

COMMAND AND CONTROL
FACILITIES (C2F)
and OTHER ARMY
HEADQUARTERS (Army HQ)

ATTACHMENT D

NUMBERED ARMY (#A)
PROGRAMMING REQUIREMENTS

UFC 4-140-03
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Attachment D. Command and Control Facilities (C2F): Numbered Army (#A)

The Numbered Army (#A) is for specific regional commands. For example, 3rd Army is the Army Service Command Component for US Central Command or CENTCOM. Each Numbered Army has a regional focus and is tailored to meet the unique requirements of its assigned area of responsibility.

This Attachment is organized as follows:

- Part 1 provides an adjacency diagram that shows the desired relationships between the groups within the Headquarters facility;
- Part 2 provides a description of the major staff elements that will occupy the facility;
- Part 3 provides a bubble diagram for a three-story layout of the staff groups;
- Part 4 provides the space program summary and detailed space program

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Part 1: C2F Adjacency Matrix; Numbered Army (#A)

Table D-1: Adjacency Matrix; Numbered Army. Adjacencies are based on levels of interaction, relative security needs and relationship to operational areas within the C2F. Table D-1 shows desired adjacency relationships for the numbered Army HQ. The diagram includes expected augmentation for CONUS based Armies.

	SECURITY ZONE 1 (SZ1)																SECURITY ZONE 2 (SZ2)							SECURITY ZONE 3 (SZ3)								
	CMD CONF	CMD	SPEC-CHAP	SPEC-IG	SPEC-IR	SPEC-PAO	SPEC-SAFE	SPEC-SJA	SPEC-SURG	G4 SUST ADMIN.	G4 SUST HQ SECT.	G4 MOBILITY OPS	G4 PEPP DIVN	G4 SUST OPS	G8 SUST ADMIN.	MED OPS ADMIN	CMO DIVN OPS	ENGR DIVN ADMIN	INTEL	MNVR	FECC	PROTECT	C2 INFO SYS	CMD DIG LIAISON	GEOSPATIAL	Maneuver COPS	C2 SPT		SCIF	NOC	OC	
CMD CONF	5	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	CMD CONF	
CMD		3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	CMD	
SPEC-CHAP			3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	2	3	3	SPEC-CHAP	
SPEC-IG				3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	2	3	3	SPEC-IG	
SPEC-IR					3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	2	3	3	SPEC-IR	
SPEC-PAO						3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	2	3	3	SPEC-PAO	
SPEC-SAFE							3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	2	3	3	SPEC-SAFE	
SPEC-SJA								3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	2	3	3	SPEC-SJA	
SPEC-SURG									3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	2	3	3	SPEC-SURG	
G4 SUST ADMIN.										3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	2	3	3	G4 SUST ADMIN.	
G4 SUST HQ SECT.											3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	2	3	3	G4 SUST HQ SECT.	
G4 MOBILITY OPS												3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	2	3	3	G4 MOBILITY OPS	
G4 PEPP DIVN													3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	2	3	3	G4 PEPP DIVN	
G4 SUST OPS														3	3	3	3	3	3	3	3	3	3	3	3	3	2	2	3	3	G4 SUST OPS	
G8 SUST ADMIN.															3	3	3	3	3	3	3	3	3	3	3	3	2	2	3	3	G8 SUST ADMIN.	
MED OPS ADMIN																3	3	3	3	3	3	3	3	3	3	3	2	2	3	3	MED OPS ADMIN	
CMO DIVN OPS																	3	3	3	3	3	3	3	3	3	3	2	2	3	3	CMO DIVN OPS	
ENGR DIVN ADMIN																		3	3	3	3	3	3	3	3	3	2	2	3	3	ENGR DIVN ADMIN	
INTEL																			4	4	4	4	4	4	4	4	4	4	4	4	INTEL	
Maneuver																				4	4	4	3	3	3	3	4	4	3	3	4	Maneuver
FECC																					4	4	3	3	3	3	4	4	3	3	3	FECC
PROTECT																						4	4	3	3	3	4	4	3	3	3	PROTECT
C2 INFO SYS																							4	3	3	3	4	4	3	4	3	C2 INFO SYS
CMD DIG LIAISON																								3	3	3	4	4	3	3	3	CMD DIG LIAISON
INT SPT/OPS																											4	4	5	3	3	GEOSPATIAL
Maneuver COPS																											4	3	3	3	Maneuver COPS	
SCIF																														3	3	SCIF
NOC																														3	3	NOC
OC																														3	3	OC

