

ATP 4-90

Brigade Support Battalion

April 2014

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Brigade Support Battalion

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Preface

Army Techniques Publication (ATP) 4-90, *Brigade Support Battalion*, provides doctrinal guidance for logistics operations of the brigade support battalion. It describes the functions of the brigade support battalion (BSB), which includes a headquarters company, a distribution company, a field maintenance company, a brigade support medical company and forward support companies. The BSB is capable of task organizing to support the brigade combat team conducting decisive action operations.

The principal audience for ATP 4-90 is commanders and staffs assigned to a brigade support battalion and brigade combat team commanders and staffs. It is also applicable to other operational and sustainment organizations in an operational environment. 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 Field Manual [FM] 27-10).

ATP 4-90 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. For definitions shown in the text, the term is italicized and the number of the proponent publication follows the definition. This publication is not the proponent for any Army terms.

ATP 4-90 applies to the Active Army, Army National Guard/Army National Guard of the United States, and the United States Army Reserve unless otherwise noted. Unless this ATP states otherwise, masculine nouns and pronouns do not refer exclusively to men.

The proponent of ATP 4-90 is the United States Army Sustainment Center of Excellence. The preparing agency is the Combined Arms Support Command, Training Support and Doctrine. Send comments and recommendations on a DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Commander, United States Army Combined Arms Support Command, ATTN: ATCL-TS (ATP 4-90), 2221 Adams Ave, Bldg 5020, Fort Lee, VA, 23801-1809; or submit an electronic DA Form 2028 by e-mail to: usarmy.lee.tradoc.mbx.lee-cascom-doctrine@mail.mil.

Introduction

ATP 4-90 describes the brigade support battalion (BSB) role, organization and operations in support of a brigade combat team (BCT) or support brigade. ATP 4-90 is a revision of FM 4-90, *Brigade Support Battalion*, last published in 2010.

This ATP was written for commanders, staffs and Soldiers assigned to a brigade support battalion, the brigade combat team and the support brigades. It provides relevant information to echelon above brigade sustainment organizations. ATP 4-90 provides information on the role and functions of each organization within the BSB.

ATP 4-90 clarifies existing BSB doctrine. The intent is to frame the BSB in the context of its role within its supported brigade as opposed to its role within the sustainment system. This is accomplished by eliminating discussion about modular logistics and focusing on BSB operations. The updates to ATP 4-90 account for mission command philosophy, emerging Army vision and implementation of Global Combat Support System-Army Field/Tactical (GCSS-Army (F/T)). Language and content of the manual are consistent with current doctrine guidelines. This is primarily accomplished by removing functional details from the chapters describing the subordinate companies and referring the reader to the appropriate functional ATP. Organization graphics are updated with known organizational changes and GCSS-Army (F/T) operations are annotated where appropriate. The aviation support battalion's role, organization and operations are consolidated into a single chapter. All text related to mission command warfighting functions and log reporting is consolidated into a single chapter which includes an expanded section on mission command systems and command post (CP) operations. There are three appendices: an echelon of support appendix, a brigade support area (BSA) appendix and a current Stryker brigade combat team appendix.

ATP 4-90 contains eight chapters:

- **Chapter 1** includes the role of the BSB, how the BSB supports the sustainment warfighting function and decisive action tasks. The chapter also includes BSB concept of support and descriptions of echelon above brigade units that would support the BSB and the BSB supported brigades.
- **Chapter 2** lists the battalions' capabilities and BSB headquarters and staff organization. Of note are the duties of specific staff elements and how they integrate with the supported brigade's staff. There is also a section on how the BSB fits within its supported brigade. Section four includes the battlefield surveillance brigade's (BFSB) brigade support company role, organization and operations.
- **Chapter 3** provides an overview of the distribution company and includes recent capability updates.
- **Chapter 4** is about the field maintenance company.
- **Chapter 5** describes the brigade support medical company (BSMC) and includes the BSMC's role, organization graphic and BSMC operations.
- **Chapter 6** provides the role, organization and operations of the aviation support battalion (ASB). The ASB is both structured differently and operates differently from the BSB.
- **Chapter 7** is about the forward support company (FSC). The chapter identifies the role of the FSC, the FSC organization and describes what the FSC does. The chapter also includes a discussion of the FSC commander's role and command relationship between the FSC, the BSB and the supported battalion.
- **Chapter 8** is mission command and logistic reporting. The content includes operations process, command post operations, mission command systems available to accomplish logistic reporting and a section on logistic reporting.

