ATP 4-93.1

Combat Sustainment Support Battalion

JUNE 2017

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Headquarters Department of the Army

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Preface

ATP 4-93.1 provides doctrine describing the capabilities, organization, and operations of the combat sustainment support battalion headquarters. Subordinate units are task organized to the combat sustainment support battalion depending on operational and mission variables. This publication also describes combat sustainment support battalion's command and support relationships with tactical units and strategic partners.

The principal audience for ATP 4-93.1 is all members of the profession of arms. Commanders and staffs of Army headquarters serving as joint task force or multinational headquarters should also refer to applicable joint or multinational doctrine concerning the range of military operations and joint or multinational forces. Trainers and educators throughout the Army will also use this publication.

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

ATP 4-93.1 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. ATP 4-93.1 is not the proponent publication for any terms or definitions. For definitions shown in the text, the term is italicized and the number of the proponent publication follows the definition.

ATP 4-93.1 applies to the Active Army, Army National Guard/Army National Guard of the United States and United States Army Reserve unless otherwise noted.

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Introduction

ATP 4-93.1 describes the Army combat sustainment support battalion's characteristics, capabilities, organizations, and operational processes. ATP 4-93.1 is a new publication. It is written for commanders, staffs, and Soldiers at all levels, leaders, and instructors at military institutions, students, and doctrine and training developers. It provides relevant information for an Army combat sustainment support battalion (CSSB) in support of decisive action tasks.

This publication refines the description of the CSSB headquarters. Topics include: organization, command and support relationships, command post activities, logistics support operations, and CSSB notional task organizations. It reflects the experiences and knowledge gained from current operations.

The Army techniques publication (ATP) explains how a CSSB operates to sustain Army forces as part of Army unified land operations. Unified land operations describe how the Army operates through simultaneous offensive, defensive, and stability or defense support of civil authorities' tasks.

Deployed CSSBs are task organized to support Army forces in support of decisive action tasks. The CSSB provides support and services to enable operational reach, to ensure freedom of action, and to prolong endurance of Army forces conducting decisive action tasks. ATP 4-93.1 is consistent with joint and Army doctrine.

The ATP is organized to describe the combat sustainment support battalion capabilities, organization, and employed missions. ATP 4-93.1 has six chapters and an appendix:

Chapter 1 describes the capabilities, relationships, and organization of the combat sustainment support battalion headquarters.

Chapter 2 describes how the combat sustainment support battalion commander and staff apply mission command doctrine. It describes how commanders organize the staff into functional and integrating cells to perform command post functions and includes recommendations of which staff members could perform specific functional cell tasks. This chapter also includes content that provides considerations for developing the logistics synchronization matrix and the logistics common operational picture.

Chapter 3 describes support operations. This includes what the support operations staff does and explanations and recommendations for area support, echelon support, supply point distribution, and unit and throughput distribution.

Chapter 4. describes the support area in contiguous and noncontiguous areas of operations. The chapter offers the CSSB commander, staff, and subordinate commanders factors to consider when evaluating proposed sites from which to support the force and in which to defend themselves.

Chapter 5 describes how the combat sustainment support battalion supports the joint operational area. This chapter includes a short discussion on support agreements and civil military operations. It includes logistics considerations supporting the offense, defense, stability, or defense support of civil authorities tasks.

Chapter 6 describes logistics capabilities and functional companies that are usually attached to a CSSB. It also includes example CSSB task organizations.

Appendix A describes the standardized mission essential task list.

Chapter 1

Combat Sustainment Support Battalion Capabilities and Organization

The CSSB is a multifunctional logistics headquarters. It is task organized with capability required to support specified mission requirements. The CSSB supports echelon above brigade units, multifunctional brigades (maneuver enhancement brigade, field artillery brigade, and combat aviation brigade), functional support brigades (military police, signal, and engineer brigades), and brigade combat teams. The CSSB may support Army special operations forces as part of their area support task. This chapter describes the capabilities, relationships, and organization of the CSSB headquarters.

CAPABILITIES

1-1. The role of a CSSB is to exercise mission command for task organized companies, teams, and detachments executing logistics operations. The CSSB is task organized with functional companies, teams, and detachments. It is designed to employ and control up to six company-sized units conducting logistics operations. The requirements for the number and type of units attached to a CSSB is mission dependent. Attaching additional units to a CSSB task organization may increase responsiveness but reduces agility of the CSSB specifically in the ability to provide effective mission command. See ADRP 6-0, *Mission Command*.

1-2. The CSSB headquarters' core competency is to execute the operations process (plan, prepare, execute, and assess) for logistics support. The CSSB establishes a command post, executes the operations process, and synchronizes logistics operations in support of mission requirements. It may be task organized to support theater of operations opening, sustainment, theater distribution, and theater closing operations. CSSB support operations are addressed in chapter three. See ADRP 5-0, *The Operations Process*, for more information.

1-3. The functions of a CSSB are transportation operations (mode, terminal, and movement control), maintenance operations, supply, field services, and mission command tasks. The purpose of a function is to delineate the set of executable capabilities that an organization requires to accomplish its role. The functions support the core competencies that are required to accomplish the role.

1-4. The CSSB headquarters is a multifunctional logistics headquarters with the flexibility to control and synchronize execution of all logistics functions. The deployed CSSB's attached units may operate within the brigade, division or corps areas of operations. The CSSB also operates from a port of debarkation. The battalion headquarters adapts to support any type of unit using a variety of command and support relationships. These are the characteristics which enable a task organized CSSB to execute logistics support at the tactical level of war.

1-5. CSSBs are normally attached to a sustainment brigade. The CSSB has a general support relationship with all units operating in its area unless otherwise directed by an order. More details about command and support relationships are provided in this chapter and throughout the ATP. See ADRP 5-0, *The Operations Process*, FM 6-0, *Commander and Staff Organization and Operations*, and FM 4-95, *Logistics Operations* for command and support relationships doctrine.

1-6. The CSSB headquarters plans and coordinates security operations throughout the conduct of operations. CSSB security operations include observation posts, local security patrols, perimeter security, and other measures to provide close-in security for a force. The CSSB is not designed with the capabilities

required to perform terrain manager functions as described in ADRP 5-0. More information about security operations is included in chapter four.

1-7. A task organized CSSB's dependencies are determined by its mission. Examples of an employed CSSB's dependencies are listed below.

- The sustainment brigade for administrative support.
- A support maintenance company for field maintenance and recovery support.
- An expeditionary signal battalion or the sustainment brigade for communications support. The CSSB has no organic communications assets and should plan to request support from an expeditionary signal battalion. The sustainment brigade's attached signal network support company is capable of supporting the sustainment brigade's main command post plus two other organizations or command posts.
- An area support medical company for Role 2 medical support. The CSSB has no organic medical assets so the area support medical company also provides Role 1 medical treatment and evacuation. Additional Role 1 capabilities are available in the sustainment brigade's special troops battalion. Individual Soldiers provide first aid in the form of self-aid/buddy aid. Combat lifesavers provide enhanced first aid. Emergency requests for class VIII resupply of combat lifesaver bags and improved first aid kits may be made through the area support medical company. See FM 4-02, *Army Health System* and ATP 4-02.1, *Army Medical Logistics*, for additional information.

RELATIONSHIPS

1-8. Command and support relationships establish clear responsibilities and authorities between superior, subordinate and supporting units. Doctrine sets general guidelines. Mission orders will determine the details of the relationships. Army command and support relationships are similar but not identical to joint command authorities and relationships. Changes in command relationships do not necessarily require changes in support relationships, especially if the nature of the support does not change. Simple command and support relationships increase the likelihood of success. Doctrinal relationships are defined and explained in JP 1, *Doctrine for the Armed forces of the United States*, ADRP 5-0, *The Operations Process*, and FM 6-0, *Commander and Staff Organization and Operations*.

COMMAND RELATIONSHIP

1-9. Army command relationships are: organic, assigned, attached, operational control, and tactical control. Command relationships unify effort and enable commanders to use subordinate forces with maximum flexibility. The type of command relationship often relates to the expected longevity of the relationship between the headquarters involved and quickly identifies the inherent responsibilities of the gaining and losing Army commanders. Leaders and Soldiers must understand Army command relationships and the impact those relationships have on providing and receiving sustainment support.

1-10. The CSSB's command relationship and task organization change based on mission requirements. Subordinate units may have different command relationships than their parent CSSB. For example, a CSSB attached to a sustainment brigade may have a subordinate transportation company under the tactical control of a special operations unit for a specific period of time to complete a specified mission.

1-11. Units that have a command relationship with each other do not have to establish a support relationship with each other. As depicted in figure 1-1, the CSSB is normally attached to a sustainment brigade therefore, the sustainment brigade has the authority to establish priorities and impose further command or support relationships. This relationship provides the sustainment brigade the flexibility to task organize subordinate CSSBs. Mission command doctrine describes the intended relationship, not a prescribed relationship. See ADRP 6-0, Mission Command, for more information.

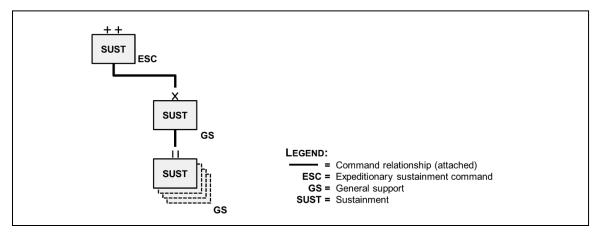


Figure 1-1. Normal combat sustainment support battalion relationship

SUPPORT RELATIONSHIP

1-12. Support relationships define the desired purpose, scope, and effect when one capability supports another. Army support relationships are not command authorities and are more specific than joint support relationships. FM 6-0, *Commander and Staff Organization and Operations*, discusses Army and joint support relationships. JP 4-0, *Joint Logistics*, JP 4-08, *Logistics in Support of Multinational Operations*, and ALP 4.2, *Land Forces Logistic Doctrine*, have more information about the authorities, organizations, and control mechanisms that enable the synchronization of logistics in support of the joint and multinational force commander.

1-13. There are four support relationships in Army doctrine: direct support, reinforcing, general support reinforcing, and general support. The CSSB has a general support relationship with all units in its area, unless directed by order. This includes brigade combat teams (BCT), multifunctional and functional support brigades, and special operations forces. The CSSB and its subordinate units may have a direct support relationship with supported units. Reinforcing and general support reinforcing support relationships are less common. Support relationships reflect the commander's priority of support and gain efficiencies of use. Orders are used to specify the details of the support relationship.

OTHER

1-14. Administrative control is not a command or support relationship; it is a Service authority. It is exercised under the authority of and is delegated by the Secretary of the Army. JP 1, *Doctrine for the Armed Forces of the United States*, ADP 1-01, *Doctrine Primer*, and FM 6-0, *Commander and Staff Organization and Operations*, provide details about relationships and authorities.

1-15. Coordinating authority and direct liaison authorized apply to Army forces. Coordinating authority is a consultation relationship, not an authority through which command may be exercised. Coordinating authority is more applicable to planning and similar activities than to operations.

1-16. Direct liaison authorized is a coordination relationship, not an authority through which command may be exercised. Direct liaison authorized is more applicable to planning than operations and always carries with it the requirement of keeping the commander granting direct liaison authorized informed.

CSSB Relationships In Unified Land Operations

1-17. The following paragraphs identify the organizations with which the CSSB may have a command or support relationship. There are examples of relationship options in differing circumstances.

Division

1-18. The division commands multiple Army brigades and is the Army's primary tactical headquarters for decisive action. It may serve as a joint task force or joint force land component headquarters in a limited contingency operation. Divisions are not fixed formations, their principal task is commanding, controlling and directing subordinate brigade operations. They may command more than one type of BCT. A division employs and controls up to five BCTs with additional appropriate multifunctional supporting brigades.

1-19. The type of relationship the CSSB has with the division or BCT depends on a number of mission and operational variables. The sustainment brigade commander determines the best posture for the task organized CSSBs and assesses which type of relationship the CSSB will have with supported units. Normally the CSSB will retain a command relationship with the sustainment brigade and have a support relationship with the supported BCT or division.

1-20. In most cases, deployed CSSBs will have a general support relationship with a division. A CSSB supporting a BCT or division as a result of an emerging operational requirement is issued mission orders by the sustainment brigade. The division assistant chief of staff, logistics (G-4) or the brigade logistics staff officer (S-4) reviews the concept of operation and determines the division's or brigade's requirements. The brigade support battalion (BSB) support operations (SPO) officer reviews the requirements: type, scope, and projected duration of support required to determine if the BSB can support. If the BSB requires additional capabilities, the BCT S-4 or Division G-4 establishes the requirements which are passed to the sustainment brigade and the CSSB identified to support the emerging requirements.

1-21. The sustainment brigade commander may recommend a direct support relationship if mission and operational variables indicate. A direct support relationship between a specific CSSB and a specific division, BCT, combat aviation brigade or battalion would be for a specific operation and the CSSB task organization would reflect the supported unit's mission. An example of this command/support relationship is depicted as option 1 in figure 1-2. In this option, the division is responsible for positioning CSSB units and determining CSSB priorities.

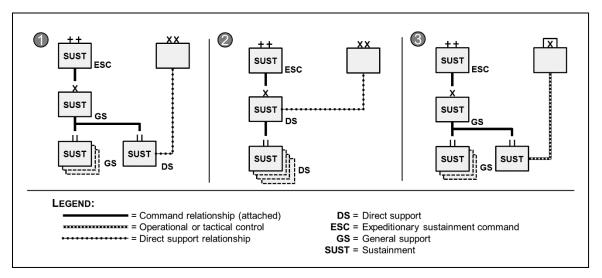


Figure 1-2. Example combat sustainment support battalion relationships

1-22. The CSSB with a direct support relationship with a division or a brigade provides capabilities not resident in the unit and/or additional capacity to support the maneuver commander. Once assigned the direct support relationship, the CSSB and BSB SPO coordinate directly with each other and the CSSB coordinates with the supporting sustainment brigade. An ongoing support relationship between the CSSB and the brigade or division facilitates communication and support.

1-23. Other command and support relationships are appropriate for specific situations. The following paragraphs provide example of situations with possible command and support relationships.

1-24. In rare instances, a division operating at a high tempo might require direct support from an entire task organized sustainment brigade. This is shown as option 2 in figure 1-2. Dedicating a sustainment brigade to a single division for a specific operation or phase is unusual, but may be the best option in some circumstances. A task organized sustainment brigade's capabilities normally far exceed the requirements of a single division. In most cases, the sustainment brigade commander is able to determine and task organize the right mix of capabilities and capacity required to support a division without dedicating the entire brigade.

1-25. A brigade task force geographically separated from other forces could be supported by multiple organizations that are not organic to its unit. The BSB requires additional capability and capacity to support non-BCT units. The sustainment brigade orders a CSSB or a portion of a CSSB to support this brigade task force. The sustainment brigade commander establishes a command relationship such as operational control or tactical control to the supported BCT for a specified period of time. This is option 3 in figure 1-2.

Sustainment Brigade

1-26. The sustainment brigade is a multifunctional headquarters responsible for planning and synchronizing sustainment and integrating subordinate units into sustainment operations. It supports Army forces at the tactical and operational levels, providing support to corps and divisional units and units operating in its area.

1-27. The sustainment brigade commands up to six battalions and is usually assigned or attached to a sustainment command. It is task organized to execute logistics and personnel services, including; supply, maintenance, transportation, field services, distribution, operational contract support, human resources, and financial management. The sustainment brigade and its subordinate units will normally have a general support relationship with supported organizations. A sustainment brigade, and some or all of its subordinate units, may have a direct support relationship with a supported unit while still conducting area support tasks. For more information see ATP 4-93, *Sustainment Brigade*.

Special Operations Sustainment Brigade

1-28. The 528th Sustainment Brigade Special Operations (SO) Airborne (ABN) is designed to support special operations forces. It is a unique Army sustainment brigade because it maintains global situational awareness of deployed Army special operations forces logistics support structures. The 528th Sustainment Brigade (SO) (ABN) sets the operational-level logistics conditions in order to enable Army special operations forces missions. It is assigned to United States (U.S.) Army 1st Special Forces Command and focuses on operational to tactical sustainment support. During periods where only special operations forces are operating in a theater, support may be executed under the 528th Sustainment Brigade (SO) (ABN). ATP 3-05.40, *Special Operations Sustainment*, provides more details on special operations sustainment.

1-29. When deployed, the 528th Sustainment Brigade (SO) (ABN) acts as the logistics headquarters for a joint special operations task force. The 528th Sustainment Brigade (SO) (ABN) integrates Army special operations forces support requirements into the Army Service component command support plan and ensures a timely response to Army special operations forces requirements. The 528th Sustainment Brigade (SO) (ABN) may also control a CSSB in support of a conventional force expansion in the theater of operation until relieved by a conventional sustainment brigade.

CSSB Relationships With Unified Action Partners

1-30. In addition to Army units, the CSSB may provide common item support or common-user logistics (CUL) to other Services as a result of: executive agent responsibility, lead service designation and interservice, cross servicing or service support agreements. The following paragraphs identify units and organizations the CSSB will support and from whom they will receive support.

1-31. The CSSB may be required to provide support to intergovernmental, interagency, non-governmental agencies. Support for these organizations is coordinated and directed by the joint force commander (JFC) and should be specified in orders with detailed instructions on what and how much support is provided. Direct interface between intergovernmental and interagency organizations is limited to those that support the CSSB, such as the Department of Homeland Security, and those that the CSSB is ordered to support, for example providing life support to a Defense Logistics Agency team.

1-32. Service support agreements range from formal to informal. Executive agency is a formal responsibility usually assigned by the secretary of defense. A service support agreement is an informal agreement between two Services to exchange support or services of equal value or like in kind. For example, the Army may establish an informal agreement with the Marines to share a dining facility or maintenance operation on a base camp.

1-33. The Army Service Component Command staff, the sustainment command staff and the sustainment brigade provide the strategic interface for the CSSB. However, there are instances when the CSSB communicates and coordinates directly with unified action partners' representatives to synchronize and integrate support. *Unified action partners* are those military forces, governmental and nongovernmental organizations, and elements of the private sector with whom Army forces plan, coordinate, synchronize, and integrate during the conduct of operations (ADRP 3-0). The level or degree of interaction will depend on the maturity of the theater, the phase of operation and the CSSB's mission.

1-34. This interaction is more common for a CSSB supporting operational level forces, a theater of operations opening mission or a largely contracted mission. CSSB commanders and staff must be familiar with U.S. governmental partners and understand what each partner provides to support Army Service Component Command objectives. There are examples of CSSB interaction with unified action partners throughout this ATP.

Joint Forces

1-35. The Services are responsible for their own operational logistics support systems, platforms, and their execution to support the force. However, the operations plan may require the CSSB to provide common user support, CUL, and common-land transportation support to the joint force. If this is the case, the JFC will annotate the details in orders. See FM 4-95, *Logistics Operations*, for more information on the Army's responsibilities as executive agent to other Services.

Defense Logistics Agency

1-36. The Defense Logistics Agency provides the Services, other federal agencies, and combined and allied forces with the full spectrum of logistics, acquisition and technical services, including reutilization, disposal and disposition of military supplies and equipment management. The CSSB interfaces with representatives of the Defense Logistics Agency Support Team. Defense Logistics Agency support teams are responsible to the combatant commander and work directly with the sustainment command. Defense Logistics Agency publishes a Customer Assistance Handbook that includes a description of subordinate organizations and points of contact. For more details of support available to a specific operation, contact the Defense Logistics Agency Customer Interactions Center.

U.S. Army Materiel Command

1-37. The United States Army Materiel Command provides technology, acquisition support, materiel development, logistics power projection, and sustainment (less medical) to the Army. Three of the United States Army Materiel Command's major subordinate commands that have important roles providing national-level support to the sustainment brigade are the Military Surface Deployment and Distribution Command, the Army Contracting Command and the Army Sustainment Command. The CSSB may interface with United States Army Materiel Command organizations listed below.

Contracting Team

1-38. The CSSB will most likely have contact with a contracting team. Contracting teams operate under the command of a parent contracting support brigade or battalion and may be task organized into separate expeditionary contracting elements. They usually have a direct support relationship with the sustainment brigade. The primary mission of the contracting teams is to develop, solicit, award, manage, and close out theater support contracts (less medical contingency contracts). The contracting team requires logistics and security support such as field feeding, religious, personnel services, medical and movement and protection. For more information about the contracting support brigade and its subordinate units, see ATP 4-92, *Contracting Support to Unified Land Operations*.

U.S. Army Military Surface Deployment and Distribution Command

1-39. Military Surface Deployment and Distribution Command is the single port manager for all common user seaports of embarkation and debarkation and supports the flow of deploying units, equipment and sustainment into the seaport of debarkation. A CSSB supporting theater of operations opening or port operations coordinates with elements of the Military Surface Deployment and Distribution Command.

Army Field Support Battalion

1-40. Army field support battalions are subordinate units of the Army field support brigade. The Army field support battalions usually have a direct support relationship with a division headquarters and general support relationship with other units in its assigned area. These battalions support equipment fielding, systems modernization, sustainment level maintenance, and augment field level maintenance operations. Army field support battalions are the sustainment brigade's portal to United States Army Materiel Command's logistics providers such as the logistics assistance representatives, sustainment maintenance support and Logistics Civil Augmentation Program (LOGCAP) support.

1-41. LOGCAP supports scalable, ready, and responsible logistics and base support services by integrating contracted private sector capabilities to fulfill the operational commander's requirements. The LOGCAP program management office is the focal point for overseeing the program in coordination with requiring activities, contracting activities, contingency contract administration service activities, and compliance organizations. Operational commanders determine the type, duration, and conditions for LOGCAP services in a contingency. For more information regarding LOGCAP, see ATP 4-10.1, *Logistics Civil Augmentation Program Support to Unified Land Operations*.

1-42. Some Army field support battalions are responsible for managing Army prepositioned stocks (less medical). Responsibilities include accounting for and maintaining unit sets, operational project stock and sustainment stocks in support of their aligned theater Army. These commands leverage a combination of Department of the Army Civilians, local national direct hires, and contract service providers to perform care of Army prepositioned materiel in storage. They also support other missions as needed to support Army forces during reception, staging, onward movement, and integration, retrograde and redeployment.

1-43. The CSSB accesses sustainment maintenance through the Army field support battalion. For more information about the Army field support brigade and its subordinate units, see ATP 4-91, *Army Field Support Brigade*. The U.S. Army Medical Materiel Agency is responsible for management of class VIII Army prepositioned stock. Refer to ATP 4-02.1, *Army Medical Logistics*, for additional information regarding class VIII Army pre-positioned stock.

ORGANIZATION

1-44. The CSSB is a logistics headquarters with a commander, personal and coordinating staff, and a headquarters company. The CSSB is task organized with logistics capabilities to support specific requirements. These logistics companies, platoons or detachments include maintenance, supply, transportation mode, terminal and movement control, mortuary affairs, and field services.