Legend:

- 5 High adjacency correlation
- 4 Positive adjacency correlation
- 3 Neutral adjacency correlation
- 2 Negative adjacency correlation
- 1 Strong negative adjacency correlation

Security Zone 1: Controlled Access for physical and personal security purposes allowing access for support staff and limited public access.

Security Zone 2: Controlled Access for operational and information security purposes with electronic or mechanical access control.

Security Zone 3: Authorized Operational Staff Only - Restricted Access (OPEN STORAGE). The number of access points to SZ3 shall be limited to the fewest number possible to accommodate operational requirements with electronic or mechanical access control. All access points include proximity card readers.

Note 1: Security Zones shall be equipped with programmable electronic key card systems in order to control access to the different zones and spaces

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Part 2: Numbered Army (#A) C2F: Major Staff Element Descriptions

A Numbered Army consists of nine major staff groups:

- Command group
- Special staff
- Operational intelligence staff
- Operational maneuver staff
- Operational fires and effects staff
- Operational protection staff
- Operational Command and Control (C2) staff
- Sustainment staff
- Liaison staff

Table D -2 provides a description of the major staff groups and special staff elements within a numbered Army Headquarters. This table should be used in conjunction with the adjacency matrix to develop internal facility plans. Because of its nature, the special staff is broken out into its component elements. The intel, maneuver and C2 staffs are broken into the elements that divide between security zones two and three (SZ 2 and SZ 3). The sustainment staff has been broken into its elements because of the large size of the sustainment staff group.

Table D–2: Staff Group Descriptions:

STAFF GROUP	ZONE	FUNCTIONS AND RELATIONSHIPS
Command Group	1	The Command section corresponds to the office of the CEO of a corporation. It needs to be located away from heavy traffic activities and must provide a means for support personnel to control the flow of visitors. It also needs to have an unrestricted access route to the main entrance that allows visitors to have right of entry to the command reception area without moving through operational areas of the building such as the SCIF, JOC and the work areas of Intel and Maneuver.
Special Staff - Chaplain	1	The office of the chaplain belongs to the personal staff of the commander. The chaplain is responsible for advising the commander on areas of religious support to assigned soldiers and units and for coordinating religious activities of all faiths within the area of responsibility. The office of the chaplain should have proximity to the command suite but should be positioned so that visitors to the office of the chaplain are not able to be monitored by the command group
Special Staff - Inspector General	1	The office of the inspector general (IG) and the equal opportunity (EO) office belong to the personal staff of the commander. Both have visitor traffic that should be separate from other traffic flowing to the command group and the confidentiality of visitors to these sections has a higher priority than ease of access between the commander, the IG and the EO. The inspector general is responsible for ensuring internal policies and procedures are consistent with all appropriate regulations and for ensuring grievances against members of the command are investigated impartially to determine if they have merit. The EO has similar responsibilities in the area of regulations related to equal opportunity.

