www.armyupress.army.mil/Portals/7/combats-studies-institute/csi-books/the-long-haul-lsco-volume-4.pdf>

**TRADOC PAM 525-3-1: The U.S. Army in Multi-Domain Operations 2028, 06 DEC 2018**



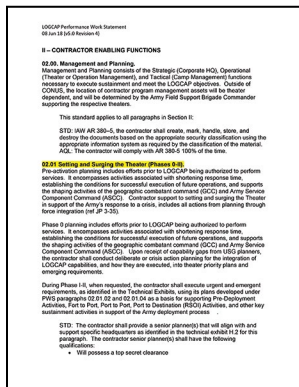
This pamphlet proposes a series of solutions for layered standoff. The central idea in solving this problem is the rapid and continuous integration of all domains of warfare. It describes the set the theater responsibilities of the theater armies in multi-domain operations. Available at: <http://adminpubs.tradoc.army.mil/pamphlets/TP525-3-1.pdf>

## TRADOC PAM 525-3-8: U.S. Army Concept: Multi-Domain Combined Arms Operations at Echelons Above Brigade 2025-2045, 06 DEC 2018



This pamphlet describes how Army forces might quickly respond to crisis, compete below the threshold of conflict, defeat aggression, and prevail in LSCO against capable near-peer threats. It considers set the theater activities as part of that description. Available at: <http://adminpubs.tradoc.army.mil/pamphlets/TP525-3-8.pdf>

## LOGCAP Performance Work Statement, 18 JAN 2019



Logistics Civil Augmentation Program (LOGCAP) is a performance-based program which provides broad, contracted sustainment support to geographic combatant command (GCC) joint operations, coalition partners, and other federal agencies. LOGCAP addresses all ASCC regional and country planning requirements, where a military capability is not readily available, in support of setting the theater and theater sustainment. LOGCAP planners are placed at the ASCC, TSC, and corps with LOGCAP decision authority being at the ASCC. This excerpt of the LOGCAP V Performance Work Statement covers LOGCAP set the theater capabilities.

Authorized users with a JLLIS account can find this resource by logging on to JLLIS and searching for the Set the Theater Community of Practice (#3277). Search for the number and look under the CoP tab. Log on to JLLIS at <https://www.jllis.mil/apps/>.



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