1-45. The concept of support developed by the sustainment brigade may require CSSBs to change task organization frequently to meet mission requirements. Cascading concepts carry the top commander's intentions to the lowest levels, and the nesting of those concepts traces the critical path of concentration and priorities. When requirements change, the supporting unit may be released from its direct support relationship and the support or command relationship reassigned through orders.

HEADQUARTERS

1-46. The CSSB commander exercises mission command of all subordinate units. The commander creates a positive command climate to inculcate and foster trust and mutual understanding. The commander trains subordinates in mission command philosophy and executes operations using the mission command warfighting functions tasks and systems.

1-47. The CSSB command sergeant major (CSM) is the senior enlisted member of the CSSB and a member of the commander's personal staff. The command sergeant major provides mature knowledge, experience, and judgement. The CSM communicates with supported unit's command sergeants major to verify the quality of support. The CSM provides technical and tactical advice to the commander on the planning, training, preparation, and execution of all CSSB missions. The commander employs the command sergeant major throughout the area of operations to extend command influence, assess morale of the force, and assist during critical events.

1-48. The combat sustainment support battalion executive officer (XO) is the commander's principal assistant. The XO directs, coordinates, supervises, trains, and synchronizes the work of the staff and ensures effective and prompt staff actions. The executive officer must understand the commander's intent and ensure the battalion staff implements it. The XO provides the commander with the tools to visualize, describe, direct, and assess operations. The executive officer monitors the status of all subordinate units and ensures that status is provided to the CSSB commander. CSSB commanders may delegate authority to the XO to act in their name for specific functions and responsibilities and inform them of any changes in the commander's visualization or intent.

UNIT MINISTRY TEAM (UMT)

1-49. The UMT consists of a chaplain and a chaplain assistant who plan, prepare, execute, and assess religious support in support of all battalion personnel and operations. The UMT provides religious support to meet religious needs of all Soldiers, Families, and authorized Civilians. Battalion UMTs are prepared to provide mobile direct delivery of pastoral religious support to strengthen and sustain Soldiers. As a member of the CSSB commander's personal staff, the chaplain has direct access to the commander and other leaders throughout the battalion area of operations. The chaplain advises on all religious, moral, ethical, and morale issues with potential impact on operations. The chaplain assistant also performs the advisory function to the command and staff. The CSSB unit ministry team works for the CSSB commander, but also works closely with their supervising brigade UMT to ensure religious support provision and advisement is comprehensive and coordinated throughout the brigade area of operations. Battalion UMTs plan and continuously synchronize a concept of religious support with battalion operations processes to ensure effective religious support throughout the CSSB's area in accordance with ATP 1-05.01, *Religious Support and the Operations Process*.

COORDINATING STAFF

1-50. The CSSB coordinating staff includes the battalion personnel staff officer (S-1), the battalion intelligence staff officer (S-2), the battalion operations staff officer (S-3), the S-4, the battalion signal staff officer (S-6) and the support operations and the Sustainment Automation Support Management Office (SASMO). Figure 1-3 depicts the CSSB commander and staff. FM 6-0, *Commander and Staff Organization and Operations*, includes information about the primary staff's common responsibilities and duties.

Sustainment S-1

1-51. The S-1 is the principal staff officer for human resources support and other issues impacting the health, morale and welfare of CSSB Soldiers. The S-1 coordinates CSSB medical, religious, and command interest programs. The quantity of personnel in task organized CSSBs varies from one operation to another. For this reason, the CSSB S-1 is built with a baseline of human resources capability that can be expanded by incorporating subordinate unit's human resources specialist(s) into the battalion staff. The S-1 collaborates with the S-4 to complete the sustainment paragraph and Annex F (Sustainment) of the operation order (OPORD). See ATP 1-0.1, *G-1/AG and S-1 Operations*, for the full description of battalion S-1 responsibilities.

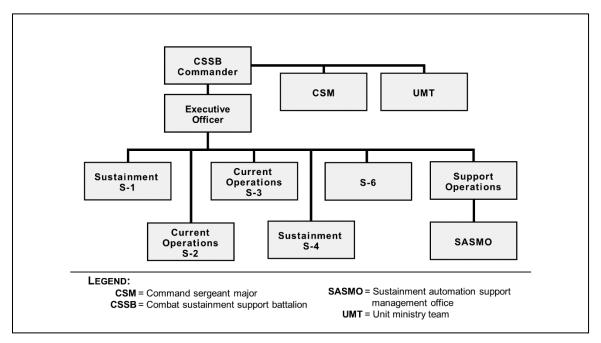


Figure 1-3. Combat sustainment support battalion staff

Current Operations Intelligence S-2

1-52. The S-2 provides intelligence information to support current and future operations and plans. The S-2 leads the staff in intelligence preparation of the battlefield (IPB) and assists the S-3 with developing and executing the information collection plan. Makes recommendations on requesting intelligence, surveillance, and reconnaissance capabilities to collect information. Examples of the critical S-2 input to operations includes analysis regarding how weather affects the main supply route, the impact threat's tactics changes have on convoys, supply routes, and supply points. The S-2 develops a means to collect, analyze and disseminate information from battalion personnel returning from convoy operations and other support missions. This includes any contractors or civilian personnel who participated in the support mission. All information is evaluated to determine value, ability to answer the commanders' priority intelligence requirement, or to update intelligence annexes to OPORD, daily intelligence summary for subordinate units, and intelligence estimates. The S-2 prepares Annex B (Intelligence) to the operation order or operation plan. ADRP 2-0, Intelligence, provides more detail of intelligence operations.

Current Operations S-3

1-53. The S-3 is responsible for training and operations. The S-3 synchronizes and integrates CSSB sustainment operations with warfighting functions for the commander. The S-3 is responsible for writing and reviewing the battalion's tactical standard operating procedures (SOP) and preparing friendly forces overlays. Chapter 2 has more details about how the S-3 fits into command post operations.

1-54. As part of establishing the command post and monitoring current operations, the S-3 operations sergeants develop the base defense plan, coordinate integrated medevac support and make recommendations on vehicle loading and transport of hazardous materials. The operations sergeants also track convoy operations, vehicle recovery and advise on the use of crew served weapons.

1-55. The S-3 also includes an electronic warfare noncommissioned officer (NCO) who ensures subordinate units perform appropriate actions involving the use of electromagnetic energy to determine, exploit, reduce, or prevent hostile use of the electromagnetic spectrum. The responsibilities of the electronic warfare NCO may include synchronization with higher headquarters and planning for:

- Electronic attack which is using electronic warfare to degrade or destroy threat combat capability. The electronic warfare NCO ensures the improvised explosive device defeat devices are set to jam the signals being used by improvised explosive devices in the CSSB's area.
- Electronic support which is helping friendly forces by using electronic warfare detection assets to locate threat.
- Electronic protection which is using equipment to protect our communication systems and other electronic type of equipment.

1-56. The S-3 prepares, coordinates, authenticates, publishes, reviews, and distributes written orders (warning, operations, and fragmentary). The CSSB support operations and the S-3 work together on the battalion's concept of operations (paragraph 3.b. of the OPORD). The S-3 also coordinates with the battalion SPO to: develop the unit task organization, plan and execute operations security and develop the force module packages for CSSB deployment. They recommend and incorporate all technologies and automation, current/future logistics posture, mobility data, and commander's guidance into the development of the support plan. S-3 operations officers plan tactical troop movements, including route selection, intelligence support, route clearance support, priority of movement, timing and security, quartering, staging, and preparing movement orders.

Sustainment S-4

1-57. The S-4 coordinates the CSSB's strategic and operational deployment. The S-4 coordinates for internal supply functions, determines supply requirements (except medical), and coordinates the requisition, acquisition, and storage of supplies and equipment. The S-4 conducts contracting officer representative (COR) duties. They should have redundant COR capability who are trained and certified. The S-4 maintains unit equipment lists and assists in developing unit movement plans for the CSSB.

1-58. The S-4, with assistance from the S-1, prepares the sustainment paragraph (paragraph 4 of the OPORD) and Annex F (Sustainment). The S-4 monitors internal field feeding and assists when required. The S-4 staff conducts property book activities, coordinates unit basic loads and maintains current requisitions status for equipment and supplies. The S-4 also manages the CSSB budget, to include the funding approval portion of execution management under Global Combat Support System-Army (GCSS-Army), acquires and assigns facilities, and develops the internal battalion logistics status report (LOGSTAT).

S-6

1-59. The battalion signal staff officer is responsible for electromagnetic spectrum operations and for establishing and maintaining the integrated tactical network environment for the CSSB. The CSSB S-6 conducts tactical radio operations for the battalion. Tactical radio networks play a vital role in facilitating mission command and providing situational understanding during operations. The CSSB establishes voice communications to support mission command and convoy operations as well as to monitor, update, and evaluate the logistics posture. The S-6 focuses on maintaining the integrity of the frequency modulation radio and digital communications network, ensuring links, and planning backup systems.

1-60. The S-6 is responsible for the full range of tasks associated with systems administration, and systems/software security for all tactical automation, including establishing administration procedures for all information systems. The S-6 coordinates with the sustainment brigade S-6 network operations to manage the network. The S-6 uses the command post node to establish a non-secure and secure local area network. The CSSB has no organic command post node capability so it is dependent on signal support provided by an expeditionary signal battalion. The S-6 also ensures SASMO functions are reflected in the brigade electronic warfare plan to ensure the security and use of the Very Small Aperture Terminals and line of sight Combat Service Support Automated Information System Interface network.

Support Operations

1-61. CSSB support operations staff synchronizes logistics support for the battalion's support operations within the support area. The staff includes transportation, maintenance, supply, fuel, ammunition officers and NCOs. The staff may perform duties as CORs to support mission requirements. Refer to chapter three for more information about the support operations staff.

SUBORDINATE ORGANIZATIONS

1-62. The CSSB headquarters and headquarters company is the only organic unit in the CSSB. The CSSB is task organized with functional logistics companies, detachments and teams to meet mission requirements. Details about the capabilities of attached logistics units are in this ATP and the appropriate doctrinal publication. Figure 1-4 is an example CSSB task organization. More examples of CSSB task organizations are in chapter six.

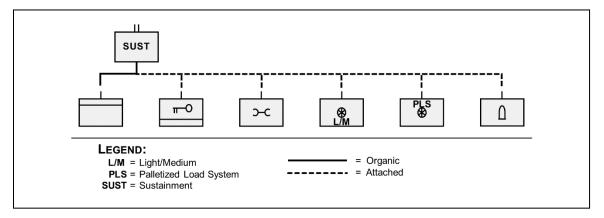


Figure 1-4. Notional combat sustainment support battalion

1-63. The CSSB company headquarters provides immediate leadership, supply, and human resources support to headquarters and headquarters company personnel, including the battalion commander, coordinating, and personal staff. This small organization includes the company commander, first sergeant, and supporting supply, maintenance, and chemical, biological, radiological and nuclear (CBRN) Soldiers. The field feeding section supports the headquarters and headquarters company with culinary support. The headquarters and headquarters company commander's duties and areas of emphasis are assigned by the battalion commander. The headquarters and headquarters company provides support to the battalion's tactical operations center to coordinate operational security, protection, and displacement operations.

DEPLOYMENT CONSIDERATIONS

1-64. Deployment is a complex process for brigades that are organized and trained as a single unit, even more complex for a CSSB that is task organized for specific deployments. The CSSB headquarters and staff must be prepared for deployments. This enables them to facilitate a smooth deployment, employment, sustainment and redeployment process for all task organized subordinate units. The following paragraphs are internal deployment considerations for the task organized CSSB.

1-65. Deployment is a military operation planned and synchronized by the entire CSSB staff. It includes activities required to prepare and move forces, supplies and equipment to a theater. The deployment process is explained in ATP 3-35, *Army Deployment and Redeployment* and JP 3-35, *Deployment and Redeployment Operations*. Additional information about deployment processes and deployment readiness and capability is available through the Rapid Expeditionary Deployment Initiative (REDI) toolbox at the Combined Arms Support Command Sustainment Unit One Stop website. This toolbox is an online repository of deployment and redeployment information and products designed to provide Army units with a centralized location of current, authoritative deployment information.

1-66. The CSSB's deployed task organization will not be identical to their home station organization. They must identify and coordinate with their deployed higher headquarters and subordinate units. The CSSB headquarters may deploy with an unfamiliar sustainment brigade headquarters. The gaining sustainment brigade headquarters may be deployed, on another installation or from different component than the CSSB. The task organized subordinate companies may be a combination of habitually attached units, unfamiliar units and a combination of component.

1-67. The CSSB XO supervises the deployment process while the S-3 is responsible for the overall conduct of the deployment process. The SPO provides input to the S-3 who synchronizes and prioritizes the battalion's force flow. The sustainment 1 cell is responsible for most of the activities associated with moving battalion personnel and equipment from home station to the deployed area. The S-1 is responsible for overseeing Soldier readiness processing.

1-68. The CSSB relies on the sustainment brigade's mobility officer for deployment assistance. A CSSB may also receive deployment assistance from the deploying installation. National Guard units may receive deployment assistance from the state. The S-6 prepares the communications architecture and ensures mission command systems are properly configured. The S-2 is concerned with physical security and threat analysis at the ports of embarkation and debarkation, and lines of communication.

1-69. Units employing Army prepositioned stock (APS) or theater provided equipment have additional procedures to observe. ATP 3-35.1, *Army Pre-Positioned Operations*, discusses the fundamentals of the Army pre-positioned stocks program. It includes the issue and turn in processes and checklists. ATP 4-91, *Army Field Support Brigade*, describes theater provided equipment and explains deploying and redeploying unit responsibilities.

1-70. The CSSB should have an ongoing readiness management plan. This plan includes actions necessary to ensure unit personnel and equipment are ready to rapidly deploy. The following information highlights actions the CSSB must take to maintain deployment readiness.

- Conduct regular Soldier readiness processing. Soldiers and deploying Civilians must be compliant with Soldier readiness processing including all administrative, medical, and dental checks required to prepare a Soldier for deployment.
- Ensure school-trained and certified mobility officers, unit movement officer's hazardous cargo certifiers, and load planners are on orders.
- Ensure all unit equipment is documented in organizational equipment lists and unit deployment lists and loaded into the Transportation Coordinator's Automated Information for Movements System II.
- Ensure commanders and the staff acquire movement expertise, knowledgeable deployment support teams, joint deployment process improvement tools, and an understanding of the Joint Operation Planning and Execution System.
- Ensure sufficient trained and certified CORs are on orders.

1-71. The CSSB must have the following items for a successful deployment. The details of each item with examples is in ATP 3-35, *Army Deployment and Redeployment*.

- Unit movement plan. The unit movement plan defines responsibilities, functions, and details for each part of a unit deployment from mobilization station or installation to reception in theater.
- Unit movement SOP. This SOP defines the day-to-day as well as alert functions.
- Movement binders. Movement binders include the unit movement plan; unit movement SOP; appointment orders; training certificates; a current organizational equipment list; copies of load cards, container packing lists and more.

1-72. The initial activity in deployment and redeployment is developing a plan. Successful deployment and redeployment requires knowledge of the unit's responsibilities, an understanding of the total deployment process, and an intellectual appreciation of the link between deployment, employment and redeployment.

SUMMARY

1-73. The combat sustainment support battalion is a battalion headquarters that controls execution and synchronizes logistics support in a designated area of operations. The CSSB is task organized with logistics capabilities to support specific requirements. A properly task organized CSSB supports theater of operations opening, sustainment, theater distribution and theater closing operations. The CSSB supports brigade combat teams, multifunctional and functional support brigades, division and corps headquarters, and units operating in its area. CSSBs are normally attached to a sustainment brigade. The CSSB is a logistics headquarters with a commander, coordinating and personal staff, and a headquarters company. Its headquarters and staff must

be prepared for deployments. Deployment is a complex process for brigades that are organized and trained as a single unit, even more complex for a CSSB that is task organized for specific deployments.

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Chapter 2 Mission Command

This chapter supplements the fundamentals and principles of mission command and the operations process detailed in ADRP 5-0, *The Operations Process* and ADRP 6-0, *Mission Command*. Readers should understand the mission command philosophy and warfighting function prior to reading this chapter. This chapter describes combat sustainment support battalion mission command, command post operations and the operations process. It describes how CSSB commanders organize the staff into functional and integrating cells to perform command post functions. Readers may refer to FM 6-0, *Commander and Staff Organization and Operations*, and ATP 6-0.5, *Command Post Organization and Operations*, for more information about command post operations. This chapter includes examples of a command post layout, a discussion of common operational picture (COP) and logistics synchronization matrix.

OVERVIEW

2-1. Mission command is both a philosophy of command and a warfighting function. Applying the mission command philosophy helps commanders exercise authority skillfully and master the systems and procedures that help forces accomplish missions. They use the mission command warfighting function to help them integrate and synchronize operations. Mission command (as opposed to detailed command) tends to be decentralized and flexible. This uncertain nature requires an environment of mutual trust and shared understanding among commanders, subordinates, and partners. *Mission command* is the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations (ADP 6-0).

TASKS

2-2. The commander is the central figure in mission command. While staffs perform essential functions that amplify the effectiveness of operations, commanders are ultimately responsible for accomplishing assigned missions. Throughout operations, commanders encourage disciplined initiative through a clear commander's intent while providing enough direction to integrate and synchronize the force at the decisive place and time. To this end, commanders perform three primary mission command warfighting function tasks. The commander's tasks are:

- Drive the operations process through their activities of understanding, visualizing, describing, directing, leading, and assessing operations.
- Develop teams, both within their own organizations and with Joint, interagency and multinational partners.
- Inform and influence audiences, inside and outside their organizations.

2-3. Combat sustainment support battalion commanders collaborate with sustainment brigade staff, supported commanders, and subordinate units to create a shared understanding. As CSSB commanders develop an understanding of the operational environment, they start visualizing the operation's end state and potential solutions to solve sustainment problems. Based on this understanding, commanders make decisions and direct action throughout the operations process.

2-4. The employed CSSB task organization is tailored for a specific operation with units sourced from all Army components. The CSSB can attach to a sustainment brigade that is not their habitual headquarters.

The CSSB commander and staff use teambuilding skills to form effective teams and foster unity of effort across the battalion.

2-5. Staffs support commanders in the exercise of mission command by performing four primary mission command warfighting function tasks. The staff tasks are—

- Conduct the operations process: plan, prepare, execute and assess.
- Conduct knowledge management and information management.
- Synchronize information-related capabilities.
- Conduct cyberspace electromagnetic activities.

Conduct The Operations Process

2-6. The operations process consists of the major activities of mission command conducted during operations: planning, preparing, executing and assessing operations. Commanders drive the operations process, while remaining focused on the major aspects of operations. Staffs conduct the operations process; they assist commanders in the details of planning, preparing, executing, and assessing.

2-7. CSSB planning starts a cycle of the operations process that results in an operation order to guide the unit during execution upon receipt of a mission. Preparing for a specific operation begins during planning and continues through execution. Execution puts plans into action. Planning future operations are based on assessments of progress. Assessment is continuous and affects the other three activities.

2-8. CSSB operations are guided by the eight principles of sustainment; integration, anticipation, responsiveness, simplicity, economy, survivability, continuity, and improvisation. Leaders apply the principles of logistics throughout planning and execution to balance competing mission requirements against available assets and resources. For more details about the logistics principles, see ADP 4-0, *Sustainment*. Application of the principles of logistics are considered throughout planning, reevaluated during, and reviewed following operations.

Conduct Knowledge Management and Information Management

2-9. Knowledge management facilitates the transfer of knowledge and information between staffs, commanders, and forces. It aligns people, processes, and tools within an organization to distribute knowledge and promote understanding. Commanders apply judgment to the information and knowledge provided to understand their operational environment and discern operational advantages.

2-10. The CSSB executive officer is the senior knowledge management officer in the battalion and advises the commander on knowledge management policy. The XO is responsible for directing the activities of the staff and subordinate units to capture and disseminate organizational knowledge. The battalion S-6 enables knowledge management by providing network architecture and the technological tools necessary to support content management and knowledge sharing. See ATP 6-01.1, *Techniques for Effective Knowledge Management*, for more information.

Synchronize Information-Related Capabilities

2-11. *Information-related capability* is a tool, technique, or activity employed within a dimension of the information environment that can be used to create effects and operationally desirable conditions (JP 3-13). All assets and capabilities at a commander's disposal have the capacity to affect the information environment to operational advantage. Soldier and leader engagement is an information-related capability that every unit inherently has at its disposal and for which it is responsible to employ. It is the primary capability within the CSSB. Refer to FM 3-13, *Information Operations*, for more information about and examples of integrating employment of information-related capabilities.

Conduct Cyberspace Electromagnetic Activities

2-12. Commanders, supported by their staff, integrate cyberspace operations, electromagnetic spectrum operations and electronic warfare. Cyberspace electromagnetic activities within the CSSB must be integrated and synchronized across all command echelons and warfighting functions. The battalion S-3 staff has the

electronic warfare capability within the battalion. The battalion S-6 staff, in conjunction with the electronic warfare officer and the sustainment brigade spectrum manager, has the responsibility for cyberspace electromagnetic activity of network operations.

MISSION COMMAND SYSTEMS

2-13. The CSSB is designed with a mission command system that enhances the commander's ability to conduct operations. Commanders organize a mission command system to:

- Support the commander's decision making.
- Collect, create, and maintain relevant information and prepare knowledge products to support the commander's and leaders' understanding and visualization.
- Prepare and communicate directives.
- Establish the means by which commanders and leaders communicate, collaborate, and facilitate the functioning of teams.

2-14. To provide the four overlapping functions shown above, CSSB commanders arrange the five components of their mission command system. The five components are: personnel, networks, information systems, processes and procedures, and facilities and equipment.

Personnel

2-15. The battalion commander's goal is to have trained Soldiers and leaders exercising disciplined initiative and accomplishing assigned missions in accordance with the commander's intent. Key personnel dedicated to supporting the commander include seconds in command, command sergeants major, liaison officers and staffs. The staff is an essential component of the mission command system. Led by the XO, the staff supports the commander in understanding situations, decision making, and implementing decisions throughout the operations process.

Networks

2-16. A network is a grouping of things that are interconnected for a purpose. Networks enable commanders to communicate information and control forces. Networks are key enablers to successful operations. Commanders establish networks to connect people. These connections can be established socially through the introduction of two personnel to perform a task, or technically through information systems.

Combat Sustainment Support Battalion Automated Systems

2-17. CSSB commanders determine their information requirements and focus their staffs and organizations on using automated systems to meet these requirements. Automated systems include computers-hardware and software-and communications, as well as policies and procedures for their use. These systems enable extensive information sharing, collaborative planning, execution, and assessment that promote shared understanding. Soldiers and leaders exercise disciplined initiative to accomplish missions according to the commander's intent, not according to technology. The core systems include:

- Global Combat Support System-Army.
- Distributed Common Ground System-Army.
- Joint Capabilities Release and Joint Capabilities Release-Logistics transitioning to Joint Battle Command Platform and Joint Battle Command Platform–Logistics.
- Command Post of the Future (CPOF).