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Special Staff - Internal Review	1	The Internal Review section is responsible for developing and implementing an internal review program to safeguard, account for, properly use, and care for resources used in accomplishing the command's mission.
Special Staff - Public Affairs	1	The PAO staff has a three-part assignment. The PAO is responsible for public information, command information and community relations. As the public information office the PAO is responsible for all interactions with the media. As the command information office it is responsible for internal communication within the organization including command publications and dissemination of official organization, Army and defense department information to soldiers and organizations assigned to or under the command of the Corps or Division. As the community relations office they are responsible for working with local political officials to improve communication between the Army and local populations. When deployed, this latter duty would be coordinated with the Civil Affairs team and the State Department country team. The PAO is on the personal staff of the commander and should have good access and proximity to the command suite. The PAO also has visitors who are not affiliated with the organization including members of the media, who should not have unescorted access in the vicinity of the command suite.
Special Staff - Safety	1	The safety officer is responsible for coordinating safety activities throughout the command, including the command safety and occupational health program, accident prevention program, providing safety training to the local civilian labor force, and preparing risk assessments and recommending risk-reduction control measures for all operations.
Special Staff - Staff Judge Advocate	1	The JAG is similar to the legal staff of a large corporation. The most familiar function of the JAG is serving as the prosecutor for the commander in matters involving felonies by soldiers assigned to the organization. More critical functions include the law of war, contract law and legal support to stabilization operations. The JAG is on the personal staff of the commander and should be located with good access and proximity to the command suite.
Special Staff - Surgeon	1	The surgeon is responsible for coordinating health assets and operations within the command including medical evacuation, combat stress control, mass casualty plans, combat health logistics, preventative medicine services and advising the command on health services and health matters.
INTEL	2	The Operational Intel Section supports the commander in the areas of opposition research, terrain analysis and weather. The activity of Intel involves a variety of secure communications capabilities and much of their workspace is inside of the Sensitive Compartmented Information Facility (SCIF) portion of the building and requires strict access control. They also require direct access to the parking area for SCIF ready vehicles adjacent to the SCIF. The non-SCIF portions of the INTEL section should be immediately adjacent to the SCIF. It should be located away from areas that have customer service activities related to other sections.

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INT SPT/OPS	3	The Intel Support and Operations staff are the primary elements that operate inside the SCIF.
MANUEVER	2	The Maneuver officer's functions are similar to those of the chief operations officer of a corporation. The G-3 section is responsible for coordinating and supervising the mission functions of the assigned organizations. Because the G-3 integrates the operational functions of the other staff sections as they relate to the mission it should be as centrally located as possible consistent with other requirements and constraints. Much of the work of the G-3 involves dealing with classified information and communications. As such, it should be isolated from activities that generate traffic that is not related to the operational function of that section. The The G3/G5 section is the long range planning cell of the organization. They focus on potential and future operations with the purpose of developing plans and orders to other staff agencies and subordinate organizations. The Plans section is not widely interdisciplinary, but works with designated individuals from other activities who are adjunct members of the plans team. This section has a significant amount of classified material which creates a need for an area
MANUEVER COPS	3	The Maneuver COPS is responsible for managing the joint operations center (JOC), also referred to as the Combined Operations and Intel Center (COIC), which is a restricted area.
Fires and Effects	2	The Fires and Effects Cell is responsible for coordinating vertical aspects of the battle field. It works closely with the maneuver and protection staff groups and assists in planning, coordinating and assesing the status of operations related to aviation, air defense, non-line of sight weapons and space operations. It should be provided space close to Maneuver, Intel and Protection.
Protection	2	Protection encompasses the diverse set of activites that focus on protecting the force from hostile actions away from the main points of engagement in addition to enhancing the survivability of units engaged in combat operations. It includes military police, engineer, chemical, biological, radiological and high explosive defense (CBRNE) and active air defense measures.
Command & Control - Information Systems	2	The Operational C2 section proper is similar to the IT management section of a corporation. At the Army Headquarters level it performs policy and management functions such as estimating requirements, allocating resources and establishing priorities. The staff is not necessarily involved in the day to day operation of the networks or communications systems. Similarly it may not provide help desk or hardware and software management. Rather, it provides plans and policies for the organization as a whole and exercises staff supervision of the IT specialist who provides direct support to users. The C2 section may be augmented with personnel from the signal company which does provide network operations, computer maintenance and hardware and software support. The C2 staff group has overall responsibility for the operation of the network operations center (NOC).