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Chapter 1

Role of the Brigade Support Battalion (BSB)

The brigade combat team (BCT) and support brigades provide commanders with ready and relevant warfighting capabilities that are mission-tailored and scalable. The BSBs provide capabilities that can be task organized to support decisive action tasks. This chapter provides an overview of the BSB role and describes how the BSB supports its supported brigades. Organizations without a BSB will be supported by a sustainment brigade.

SECTION I – BSB ROLE

1-1. Brigade combat teams are the primary combined arms force that executes decisive actions for the Army. Brigade combat teams provide the land component or joint task force commander with unique capabilities in support of unified land operations. There are three standard types of BCTs—the armored brigade combat teams (ABCT), the infantry brigade combat team (IBCT), and the Stryker brigade combat team (SBCT). All six warfighting functions; mission command, movement and maneuver, intelligence, fires, sustainment, and protection, are organic to a brigade combat team. Support brigades reinforce the BCT with the following capabilities; sustainment, engineer, intelligence, protection, and aviation.

1-2. The BSB's role is to support the supported brigade's execution of operations by providing logistic support. The BSB commander must understand the supported commander's plan and then execute support so the supported brigade maintains freedom of action and maneuver. Synchronizing current and future support requirements with the supported brigade are the hallmarks of successful support. Tactical logistics and Army Health System (AHS) support must be integrated into the brigade's concept of operations.

1-3. The BSB commander mission commands all organic BSB capabilities in support of BCT priorities. The forward support companies (FSCs) extend the operational reach of the BSB into the maneuver area and are critical to the success of the logistic concept of support. BSBs perform similar roles in support of brigades however; the capabilities of a BSB vary by design. **Area support is the method of logistics, medical support, and personnel services in which support relationships are determined by the location of the units requiring support. Sustainment units provide support to units located in or passing through their assigned areas.** The BSB provides area support on an exception basis when they have the capability and capacity to do so.

SECTION II – SUPPORT TO DECISIVE ACTION

1-4. The BSB supports offensive, defensive, stability and Defense Support of Civil Authorities (DSCA) tasks. BSB operations are accomplished by planning and executing missions within the context of the sustainment warfighting function and by applying the principles of sustainment 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 (Army doctrine reference publication [ADRP] 3-0). Successfully integrating the sustainment warfighting function into the concept of operations enables freedom of action, extended operational reach and prolonged endurance.

1-5. Operational reach is the distance and duration across which a unit can successfully employ military capabilities. The BSB enables operational reach by task organizing FSCs with required capabilities to prolong the endurance of brigade operations while maintaining sufficient support to ensure freedom of action. Endurance stems from the ability to maintain, protect, and sustain forces, regardless of how far

away they are deployed, how austere the environment, or how long decisive tasks are continued. The BSB enables endurance ensuring a continuous flow of sustainment to its supported brigade.

1-6. The objective of sustainment in offensive tasks is to provide sufficient support to enable the BCT to conduct the four primary offensive tasks: movement to contact, attack, exploitation and pursuit employing the six forms of maneuver: envelopment, turning movement, frontal attack penetration, infiltration, and flank attack. Sustainment of offensive tasks involves providing support to widely dispersed forces along extended lines of communication. Sustainment support to offensive tasks is focused on rearming, refueling, casualty evacuation and maintenance support. The following tasks are common in support of sustainment planning for offensive operations:

- Plan and conduct recovery operations.
- Position sustainment forward to reduce resupply and maintenance support requirements.
- Plan and conduct airdrop operations.
- Plan and conduct casualty evacuation operations.
- Consider establishing aerial resupply and forward logistics bases.

1-7. The objective of sustainment in defensive tasks is to provide sufficient support to enable the BCT to conduct the three primary defensive tasks: area defense, mobile defense and retrograde. *Area defense* is a defensive task that concentrates on denying enemy forces access to designated terrain for a specific time rather than destroying the enemy (ADRP 3-90). The *mobile defense* concentrates on destruction or defeat of the enemy through a decisive attack by a striking force (ADRP 3-90). *Retrograde* involves organized movement away from the enemy (ADRP 3-90). Sustainment support of defensive tasks is focused on rearming, counter mobility and casualty evacuation. Consider the following points for defensive operations sustainment planning:

- Locate BSB and support points where they can best fulfill support tasks while using minimal resources to maintain security.
- Plan and conduct casualty evacuation operations.

1-8. 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. Stability tasks range from long-term humanitarian and civic assistance missions to major short notice peace enforcement. Some stability tasks may involve combat. Tailoring supplies, personnel and equipment to the specific needs of the operation is essential.