Processes and Procedures

2-18. CSSB commanders establish and use systematic processes and procedures to organize the activities within the headquarters. Processes are a series of actions directed to an end state, such as the military decisionmaking process (MDMP). Procedures are standard, detailed steps, often used by staffs, which describe how to perform specific tasks to achieve the desired end state.

Facilities and Equipment

2-19. CSSBs arrange facilities and equipment, including command posts, platforms, operation centers, signal nodes, and all mission command support equipment. CSSB and their subordinate commanders should consider ways to conserve or reduce the amount of operational energy resources used in military operations. Through conservation of energy resources, commanders can reduce resupply operations, increase vehicle and equipment efficiency, and reduce environmental damage.

2-20. CSSBs will ensure environmental considerations are taken into account as early as possible in the deployment process. Environmental factors may include, but are not limited to, environmental compliance, pollution prevention, water use reduction, waste reduction, conservation, historical and cultural property protection, and flora and fauna protection. Potential benefits include protecting military personnel and civilian health, reducing operational delay, creating positive and supportive public opinion, and significantly reducing financial costs. See ATP 3-34.5, *Environment Considerations*, for more information.

COMMAND POST

2-21. The CSSB's command post conducts activities supporting logistics tasks, tasks the commander assigns and tasks common to all command posts. The XO establishes and leads command post operations. A *command post* is a unit headquarters where the commander and staff perform their activities (FM 6-0). The CSSB command post functions include:

- Plan and prepare for operations.
- Control operations, integrate resources and synchronize current operations.
- Receive, analyze and disseminate information.
- Prepare reports.

2-22. There are three types of command post; main command post, tactical command post and early entry command post. The *main command post* is a facility containing the majority of the staff designed to control current operations, conduct detailed analysis, and plan future operations (FM 6-0). The *tactical command post* is a facility containing a tailored portion of a unit headquarters designed to control portions of an operation for a limited time (FM 6-0). An *early entry command post* is a lead element of a headquarters designed to control operations until the remaining portions of the headquarters are deployed and operational (FM 6-0).

2-23. The CSSB can support a main command post (CP) and an early entry command post. The CSSB depends on the sustainment brigade or an expeditionary signal battalion for CP communications support. The CSSB main CP includes representatives of entire staff and information systems to prepare, execute, and assess operations. The early entry command post is resourced from of main command post assets. There are no dedicated early entry command post resources.

2-24. The commander considers the size, location and mobility requirements of the CP and then configures the command post. An example CSSB command post is depicted in figure 2-1. The example CP layout is one way to configure a command post. CSSB commanders develop a way that works best for their unit, mission and location. Figure 2-1 depicts a current operations integration cell, an area for the support operations staff and an area for the remainder of the battalion staff. The commander may combine staff sections or add a briefing area.

2-25. The command post cells must be able to integrate and understand information quickly for the command post to function. Commanders modify the equipment and space requirements depending on the factors of mission variables.

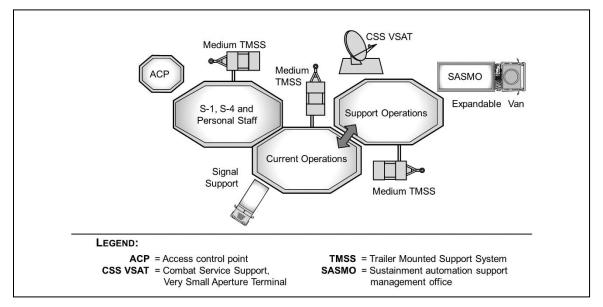


Figure 2-1. Example combat sustainment support battalion command post

2-26. Effective CP operations require frequent training that includes establishing and practicing staff battle drills. Battle drills promote staff cohesion. The CSSB headquarters fights as a coordinated and synchronized command post, not as individual staff sections.

2-27. Commanders may organize their CPs into functional and integrating cells. Functional cells group personnel and equipment by the six warfighting functions (minus mission command). Integrating cells are organized by planning horizon. There are three integrating cells: plans, future operations, and current operations.

2-28. When organized by functional and integrating cells, the staff supports the current operations integration cell and the functional cells as required. Liaison officers from subordinate and adjacent units and elements from the entire staff may be in the current operations integrating cell. A full description of the current operations integration cell is included later in this chapter.

CSSB FUNCTIONAL CELLS

2-29. Functional cells coordinate and synchronize forces and activities by warfighting function. The functional cells provide a standardized method of vertically integrating closely related tasks. The CSSB is not resourced for all functional cells however, the commander is responsible for ensuring all functions are executed either by the staff or coordinated with higher or adjacent units.

2-30. This is a challenge for the CSSB since they do not have all warfighting functions represented on the staff. The commander assigns someone to focus on functions not organic to CSSB. In some circumstances, the brigade of attachment and supported brigade(s) may be able to provide assistance. The functional cell descriptions below include recommendations of which CSSB staff member could accomplish the tasks.

2-31. Since all of the staff assists the commander with specific tasks of the mission command warfighting function, the command post as a whole, including the commander, XO and CSM, represents the mission command warfighting function.

Intelligence Cell

2-32. The CSSB intelligence cell, the S-2, coordinates activities and systems that help commanders understand the threat, terrain and weather, and civil considerations. The intelligence cell requests, receives, and analyzes information from all sources to produce and distribute intelligence products. This includes tasks primarily associated with IPB.

Movement and Maneuver Cell

2-33. The CSSB S-3 coordinates and synchronizes sustainment operations with activities and systems that position forces to support mission requirements. The battalion S-3 maintains synchronization by continuously updating running estimates and the decision support template to effectively arrange mission command activities across time, space, purpose, and warfighting functions. The support operations staff provides logistics information to the S-3.

Fires Cell

2-34. The CSSB S-3 coordinates, plans, integrates, and synchronizes sustainment operations with the employment and assessment of fires in support of current and future operations. In order to accomplish all of these tasks, the CSSB fires cell may need to be augmented but, as a minimum, must understand the fires annex and have the fires overlay for their area and the areas subordinate units traverse. This cell may also propose targets. The current operations S-3, coordinates activities and systems that provide collective and coordinated use of electronic warfare capability to support sustainment operations. The fires cell also coordinates for non-lethal fires with the sustainment brigade S-3 for capability support, or S-4 for equipment or supplies.

Protection Cell

2-35. The CSSB S-3 coordinates the activities and systems that preserve the force through risk management. This includes tasks associated with protecting personnel, physical assets, and information. The CSSB protection cell coordinates and integrates CSSB base camp protection with the unit assigned the area of operations. There is more information about CSSB protection in chapter four.

Sustainment Cells

2-36. The battalion S-1, battalion S-4, and UMT form the first CSSB sustainment cell. This cell is responsible for coordinating activities and systems that provide personnel management, logistics support, and religious support for units assigned and attached to the CSSB. This is internal support.

2-37. The battalion support operations forms the second sustainment cell. This cell is responsible for coordinating activities and systems that provide external support and services to ensure freedom of action, extend operational reach, and prolong endurance of supported units. This is external support.

Other Staff

2-38. The battalion S-6 establishes and maintains the network architecture for the CSSB. The support operations SASMO works closely with the S-6 to ensure the logistics information systems are considered during preparation of network plans and diagrams establishing the information network.

PLANNING HORIZONS

2-39. The three planning horizons are long, mid, and short (generally associated with the plans cell, future operations cell, and current operations integration cell, respectively). Planning horizons are situation-dependent and are influenced by events and decisions. Planning guidance and decisions by the commander or that of the higher headquarters influence the planning horizons. The sustainment brigade typically assigns the windows (24, 48, 72 hours) for the planning horizons and provides guidance.

CSSB INTEGRATING CELLS

2-40. There are three integrating cells that coordinate and synchronize forces, capabilities, and warfighting functions within a specified planning horizon. Not all echelons and types of units are resourced for all three integrating cells. The CSSB is resourced for and staffs a current operations integration cell.

Plans Cell

2-41. The plans cell is responsible for planning operations for the long-range planning horizons, generally 96 hours and beyond. It prepares for operations beyond the scope of the current order. Battalions are not resourced for a plans cell. The CSSB depends on the sustainment brigade to conduct long range planning. The sustainment brigade distribution integration branch is the lead for the sustainment brigade's long range planning. The CSSB staff uses the outcome of sustainment brigade long range planning to conduct MDMP and plan appropriately to enable preparation for and execution of logistics operations. A member of the CSSB staff participates in the sustainment brigade planning cell as required.

Future Operations Cell

2-42. The future operations cell is responsible for planning operations in the mid-range planning horizon, generally 24-72 hours. The future operations cell serves as a bridge between the plans and current operations integration cells. The CSSB support operations staff bridges CSSB current operations and sustainment brigade distribution integration branch. They monitor current operations and determine implications for operations within the mid-range planning horizon. Divisions and higher echelon headquarters have a dedicated future operations cell. Battalion and brigade headquarters do not. The CSSB support operations staff normally leads future operations planning.

Current Operations Integration Cell

2-43. The CSSB current operations integration cell is the focal point for the execution and assessment of logistics operations. The current operations integration cell monitors mission execution, issues mission orders, reviews intelligence, responds to emergency resupply requests, maintains the COP, maintains the synchronization matrix, and conducts briefings and meetings. It provides information on the status of operations to all staff members and to higher, subordinate, and adjacent units.

2-44. The CSSB commander determines who leads the current operations integration cell. The current operations integration cell lead is the primary staff officer integrating, synchronizing and assessing the operation as a whole for the commander. This critical position requires a leader with considerable logistics and operational experience coupled with the maturity to understand how to apply that knowledge and experience. The CSSB commander sources this cell with whomever is required to accomplish the tasks. All staff sections are represented in the current operations integration cell. The XO directs the efforts of the entire staff, but it is normally the CSSB S-3 or support operations officer who ensures logistics operations are synchronized with the warfighting functions in time, space, and purpose in accordance with the commander's intent and planning guidance.

DISPLACEMENT

2-45. A CSSB operating in a division's support area should plan to displace as the situation changes. CSSBs should practice CP displacement within established time periods, 12 hour notice, 24 hour notice, or 48 hour notice. These procedures may be included in the unit SOP and practiced in a variety of locations. The more complicated the command post design, the longer it will take to set-up and displace. CP mobility improves survivability, especially at the company and battalion level. A smaller size and careful transportation planning allow command posts to displace rapidly to avoid threat activity.

COMMAND POST OPERATIONS

2-46. Units man, equip, and organize command posts to control operations for extended periods. Effective CP personnel use information systems and equipment to support 24-hour operations while they continuously communicate with all subordinate, higher, and adjacent units. Commanders use the battle rhythm, SOPs, and meetings to assist them with effective CP operations.

Battle Rhythm

2-47. Commanders and staffs integrate and synchronize numerous activities, meetings, and reports within their headquarters, with their higher headquarters, and with subordinate and supported units. A headquarters'

battle rhythm consists of a series of meetings, report requirements, and other activities synchronized by time and purpose. These activities may be daily, weekly, monthly, or quarterly. An effective battle rhythm:

- Establishes a routine for staff interaction and coordination.
- Facilitates interaction between the commander, staff, and subordinate units.
- Facilitates planning by the staff and decision making by the commander.

2-48. The battle rhythm is normally established and monitored by the battalion XO. The XO adjusts the battle rhythm as operations progress. The combat sustainment support battalion's mission, task organization and supported units will change throughout the operation. These changes cause adjustments to the unit's battle rhythm. Examples of topics on a CSSB's battle rhythm include the following.

- Operations synchronization meeting.
- Logistics synchronization meeting.
- Common operational picture update.
- Operations update and assessment.
- Logistics status report.

Meetings

2-49. Meetings are gatherings to present and exchange information, solve problems, coordinate action and make decisions. Meetings may involve the staff, the commander and staff, or the commander, subordinate commanders, staff, and other partners. Before adding any meeting to the battle rhythm, the commander and staff identify the purpose, frequency, duration, outputs and potential attendees.

2-50. The CSSB will also participate in sustainment brigade meetings, movement boards, acquisition review boards and other meetings and boards that apply. The CSSB may also participate in supported unit updates, meetings and boards. The CSSB conducts daily operations updates and meetings necessary to synchronize current and emerging logistics support requirements to schemes of maneuver.

2-51. A daily logistics synchronization meeting enables the staff to have a clear situational understanding of supported units' logistics posture. Attendees include representatives from the battalion staff, not just the SPO, and supported unit representatives. The purpose of the meeting is to verify supported unit logistics status and review resupply missions for the next 24 to 72 hours. The meeting results in an updated COP and a logistics synchronization matrix.

Common Operational Picture

2-52. Logisticians develop a COP sometimes referred to as a logistics common operational picture. The *common operational picture* is a single display of relevant information within a commander's area of interest tailored to the user's requirements and based on common data and information shared by more than one command (ADRP 6-0). The common operational picture is usually automated, requiring minimal manipulation by command posts.

2-53. The COP is continually updated. The CSSB's common operational picture helps the CSSB understand the boundaries and focus of supported units within the CSSB's area of support. For example, a CSSB supporting a division or a BCT has a common operational picture with a tactical focus. Their COP includes maneuver graphics specific to the division and brigade's boundaries, including control measures and anything else the CSSB requires to safely and quickly provide support. The CSSB overlays the maneuver COP with specific logistics information. Logistics information includes critical classes of supply and graphically depicts operational reach. Using doctrinal graphics ensures sustainment and maneuver units have a COP that encompasses all of the warfighting functions and it understood across the force.

2-54. A CSSB with a theater distribution mission develops a COP reflective of their scope of responsibility. It must reflect the overall scheme of maneuver but with a tactical to operational view. Their COP includes the theater's main supply routes, nodes and hubs and the tactical graphics of the operational area through which they travel.

2-55. Maps and acetate remain the best tools when controlling and tracking operations over a large area. The combination of a map with digital information and terrain database is ideal; both are required and extensively used.

2-56. CSSBs supporting brigade and division units must understand tactical symbols. Tactical mission task symbols are graphic representations of many of the tactical tasks. Tactical task symbols are for use in course of action sketches, synchronization matrixes, and maneuver sketches. Control measures may be boundaries, special area designations, or other unique markings related to an operational environment's geometry and necessary for planning and managing operations.

Overlays and Graphics

2-57. Digital graphics must interface and be transmittable. Be prepared to work in the analog domain, particularly in the early phases of an operation or when working with multinational partners. Whether the command post uses digital or analog graphics, the following guidelines apply:

- Create control measures relative to readily identifiable terrain. The CSSB commander and subordinate commanders must thoroughly understand the control measures in place in the areas they support and traverse. This is particularly important in an asymmetrical environment where distribution and sustainment operations are crossing brigade, multinational and possibly nation state boundaries. Refer to FM 3-90-1, *Offense and Defense Volume 1*, for additional information about the use of control measures.
- Boundaries are important, especially when multiple units operate in close proximity.
- Intent graphics that lack the specificity of detailed control measures are an excellent tool for use with warning and fragmentary orders and when doing parallel planning. Follow them with appropriately detailed graphics, as required.
- Use traditional doctrinal colors for graphics such as green for obstacles and yellow for CBRN contaminated areas. Establish standardized colors to differentiate units or categories of logistics support. This should be included in the battalion's SOP and should reflect the battalion's higher headquarters SOP.

2-58. The S-3 should create the initial graphic control measures on a single overlay and distribute it to the staff. Label this overlay as the operations overlay with the appropriate order number. Staff elements construct their appropriate graphic overlays using the operations overlay as a background but without duplicating the operations overlay. This avoids unnecessary duplication and increase in file size and maintains standardization and accuracy. Each staff section labels its overlay appropriately with the type of overlay and order number for example, class III support, OPORD X-XX.

2-59. Before overlays are transmitted to subordinate, higher, and adjacent units, the operations officer or the executive officer checks them for accuracy and labeling. Hard copy (traditional acetate) overlays are required for the command posts and any analog units.

Logistics Synchronization Matrix

2-60. Synchronization matrixes assist commanders and staffs ensure assets are at the right place at the right time, that they nest with the scheme of maneuver, and provide the desired effects to support the BCT or supported unit's mission. The logistics synchronization matrix provides key times, locations, and methods of executing logistics. The logistics synchronization matrix is a tool that assists logisticians coordinate and synchronize logistics operations.

2-61. The logistics synchronization matrix tells supported units what they will receive, when they will receive it and the method of receipt. It also enables the CSSB commander, the SPO and the staff to identify and resolve potential problems. The synchronization matrix changes as requirements and operations change. It must be shared every time it is updated. The CSSB's logistics synchronization matrix complements paragraph 3b (Concept of Operations) and Annex F (Sustainment) of the OPORD or fragmentary order.

2-62. The synchronization matrix should tie directly to the supported unit's execution matrix and decision support template. This is especially true of a CSSB with a direct support relationship to a BCT or division. The battalion SPO develops and updates the logistics synchronization matrix. Maintaining the matrix in a

collaborative forum enables all supported units to see the matrix and notify the CSSB of emerging operations that could impact the CSSB planned logistics operations.

2-63. The format of the logistics synchronization matrix is the commander's preference. It must be simple enough so that the commander can review and understand it immediately and sophisticated enough for the SPO to use as a planning and synchronization tool.

2-64. Most logistics synchronization matrices depict scheme of maneuver variables across the horizontal axis. This may be depicted by phase, event, date time group, time sequence or a combination of variables. The vertical axis depicts whatever the commander and SPO feel best serves their requirement to synchronize support. The vertical axis will depend on CSSB task organization, supported units and deployed operations. Most matrices include supported unit locations and class of supply. Additional information may include convoys, field services, and status of logistics automation.

2-65. The earlier the matrix is developed the better. The synchronization matrix should be done prior to the combined arms rehearsal or a sustainment rehearsal. This allows the SPO to test the timing on the matrix with the maneuver elements.

2-66. There are advantages to initiating the logistics synchronization matrix during the deployment MDMP. It is a good way to synchronize the battalion's deployment process and it allows the commander and the staff to audition different formats. Preparing the synchronization matrix early also gets the staff in the habit of using the matrix as a means to track progress and timing of logistics operations. The matrix will change as task organization changes and as supported units change.

Reports

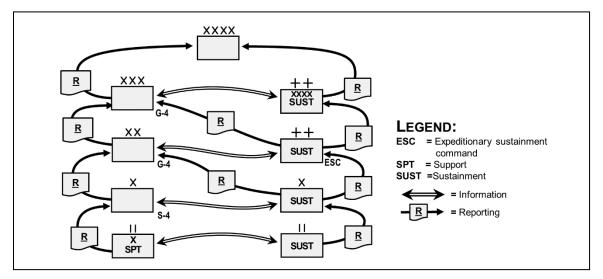
2-67. The CSSB submits many reports, not just the LOGSTAT. FM 6-99, *U.S. Army Report and Message Formats*, includes standardized report and message formats. The formats in the FM are for manual and voice use, but they are an excellent tool for staffs developing a report or SOP. The report and message formats in FM 6-99 help users prepare and manually transmit written and voice reports and messages. Each format provides an organized template to record, pass, and store information. All the formats list the applicable doctrinal publication as a reference. Sustainment organizations should maintain manual reporting skills in the event of power interruption during operations.

2-68. Logistics units format and display information as prescribed by unit SOP. In addition to automated systems, the CSSB and its subordinate units must also be prepared to use alternate methods of reporting such as, telephone, radio transmission, or hard copy.

2-69. CSSB commanders use the LOGSTAT to identify logistics requirements to support decisive action. The LOGSTAT informs the common operational picture, running estimates and logistics synchronization. The LOGSTAT is a compilation of data that requires analysis before action. It is a snapshot of current stock status, on-hand quantities, and future requirements. Common logistics reports include the LOGSTAT, bulk petroleum report, and maintenance status report. FM 4-40, *Quartermaster Operations*, includes a discussion and sample of a LOGSTAT.

2-70. Although mission command systems make capturing and disseminating data and information easier and faster, the staff's focus is the integrity and usability of the data by commanders and planners. The value of automated logistics information systems and mission command systems is that everyone on the network can see and use the reported information. The data requested and subsequently analyzed should be linked to commander's critical information requirements (CCIR).

2-71. The organization's battle rhythm is critical when considering cut off times, as of times, and reporting times. Allow enough time to analyze the data in order to provide the commander with a considered recommendation on future courses of action. The staff must balance timeliness of reporting and amount of time needed to analyze the report. Figure 2-2 shows an example of logistics status reporting flow for CSSB. Subordinate company commands provide input to the CSSB.





2-72. Collect only data which can be turned into information for a decision. Below are possible categories of information to consider when analyzing logistics status:

- Status of classes of supply.
- Changes to anticipated expenditure rates.
- Any incident having significant impact on the operational capability of a logistics unit.
- Any incident having significant impact on logistical posture of any tactical unit.
- Critical low density equipment.
- Logistics information system connectivity status.
- Route and transportation node status.
- Distribution platform capabilities.
- Personnel headcount.

2-73. Tactical logistics units use the following mission command communication systems to maintain a current logistics common operational picture:

- The Joint Battle Command Platform (JBC-P) and the Joint Battle Command Platform Logistics (JBC-P Log) has the capability for units to conduct logistics status reporting and movement tracking through mounted systems and tactical operations center kits.
- The Command Post of the Future (CPOF) allows commanders from battalion level and higher to feed real-time situational awareness into the system and have that information available in text and graphic representation immediately to fellow commanders and staffs at all levels.

2-74. A synchronized logistics status reporting procedure is critical for leaders to monitor the readiness and logistics posture of subordinate units. All of the CSSB staff has an interest in reviewing the incoming reports and all contribute to the outgoing report. The sustainment brigade and the G-4 or an S-4 of a supported unit also require access to logistics status.

Running Estimates

2-75. Each staff element and command post functional cell maintains a running estimate focused on how its specific areas of expertise are postured to support future operations. A *running estimate* is the continuous assessment of the current situation used to determine if the current operation is proceeding according to the commander's intent and if planned future operations are supportable (ADP 5-0). Running estimates can be presented verbally or in writing. FM 6-0, *Commander and Staff Organization and Operations*, explains types of running estimates, information included in running estimates, how information in the running estimate fits in the operations process and a generic running estimate format.

2-76. Running estimates feed and are fed by the COP, and include information specific to that staff section or functional cell. Each staff section and/or functional cell maintains their own running estimate. This provides the commander and staff the ability to visualize and review specific sections or warfighting functions without overcrowding the COP. Commanders may choose their own running estimate format. The intent is to develop and maintain a useful body of information identified in the generic running estimate format. One way to develop input for the running estimate is to use existing planning tools such as the Operational Logistics Planner and automated reporting systems. It is good practice to maintain running estimates in a way that enables collaboration.

Standard Operating Procedures

2-77. Units develop standard operating procedures to establish methods of communicating reception, staging, onward movement, and integration activities, the LOGSTAT, convoy tracking, and commodity management. The CSSB must have deployed operations SOPs to provide task organized companies. The CSSB provides the SOP to deploying companies once the battalion is activated for deployment and its subordinate companies identified.