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Command and Control - Support	3	The C2 support staff is responsible for the day to day operation of the Network Operations Center and may include staff from external organizations and/or contractors.
Sustainment - G1	1	The G-1 office is equivalent to the human resources department of a corporation. While the G-1 has representatives who support operational activities in the building, they serve a clientele that often does not have a requirement for access to operational areas. While it corresponds to a human resources department, it generally does not provide customer service to individual soldiers. Rather, the G-1 serves human resource specialists from subordinate organizations and agencies. The G-1 section frequently provides the personnel who control access to the commander and so proximity to the command suite is recommended as long as traffic to the G-1 does not invade the privacy of the command suite.
Sustainment - G4	1	The G-4 section is responsible for the administration of the logistics, transportation and maintenance functions and programs within the area of responsibility. It does not perform any industrial type functions. It generates traffic that should be excluded from operational areas. It does not provide direct customer service. Most of the traffic it generates will be logistics, transportation and maintenance managers from subordinate organizations.
Sustainment - G8	1	The G8 section is responsible for resource management functions of the headquarters. It interacts primarily with the G4, G1 and the command group.
Sustainment - Medical	1	The surgeon is responsible for coordinating health assets and operations within the command including medical evacuation, combat stress control, mass casualty plans, combat health logistics, preventative medicine services and advising the command on health services and health matters.
Sustainment - Civil Military Operations	1	The Civil Military Operations Staff section is responsible for assisting the commander in the area of interaction with local populations.
Sustainment - Engineer	1	The engineer has staff responsibility for enhancing movement of friendly forces, obstructing movement of enemy forces and construction support in the area of operations. The engineer also has staff supervision of the topographic section, some of which operates in the SCIF. They need to be located with proximity to the Maneuver, Intel and the SCIF.
Command and Digital Liaison Cell	2	Liaison activities augment the commander's ability to synchronize and focus combat power. They include establishing and maintaining physical contact and communication between elements of military forces and, as directed, nonmilitary agencies.

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Part 3: Bubble Diagrams. Figures D-1 through D-3 illustrate the desired distribution of spaces within the C2F based upon an assumed three story structure and the adjacency matrix. The bubbles represent the relative space required for each staff group based on the program in Part 4.

Figure D-1: Numbered Army (#A) C2F First Floor Schematic Layout:

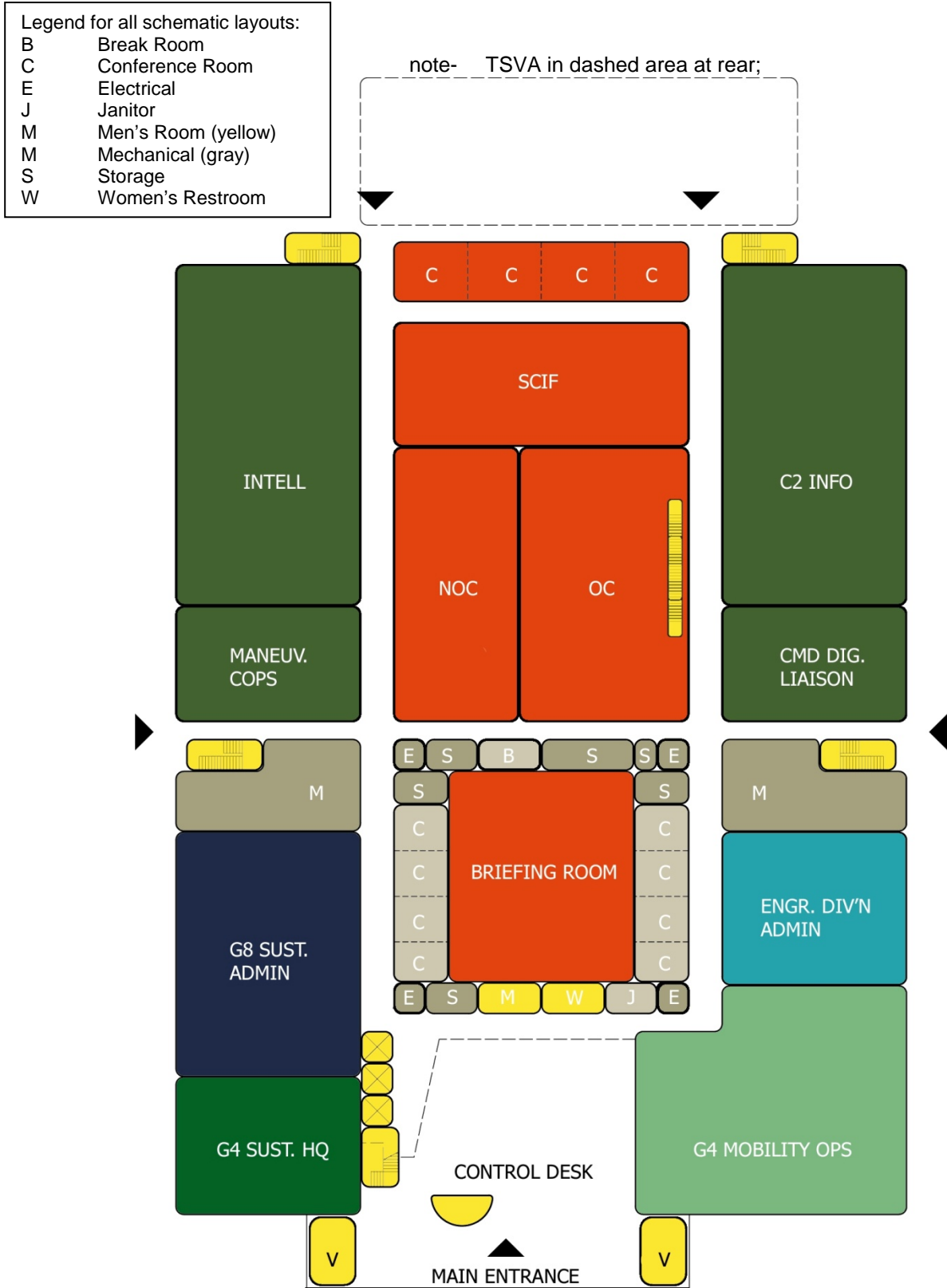
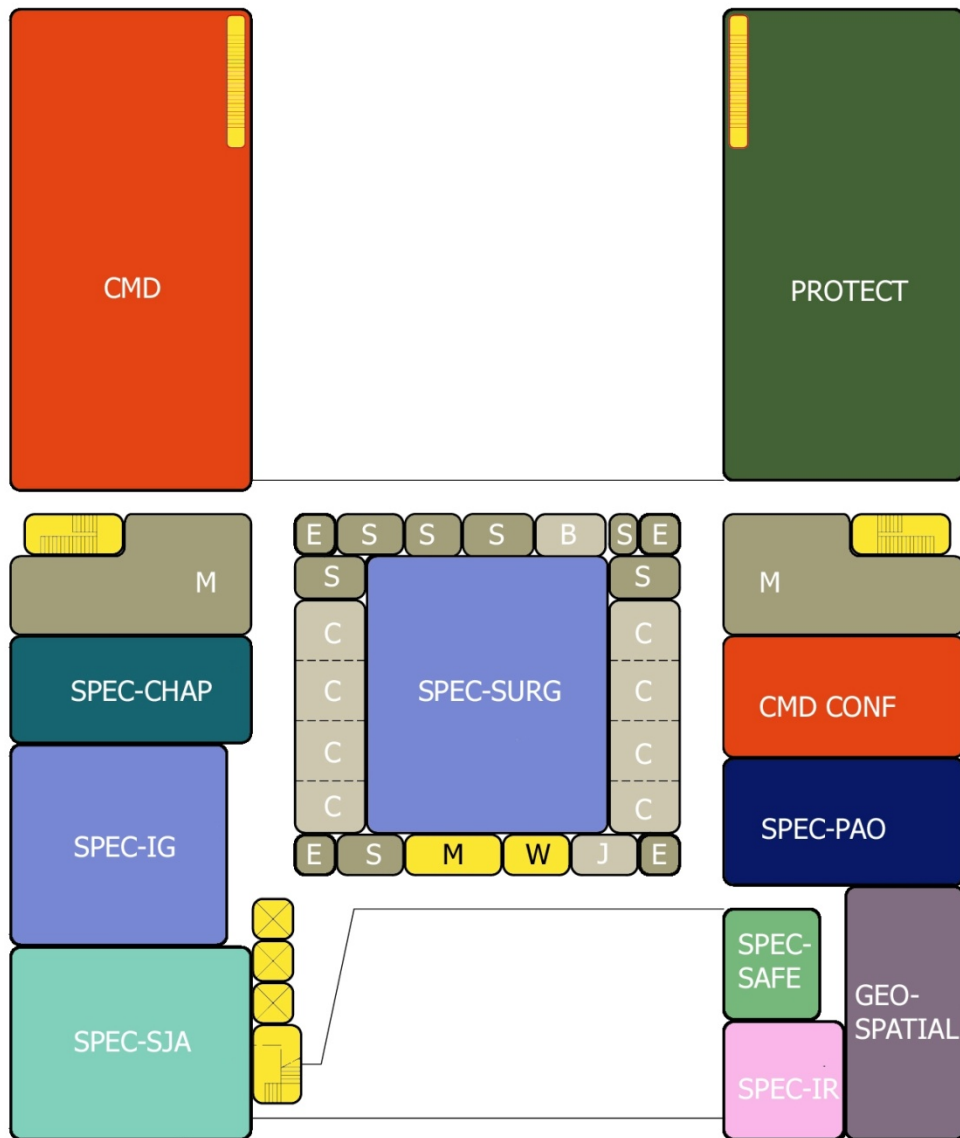