1-9. 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 the mission variables and remain flexible. Stability operations are generally fluid environments for support Soldiers and can result in confusion if leaders are not operationally aware of support agreements.

1-10. 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. Contingency contracting personnel should precede the main body of Army forces, if feasible. Nonstandard logistics may be employed for:

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

1-11. Defense Support of Civil Authorities (DSCA) 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. 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 Department of Defense Directive 3025.18 and Army doctrine publication (ADP) 3-28, *Defense Support of Civil Authorities*.

CONCEPT OF SUPPORT

1-12. The BSB plans, coordinates, synchronizes, and executes replenishment operations in support of brigade operations. It distributes supply classes I, II, III, IV, V, VII, VIII and IX; provides food service; and Roles 1 and 2 AHS support, as well as field maintenance and recovery. It maintains visibility of the distribution network within their area of operations, synchronizing the flow of throughput into the brigade's operational area. Sustainment leaders use operational variables, political, military, economic, social, information, infrastructure, physical environment, and time and mission variables, mission, enemy, terrain and weather, troops and support available, time available and civil considerations (METT-TC), to assess situations and make decisions.

1-13. Although BSB capabilities and structure differ somewhat depending upon the type of BCT, all are designed to provide direct support to its supported brigade. BSBs provide responsive support to the brigade by positioning FSCs with maneuver, cavalry, fires and engineer battalions. The type of support may vary by battalion based upon the situation and support requirements.

1-14. BSBs provide distribution platforms that enable the brigades to conduct sustained operations for a finite period of time. BSBs plan and execute replenishment operations in support of maneuver force battles and engagements. Replenishment operations are deliberate, time-sensitive operations conducted to replenish forward support companies with essential supplies, such as class III(B) and class V. The sustainment brigade can provide logistics capability that is not organic to the BSB, such as water purification and bulk fuel, or provide additional capacity, such as additional transportation, to support the BSB.

1-15. Army logistics enables the commander to execute his mission and sustain the force, throughout the range of Army operations. Logistics forces are flexible and may be employed in nonstandard tasks. Like all other elements, they must be capable of self-defense, particularly if they deploy alone or in advance of other Army forces.

1-16. The support concept for the BCT is based on a number of facts and assumptions used in the military decision making process (MDMP). The BSB support operations officer (SPO) coordinates with the support operations staff of the sustainment brigade and/or the combat sustainment support battalions (CSSB) designated for support. Coordination may include ammunition support, designated field services, bulk fuel support, water purification, general supply support, transportation, and mortuary affairs support. In addition to the daily logistics support operations that the BSB performs, the BSB may be on-call to provide a range of logistical sustainment in support of personnel recovery operations or detainee operations.

1-17. Command relationships of supporting organizations must be clearly defined during the planning process. When the BCT receives capability attached from the support brigades, such as the fires brigade, the BSB SPO must understand the task organization and the command relationship. The SPO coordinates with supporting organizations on what organic support they are bringing with them. The SPO will array those capabilities on the battlefield so that they are integrated with the BSB capabilities. Logistics planners require some basic information from the parent unit's battalion logistics staff officer (S-4) to develop a synchronized concept of support. Some considerations are:

- Number and type of personnel and equipment.
- Supply consumption history.
- When attachment is effective and for how long.
- The support assets that will accompany the attached element.
- When and where replenishment operations will occur, and which individual or unit has primary responsibility for planning and coordinating this action.

1-18. Units deploy with a pre-determined amount of supplies on hand. Sustainment stocks continue to flow during the initial, early entry buildup. Support requirements change rapidly as does the operational

environment. The BSB focus is on distribution operations, getting the right stuff to the right place at the right time in support of the BCT operations.

1-19. There are often host nation and theater support contracts in place for transportation, life support, and facilities support as necessary. When the situation warrants, Logistics Civil Augmentation Program (LOGCAP) may be used to meet internal support requirements. LOGCAP is coordinated through the sustainment brigade and the Army Field Support Brigade. In either contract support option, the BSB may be called upon to provide contracting officer representatives for contracted logistic services being executed in the supported BCT's area of operation.

OPERATIONAL ENERGY

1-20. Brigade support battalions will consider operational energy in the planning and executing of their missions. Operational energy is the sum of energy and associated systems, information and processes required to train, move, and sustain forces and systems for military operations. The BSB must 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. A continuous process, commanders must plan and oversee operations to reduce consumption, use alternative energy means, and incorporate the latest energy saving technologies. Employing a combination of best practices, technologies, and discipline in managing and executing supply and field services operations will extend operational reach and reduce mission risk.