2-78. Tested and practiced SOPs are comprehensive with regard to command post operations and processes and they are focused on core functions of the command post. SOPs change only to accommodate specific requirements or circumstances. The command post SOP should complement the supported units SOP, if appropriate. The command post SOP includes standardized CP layout, battle drills, battle rhythm, communications, reporting procedures and report formats. The most successful units follow and revise SOPs throughout training and mission execution. ATP 3-90.90, *Army Tactical Standard Operation Procedures*, provides techniques for developing unit tactical SOPs.

INTEGRATING PROCESSES AND CONTINUING ACTIVITIES

2-79. The CSSB commander and staff use integrating processes and continuing activities to integrate the warfighting functions and synchronize logistics operations.

INTEGRATING PROCESSES

2-80. The CSSB uses integrating processes to synchronize specific functions throughout the operations process. The integrating processes are the intelligence preparation of the battlefield, targeting and risk management. The battalion also considers sustainment preparation of the operational environment.

Intelligence Preparation Of The Battlefield

2-81. The intelligence preparation of the battlefield consists of four steps. Each step is performed or assessed and refined to ensure that IPB products remain complete and relevant. IPB supports all activities of the operations process. IPB identifies gaps in current intelligence. IPB products help commanders, subordinate commanders, and staffs understand the threat, physical environment, and civil considerations throughout the operations process. The battalion S-2 is responsible for the IPB.

Targeting

2-82. The purpose of targeting is to integrate and synchronize fires into operations. Targeting begins in planning, and it is an iterative process that continues through preparation and execution. The CSSB may nominate targets for inclusion to the overall targeting plan. The staff must synchronize movements with the battlespace owner. They must understand the targeting plan and how to access fire support. This protects Soldiers from threat and friendly fire.

Risk Management

2-83. Identifying and accepting prudent risk is a principle of mission command. Throughout the operations process, commanders and staffs use risk management to identify and mitigate risks associated with all hazards that have the potential to injure or kill friendly and civilian personnel, damage or destroy equipment, or

otherwise impact mission effectiveness. Risk management integration during all operations process activities is the primary responsibility of the CSSB S-3 protection cell.

Sustainment Preparation of the Operational Environment

2-84. *Sustainment preparation of the operational environment* is the analysis to determine infrastructure, environmental factors, and resources in the operational environment that will optimize or adversely impact friendly forces means for supporting and sustaining the commander's operations plan (ADP 4-0). The outcome of the analysis identifies the resources currently available in the theater of operations for use by friendly forces and ensures access to those resources. Factors to consider when conducting a sustainment preparation of the operational environment are included in ADP 4-0, *Sustainment*.

CONTINUING ACTIVITIES

2-85. The CSSB executes numerous tasks throughout the operations process. Commanders and staffs plan for and coordinate the following continuing activities; information collection, liaison, security operations, protection, and terrain management. CSSB security operations, protection and terrain management are described in chapter 4.

Information Collection

2-86. *Information collection* is an activity that synchronizes and integrates the planning and employment of sensors and assets as well as the processing, exploitation, and dissemination of systems in direct support of current and future operations (FM 3-55). It integrates the functions of the intelligence and operations staffs focused on answering the CCIR. Information collection activities are the primary responsibility of the CSSB S-3 and S-2. The sustainment brigade's unmanned aerial surveillance capability may perform this function on behalf of CSSB units.

2-87. CCIRs and decision points focus the staff's monitoring activities and prioritize the unit's collection efforts. Friendly reports, out briefs from returning convoys, and information from the COP are ways to monitor operations. Commanders and staffs continuously collect, validate and analyze timely information to help satisfy CCIR and other information requirements. Much of the information garnered as a result of the sustainment preparation of the operational environment may be used to develop information requirements. Effective information requirements may include but are not limited to:

- Information requested based on assumptions made during mission analysis.
- Specific indicators of the desired activity to assist the collector in identification.
- Special reporting guidance.
- Supported unit location change.

Liaison

2-88. Most commonly used for establishing and maintaining close communications, liaison continuously enables direct, physical communications between commands. Combat sustainment support battalion commanders coordinate with higher, lower, adjacent, supporting, and supported units and civilian organizations. The sustainment brigade participates in boards, bureaus and working groups that require liaison and may require the CSSB to participate as well. Commanders must understand that use of liaisons places a tax on organic staff manpower and must establish a balance between liaison requirements and staff operations.

2-89. Coordinating and conducting liaison helps ensure that leaders internal and external to the headquarters understand their unit's role in upcoming operations, and that they are prepared to perform that role. Available resources and the need for direct contact between sending and receiving headquarters determine when to establish liaison. Establishing liaisons with civilian organizations is especially important in stability operations because of the variety of external organizations and the inherent coordination challenges. The number of liaisons sent out by a unit must be carefully considered against mission support as these are personnel who will not be functioning in their day-to-day capacities.

2-90. The CSSB could send liaisons to the sustainment brigade, supported Army forces or a unified action partner. Liaisons to the CSSB could include a member of the supported unit sustainment staff or a host nation representative. The commander and staff consider the role of any liaison staff elements; where to locate the liaison, the tasks the commander expects the liaison to do and the liaison officer's requirements for access to the local area network and power.

OPERATIONS PROCESS

2-91. Army leaders plan, prepare, execute, and assess operations by analyzing the operational environment in terms of the operational and mission variables. How these variables interact in a specific situation, domain (land, maritime, air, space, or cyberspace), area of operations, or area of interest describes a commander's operational environment but does not limit it. Commanders, applying understanding of the operational variables in relation to the mission variables, must visualize the operational environment, describe their intent and direct staff and subordinates through plans and orders to execute the mission.

PLAN

2-92. The CSSB plans only to effect controlling execution and synchronizing operations. The CSSB relies on the sustainment brigade for long range planning. A plan is a continuous, evolving framework of anticipated actions that maximizes opportunities. The measure of a good plan is not whether execution transpires as planned, but whether the plan facilitates effective action in the face of unforeseen events. Good plans and orders foster initiative.

2-93. Planning helps combat sustainment support battalion and subordinate unit leaders-

- Understand and develop solutions to problems. An operational problem is the issue or set of issues that impede commanders from achieving their desired end state.
- Anticipate events and adapt to changing circumstances. Planning keeps the force oriented on future objectives despite the requirements of current operations
- Task-organize the force and prioritize efforts.

2-94. The staff's role is to assist commanders with understanding situations, making and implementing decisions, controlling operations, and assessing progress. FM 6-0, *Commander and Staff Organization and Operations*, includes key components of a plan or order as well as descriptions and formats for mission orders and appropriate appendices.

Military Decisionmaking Process

2-95. The MDMP is one of the Army's three planning methodologies. Refer to ADRP 5-0, The Operations Process, for more information about planning and the Army planning methodologies. The MDMP consist of seven steps. Each step includes inputs, a step to conduct and outputs. The MDMP integrates the activities of the commander, staff, subordinate headquarters, and unified action partners to understand the situation and mission; develop and compare courses of action; decide on a course of action and produce an order. Commanders guide staff planning efforts. The unit executive officer usually facilitates MDMP for the commander by synchronizing the staff, and establishing and maintaining staff fusion. The MDMP is the primary planning method for battalions.

2-96. The unit's task organization, mission statement, commander's intent, concept of operations, tasks to subordinate units, coordinating instructions, and control measures are key components of a plan. The following paragraphs offer topics the CSSB may consider when developing a plan or order.

Task Organization

2-97. *Task organization* is a temporary grouping of forces designed to accomplish a particular mission (ADRP 5-0). Commanders task organize the force by establishing command and support relationships. Details about the CSSB's recommended relationships are found in chapter one. The unit's task organization is in the order or in annex A (Task Organization). The commander and staff evaluate the CSSB's task organization and assess the ability of the battalion to accomplish its mission. The CSSB task organization changes as operations progress through each phase.

Commanders Intent

2-98. The CSSB commander personally develops the commander's intent which conveys a clear image of the operation's purpose, key tasks, and the desired outcome. The combat sustainment support battalion's subordinate units are geographically dispersed across its assigned support area. Delivering the commander's intent face-to-face to all subordinate commanders at the same time may not be possible. Sustainment operations require the combat sustainment support battalion to adapt to the changes in the operational environment and changes to missions of supported units. By understanding the commander's intent and the overall common objective, subordinates are able to adapt to rapidly changing situations and exploit fleeting opportunities.

Concept of Operations

2-99. The concept of operations expands on the commander's intent. The CSSB commander describes logistics support operations in terms of time, space, resources, purpose, and action in the unit OPORD. The concept of operations directs the manner in which subordinate sustainment units cooperate to accomplish the mission and establishes the sequence of actions they will use to achieve the end state. It states the principal tasks required, the responsible subordinate units, and how the principal tasks complement one another. In the CSSB, the S-3 and the SPO develop the concept of operations, paragraph 3.b. of the OPORD.

Tasks to Subordinate Units

2-100. Tasks to subordinate units direct individual units to perform a specific action. Tasks are specific activities that contribute to accomplishing missions or other requirements. Tasks to subordinate units includes not only the task (what), but also the unit (who), place (where), time (when), and purpose (why). A task is a clearly defined and measurable activity accomplished by individuals and organizations.

Coordinating Instructions

2-101. Coordinating instructions apply to more than one unit. Examples include CCIR, essential elements of friendly information, rules of engagement or the time the operation order becomes effective. An example of a CSSB coordinating instruction could be related to logistics information systems connectivity.

Sustainment

2-102. Sustainment, paragraph 4, of the commander's order or plan describes the broad concept of sustainment support. It also includes instructions for deployment and references to applicable appendices. The unit S-4 is the lead for paragraph 4 and annex F.

2-103. Annex F, Sustainment, is the sustainment plan of the published OPORD. It is an overarching plan, which specifies the concept of sustainment, support relationships, priorities of support, and task organization for support of the maneuver force. It translates tactical level support policies into a unified logistics concept of support. Annex F tells the unit the details of how they will be sustained.

2-104. The CSSB executes its higher headquarters' distribution plan. The distribution plan outlines who, what, when, where, and how distribution will be accomplished. The CSSB support operations officer should review the entire distribution plan to gain and maintain situational understanding. The distribution plan outlines the architecture of the distribution system and describes how units, materiel, equipment, and sustainment resources are to be distributed within the area of operations. It is continually updated to reflect changes in, infrastructure, support relationships, and customer locations. The distribution plan is developed as Appendix 1 (Tab F- Distribution) to Annex F (Sustainment) to the operation order.

PREPARE

2-105. *Preparation* includes those activities performed by units and Soldiers to improve their ability to execute an operation (ADP 5-0). The MDMP drives preparation. Preparation usually begins upon receipt of a warning order from the higher headquarters. The sustainment commander and staff conduct a time analysis early in the planning process, which helps them determine what actions they need to take and when to begin those actions to ensure forces are ready and in position before execution. The plan may require the

commander to direct subordinates to start necessary movements; conduct task-organization changes; and execute other preparation activities before completing the plan.

2-106. Leaders and Soldiers take required time to understand the plan, develop the plan and rehearse key parts of the plan. In addition to the activities listed below, other preparation activities include confirmation briefs, training and information collection.

Rehearsals

2-107. A rehearsal is a session in which the commander and staff or unit practices expected actions to improve performance during execution. Commanders use this tool to ensure staffs and subordinates understand the concept of operations and commander's intent. Rehearsals also allow leaders to practice synchronizing operations at times and places critical to mission accomplishment. Effective rehearsals imprint a mental picture of the sequence of the operation's key actions and improve mutual understanding. Some leaders differentiate rehearsals as combined arms rehearsals and support rehearsals. Logistics leaders must participate in both. A CSSB must understand the maneuver plan in order to support the BCT's.

2-108. A support rehearsal may include all warfighting functions or a single warfighting function and helps synchronize each warfighting function with the overall operation. Rehearsals typically involve coordination and procedure drills for aviation, fires, engineer support, or casualty evacuation. Units may conduct rehearsals separately and then combine them into full-dress rehearsals. Although these rehearsals differ slightly by warfighting function, they achieve the same result.

2-109. Sustainment rehearsals verify synchronization of the sustainment plan with the scheme of maneuver. As each phase is briefed, the SPO should address the fires and protection plans. This is an opportunity to assess logistics synchronization. Sustainers may use this rehearsal prior to the combined arms rehearsal, as a preparation tool, or after the combined arms rehearsal, to reinforce previous rehearsals, or to address weaknesses and changes identified during the rehearsal.

Plans To Operations Transition

2-110. During preparation, the responsibility for developing and maintaining the plan shifts from the SPO to the current operations cell. The plans-to-operations transition ensures members of the current operations cell fully understand the plan before execution. This transition is the point at which the current operations cell becomes responsible for controlling execution of the operation order. This responsibility includes answering requests for information concerning the order and maintaining the order through fragmentary orders. This transition enables the SPO staff to focus its efforts on other near term requirements directed by the commander. Normally, the S-3 is responsible for managing the handoff of a plan from SPO to current operations. However, the commander may choose to assign this responsibility to the SPO. The transition will be smoother if one person is responsible for managing the handoff.

EXECUTE

2-111. During execution, commanders focus their activities on directing, assessing, and leading while improving their understanding and modifying their visualization. Initially, commanders direct the transition from planning to execution as the order is issued and the responsibility for integration passes from the plans cell to the current operations integration cell. The S-3 current operations and the SPO staff solve problems and make decisions throughout execution. Some SPO staffs use a synchronization matrix as a visual and sequential representation of critical tasks and responsible organizations.

ASSESS

2-112. Throughout the operations process, commanders integrate their own assessments with those of the staff, subordinate commanders, and other unified action partners. Primary tools for assessing progress of the operation include the operation order, the common operational picture, personal observations, running estimates, and the assessment plan. The commander's visualization forms the basis for the commander's personal assessment of progress. Use assessment and supporting data to provide feedback to improve support effectiveness and efficiency and to optimize sustainment operations.

2-113. The commander has multiple tools to use as a check and balance; logistics information systems, internal assessment and feedback from supported units. As the commander and the command sergeant major execute their battlefield circulation plan, they are not only checking on their Soldiers but they are also speaking with supported units and logistics staffs, to verify the quality of support.

2-114. Assessment is continuous; it precedes and guides every operations process activity and concludes each operation or phase of an operation. Broadly, assessment consists of, but is not limited to, the following activities:

- Monitoring the current situation to collect relevant information.
- Evaluating progress toward attaining end state conditions, achieving objectives, and performing tasks.
- Recommending or directing action for improvement.

2-115. Logisticians assess unit performance. For example, unit commanders establish production goals in the maintenance platoons, or the supply support activity (SSA). They establish safety and miles driven goals in a transportation units. The goals must always be developed in concert with the operational environment.

2-116. The commander assesses unit task organization throughout the operations. If the battalion or a subordinate unit is not achieving it objectives, the commander directs the staff to evaluate the situation and develop recommendations for improvement. This assessment includes the battalion task organization.

2-117. The commander and staff periodically assess the battalion's capabilities and capacities against the supported unit requirements. For example, is one support maintenance company sufficient for the supported population? Can the commander redirect supported units to another support maintenance company in the battalion or pass the requirement to the sustainment brigade? If it is just a single capability, armament repair for example, could the commander pursue contract or host nation support?

SUMMARY

2-118. Combat sustainment support battalion commanders collaborate with sustainment brigade staff, supported commanders, and subordinate units to create a shared understanding. CSSB operations are guided by eight principles of sustainment. Leaders apply the principles of sustainment throughout planning and execution to balance competing mission requirements against available assets and resources. The CSSB can support a main CP and an early entry command post. The CSSB depends on the sustainment brigade or an expeditionary signal battalion for CP communications support. Logisticians develop a COP. Using doctrinal graphics ensures sustainment and maneuver units have a COP that encompasses all of the warfighting functions and is understood across the force. Synchronization matrixes assist commanders and staffs ensure assets are at the right place at the right time, that they nest with the scheme of maneuver, and provide the desired effects to support the BCT or supported unit's mission. The LOGSTAT informs the common operational picture, running estimates and logistics synchronization. CSSB leaders plan, prepare, execute, and assess operations by analyzing the operational environment in terms of the operational and mission variables.

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Chapter 3 Support Operations

The CSSB executes tactical logistics in accordance with the priorities established by the supported maneuver commander. A CSSB unit is involved at every level of execution conducting every logistics function. The operations staff, support operations and current operations, executes tasks required to control execution and synchronize logistics support to supported units. They exercise executive, administrative and supervisory direction of transportation operations, class VII property accountability, maintenance readiness, and demand supported supplies and munitions. This chapter includes a description of the support operations staff and support operations including recommendations for area support, echelon support, supply point distribution, and unit and throughput distribution.

SUPPORT OPERATIONS STAFF

3-1. The support operations staff synchronizes logistics operations to maximize efficiencies and ensure priorities are executed in accordance with published orders. They plan and coordinate execution of distribution and resupply operations. When tasked with area support, the SPO develops the concept of operations for their designated portion of the support area.

3-2. The combat sustainment support battalion SPO conducts: materiel management, sustainment automation support and coordinates supply, service, and transportation operations. The support operations staff provides input to the COP for the battalion. The SPO staff supplements the current operations cell and assists with current logistics tracking. Logistics operations are monitored using a suite of logistics automation systems and mission command systems.

3-3. The SPO should ensure sufficient personnel are trained in COR responsibilities to provide oversight of any supply or service that is contracted as part of the logistics execution. This includes transportation, ammunition, and maintenance contracted support.

3-4. CSSB support operations staff bridges CSSB current operations and sustainment brigade planning cell. In coordination with the current operations integration cell, support operations assesses whether the ongoing operation must be modified to achieve the current phase's objectives. It focuses on adjustments to the current operation, including positioning capabilities which facilitate continuation of the current operation.

IDENTIFYING SUPPORTED UNITS

3-5. The SPO in a CSSB executing area support must be diligent about identifying supported units. The SPO uses guidance from the sustainment brigade SPO and coordinates with other CSSBs that may be located in the same area. The SPO coordinates with the battalion S-3 to ensure awareness of units transiting the area. The SPO reviews the task organization and available orders to determine supported units over time. Task organizations are fluid as the organization transitions through different phases of the operation. Likely supported units include:

- Field artillery brigade.
- Maneuver enhancement brigade.
- Military police brigade.
- Engineer brigade.
- Chemical brigade.

- Explosive ordnance disposal companies.
- Medical units.
- Companies and platoons detached from parent unit.
- Joint service and multinational units operating in the support area.
- Special operations forces.
- Units transiting the area.

3-6. The following theater level units receive support from a CSSB. They may be located at a port or theater area. Elements of these units may also be located in the corps or division area. Many of these units have specific supply requirements that may need a longer procurement lead time. Early identification of unit requirements increases level of support.

- Military intelligence brigade (theater).
- Engineer command.
- U.S. Army Air and Missile Defense Command.
- Target acquisition battery.

3-7. The SPO must be thorough when identifying supported units. A CSSB with a direct support relationship to a division or a BCT reviews the task organization of the supported unit paying special attention to the enabling units. The task organization will change as the supported unit transitions through phases of the operation. The supported unit's priority of support may change. For example, a brigade transitioning from the main effort to the supporting effort. The division G-4 or the brigade S-4 should communicate requirements to the CSSB SPO. The CSSB SPO analyzes the situation ahead of time so they can be prepared for possible changes to task organization and associated support requirements.

PRIORITIES

3-8. The SPO staff integrates and organizes multiple logistics functions to achieve a coordinated outcome. They synchronize the use of assets or commodities to achieve efficiency of resources. The staff and subordinate units prioritize their actions in order to meet the supported commander's established priorities. The CSSB executes the priorities established by the supported commander, they do not decide the priority of support. Priorities are published in orders and usually change by phase.

3-9. Most CSSBs support a geographic area with multiple efforts and multiple commands. The sustainment brigade and sustainment command have a broader view of the operational environment and can assist the CSSB with deconflicting support priorities across multiple commands, decisive action tasks, and phases. A CSSB with a direct support relationship to a supported unit will have priorities assigned by the supported unit.

REQUIREMENTS

3-10. After analyzing the concept of operation, CSSB commanders and staff should be able to accurately predict the support requirements. They should determine:

- Type of support required.
- Quantities of support required.
- Priorities by type and unit.

3-11. The sustainment brigade SPO aggregates all supported units requirements and determines the overall requirement. The CSSB SPO must still analyze its supported units' requirements. The supported unit's logistics staff officer determines the unit's logistics requirements. The CSSB SPO aggregates and analyzes those requirements to determine the CSSB's support requirements. The SPO considers the mission, running estimates and unit requirements, and balances them with professional experience and judgement to synchronize support and to anticipate changes to the support plan.

3-12. Once the supported unit submits their requirements, the SPO compares them to the estimate and adjusts accordingly. The support operations staff assesses the task organized CSSB capabilities against requirements. Support requirements that exceed the capabilities of the CSSB are communicated to the sustainment brigade for coordination. The support operations staff considers:

- What logistics resource are available (within the battalion, within the sustainment brigade and in the operational area).
- Where logistics resources are located.
- When logistics resources are available.
- How logistics resources can be made available.

3-13. There may be friction between the support operations and the S-3 staffs. This friction may be reduced when the commander provides clear guidance reference duties, time horizons and mission hand off. The current operations integration cell time horizon is usually anything under 24 hours. The commander may determine to expand or contract the time window. The support operations staff planning for execution 24 - 96 hours out.

3-14. CSSB commanders evaluate when the hand-off from the support operations to the current operation integration cell should occur. During unified land operations, the hand-off may be event driven; for example, the concept of support brief, when the commander issues the warning order, or a specific decision point.

TRANSPORTATION

3-15. Support operations staff includes a transportation staff capability which enables short range planning and coordinating for transportation operations (mode, terminal, and movement control). The SPO balances transportation capabilities with movement requirements based on priority established by the supported unit. This includes allocating transportation assets against known, anticipated, and contingency transportation requirements. The workload varies depending on the CSSB's task organization and mission.

3-16. The SPO transportation forecasts movement requirements for supplies, equipment, and personnel in coordination with the SPO ammunition, petroleum, and supply staff. They coordinate with the sustainment brigade to determine transportation capabilities availability by modes (air, land and water) and node to support movement requirements. This may include contracted or host nation transportation capabilities.

3-17. Establishing and operating nodes is one of the CSSBs responsibilities. A *node* is a location in a mobility system where a movement requirement is originated, processed for onward movement, or terminated (JP 3-17). A centralized receiving and shipping point, a convoy support center, or an SSA are examples of nodes.

MAINTENANCE

3-18. Maintenance management personnel provide oversight of the maintenance organizations attached to the CSSB. They ensure integrated maintenance management for combat vehicles, automotive ground support, communications electronics, armament equipment and missile equipment. Maintenance management personnel also plan and forecast maintenance and related material requirements based on future operational plans and coordinate the disposal of threat equipment.