Figure D-2: Numbered Army- (#A) C2F Second Floor Schematic Layout:



Figure D-3: Numbered Army- (#A) C2F Third Floor Schematic Layout:



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Part 4: Numbered Army (#A) Space Program

Program Requirements: The following is a summary of all spaces authorized in a Numbered Army C2F that is organized with an authorized strength that is within ± 5 per cent of the objective program presented here.

ASCC - NUMBERED ARMY HEADQUARTERS	
NUMBERED ARMY	
16-Sep-07	
ASCC - NUMBERED ARMY HEADQUARTERS PROGRAM SUMMARY	
VERSION 5.2 8x8 Cubicles at 60% Circulation	

PERSONNEL REQUIREMENTS SUMMARY				
Command				Personnel
ASCC Numbered Army Standard Total Personnel				1339
Total Admin Personnel				1146
Grand Total HQ Facility Personnel				1339

AREA REQUIREMENTS SUMMARY						
DESCRIPTION	ADMIN SPACES	SPECIAL SPACES	SCIF	NOC	OC	PROGRAMMED NSF
Total Programmed Area Requirements	83,384	43,641	6,813	3,609	9,541	146,988
Total Intra - Office Circulation	44,250	10,527	2,594	1,641	5,975	64,987
Subtotal 1 (All Programmed Area Requirements)						211,975
Grand Total HQ Facility Area Requirements						297,692

BUILDING AREA PER PERSON				
Total Administrative NSF Per Person				1339
Total GSF Per Person				222

Key for detailed Program (on following pages):

1. Square foot requirements shaded in light blue throughout the program are accounted at the bottom of program in the SCIF Program.
2. Square foot requirements shaded in light yellow throughout the program are accounted at the bottom of program in the Operation Center (OC) Program.
3. Square foot requirements shaded in green throughout the program are accounted at the bottom of program in the Network Operation Center (NOC) Program.