3-19. The SPO maintenance staff conveys the command's priorities of effort to the support maintenance company, coordinates evacuation of equipment to sustainment maintenance level activities and provides COR support of monitoring the contract execution. See ATP 4-33, *Maintenance Operations*, for more information about field maintenance capabilities.

3-20. Maintenance capability includes the functions of wheeled vehicle repair, armament repair, allied trades, radio repair, computer and electronic equipment maintenance, ground support equipment repair and recovery assistance. The support maintenance company provides field maintenance support to units in the sustainment brigade's area of operation.

3-21. The support operations conducts maintenance management. They recommend emplacement of maintenance capability within the assigned support area. The SPO analyzes maintenance capabilities and requirements to support operational requirements and synchronizes sustainment maintenance support. The staff monitors fleet readiness both internal and external to the CSSB in order to advise the commander of maintenance trends. They also track high priority repair parts for commanders in the CSSB's assigned support area.

OPERATIONAL CONTRACT SUPPORT

3-22. The CSSB does not provide actual contracting services, but should be prepared to perform requirements development and assist in quality surveillance functions (through CSSB provided CORs) for contracts performed on their behalf and as directed by the sustainment brigade. The sustainment brigade's operational contract support branch in the SPO should know who is performing what contract in the CSSB's assigned support area. The CSSB may be required to provide protection to a contractor or designate forces to provide protection when appropriate. See JP 4-10, *Operational Contract Support*, and ATP 4-10, *Multi-Service Tactics, Techniques, and Procedures for Operational Contract Support*, for more details on operational contract support.

3-23. The CSSB commander and staff must understand how to obtain and oversee contract support. Army policy states the requiring activity develops an acquisition ready contract support requirements package to include technical specifications of the requested service and/or commodity. The requiring activity determines what they want, where they want it, and the minimum quality standard of the service or commodity they require. The sustainment brigade assists the CSSB with developing the requirements.

3-24. The CSSB may coordinate with an Army field support battalion to develop requirements for LOGCAP or sustainment maintenance. ATP 4-10.1, *Logistics Civil Augmentation Program Support to Unified Land Operations*, outlines LOGCAP related requiring activity duties, to include the requirements development process in significant detail.

3-25. The management and control of contractors differs from that of Soldiers and Department of the Army civilians. During military operations, Soldiers and Army Civilians are under the control of the military chain of command. Commanders can direct Soldier and Army Civilian tasks, special recognition, and disciplinary action. However, they do not have the same control over contractors. The terms and conditions of the contract establish relationships between the military and the contractor. AR 715-9, *Operational Contract Support Planning and Management*, and AR 700-137, *Logistics Civil Augmentation Program*, prescribes policy and responsibilities for planning and managing operational contract support and LOGCAP respectively.

SUPPLY

3-26. The CSSB conducts tactical level supply. Tactical level supply focuses on readiness and includes items the brigade combat teams, support brigades and multi-functional support brigades require to sustain operational endurance. Major emphasis is on arming and fueling the force and supporting Soldiers and their systems. CSSBs must understand the tactical situation and integrate supply support with the maneuver concept of operations during the tactical planning phase. See appropriate doctrinal publications for information about how to establish and operate supply operations; ATP 4-42, *General Supply and Field Services Operations*, ATP 4-42., *Supply Support Activities Operations*, ATP 4-43, *Petroleum Supply Operations* and ATP 4-44, *Water Support Operations*.

3-27. Mobile, responsive capabilities are essential for accomplishing tactical resupply. The supply staff includes ammunition, petroleum, water treatment, and materiel handling specialists who plan and coordinate operations. They monitor the on-hand stocks within the CSSB supply support activities and supply points, determine requirements, coordinate local purchases, coordinate retrograde of materiel, and distribution of supplies. They may also assist with providing oversight of repair parts requirements and projections of parts availability. The supply staff plans and coordinates fuel, water and supply support activity operations, performs materiel management functions as outlined below.

3-28. The ammunition staff oversees ammunition resupply and distribution. They work closely with the attached ammunition ordnance company to ensure prompt and adequate support to units. The ammunition NCOs must be aware of ammunition requirements and controlled supply rates that affect operations. The ammunition staff also plans and coordinates ammunition operations.

3-29. Field service capabilities are aerial delivery, field feeding, shower and laundry, mortuary affairs, and water treatment functions. A CSSB may be task organized without field services units or may have multiple units providing field services.

MATERIEL MANAGEMENT

3-30. Materiel management is directing, integrating, synchronizing, prioritizing, and optimizing the function of supply, to include maintenance and transportation functions that support supply, to provide uninterrupted support to the force. The CSSB staff maintains oversight of supply support activities and unit level supply operations. The battalion S-4 executes property accountability and class VII management for the headquarters and all assigned and attached units. The SPO is responsible for the remainder of the materiel management tasks conducted in the CSSB.

3-31. The CSSB staff conducts tasks supporting mission execution and fulfilling supported commander's priorities and anticipated requirements. The CSSB staff executes few materiel management tasks. Figure 3-1 depicts the scope of the CSSB materiel management. The CSSB SPO staff may use GCSS-Army, or other relevant logistics information systems, to monitor stock status. The CSSB SPO-

- Monitors subordinate unit stock record accounts on behalf of the CSSB commander.
- Identifies trends within the supported units that may be resolved by better management practices.
- Ensures subordinate unit supply support activities provide reports and execute directives as required by the CSSB commander and the sustainment brigade.

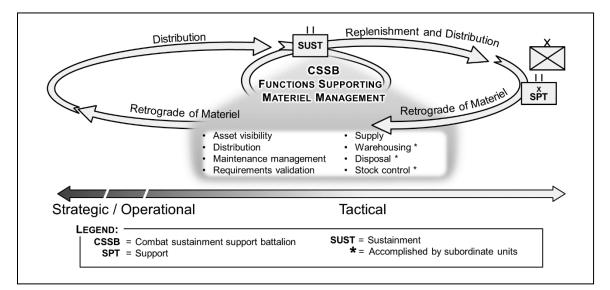


Figure 3-1. Scope of combat sustainment support battalion's materiel management

3-32. The bullets below lists the functions supporting materiel management and how or if the CSSB staff accomplishes those functions.

- Asset reporting is a critical component of asset visibility, requirements determination, and requirements validation. The CSSB S-4 conducts asset reporting for class VII internal to the battalion through the property book section.
- Asset visibility provides the capability to determine location, movement, status, and identity of assets by class of supply, nomenclature, and unit. In-transit visibility is a component of asset visibility. This information improves a manager's ability to make decisions on sources of support and prioritization. This is accomplished at the SSA. The next staff level with the technical capability to do this is the sustainment brigade's support operations materiel management. The materiel management NCO on the CSSB SPO staff is focused on supply operations (receipt, store and issue).
- Disposal is systematically removing materiel that is uneconomically repairable or obsolete. It is accomplished through the process of transferring, donating, selling, abandoning, or destroying materiel. It is normally directed through program management channels but may also be a command decision if the operational environment dictates. This is accomplished at the SSA. The CSSB SPO ensures disposal orders issued from higher headquarters are conducted.

- Distribution integrates the logistics functions of transportation and supply. It is dependent on movement control and other materiel management tasks. The CSSB executes the sustainment brigade's distribution plan and plans and executes internal distribution.
- Funds management is managing the obligation of funds in support of supply operations. The battalion S-4 monitors the battalion budget.
- Maintenance functions include all actions necessary for retaining an item in or restoring it to a specified condition. A CSSB can be task organized with support maintenance companies that provide field level maintenance. The CSSB SPO conducts maintenance management.
- Procurement is a means to obtain supplies to meet operational requirements. It includes the requisition process, cross leveling, and local purchase. In the context of materiel management, the CSSB has nothing to do with procurement.
- Redistribution is reallocating excess materiel to other locations in theater using all transportation assets available. Managers may use excess materiel in theater to fill shortages and meet operational requirements. SPO staff ensures redistribution orders are executed. The CSSB executes the sustainment brigade's distribution plan and plans and executes internal distribution.
- Requirements determination: Determining and understanding a logistics requirement to support an operating force. It aids materiel managers in defining priorities of support. It is based upon requirements communicated by the operating forces and sustainment organizations supporting these forces. Requirements determination applies to supply, maintenance, transportation, and distribution. While conducting area support, the sustainment brigade would aggregate requirements from all the brigade's supported units. A CSSB operating apart from its parent sustainment brigade would aggregate supported units requirements and pass them to the sustainment brigade.
- Requirements validation: Validating and prioritizing available logistics assets against an established requirement. Requirements validation is critical to avoid excess materiel and to avoid misuse of logistics transportation and maintenance assets. The CSSB SPO validates and prioritizes available battalion logistics assets against an established requirement in accordance with the supported commander's priorities.
- *Retrograde of materiel* is an Army logistics function of returning materiel from the owning or using unit back through the distribution system to the source of supply, directed ship to location, or point of disposal (ATP 4-0.1). In the context of materiel management, this function occurs at the sustainment brigade and above.
- Stock control is the process of maintaining proper location, identification, quantity, location, and condition of materiel. The supply support activity conducts stock control.
- Supply function provides all items necessary to equip, maintain, and operate a military command. It involves requesting, receiving, storing, issuing, maintaining, and establishing accountability of all classes of supplies required to execute a unit's assigned mission. The CSSB SPO conducts supply operations.
- Supply planning is forecasting and establishing supply stock levels at each support echelon to meet mission requirements. It is a translation of an operating force's composition into specific supply requirements. Planning is conducted to ensure that adequate supplies and transportation assets are available. In the context of materiel management, supply planning is accomplished at the sustainment brigade and above.
- Warehousing is organizing, sorting, and safeguarding materiel. Warehousing includes warehouse management, receiving, storing, issuing, securing, inventory management, and accounting for materiel. CSSB subordinate units accomplish warehousing tasks.

3-33. The CSSB ensures appropriate information is represented in relevant automated systems so that the sustainment brigade and sustainment command may execute higher level materiel management tasks. For example, when a CSSB unit backhauls excess materiel from a supported unit, the CSSB SPO ensures the materiel has visibility in the automated supply system. The list below includes examples of areas the CSSB SPO staff monitors to ensure their ability to support operations.

• Monitor reparables. Monitors SSAs to ensure reparables are turned in within allotted timeframe. For example, a unit that requests and receives a reparable item, such as a starter, should return an unserviceable starter to the SSA. The SSA turns the unserviceable item in to sustainment maintenance, the item is repaired and returned to stock thus creating a cost avoidance for the Army and generating a monetary credit to the unit.

- Monitor overdue deliveries. Monitors SSA overdue deliveries to ensure they are being resolved effectively and in a timely manner. The result of overdue deliveries is an SSA without the required quantities of materiel on hand to sustain current operations. The CSSB works with the SSA to determine the cause of the overdue delivery and assists with resolution.
- Monitor excess. Monitors subordinate SSA excess posture to ensure the excess is justified based on future operations or the SSA has requested disposition instructions. Disposition instruction may result in disposal or retrograde of materiel. Below are some examples of circumstances that generate retrograde of materiel.
 - New equipment fielding which displaces old equipment.
 - Item quantity decrease in a unit's authorization documents generating excess of that item.
 - Base closing or facility demolition.
 - A change in mission rendering on hand materiel unnecessary and therefore excess.

ASSESSING SUPPLY ACTIVITY PERFORMANCE

3-34. There are multiple reports the CSSB SPO may request to determine the SSA performance level. Some performance standards are regulatory and their content, performance standard, and frequency are prescribed. Other reports are required by the higher headquarters and some are at the discretion of the materiel manager. An example of a regulatory performance standard is the receipt processing standard prescribed by AR 710-2, *Supply Policy Below the National Level*.

3-35. Another way to assess performance is by using the following criteria: meeting the supported units' requirements, materiel accountability and fiscal efficiency. These criteria loosely correlate to the GCSS-Army metrics of stewardship, strategic performance and efficiency. Army policy, higher headquarters and the CSSB commander determine how the criteria is weighted throughout the phases of an operation. The SPO staff applies feedback from supported and supporting organizations and logistics automation system reports to the criteria as one way to assess support.

3-36. The reports generated by any system include data only, the staff must apply critical thought to the data represented in the supporting automation systems and process it into usable information and actionable knowledge. Soldiers may access training, reports, and helpful resources at the GCSS-Army webpage.

Materiel Accountability

3-37. Accounting for materiel is essential to providing and synchronizing support. Support units with accurate accountability of on hand and on order stocks are able to respond quickly and accurately to the commanders requirements. Accountability is a regulatory requirement. Army and Department of Defense (DOD) regulations require continuous accounting from the time the supply support activity receives the materiel until the materiel is either issued, disposed of or consumed. Wartime accounting policies must be specifically authorized by the Secretary of the Army. See AR 710-2, *Supply Policy Below the National Level*, for more information.

Fiscal Efficiency

3-38. Logisticians are always cognizant of their role in using materiel and money responsibly. Emphasis on fiscal efficiency varies throughout the phases of the operation. Support operations are very fluid in the early stages of an operation. Units may not be using logistics automation systems and close tracking of fiscal spending will not occur. Further, unit budgets are often supplemented upon deployment.

SUSTAINMENT AUTOMATION SUPPORT MANAGEMENT OFFICE (SASMO)

3-39. The SASMO provides sustainment information technology support to the battalion and performs system administration to include roles and permission management. Refer to ATP 4-0.6, *Techniques for*

Sustainment Information Systems Support, for more information about the Sustainment Automation Support Management Office duties and certifications.

SUPPORT OPERATIONS EXECUTION

3-40. A CSSB may be task organized to support theater of operations opening, sustainment, theater distribution and theater closing operations. The following paragraphs describe the ways a CSSB may execute area support and distribution in support of these operations.

AREA SUPPORT

3-41. The CSSB is often tasked to provide area support. Sustainment units provide support to units located in or passing through their assigned areas. A CSSB tasked to provide area support, supports all units within a set geographic boundary. This geographic boundary may cross multiple battalion or brigade unit boundaries.

3-42. The CSSB supports units in and passing through its support area, including special operations forces. Ideally special operations forces project support requirements so that the CSSB has the support the special operations forces require, but often the required support is based on opportunity. The CSSB should plan to support special operations forces with small amounts of fuel, food and repair parts.

3-43. Further, not all units have organic or dedicated support organizations. These units would have no other means of support at the time of the request. Area support also applies to units which were not in the original support concept and for which a support relationship is not established by an order. Below are some considerations for area support.

- Area support is provided within existing capability and capacity.
- Support provided will not jeopardize the priority effort or supersede existing support relationships.
- If given a task to provide area support, a general support relationship will be assumed with requesting units unless otherwise directed by the parent unit.
- If necessary, the authority to support the requesting unit and assigned priority will be verified by requestor's parent unit.
- If requested support is beyond supporting unit's capability or not authorized by supporting unit's headquarters, the requesting unit will coordinate with its parent unit for support.
- Area support is not a support relationship and it is not synonymous with general support.

3-44. CSSB commanders will determine procedures for supporting units with no established support relationship. CSSB commanders may order subordinate units to provide support to transient units unless supporting that unit will jeopardize the priority effort. Alternatively, the sustainment brigade commander may establish requirement to verify the authority to support and priority for all unplanned units. In that instance, the supporting unit would notify the CSSB SPO who would contact the sustainment brigade SPO for guidance.

3-45. A CSSB attached to a sustainment brigade conducting area support may also support a BCT. When a supporting sustainment brigade orders a CSSB to provide required support to a unit with a brigade support battalion, the supporting CSSB SPO coordinates with the supported unit SPO to integrate the echelon above brigade capability into the concept of support and to synchronize support operations. If this is a direct support relationship, the BSB SPO will array additional capabilities so that they are integrated with the BSB capabilities. In a general support relationship, the CSSB SPO and the BSB SPO together must ensure all supporting and supported units have a complete understanding of the additional capability and the established support and command relationships.

Resupply Techniques

3-46. The CSSB considers task organization, tactical requirements, and mission and operational variables when determining the best method to support its supported units. Commonly understood methods of support are refuel on the move, aerial resupply, and immediate resupply. See ATP 4-43, *Petroleum Supply Operations*, for refuel on the move operations, and ATP 4-48, *Aerial Delivery*, for aerial delivery information.

Echelon support, supply point distribution, and the forward logistics element are discussed below. Unit and throughput distribution are discussed later in this chapter.

3-47. CSSBs providing area support may use supply point distribution as a means to distribute supplies. *Supply point distribution* is a distribution method by which a unit moves to a supply point to receive supplies and returns to its original location using organic transportation (FM 4-40). The supply support activity or a fuel point are examples of CSSB supply points. Establishing a logistics release point to conduct supply distribution is another example of CSSB supply point distribution.

Logistics Release Point

3-48. The logistics release point is a temporary geographic location where supplies are issued to a supported organization. The logistics release point is intended to maximize efficient use of logistics assets and reduce the amount of time and distance the supported unit requires to receive supplies. A logistics release point is most commonly used to resupply battalion and below maneuver units. The logistics release point is usually between the combat trains and the emplaced maneuver battalions. For example, the forward support company uses logistics release points to resupply its supported maneuver battalion. Normally the CSSB delivers to the BSB or in some circumstances, throughputs supplies to the forward support company. In rare instances, the CSSB could deliver to a logistics release point.

3-49. Resupply at a logistics release point is a planned, coordinated, and synchronized operation. Logistics release point operations are normally included in unit SOPs and practiced. A CSSB conducting logistics release point operations must understand graphic control measures, coordinate security, and be practiced at logistics release point operations.

3-50. Potential logistics release points may be identified in an order. They are often the same grid location as an ambulance exchange point. Although the ambulance exchange and the logistics release are normally not done at the same time or within the same time periods. A logistics release point is normally established and secured for a limited time period, two hours for example. The logistics unit and the receiving element must arrive on time (not early and not late) and know what to do when they arrive at the logistics release point.

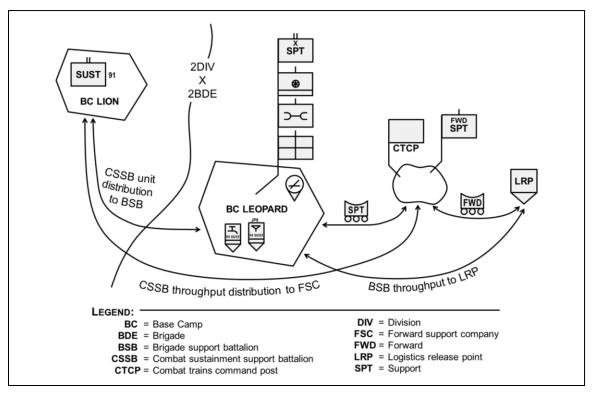
Aerial Resupply

3-51. Aerial delivery is a resupply method that support units in various operational environments where terrain limits access. It is used for routine and urgent deliveries of sustainment. Aerial delivery is an effective means of by passing enemy activities and reduces the need for route clearance of ground lines of communications. Its flexibility and effectiveness make it a responsive, but potentially resource intensive, resupply method.

3-52. Aerial delivery operations require special planning and coordination. The coordination and request process is specific to each deployed operation. As a minimum, the CSSB staff planning to use aerial delivery operations requires knowledge of the request process, certified sling load inspectors on staff, and knowledge of available aircraft capabilities. There are three aerial delivery methods but the two methods most often used by a CSSB are sling load and airland. CSSB Soldiers should be trained and certified, appropriate equipment must be on hand and serviceable, and the staff should understand a basic aircraft request process. Refer to ATP 4-48, *Aerial Delivery*, for more information.

Echelon Support

3-53. Supporting the BCT is a carefully executed process. The CSSB must coordinate all distribution inside the BCT's battlespace with the BCT. The relationship between the CSSB and the BCT determines exactly how this is done. Doctrinally, the CSSB coordinates with the BCT S-3 to synchronize fires, provide local rules of engagement and communications information while traversing through the BCT controlled area. The BCT commander may allow the BSB to coordinate use of CSSB assets. If this is the case, when the CSSB has a direct support relationship with the BCT, the BSB commander identifies and positions echelons above brigade assets in proximity to geographically dispersed forces to extend operational reach and prolong endurance. The CSSB must plan for and synchronize echelon support. *Echelon support* is the method of supporting an organization arrayed within an area of operation (ATP 4-90). Common echelon support at the



lowest level of sustainment is executed at the company and battalion echelon. An example of echelon support is figure 3-2.

Figure 3-2. Example combat sustainment support battalion supporting brigade combat team using echelon support

3-54. Task organized CSSB supporting BCTs will have water treatment and non-mobile petroleum storage capability. These capabilities are not in a BSB so this is the only water treatment and non-mobile petroleum storage capabilities available to the BCT. Figure 3-2 depicts example CSSB water and fuel points in the brigade's support area. On site water treatment may be the best option in an arid, moderately permissive environment or the CSSB could distribute treated water from the CSSB's location to supported units.

3-55. The CSSB may support the BCT while the BSB is displacing. This additional support could be in the form of a forward logistics element, or the CSSB could assume responsibility for distribution within the BCT until the brigade support battalion is re-established at its new location. Employing a support operations liaison is a technique to facilitate coordination between the two support battalions. The BSB and the CSSB determine which battalion provides the liaison based on operational and time and mission variables.

Forward Logistics Elements

3-56. The CSSB could form a forward logistics element (FLE). A *forward logistics element* is comprised of task-organized multifunctional logistics assets designed to support fast-moving offensive operations in the early phases of decisive action (ATP 4-90). The intent for employing a forward logistics element is to minimize tactical pauses to the offensive plan and enable momentum for the commander. The forward logistics element operates out of a forward logistics base or support area. A CSSB forward logistics element provides logistics capabilities or extra capacity to multifunctional and functional support brigades and the BCTs.

3-57. The CSSB or the sustainment brigade establishes a FLE based on tactical operations requirements. The FLE capabilities are also determined by the supported unit's tasks and capabilities. A FLE supporting an artillery unit could be organized differently from a FLE organized to support a special operations force. An example of a CSSB forward logistics element is depicted in figure 3-3. A CSSB forward logistics element

may also support a division maneuver enhancement brigade (MEB) or other divisional elements that require additional capacity or capability.

3-58. Figure 3-3 shows elements from the ammunition company, the composite supply company, and the composite truck company. The ammunition platoon is included due to the high rate of fire and expected resupply rate. The petroleum assets are position forward to decrease the time/distance the BSB will have to travel and the Heavy Equipment Transport Systems (HETS) are positioned forward for evacuation and recovery.

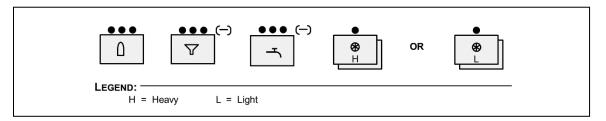


Figure 3-3. Example combat sustainment support battalion forward logistics element supporting brigade combat team

Distribution

3-59. The CSSB conducting distribution receives and distributes materiel to and from one node to another for further distribution. It is supply point to supply point with no direct replenishment to units. When task organized to conduct theater distribution, the CSSB depends on the sustainment brigade to conduct distribution planning and integration. The sustainment brigade staff conducts distribution management as part of a theater-wide distribution process. CSSB transportation assets are used to execute distribution and conduct resupply and replenishment missions as part of the area support task.

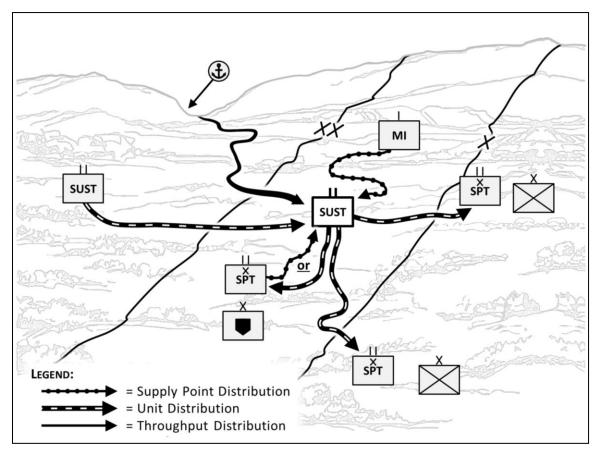
3-60. The placement of distribution assets depends on many factors. A high operating tempo environment may dictate assets remain closer to the supported unit or that the CSSB use a node to transfer supplies. The following list has considerations for placement of distribution assets.

- Location of resources to be moved.
- Location of supported units.
- What is the terrain? Flat, mountainous, jungle?
- Condition of routes. Are they paved? How wide are they, multi-lane, single lane? How much will they deteriorate in bad weather? What is the rate of speed on the route?
- What is current threat? Is it likely to stay the same or worsen?
- Are civilians on the roads?
- Do you have enough time to travel to the supported unit, offload the supplies and return to your area before resupply arrives?

3-61. The best distribution method depends on the mission, the urgency of requirement, the threat, the supported unit's priority of support, time/distance, and other factors of mission and operational variables. The two methods of distribution discussed below are unit distribution and throughput distribution.

3-62. Unit distribution is the routine distribution method the CSSB uses to support the BCT. *Unit distribution* is a method of distributing supplies by which the receiving unit is issued supplies in its own area, with transportation furnished by the issuing agency (FM 4-40). The CSSB delivers supplies to the BSB's distribution company.

3-63. *Throughput distribution* is a method of distribution which bypasses one or more intermediate supply echelons in the supply system to avoid multiple handling (ATP 4-11). The CSSB conducts throughput distribution when tasked with theater distribution mission. Another example of throughput distribution is distributing supplies from an echelon above brigade SSA to a forward support company, bypassing the BSB's distribution company. Throughput distribution to the forward support companies is an option for large items



or urgent requirements. See figure 3-4 which illustrates three methods of distribution normally conducted by the CSSB.

Figure 3-4. Example combat sustainment support battalion distribution

3-64. In some cases, the BCT will allow the BSB staff to coordinate with the battlespace owner on behalf of the CSSB. A way to accomplish this is via CPOF. Once the BSB receives its mission brief and analyzes support requirements, the BSB commander and staff can then brief the CSSB commander and staff via CPOF or other mission command system. This allows situational understanding for the CSSB and provides better support for the BCT. The verbal brief also allows for immediate mission clarification and synchronization. The BSB may also coordinate all the air and ground security support for the CSSB as they traverse through the BCT battlespace.

3-65. The threat situation in the BCT's area may become too dangerous for the CSSB to continue the throughput distribution mission. Poor road conditions, unexpected weather or asset availability may also delay a distribution operation. A useful technique to guard against an aborted mission is to establish a decision point prior to reaching the brigade's support area. The convoy commander considers time available and threat situation then determines whether the CSSB continues to the forward support company as planned or if the CSSB hands the supplies off to the BSB distribution company. The BSB distribution company can then further distribute to the forward support company as required.

3-66. The BSB and the CSSB agree to alternative support plans before executing throughput distribution in a contested environment. In most cases, the CSSB must be able to provide support to the supported unit and return to their support area within a specified time period. The CSSB must be able to complete follow-on distribution missions.

SUMMARY

3-67. The CSSB support operations staff concentrates on the tasks required to control execution and synchronize logistics support to supported units. The support operations staff provides input to the COP for the battalion. The SPO staff supplements the current operations cell and assists with current logistics tracking. The CSSB is usually tasked to conduct area support. Supply point, unit and throughput distribution are ways the CSSB distributes commodities.

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Chapter 4 Support Areas

The CSSB will normally execute logistics from a support area. The support area is part of an area of operations. This chapter includes discussion about areas of operations, support areas, protection, and considerations for establishing and occupying an area.

AREAS OF OPERATIONS

4-1. In order to fully understand how a CSSB fits within support area operations, CSSB leaders must first understand the different types of area of operations (AO) and the operational framework. Support areas are part of contiguous and noncontiguous areas of operations. A *contiguous area of operations* where all of a commander's subordinate forces' areas of operations share one or more common boundary (FM 3-90-1). A *noncontiguous area of operations* is where one or more of the commander's subordinate forces' areas of operation do not share a common boundary (FM 3-90-1). Each of these AO's has unique considerations for the CSSB commander and staff to consider when developing the sustainment and protection plans. FM 3-90-1, *Offense and Defense*, provides further discussion about offense and defense of areas of operations.

4-2. Army leaders are not bound by any specific framework for conceptually organizing operations, but three operational frameworks have proven valuable in the past. The three operational frameworks are:

- Deep-close-security.
- Decisive-shaping-sustaining.
- Main and supporting efforts.

4-3. The higher headquarters will direct the specific framework or frameworks to be used by subordinate headquarters; the frameworks should be consistent throughout all echelons. ADRP 3-0, *Operations*, includes a discussion of these operational frameworks. The deep-close-security operational framework is historically associated with terrain orientation but can be applied to temporal and organizational orientations as well.

4-4. As shown in figure 4-1 on page 4-2, in contiguous areas of operations, the *deep area* is the portion of the commander's area of operations that is not assigned to subordinate units (ADRP 3-0). Usually, the deep area extends from the forward boundary of subordinate units to the forward boundary of the controlling echelon in contiguous areas of operations. Figure 4-1, the linear AO is a divisional AO. The deep area extends from the BCT's forward boundary to the division's boundary. Close operations are operations that are within a subordinate commander's area of operations. The *close area* is the portion of a commander's area of operations assigned to subordinate maneuver forces. (ADRP 3-0).

4-5. In noncontiguous AO's, the higher headquarters controls deep areas within its area of operations. In the example shown in figure 4-1 on page 4-2, the division is overall responsible for the deep area, but has not committed forces to it. The close area is the area within the subordinate commanders' areas of operations. The higher commander may redefine the boundaries of specific areas of operations as necessary to shape operations, reallocating resources to ensure subordinate headquarters can adequately cover their assigned areas of operations.

4-6. Security operations involve efforts to provide an early and accurate warning of enemy operations and to provide time and maneuver space within which to react to the enemy. These operations protect the force from surprise and develop the situation to allow the commander to use the force effectively. Security operations include necessary actions to retain freedom of action and help ensure uninterrupted support or sustainment of all other operations.

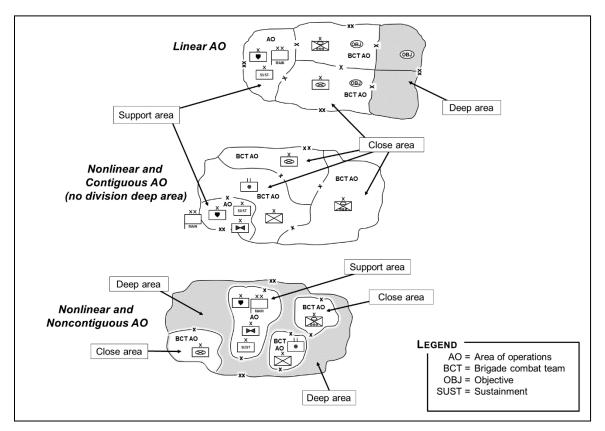


Figure 4-1. Examples of support areas in contiguous and noncontiguous areas of operations

4-7. Area security operations may be offensive or defensive in nature. These operations focus on the protected force, installation, route, or area. Protected forces range from echelon headquarters through artillery and echelon reserves to the sustaining forces. Protected installations can be part of the sustaining base or part of the area's infrastructure. Protected routes and areas involve securing a range from specific points (bridges and defiles) and terrain features (ridgelines and hills) to large population centers and their adjacent areas. All forces are responsible for their own local security.

4-8. CSSB battalion commanders and staffs continuously plan and coordinate security operations throughout the conduct of operations. Local security includes observation posts, local security patrols, perimeter security and other measures to provide close-in security for a force. Security operations activities are the primary responsibility of the CSSB S-3 protection cell.

SUPPORT AREA

4-9. The *support area* is the portion of the commander's area of operations that is designated to facilitate the positioning, employment, and protection of base sustainment assets required to sustain, enable, and control operations (ADRP 3-0). Commanders assign a support area as a subordinate area of operations to support functions. It is where most of the echelon's sustaining operations occur.

4-10. A deployed CSSB normally operates from a support area. CSSBs can operate within the corps support area, division areas of operations, and multinational support bases. The CSSB also operates from a port of debarkation. The CSSB could be on another unit's base camp, establish their own initial base camp or set up in an area as designated by the unit assigned the terrain.

4-11. The CSSB does not have the capability to control terrain. A BCT and the maneuver enhancement brigade have the capability to control terrain and be assigned an AO. The list below highlights the

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responsibilities units assigned an AO have within the boundaries of that AO. See FM 3-81, *Maneuver Enhancement Brigade*, for more information about these responsibilities.

- Terrain management.
- Information collection.
- Employing information-related capabilities.
- Air and ground movement control.
- Targeting.
- Clearance of fires.
- Security.
- Personnel recovery.
- Environmental considerations.

ESTABLISHING THE BATTALION

4-12. The CSSB, or its subordinate units, may be required to establish and occupy an area or an initial base camp. A base is considered permanent and a base camp is nonpermanent. A CSSB base camp will be part of a larger geographic area that is controlled by; a BCT, an MEB, a joint or multinational force.

4-13. The unit assigned the terrain provides the CSSB, or the sustainment brigade, a proposed geographic area in which to locate their units. The commander, or designated representatives, reconnoiters the proposed location either in person or by map to determine if the proposed terrain is suitable. Site negotiation between the CSSB and the unit assigned the terrain will vary depending on mission variables.

4-14. The CSSB commander, staff, and subordinate commanders consider proposed sites to determine the best location from which to support the force and in which to defend themselves. Refer to functional logistics doctrinal publications for specific site requirements and set-up information. Examples of factors commanders consider when establishing a site are below:

- How large is the anticipated size of the initial location and can it be hidden or concealed from observation?
- Is the site away from possible enemy avenues of approach and population centers?
- Is the proposed site defensible?
- Are the proposed locations near the main supply routes to supported and supporting units?
- Are there road networks inside the perimeter boundaries and are they sufficient to support traffic from the battalion's supported units?
- Does the proposed site include the resources the battalion or its companies require? For example, does it include a water source, privacy for mortuary affairs operations, space for an ASP or hard packed terrain for heavy truck or forklift operations?

4-15. The commander considers all factors and determines where to accept risk. No location is perfect. A CSSB supporting a humanitarian mission may decide to take risk with defensive posture. In a high threat environment, the commander might take risk with distance to supported unit, mitigating that risk by using more air or by establishing nodes between the supporting and supported units.

4-16. Once the location is assigned to the CSSB, each unit assembles and deploys a quartering party. The quartering party directs units to their assigned areas and begins developing defensive positions. All fighting positions, sector sketches and defensive plans must be coordinated with the unit controlling the support area terrain. ATP 3-21.8, *The Infantry Rifle Platoon and Squad*, includes fundamentals of tactics and essentials for developing site or protection plans. ATP 3-37.34, *Survivability Operations*, provides information about planning and designing fighting positions, camouflage and concealment and other topics related to survivability.

COORDINATING WITH TERRAIN MANAGER

4-17. In addition to securing its own perimeters, the CSSB has obligations to the support area terrain manager. The maneuver enhancement brigade may be assigned responsibility for a support area. When there is a serious and persistent threat to sustaining operations, or in the absence of a MEB, the commander may

assign an area of operation to a BCT, a joint or multinational force. Within the support area, the CSSB may have a tactical control (TACON) command relationship with the MEB or BCT controlling the identified for protection, security, and related matters.

4-18. Listed below are examples of tasks the CSSB commander and staff consider when establishing the battalion in a support area.

- Identify the terrain manager for the support area in which the unit is operating.
- Establish local security and be prepared to contribute/tie-in to overall support area security.
- Understand the support and/or command relationship with the terrain manager.
- Understand roles and responsibilities while in the support area.
- Assess support area responsibilities and logistics support responsibilities and indicate to sustainment brigade or higher command when support area responsibilities infringe on logistics support.
- Deconflict logistics support responsibilities and support area responsibilities with the sustainment brigade and the terrain manager.
- Understand who controls movement within the support area. Determine how this affects logistics support.
- Identify routes within the support area.

4-19. The CSSB operating within the support area is required to protect, secure, and defend themselves; to support other units when needed; and to operate within the support area. Everything the CSSB and its subordinate units do in the support area must be coordinated with terrain manager. For example, if the CSSB displaces a subordinate unit, they must notify the designated terrain manager. When the MEB is the support area terrain manager, the CSSB may consider providing a liaison to the MEB. See FM 3-81, *Maneuver Enhancement Brigade*, for more information about the MEB.

4-20. A CSSB located on an established base camp may be required to contribute to the base operations center or the base defense operations center if there is one. See ATP 3-37.10, *Base Camps*, for more information about base camps.

4-21. CSSB supporting a BCT usually provides support from the division's support area. CSSBs with a general support relationship to the division and its subordinate BCTs, depend on the sustainment brigade to coordinate with the division commander for terrain within the division's AO. The division or the brigade combat team control all movement within their area of operations.

4-22. The established relationship determines who controls CSSB assets in the division or BCT area of operations. If CSSB assets are direct support to the BCT, the BCT S-3 positions and assigns priorities for echelon above brigade logistics assets. The BCT S-3 may allow the BSB S-3 to do this task. CSSB elements positioned in the brigade support area will contribute to protection tasks whenever possible.

PROTECTION

4-23. *Protection* is the preservation of the effectiveness and survivability of mission-related military and nonmilitary personnel, equipment, facilities, information, and infrastructure deployed or located within or outside the boundaries of a given operational area (JP 3-0). Commanders and staffs synchronize, integrate, and organize capabilities and resources throughout the operations process in order to preserve combat power and mitigate the effects of threats and hazards. Protection activities are the primary responsibility of the CSSB S-3 protection cell.

4-24. CSSB commanders ensure that protection tasks are integrated into all aspects of operations to safeguard personnel, systems, and physical assets. Units within an AO are responsible for unit self-defense. Unit self-defense should be integrated into the security operations plan, base defense plan, and base cluster defense plan. For example the CSSB, or its subordinate unit, emplaces, controls, and defends a supply support activity or a petroleum supply point against a level I threat and coordinates for threat levels II and III. More information about level I, II, and III threats is in ATP 3-91, *Division Operations*.

4-25. Base camps provide a protected location from which to project and sustain combat power. While some base camps, especially smaller base camps built in more dangerous areas, may be required to focus on defense

rather than just security, the primary focus for most base camps is not on conducting a defense except in rare instances where Level III threats are imminent. In these cases, normal mission operations on the base camp, including tenant and transient units on the base camp, cease, and the focus of all available assets is shifted to defense until the threat is eliminated or repelled. Once the Level III threat is defeated, the base camp and its tenant or transient units return their focus to their primary missions. See ATP 3-37.10, *Base Camps* for more information about base camp operations and security and defense.

4-26. The following paragraphs address those tasks and systems that are part of the protection warfighting function. The CSSB commander and staff keep protection principles in mind when developing and implementing the protection plan. Protection principles are: comprehensive, integrated, layered, redundant, and enduring. Commanders and staffs synchronize, integrate, and organize capabilities and resources throughout the operations process in order to preserve combat power and mitigate the effects of threats and hazards. JP 3-0, *Joint Operations*, and ADRP 3-37, *Protection*, have more information about protection.

4-27. Sustainment commanders plan for all the supporting tasks of the protection warfighting function and focus on coordinating security operations conducted to protect friendly forces, installations, and routes in their assigned support area. CSSB commanders dedicate assets to protection tasks and systems based on an analysis of the operational environment, the likelihood of threat action, and the relative value of friendly resources and populations. Criticality, vulnerability, and recoverability are some of the most significant considerations in determining protection priorities. The list below includes some of the activities sustainment commanders consider protection priorities.

- Base and base camp defense.
- Critical asset security.
- Node protection.
- Response force operations. The sustainment brigade establishes a response force to protect the base it is occupying and coordinates for additional security.
- Lines of communication security. The sustainment brigade coordinates this with the unit assigned the terrain.
- Convoy security.

4-28. The CSSB operations staff officer and SPO ensure the battalion's concept of operations and protection plans are coordinated and nested within the command and with higher headquarters plans. During execution the S-3 current operations, the S-2, and the SPO staffs integrate efforts to conduct cross boundary coordination for lines of communication. Convoys may include contracted drivers driving government furnished Army trucks or contracted trucks with contractor employee drivers. This adds an extra layer of complexity and coordination requirements for the current operations team.

4-29. CSSB and subordinate commanders consider how evolving relevant operational or mission variables affect force employment concepts and tactical actions that contribute to the unit's mission. Awareness of potential ground threats is especially critical in the area of logistics operations in countering explosive hazards like improvised explosive devices, land mines and unexploded ordnance. See ATP 3-34.20, *Countering Explosive Hazards*, for more information about countering explosive hazards.

4-30. All commanders must integrate CBRN defense into their mission planning. The CSSB commander considers CBRN when developing the protection plan. CBRN passive defense consists of measures that are taken to prevent, minimize or negate the vulnerabilities and effects of CBRN threats and hazards. CBRN passive defense operations improve the ability to survive and sustain in a contaminated environment through proper planning, training, risk assessment, and vulnerability and hazard mitigation.

4-31. All Soldiers must know the basic standards of proficiency to survive a CBRN attack and to operate under CBRN condition. To review the standards of proficiency and additional information about CBRN, see FM 3-11, *Multi-Service Doctrine for Chemical, Biological, Radiological, and Nuclear Operations*.

SUMMARY

4-32. An employed CSSB will be located in a geographic location identified as a support area. Support areas are part of contiguous and noncontiguous areas of operations. The CSSB, or its subordinate units, may be required to establish and occupy an area or an initial base camp. The terrain manager provides the CSSB, or

the sustainment brigade, a proposed geographic area in which to locate their units. CSSB commanders and staffs continuously plan and coordinate security operations throughout the conduct of operations. Area security operations may be offensive or defensive in nature. All forces are responsible for their own local security. CSSB commanders ensure that protection tasks are integrated into all aspects of operations to safeguard personnel, systems, and physical assets.

Chapter 5 Supporting Unified Land Operations

Unified Land Operations is the Army's contribution to the Unified Action. Unified land operations are executed through decisive action by means of the Army Core Competencies and guided by mission command. Unified land operations is how the Army applies combat power through simultaneous offensive, defensive, and stability, or defense support of civil authorities tasks. The Army applies combat power to seize, retain, and exploit the initiative, and to consolidate gains. The CSSB is task organized to support offensive, defense, stability, and Defense Support of Civil Authorities tasks.

JOINT AND MULTINATIONAL OPERATIONS

5-1. CSSBs will support joint and very likely multinational forces during operational deployments. *Joint operations* is a general term to describe military actions conducted by joint forces and those Service forces employed in specified command relationships with each other, which of themselves, do not establish joint forces (JP 3-0).

5-2. The geographic combatant commander may designate a specific area within their area of responsibility as a theater of war, theater of operations, or a joint operations area (JOA). Theater of operations, area of operations or joint area of operations may all be included in an area of responsibility. A *joint operations area* is an area of land, sea, and airspace, defined by a geographic combatant commander or subordinate unified commander, in which a joint force commander (normally a joint task force commander) conducts military operations to accomplish a specific mission (JP 3-0). A CSSB supporting the JOA will maintain its usual deployed command and support relationships with supported units.

JOINT

5-3. The CSSB may support other services. The geographic combatant commander assigns lead Service CUL responsibilities. When the Army is assigned lead Service responsibilities, the sustainment command manages them within a joint and multinational operational framework. CSSB units execute the support. Examples of lead service functions are supply management, water treatment, storage and distribution, and airdrop equipment and systems.

5-4. Lead service assignments are not permanent. They may change throughout operational phasing. The CSSB commander and staff must be aware of all lead service responsibilities and prepare their subordinate units. Soldiers must know who supported units are and who supports them with resources.

5-5. The sustainment command or brigade maintain tasking authority for CUL assets. If the CSSB requires a CUL asset, they must submit a request to use CSSB assets to support CSSB mission. More information about lead Service for CUL responsibilities may be found in JP 4-09, *Distribution Operations*.

MULTINATIONAL

5-6. Sustainment of forces is a national responsibility. However, certain efficiencies and effects can be obtained through sharing, supporting and/or receiving support from allied or coalition forces. Orders should stipulate the extent or scope of the multinational support agreement the CSSB may be required to coordinate, control or support. See Allied Land Publication 4-2, *Land Forces Logistic Doctrine*, for more information about North Atlantic Treaty Organization's logistics operations.

5-7. Support agreements between U.S. forces and other nations may be formed to maximize sustainment efficiencies and operational effectiveness. There are differing types of multinational support agreements, each with varying degrees of responsibility and scope. The agreements include but are not limited to:

- Acquisition cross-servicing agreements.
- Mutual support agreements.
- Third party logistics support services.
- Contracting support to multinational operations.
- Host-nation support.

5-8. Supporting multinational operations is a challenge. Potential problem areas include; language, cultural differences, differences in doctrine, terminology and definitions, methods for computing requirements, mobility, interoperability, and infrastructure. Competition among Services and alliance and/or multinational members for common support, environmental considerations, and national resource limitations are additional concerns. The sustainment brigade and the sustainment command should deconflict potential problems on behalf of the CSSB.

5-9. CSSB commanders and their staff must be familiar with established multinational support agreements, understand the extent and limitations of each agreement, and understand their role in supporting the agreements. Types of support provided or received include transportation, provision of supplies to include class III (bulk) and field services.

5-10. A CSSB with a large multinational support requirement may have liaisons in other nation's command posts or may have other nations represented in their CP. For example, the U.S. may be deployed to an area with an existing foreign presence. The U.S. may use their resources instead of deploying U.S. resources. See JP 3-16, *Multinational Operations*, FM 3-16, *The Army in Multinational Operations*, and JP 4-08, *Logistic in Support of Multinational Operations*, for more information about multinational logistics.

CIVIL MILITARY OPERATIONS

5-11. The CSSB will support civil-military operations as part of support to decisive action. Civil-military operations are activities of a commander performed by designated civil affairs or other military forces that establish, maintain, influence, or exploit relations between military forces, indigenous populations, and institutions, by directly supporting the attainment of objectives relating to the reestablishment or maintenance of stability within a region or host nation (JP 3-57).

5-12. The CSSB will participate in tactical level interorganizational coordination, most likely with indigenous populations and institutions (IPI), intergovernmental organizations (IGOs), nongovernmental organizations (NGOs), and other government agencies (OGAs) to support the mission. Civilian organizations bring resources and capabilities that can help establish or sustain host-nation civil authority and capabilities.

5-13. Stability tasks and foreign humanitarian assistance are often sustainment intensive. In these operations, the CSSB will work closely with or directly support intergovernmental, non-governmental and other agencies and organizations. This support may include ground transportation, provision of equipment and supplies, and port operations. This support will be formalized through orders. CSSB and staff must be familiar with the legal authorizations to provide support to the interagency and inter/non-governmental organizations or indigenous populations and institutions. ADRP 4-0, *Sustainment*, provides greater detail on intergovernmental organizations and interagency coordination.

HOST NATION

5-14. Host-nation support is civil and military assistance rendered by a nation to foreign forces within its territory during peacetime, crises or emergencies, or war based on agreements mutually concluded between nations (JP 4-0). Host-nation support may include the use of sea and aerial ports of debarkation, warehousing for storage, transportation assets, personnel such as stevedores and other distribution related or supported capabilities. Many host-nation support (HNS) agreements have already been negotiated between existing allies. There are certain sustainment efficiencies that can be achieved to facilitate a unity of effort through the use of host nation, allied and intergovernmental organization agreements. These can be pre-existing agreements or agreements that are generated after deployment to a theater. A comprehensive analysis of host

nation capabilities and plans for incorporating these resources provides sustainment commanders with an array of options. Note that HNS is different than contracted support. More information about HNS is available in JP 4-08, *Logistics In Support Of Multinational Operations* and FM 3-16, *The Army in Multinational Operations*.

5-15. The Department of State is the U. S. Government's lead agency for foreign affairs. Diplomacy is a principal means of organizing coalitions and alliances, which may include states and non-state entities, as partners, allies, surrogates, and/or proxies. The credible threat of force reinforces, and in some cases, enables the diplomatic process. In the context of the current operational environment, The Department of State guides the diplomatic process with input from the geographic combatant commanders to establish host-nation support agreements. The geographic combatant commanders are responsible for aligning military activities with diplomatic activities in their assigned area of responsibility.

SUPPORT TO DECISIVE ACTION

5-16. Decisive action begins with the commander's intent and concept of operations. As a single, unifying idea, decisive action provides direction for an entire operation. Army forces conduct multi-domain battle as part of a joint force. The joint forces recognize five domains; air, land, maritime, and space, as well as cyberspace. Army forces deter adversaries, restrict enemy freedom of action, and ensure freedom of maneuver and action in multiple domains for the joint force commander. Army forces operate dispersed over wide areas while retaining the ability to concentrate rapidly, presenting multiple dilemmas to enemy forces.

5-17. Operations conducted outside the United States and its territories simultaneously combine three elements—offense, defense, and stability. Within the United States and its territories, decisive action combines the elements of defense support of civil authorities and, as required, offense and defense to support homeland defense. See JP 3-27, *Homeland Defense*, for more information about decisive action and homeland defense.

5-18. CSSB operations are accomplished by planning and executing missions within the context of the sustainment warfighting function and by applying the principles of logistics when executing the support of decisive action tasks. The *sustainment warfighting function* is the related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance (ADRP 3-0).

5-19. Distribution and support methods change as supported units conduct simultaneous combinations of offense, defense, and stability or defense support of civil authorities tasks. The CSSB supporting a BCT may employ unit distribution to the BSB's distribution company supporting the main effort. At the same time conducting throughput distribution of obstacle materiel and class V to a forward support company supporting defensive tasks.

5-20. The logistics principles are essential to maintaining combat power, enabling strategic and operational reach, and providing Army forces with endurance. See ADP 4-0, *Sustainment*, for more information about the eight principles of logistics. An important principle of logistics is anticipation. *Anticipation* is the ability to foresee operational requirements and initiate actions that satisfy a response without waiting for an operations order or fragmentary order (ADP 4-0). Anticipation facilitates responsive support. It is based on professional judgment resulting from experience, education, and situational understanding.

5-21. CSSB commanders and staffs visualize future operations, identify required support and begin preparing logistics to support emerging decisive action tasks. Maintaining a COP, including the running estimates, reading the operations plans and OPORDS, and conducting the MDMP all contribute to the staff's ability to anticipate requirements. The current operations cell should be tracking the tactical situation, causalities and destroyed and disabled equipment. This allows the SPO to anticipate necessary actions such as requesting transportation or critical supplies without having to wait for unit requests. It also enables the commander to reorganize supply elements or to request additional capabilities or capacities to meet the most critical requirements.

5-22. There is risk associated with acting on anticipation. Commanders and staffs mitigate this risk by employing multiple sources of information when determining requirements. The SPO anticipates the supported unit's requirements through parallel planning using logistics estimates, judgement and experience.

5-23. As supported units transition between decisive action tasks, the CSSB commander and SPO intuitively know requirements will change. For example, the CSSB supporting a brigade preparing for defensive tasks anticipates a configured load request for class IV or V or both. CSSB subordinate units configure the requirements while CSSB support operations office pulses the brigade S-4 to confirm the requirement for existing configured loads or to receive emerging requirements.

5-24. The CSSB and its subordinate units maintain situational understanding and flexible support plans to support units in all decisive action circumstances. See FM 3-96, *Brigade Combat Team*, and FM 3-90-1, *Offense and Defense Volume 1*, for conduct of decisive action across the range of military operations and the basic tactics associated with the conduct of offensive and defensive tasks.

OFFENSIVE TASKS

5-25. The objective of sustainment in offensive tasks is to provide sufficient support to enable the maneuver forces to conduct the four primary offensive tasks: movement to contact, attack, exploitation and pursuit. Sustainment support focuses on rearming, refueling, and maintenance support. CSSBs sustaining units conducting offensive tasks must consider the extended lines of communication and factor in time and distance. All CSSBs should plan to conduct the following tasks while supporting offensive operations:

- Recovery operations.
- Identify potential support areas, logistics release points, or supply routes to enable forward positioning logistics.
- Aerial delivery.

5-26. The CSSB supporting a BCT is not static. It supports in a way that enables the brigade support battalion to focus its efforts on supporting its brigade, not looking back for support. The CSSB may move forward as the supported unit moves forward. The CSSB, or the sustainment brigade, may establish a forward node where support is transloaded and distributed forward by a sustainment brigade asset. This method would be more likely for items such as class IV supplies that may be distributed from theater assets. See ADRP 3-90, *Offense and Defense*, for more details about offensive tasks.

DEFENSIVE TASKS

5-27. The objective of sustainment in defensive tasks is to provide sufficient support to enable the maneuver forces to conduct the three primary defensive tasks: area defense, mobile defense and retrograde. CSSBs sustaining units conducting defensive tasks are focused on rearming, and counter mobility. Increased quantities of ammunition and decreased quantities of fuel characterize most area defenses. See ADRP 3-90, *Offense and Defense*, for more details about defensive tasks. All CSSBs should plan to conduct the following tasks while supporting defensive operations:

- Consider and plan to provide additional transportation to meet requirements for movement of Class IV barrier materiel, mines, and pre-positioned ammunition.
- Resupply during limited visibility to reduce the chance of enemy interference.
- Plan to support additional engineer units transiting through or in the area preparing defensive positions.

STABILITY TASKS

5-28. Stability missions and tasks are part of broader efforts to establish and maintain the conditions for stability in an unstable area before or during hostilities, or to reestablish enduring peace and stability after open hostilities cease. See FM 3-07, *Stability*, for a discussion of the five primary stability tasks and related activities. Tailoring supplies, personnel, and equipment to the specific needs of the operation is essential. The sustainment of stability tasks often involves supporting U.S. and multinational forces in a wide range of missions. It can be conducted in support of a host nation or interim government or as part of an occupation when no governments exist.

5-29. Sustainment for stability tasks is unique and more complex due to physically dispersed unit locations, lack of adequate infrastructure, nontraditional demands by civil military operations, and the burden caused by displaced civilians. Leaders must understand all mission variables and remain flexible. The JFC may

establish humanitarian efforts as the priority of support. The CSSB should anticipate increased distribution requirements during stability tasks. Be prepared to support non-governmental organizations if directed by the JFC.

5-30. The CSSB's increased distribution requirements may cause it to use supply point distribution. The BSB may have to return to the CSSB to pick up supplies or the CSSB could establish a logistics release point and the BSB would come back to the logistics release point to receive supplies. Stability operations are generally fluid environments for logisticians and can result in confusion if leaders are not operationally aware of U.S. policy goals, stability partner's perspectives and all applicable support agreements.

5-31. Host-nation support, operational contract support, and local purchases are force multipliers during the execution of many decisive action tasks. Situations that lack optimal sustaining capabilities may require using nonstandard logistics. They may augment or replace existing logistics capability. Nonstandard logistics can reduce dependence on the logistic system, improve response time and free airlift and sealift for other priority needs. Nonstandard logistics may be employed for:

- Limited supplies such as classes I, II, III, IV, VII, IX and X.
- Services such as catering, maintenance and repair, sanitation, and laundry.
- Transportation.

DEFENSE SUPPORT OF CIVIL AUTHORITIES

5-32. Defense Support of Civil Authorities is generally used in cases of domestic emergencies, for designated law enforcement support, and other activities upon request for assistance from civil authorities. Civil support includes operations that address the consequences of natural or man-made disasters, accidents, terrorist attacks, and incidents in the United States and its territories. Army forces conduct civil support operations when civil authorities request assistance and the Secretary of Defense concurs.

5-33. In Defense Support of Civil Authorities, military forces always play a supporting role. State and federal laws define how military forces can support civil authorities. Often, a state's National Guard forces, acting in their state capacities under Title 32 of the United States Code, are enough to provide an adequate response to a situation. However, when these forces are not enough, Governors may request additional support from federal authorities. For more information see and ADRP 3-28, *Defense Support of Civil Authorities*.

SUMMARY

5-34. CSSBs will support joint and very likely multinational forces during operational deployments. When the Army is assigned lead Service responsibilities, the sustainment command manages them within a joint and multinational operational framework. CSSB units execute the support. Support in a joint and multinational environment often includes support to civil military operations. The CSSB may use host nation support and other types of support agreements. Distribution and support methods change as supported units conduct simultaneous combinations of offense, defense, and stability or defense support of civil authorities tasks. The CSSB and its subordinate units maintain situational understanding and flexible support plans to support units in all decisive action circumstances.

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Chapter 6 Functional Capabilities

This chapter describes logistics capabilities and functional companies that are usually attached to a CSSB. Some of these units are modular and may be deployed as platoons or teams. Example task organizations are provided for CSSBs performing different tasks. Readers should refer to the appropriate functional doctrinal publication for details of how to employ specific capabilities.

COMPANY AND BELOW FUNCTIONAL LOGISTICS UNITS

6-1. The units depicted in this chapter are employed throughout the AO. Many of the units described are modular and may be tailored to fit a specific operation, others are already tailored for smaller supported populations. For example, a quartermaster supply company, a water support company, a petroleum support company, and a field services company together provide the same capabilities as a composite supply company. The composite supply company has these capabilities with much less capacity. A CSSB providing support to all units in a large geographic area would require more capacity and would likely be task organized with separate functional logistics companies or modular platoons. A CSSB supporting a smaller force would be task organized with a composite supply company. This same line of reasoning applies to many transportation units.

6-2. Functional logistics units depend on other units to enable them to function efficiently. Recognizing these dependencies is important for the CSSB support operations officer and the battalion S-3 to understand when reviewing proposed battalion task organization changes. They also consider dependencies when identifying potential supported units within the assigned support area. For example, all of the functional logistics units depend on the support maintenance company for field maintenance support. The modular functional logistics platoons also have dependencies. They may be deployed independent of their company headquarters but, they must be attached to a quartermaster or other logistics company headquarters. More information about functional logistics units is in unit table of organization and equipment, proponent doctrine and from force design resources located at the Combined Arms Support Command Sustainment Unit One Stop website.

6-3. A CSSB may be task organized with units not normally attached to a CSSB. A CSSB geographically separated from other logistics headquarters, and a CSSB that is the first or last logistics headquarters in the JOA are examples of circumstances in which the CSSB may have human resources, financial management and other logistics units attached. Examples of logistics units not normally attached to a CSSB are movement control teams or Army watercraft units. Information about Army watercraft unit is in ATP 4-15, *Army Watercraft Operations*. In some operational environments a CSSB may be task organized with non-sustainment units such as signal, engineer or military police.

TRANSPORTATION

6-4. The CSSB transportation capability includes terminal, hub, node and transportation support to units within its assigned support area. The assigned mission will determine the number and type of truck companies attached to the CSSB. The units most likely to be attached to a CSSB supporting the JOA are shown below. Many of these units may also be attached to a CSSB supporting a brigade combat team, or supporting theater of operations opening, theater closing or theater distribution missions. More information about transportation operations is located in ATP 4-11, *Army Motor Transport Operations* and ATP 4-13, *Army Expeditionary Intermodal Operations*.

Inland Cargo Transfer Company

6-5. Inland cargo transfer companies are best used to operate intermodal terminals at theater and corps hubs in two separate locations. The company has two cargo transfer platoons but it is not considered modular. The inland cargo transfer company is attached to a CSSB conducting logistics support and could be used to operate central receiving & shipping points and transfer cargo at larger convoy support centers.

Combat Heavy Equipment Transport Company

6-6. The transportation combat heavy equipment transport company has four HETS truck platoons. The company supports tactical displacement of armored brigade combat teams. The unit also conducts recovery and evacuation missions. It is usually attached to a transportation motor transport battalion but may be attached to a CSSB.

Medium Truck Companies

6-7. The transportation medium truck company (cargo) (echelon above brigade [EAB] linehaul) has two truck platoons. This unit is best used in the theater area but may operate in the corps/division area when road conditions permit. It is employed in support of the theater movement plan. The company moves containerized, non-containerized, palletized, dry and/or refrigerated cargo, and bulk water products using M915 tractors and trailers. The company is usually attached to a transportation motor transport battalion but may be attached to a CSSB.

6-8. The transportation medium truck company (cargo) (echelon above brigade [EAB] tactical) has two truck platoons and an operations section. The company moves containerized (20'), non-containerized, palletized, refrigerated cargo and bulk water products using FMTV tractors and trailers. The unit will be located in the corps and higher support areas and is employed as part of the theater movement plan.

6-9. The transportation medium truck company (palletized load system [PLS]) (echelon above brigade [EAB] tactical) is best used to transport cargo around the support area (local haul). Cargo includes dry and refrigerated containerized cargo and other break-bulk cargo, ammunition, and bottled water using palletized load system flat-racks. When equipped with tank racks/hippos, it can transport bulk water and bulk petroleum products.

6-10. The transportation light/medium truck company has two truck platoons and an operations section. The company may be used for local haul and line haul operations. The company has one light truck platoon with cargo trucks and trailers; and one light/medium truck platoon with a combination of cargo trucks and trailers and trailers. The cargo trucks are used for small bulk shipments, personnel movements, and unit relocations. The tractor/trailer combination is used to transport larger loads and 20 foot containers.

Composite Truck Companies

6-11. The transportation composite truck company (heavy) primary mission is to provide transportation and convoy security support to sustainment brigade operations for a heavy division. The company has a platoon with HETS, two platoons with palletized load system, and a platoon with medium tactical vehicles. It is employed in the brigade and division support areas. This unit is also part of a task organized CSSB supporting multifunctional or functional support brigades performing corps missions, such as a maneuver enhancement brigade or engineer brigade. This unit is capable of conducting both line haul and local haul in all threat environments. It can perform escort mission for contracted trucks integrated into unit convoys. Its primary role is to distribute ammunition, containers, unit equipment, dry cargo, and water. It also performs unit moves and transports personnel.

6-12. The transportation composite truck company (light) primary mission is to provide transportation and convoy security support to sustainment brigade operations for a light division, Stryker or corps headquarters. The company has two platoons with palletized load systems and two platoons with medium tactical vehicles. This unit is employed in the brigade and division area of operations. The unit is capable of conducting both line haul and local haul missions in all threat environments. It provides organic convoy security and can perform escort mission for contracted trucks integrated into unit convoys. Its primary role is to distribute dry

and refrigerated containerized cargo, general non-containerized cargo, ammunition, bottled water, and bulk water (when equipped with tank racks/hippos). It also performs unit moves and transports personnel.

SUPPLY

6-13. Supply capabilities include subsistence support, fuel storage and issue, munitions, and SSA support to units within its assigned support area. The type and quantity of supply companies attached to the CSSB will vary based upon mission requirements and units supported. Most CSSBs will oversee at least one supply support activity.

Supply Companies

6-14. A quartermaster supply company is best used to operate a multi-class supply support activity in the sustainment brigade area of operations. This unit receives, stores, and configures class I stocks for distribution and receives, stores, and issues classes II, III package, IV, VII, and IX. This is a modular company. When requested as a company there are three supply platoons which include integrated class I supply support. Each platoon has its own standard requirements code which enables leaders to tailor the force package to a specific requirement.

6-15. A quartermaster composite supply company's primary mission is to provide general supply, class I, perishable and semi-perishable supply, petroleum supply, water supply support, and shower & laundry services. It is part of a task organized CSSB supporting corps and division headquarters, multifunctional or functional support brigades or brigade combat teams. This unit is employed in the brigade and division area of operations. The supply platoon receives, stores, and configures class I stocks for distribution and receives, stores, and issues classes II, III package, IV, VII, and IX. The petroleum platoon receives, stores and issues class III and includes a quality surveillance and control capability. The water platoon supports water treatment, storage, and mobile storage. It also provides a shower and laundry capability. The composite supply company has three platoons and is intended to be deployed as a complete unit.

Water Units

6-16. The quartermaster water support company treats, stores and provides local distribution using Heavy Expanded Mobility Tactical Truck-Load Handling Systems (HEMTT-LHS) and a 2,000 gallon tank rack. The company has three platoons which are fully modular and may be deployed alone or with the company headquarters. The company may be augmented with the tactical water distribution team (hoseline).

6-17. Quartermaster tactical water distribution team (hoseline) provides potable water distribution support via hoseline. The team deploys, operates, recovers, and maintains the Tactical Water Distribution System. The team also provides two direct support water supply points using organic equipment. The tactical water distribution team (hoseline) has its own standard requirements code which enables leaders to tailor the force package to a specific requirement.

Petroleum Units

6-18. The quartermaster petroleum support company receives, stores, and distributes bulk petroleum. The company supports all units in its assigned support area. It is capable of both unit and supply point distribution. The company is fully modular and may be composed of a varying number of petroleum support platoons, an attached petroleum quality analysis team and an attached assault hoseline team. The basic building block is the petroleum support platoon. Each petroleum support platoon has non mobile fuel storage and issue, and a small mobile distribution capability. The mix and quantity of platoons depends on supported units.

6-19. Petroleum quality analysis teams primarily support aviation support battalions but a variant of this team may be assigned or attached to the petroleum support company. The team operates a petroleum laboratory and performs complete specification and quality surveillance of petroleum products received from supported units' requirements.

6-20. The quartermaster assault hoseline augmentation team operates and maintains the assault hose line system to establish and maintain linkage between petroleum tank farms and high volume users. This unit is most likely to be used near air or sea hubs or distribution nodes with very high traffic volume.

Munitions

6-21. The CSSB ammunition staff coordinates receipt and issue of ammunition from the ammunition supply point. Echelon above brigade ammunition capability includes the functions of receiving, storing, issuing and reconfiguring ammunition packages. The modular ammunition ordnance company is the only echelon above brigade unit providing ammunition. Ammunition support is fully modular and platoons may be added or reduced from the organization based upon ammunition support requirements and mission variables. See ATP 4-35, *Munitions Operations and Distribution Techniques*, and unit table of organization and equipment for more information about ammunition organizations.

6-22. The modular ammunition ordnance company is normally employed near the port of debarkation but may be employed wherever it is required. It is attached to a sustainment brigade and usually supervised and controlled by a CSSB. The company operates one or more ammunition storage areas using one or more ammunition platoons. The number of platoons in the modular ammunition ordnance company varies from two to five. Each platoon receives, configures, inspects, manages, issues, ships and retrogrades class V stocks using the palletized load system. Each platoon has a rough terrain container handler.

FIELD SERVICES

6-23. Field service capabilities are aerial delivery, field feeding, shower and laundry, mortuary affairs, and water treatment functions. A CSSB may be task organized without field services units or may have multiple units providing field services. For example, a CSSB supporting multifunctional support brigades will likely include a field services company and could also have field services included as part of the composite supply company.

6-24. Field services have specific location criteria such as, a water source, good drainage, access to an air hub or a way to screen operations from the population. See appropriate doctrinal publications for information about how to establish and operate a field service; ATP 4-42, *General Supply and Field Services Operations*, ATP 4-48, *Aerial Delivery*, ATP 4-41, *Army Field Feeding and Class I Operations*, ATP 4-46, *Contingency Fatality Operations*, and ATP 4-44, *Water Support Operations*.

Aerial Delivery Companies

6-25. The theater aerial delivery company provides personnel pack, airdrop equipment repair, cargo rigging, and cargo packing support for the theater area. It provides personnel pack, airdrop equipment repair, rigging platform loads and airdrop containers for support to theater area of up to 40 short tons per day and 1,200 parachutes per month. The theater aerial delivery company consists of a headquarters platoon, a pack/maintenance platoon and a cargo rigging platoon.

6-26. The division aerial delivery company is normally assigned to a CSSB in support of an airborne division. It is dependent upon appropriate elements of the sustainment brigade or the CSSB for personnel services, health service support, and supplemental transportation support. The division aerial delivery company provides air item maintenance and rigging platform loads and air drop containers in support of an airborne division of up to 200 short tons per day in a deployed environment. It consists of a headquarters platoon, an airdrop equipment repair platoon, and two cargo rigging platoons.

6-27. The division personnel pack company is normally assigned to a CSSB in support of an airborne division. It is dependent upon appropriate elements of the sustainment brigade or the CSSB for personnel services, health service support, and supplemental transportation support. The division personnel pack company provides personnel pack of up to 13,500 personnel parachutes per month only for an airborne division. It consists of a headquarters platoon and three identical pack platoons.

Field Service Company

6-28. The field service company provides shower and laundry support. There are two platoons in the company with three sections in each platoon. The platoons and the sections may operate geographically dispersed. This capability is best employed in a support area with adequate water supply and drainage.

Mortuary Affairs Company

6-29. The mortuary affairs company performs the full spectrum of mortuary affairs operations. The company has five platoons. Each platoon has four collection teams which may perform any one of four mortuary affairs tasks but not concurrently. For example, one platoon could provide forward collection teams and operate up to four mortuary affairs collection points and a second platoon could operate a personal effects depot to receive, store, inventory, and process personal effects. Platoons may be deployed independently.

MAINTENANCE

6-30. The support maintenance company is the only echelon above brigade unit performing field level maintenance. Most CSSB's will be task organized with one support maintenance company. However, there may be a CSSB task organized with two support maintenance companies or a CSSB without one. This depends on mission variables.

Support Maintenance Company

6-31. The support maintenance company has three platoons; the automotive armament platoon, the electronic maintenance platoon and the ground support equipment maintenance platoon. Capabilities of the support maintenance company include maintenance control, field level maintenance on wheeled vehicles, armament, radios, communications security equipment, special electronics, and power generation. The company also has welding and machine shop capability, wheeled vehicle recovery operations, and on site battle damage assessment and repair. The area test, measurement and diagnostic equipment support team may augment the company.

Test, Measurement and Diagnostic Equipment Support Team

6-32. The area test, measurement and diagnostic equipment support team provides both mobile and fixed site calibration and repair of test, measurement, and diagnostic equipment. This team has its own standard requirements code and must be requested separate from the support maintenance company. It is normally attached to the support maintenance company.

EXAMPLE TASK ORGANIZATIONS

6-33. A CSSB conducting logistic support in a corps or division area is task organized differently than a CSSB organized to conduct distribution. Some deployments will have multiple sustainment brigades, allowing each sustainment brigade to focus the organization, planning and execution efforts on a specific task such as distribution or corps/division support. Sustainment brigades and their subordinate CSSBs task organization are determined by mission and operational variables. Figure 6-1 on page 6-6 and figure 6-3 on page 6-7 depict example sustainment brigades performing different missions.

ECHELON ABOVE CORPS AND PORT OF DEBARKATION SUPPORT

6-34. The echelon above corps and port of debarkation support structure is based upon detailed mission analysis. Required capabilities vary based upon the situation or by phase of the operation. Unit designs provide the means to effectively build required capabilities as operational requirements change. Additionally, HNS, contracted support, and support from other Services may be used as alternatives to adding force structure at the theater level. Figure 6-1 includes three example CSSB task organizations. One is a CSSB task organized with functional companies supporting echelon above corps and the port of debarkation, one for area support and a CSSB task organized for distribution.

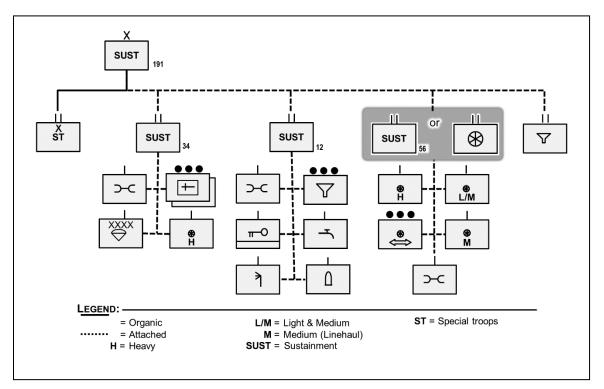


Figure 6-1. Example sustainment brigade supporting echelon above corps and ports of debarkation

6-35. All functional logistics companies may support across the JOA however, there are logistics companies that are better used outside of the corps and division area. This may be due to the kinds of mission they perform, the capacity, or equipment. In some cases, the capability of a particular unit may be used in a corps or division AO, but the unit is not as efficient as if it were employed at the theater level.

6-36. Support operations must be both effective and efficient. Most of these units may also be attached to a CSSB supporting a brigade combat team or division, or supporting theater of operations opening, theater closing or distribution operations. The CSSB organized to support echelon above corps and ports of debarkation support and the CSSB organized for distribution are the same or similar to the task organizations in the example sustainment brigade supporting corps and division. Figure 6-2 depicts the CSSB task organized with functional companies supporting echelon above corps tasks.

6-37. The CSSB depicted in figure 6-2 includes a support maintenance company, a rigger company, a combat heavy equipment transport company and two platoons from the mortuary affairs company. The sustainment command may keep theater assets at the theater level until their capability is required at the corps or division level. The theater mortuary affairs assets, HETS companies, and the riggers are examples of units that are consolidated at a higher level until they are required. 6-1. The CSSB depicted in figure 6-2 includes a support maintenance company, a rigger company, a combat heavy equipment transport company and two platoons from the mortuary affairs company. The sustainment command may keep theater assets at the theater level until their capability is required at the corps or division level. The theater mortuary affairs assets, HETS companies, and the riggers are examples of units that are companies, and the riggers are examples of units that are companies, and the riggers are examples of units that are level until their capability is required at the corps or division level. The theater mortuary affairs assets, HETS companies, and the riggers are examples of units that are consolidated at a higher level until they are required.

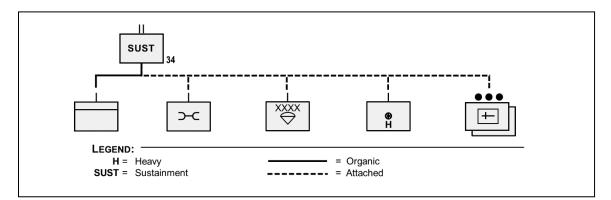


Figure 6-2. Example combat sustainment support battalion supporting echelon above corps and ports of debarkation

CORPS AND DIVISION SUPPORT

6-38. Example CSSBs task organized for corps and division support are depicted in figure 6-3. This sustainment brigade includes a CSSB with a direct support to a division.

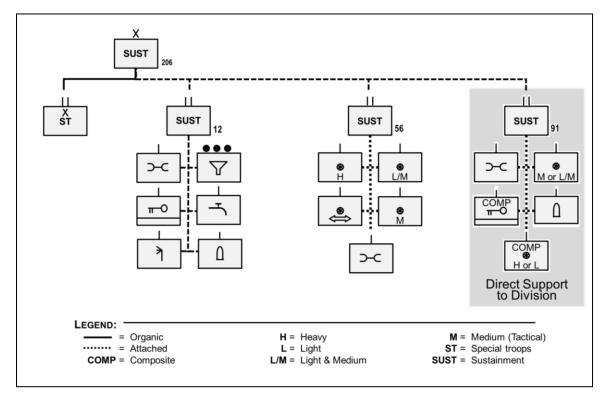


Figure 6-3. Example sustainment brigade task organized for corps and division support

6-39. A division engaged in high-tempo operations with rapidly changing tactical situations requires more logistics capability and/or capacity than what is organic to its attached brigades. The sustainment brigade commander may order an additional unit or task organized CSSB to be direct support to a division. This unit could provide ammunition and petroleum resupply as well as recovery and evacuation. The additional capabilities could come from the CSSB conducting area support. An example CSSB conducting area support is shown in figure 6-4 on page 6-8.

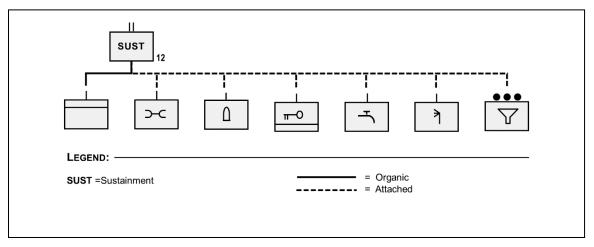


Figure 6-4. Example combat sustainment support battalion tasked with area support

6-40. The CSSB in figure 6-4 includes field maintenance capability, ammunition, multiple supply support activities, water treatment, storage and distribution, shower and laundry, and petroleum storage. This battalion provides supplies and services to all units in its geographic support area. All or parts of this unit may complement the capabilities or add capacity to another task organized CSSB. In the example CSSB, the petroleum platoon from a quartermaster petroleum support company could be attached to the quartermaster supply company. Figure 6-5 shows a CSSB conducting distribution.

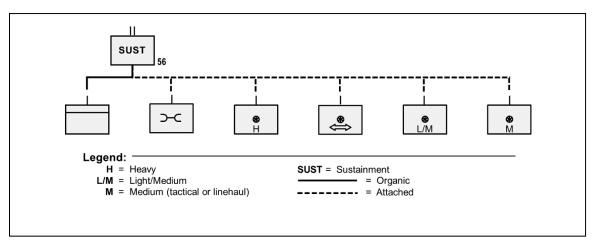


Figure 6-5. Example combat sustainment support battalion conducting distribution

6-41. The CSSB in Figure 6-5 is task organized to support the distribution mission. This unit's primary capability is transportation. A transportation motor transport battalion headquarters could be the battalion headquarters, as shown in figure 6-1 on page 6-6. This battalion includes a HETS company, an inland cargo transfer company, light medium and medium truck companies and a support maintenance company.

6-42. The HETS companies are normally assigned at theater level and to units supporting armored units. If the CSSB in figure 6-5 were supporting only infantry units and division and corps troops, it would not include a HETS transportation company. There are multiple types of medium truck companies. The difference between the medium truck companies is platform capability and cargo capacity. The medium truck company (linehaul) and the medium truck company (tactical) are both tasked as part of the theater movement program.

6-43. A CSSB with a direct support relationship with a BCT or division usually has troop transport, nonmobile petroleum storage, water treatment capabilities. These capabilities may be provided by a composite truck company, and a composite supply company. Any functional logistics company may provide required capabilities. Figure 6-6 depicts a CSSB with a direct support relationship with a division or BCT.

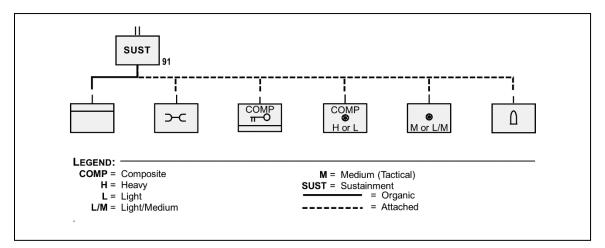


Figure 6-6. Example combat sustainment support battalion supporting a division

THEATER OF OPERATIONS OPENING AND THEATER CLOSING

6-44. The CSSB supporting theater of operations opening may establish hubs, establish initial theater sustainment and provide area support. CSSBs are also task organized to establish and operate an intermediate staging base. Once its initial mission is complete, a CSSB may be further task organized to support a follow-on mission. Figure 6-7 is an example of a CSSB task organized to support theater of operations opening. A CSSB may be task organized with units not normally attached to a CSSB.

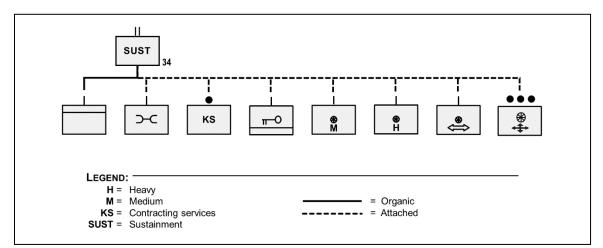


Figure 6-7. Example combat sustainment support battalion supporting theater of operations opening

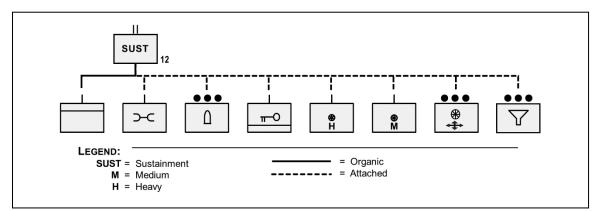
6-45. The example CSSB in figure 6-7 includes an expeditionary contracting team. This team is normally attached or assigned to a contracting battalion with a support relationship to the CSSB. The graphic depicts a contracting team attached for life support, force protection, and positioning before the contracting battalion headquarters arrives to the JOA. A movement control team may be attached to the CSSB or they could be attached to the sustainment brigade if the sustainment brigade is in the JOA. If the CSSB has an MCT, they could establish initial in-transit visibility.

6-46. The example CSSB in figure 6-7 includes an inland cargo transfer company to discharge, load and transship cargo at air or truck terminal and support the arrival airfield control group operations. The inland

cargo transfer company may also establish the inland distribution centers or central receiving and shipping points. The supply and maintenance companies are supporting all units in the CSSB's geographic support area. The truck companies support the theater of operations opening mission.

6-47. *Theater closing* is the process of redeploying Army forces and equipment from a theater, the drawdown and removal or disposition of Army non-unit equipment and materiel, and the transition of materiel and facilities back to host nation or civil authorities (ADP 4-0). The theater sustainment command plans and coordinates theater closing activities with the JFC's planning team. Theater closing tasks are synchronized with tactical commanders, base commanders and strategic partners, including supporting contractors.

6-48. The CSSB executes theater closing tasks upon order from the sustainment brigade. The CSSB could execute tasks supporting redeployment, drawdown of forces, or continued area support. Key functions during this phase are transportation support, staging and upload of strategic lift, movement control, maintenance and recovery support, and field services. Figure 6-8 depicts a CSSB responsible for tasks associated with theater closing.





6-49. A CSSB assisting with theater closing may be transporting equipment and containers to the port. They may operate an intermediate staging base or may assist with turning in materiel and equipment.

SUMMARY

6-50. The CSSB is task organized with functional companies. That task organization depends on the CSSB's mission and location. All functional logistics companies may support across the JOA however, there are logistics companies that are better used in the theater area. This may be due to the kinds of mission they perform, the capacity, or equipment. Logistics support operations must be both effective and efficient.

Appendix A

Standardized Mission-Essential Task List

Army units company-sized and above develop a mission-essential task list (METL) which enables commanders to assess training readiness. Army units organized with a table of equipment and organization have a proponent developed standardized METL. A unit's standardized METL represents the doctrinal framework of fundamental collective tasks for which the unit was designed in order to perform decisive action tasks. The standardized METL consists of mission essential tasks and supporting collective tasks. This appendix provides background information about the standardized METL and lists the CSSB standardized mission essential tasks. FM 7-0, *Train to Win in a Complex World*, expands on the fundamental concepts of the Army's training doctrine and details the processes of how units determine the collective tasks to train and development of the unit training plan. The most current mission essential tasks and supporting collective tasks are available at the Army Training Network and the Combined Arms Support Command's Sustainment Unit One Stop.

UNIT TRAINING

A-1. The Army trains to provide forces ready to conduct unified land operations. The Army does this by conducting tough, realistic, and challenging training. Unit and individual training occurs all the time—at home station, at combat training centers, and while deployed. Training is the cornerstone of readiness. To achieve a high degree of readiness, the Army trains in the most efficient and effective manner possible. Realistic training with limited time and resources demands that commanders focus their unit training efforts to maximize training proficiency.

A-2. Proficiency in individual, leader, and collective tasks is measured against published standards. Proficiency is recognized as complete task proficiency, advanced task proficiency, basic task proficiency, limited task proficiency, and cannot perform the task. All unit leaders are responsible for quality training. Primary roles involve training subordinate leaders and developing teams. Leaders consist of commanders, NCOs, and unit leaders.

A-3. A battle-focused unit trains selectively. It cannot train to standard on every task at once, whether due to time, or other resource constraints. Focusing on the tasks to train, based on the higher commander's guidance, and taking into account that time and resources are limited, is battle-focused training.

A-4. The CSSB headquarters is responsible for overseeing many different kinds of mission. There is rarely enough time or resources to complete all the tasks a CSSB headquarters might have to do. The commander has to determine what is essential and then assign responsibility for its accomplishment. The concept of mission essential tasks provides the commander a process to provide the unit its battle focus. A *mission-essential task* is a collective task on which an organization trains to be proficient in its designed capabilities or assigned mission (FM 7-0). A mission-essential task list is a tailored group of mission-essential tasks. Each mission essential tasks aligns with the collective tasks that support it.

A-5. The unit task list is a list of collective tasks that the unit is designed to perform based on the unit's mission, functions, capabilities, personnel, equipment and employment of personnel and equipment. Commanders identify which tasks the unit is unable to train to proficiency due to resources, manpower, time constraints, or higher headquarters' priorities. The commander then identifies the risks associated with lack of training to the higher headquarters commander.

A-6. Units organized with a table of organization and equipment have an approved and standardized METL based on the type of unit by echelon. The CSSB headquarters and subordinate companies have a standardized mission-essential task list. For logistics units, the Combined Arms Support Command develops the unit METL. It is then staffed with the Army commands and Army Service component commands; approved and published by the Headquarters, Department of the Army. The unit's standardized METL is based on its echelon and design capabilities. Standardized METLs can be found on the Army Training Network, the Digital Training Management System, and in the Combined Arms Training Strategy.

A-7. The CSSB could have an attached unit which is organized based on a table of distribution and allowances. Table of distribution and allowances units do not have a standardized METL. When no collective tasks exist, the unit commander conducts a mission analysis, develops the mission essential tasks and supporting collective tasks. The commander develops the conditions and standards for the tasks and has these approved by the next higher commander. The unit then publishes the mission essential tasks and a METL in the Digital Training Management System.

A-8. The CSSB's headquarters and headquarters company core mission is to provide unit level administration, supply and CBRN defense support for assigned or attached personnel in the battalion.

TASK LIST

A-9. The CSSB headquarters has four Army standardized METLs. The most current standardized METLs may be found on the Army Training Network. The current CSSB standardized mission essential tasks are listed below.

- 55-BN-4800 Conduct Expeditionary Deployment Operations at the Battalion Level in Support of the Offense, Defense, Stability and defense support of civil authorities (DSCA).
- 63-BN-0727 Conduct Actions Associated with Area Defense during Offensive, Defensive, Stability and Defense Support of Civil Authorities (DSCA) Operations.
- 63-BDE-4056 Manage Command Post Operations during Offensive, Defensive, Stability and Defense Support of Civil Authorities (DSCA) operations.
- 63-BDE-4877 Provide Sustainment Support during Offense, Defense, Stability and Defense Support of Civil Authorities (DSCA) operations.

A-10. The CSSB's Headquarters and Headquarters Company has four Army standardized METLs. The most current standardized METLs are not found on the Army Training Network. The current CSSB Headquarters and Headquarters Company standardized mission essential tasks are listed below.

- 07-2-9003 Conduct an Area Defense (Platoon-Company).
- 10-CO-0056 Provide Food Service Support.
- 10-CO-4515 Provide Unit Supply Support.
- 55-CO-4830 Conduct Expeditionary Deployment Operations in Support of the Offense, Defense, Stability and defense support of civil authorities (DSCA).

Glossary

The glossary lists acronyms, abbreviations, and terms with Army or joint definitions, and other selected terms. Where Army and joint definitions are different, (Army) follows the term. Terms for which ATP 4-93.1 is the proponent (authority) manual are marked with an asterisk (*). The proponent manual for other terms is listed in parentheses after the definition.

SECTION I – ACRONYMS AND ABBREVIATIONS

ABN	airborne
ADP	Army doctrine publication
ADRP	Army doctrine reference publication
AG	adjutant general
AO	area of operations
AR	Army regulation
ATP	Army techniques publication
ВСТ	brigade combat team
BSB	brigade support battalion
CBRN	chemical, biological, radiological and nuclear
CCIR	commander's critical information requirement
СОР	common operational picture
COR	contracting officer representative
СР	command post
CPOF	Command Post of the Future
CSM	command sergeant major
CSSB	combat sustainment support battalion
CUL	common-user logistics
DOD	Department of Defense
FM	field manual
G-1	assistant chief of staff, personnel
G-4	assistant chief of staff, logistics
GCSS-Army	Global Combat Support System-Army
HETS	Heavy Equipment Transport System
HNS	host-nation support
IPB	intelligence preparation of the battlefield
JFC	joint force commander
JOA	joint operations area
JP	joint publication
LOGCAP	Logistics Civil Augmentation Program
LOGSTAT	logistics status report
MDMP	military decisionmaking process

MEB	maneuver enhancement brigade
METL	mission-essential task list
NCO	noncommissioned officer
OPORD	operation order
S-1	battalion or brigade personnel staff officer
S-2	battalion or brigade intelligence staff officer
S-3	battalion or brigade operations staff officer
S-4	battalion or brigade logistics staff officer
S-6	battalion or brigade signal staff officer
SASMO	Sustainment Automation Support Management Office
SO	special operations
SOP	standard operating procedure
SPO	support operations
SSA	supply support activity
UMT	unit ministry team
U.S.	United States
XO	executive officer

SECTION II – TERMS

administrative control

(DOD) Direction or exercise of authority over subordinate or other organizations in respect to administration and support. Also called ADCON. (JP 1)

area of operations

(DOD) An operational area defined by a commander for land and maritime forces that should be large enough to accomplish their missions and protect their forces. Also called AO. (JP 3-0)

area of responsibility

(DOD) The geographical area associated with a combatant command within which a geographic combatant commander has authority to plan and conduct operations. Also called AOR. (JP 1)

base camp

An evolving military facility that supports the military operations of a deployed unit and provides the necessary support and services for sustainment operations. (ATP 3-37.10)

characteristic

A feature or quality that marks an organization or function as distinctive or is representative of that organization or function. (ADP 1-01)

common-user logistics

(DOD) Materiel or service support shared with or provided by two or more Services, Department of Defense agencies, or multinational partners to another Service, Department of Defense agency, non-Department of Defense agency, and/or multinational partner in an operation. Also called CUL.

(JP 4-09)

contiguous area of operations

Where all of a commander's subordinate forces' areas of operations share one or more common boundary. (FM 3-90-1)

core competency

An essential and enduring capability that a branch or an organization provides to Army operations. (ADP 1-01)

function

A practical grouping of tasks and systems (people, organizations, information, and processes) united by a common purpose. (ADP 1-01)

Level I threat

A small enemy force that can be defeated by those units normally operating in the echelon support area or by the perimeter defenses established by friendly bases and base clusters. (ATP 3-91)

mission essential task

A collective task on which an organization trains to be proficient in its designed capabilities or assigned mission. (FM 7-0)

noncontiguous area of operations

Where one or more of the commander's subordinate forces' areas of operation do not share a common boundary. (FM 3-90-1)

operational area

(DOD) An overarching term encompassing more descriptive terms (such as area of responsibility and joint operations area) for geographic areas in which military operations are conducted. Also called OA. (JP 3-0)

operational environment

(DOD) A composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. Also called OE. (JP 3-0)

planning horizon

A point in time commanders use to focus the organization's planning efforts to shape future events. (ADRP 5-0)

role

The broad and enduring purpose for which the organization or branch is established. (ADP 1-01)

security operations

Those operations undertaken by a commander to provide early and accurate warning of enemy operations, to provide the force being protected with time and maneuver space within which to react to the enemy, and to develop the situation to allow the commander to effectively use the protected force. (ADRP 3-90)

terrain management

The process of allocating terrain by establishing areas of operation, designating assembly areas, and specifying locations for units and activities to deconflict activities that might interfere with each other. (ADRP 5-0)

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Official:

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GERALD B. O'KEEFE Administrative Assistant to the Secretary of the Army 1715906

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