SUPPORT METHODS

1-21. Logistics operations can be tailored in response to changes in tactical requirements. BSB support operations are fully integrated with the brigade battle rhythm through planning and oversight of on-going operations. Logistical synchronization matrices and logistics reports are used to initiate and maintain synchronization between operations and logistics functions.

1-22. Supported unit commanders coordinate through their battalion operations staff officer (S-3) and S-4 staffs to decide the time and place for replenishment operations at a temporarily established point. Assets can be re-tasked if the situation demands. This centralized approach optimizes the employment of personnel. Designated distribution managers such as unit supply sergeants or first sergeants, coordinate and synchronize logistics flow per the commander's priorities using all logistics information systems available in order to maximize support to units.

Unit (Battalion/Company/Platoon) Distribution

1-23. In unit distribution, supplies are configured in unit sets (battalion/company/platoon, depending on the level of distribution) and delivered to one or more central locations. This technique makes maximum use of the capacity of BCT truck assets by minimizing delivery and turnaround time.

Supply Point Distribution

1-24. Supply point distribution requires unit representatives to move to a supply point to pick up their supplies. Supply point distribution is most commonly executed by means of a logistics release point. The logistics release point may be any place on the ground where unit vehicles return to pick up supplies and then take them forward to their unit. Occasionally, the logistics release point is the ***brigade support area (BSA)***. A BSA is a designated area in which sustainment elements locate to provide support to a brigade.

Refuel On The Move

1-25. The doctrinal purpose of refuel on the move is to extend the time that ground maneuver forces can spend on the objective. Refuel on the move is most often used to support extended moves to or from a tactical assembly area before an attack or before a retrograde move. Supported unit S-3 and S-4 staffs coordinate with the BCT S-4 and BSB SPO to fix the time and place to conduct the refuel on the move

operations according to unit battle rhythm. When vehicles enter a refuel on the move site for refueling, they receive a predetermined amount of fuel (usually timed) and they move out to return to their convoy or formation. FM 10-67-1, *Concepts and Equipment of Petroleum Operations*, contains more information about refuel on the move operations.

Aerial Resupply (Fixed-Wing and Rotary Wing)

1-26. Aerial delivery distribution provides an effective means of conducting distribution operations. In order for aerial delivery to be effective, friendly forces must control airspace throughout the area of operations (AO) and enemy ground-based air defenses must be neutralized. It is used for routine and urgent resupply to units in various locations where terrain limits access. Aerial delivery acts as a combat multiplier because it is an effective means of by-passing enemy activities and reduces the need for route clearance of ground lines of communications. Aerial delivery includes airdrop, airland, and sling-load operations. It is a vital link in supporting remote or forward locations.

Immediate Resupply

1-27. Immediate resupply, also referred to as emergency resupply, is the least preferred method of distribution of supplies. While some may be required when combat losses occur, requests for immediate resupply not related to combat loss indicates a breakdown in coordination and collaboration between the logistician and customer. If immediate resupply is necessary, all possible means, including options not covered above, may be used. The battalion/squadron S-4s, the BCT S-4, and the BSB SPO must constantly and thoroughly collaborate to minimize this need. Emergency resupply that extends beyond BSB capabilities requires immediate intervention of the next higher command capable of executing the mission. In such case, the BCT S-4 and BSB SPO immediately coordinate with the next higher echelon of support for the BCT.

CONTRACT SUPPORT

1-28. There are three types of contracted support available to support an operational commander: theater support, systems support, and external support. Theater support contracts are contracts awarded by contingency contracting officers deployed to the operational area that provide the ability to rapidly contract for logistics support within a theater of operations. Systems support contracts are prearranged contracts awarded and funded by acquisition program executive officers and project/product management officers. These contracts provide technical support, maintenance support and, in some cases, class IX support for a variety of non-type classified and selected Army weapon and support systems.

1-29. External support contracts are contracts awarded by contracting organizations whose contracting authority does not derive directly from the theater support contracting head(s) of contracting activity or from systems support contracting authorities. External support service contracts provide a variety of logistic and other non-combat related services and supply support. The largest and most commonly known external support contract is the Army's LOGCAP. LOGCAP may provide supply services (e.g. storage, warehousing, or distribution) for the nine classes of supplies, but the services source the actual commodities. See Army tactics, techniques publication (ATTP) 4-10, *Operational Contract Support Tactics, Techniques, and Procedures*, and Army Regulation (AR) 700-137, *Logistics Civil Augmentation Program*, for additional information.

1-30. Commanders can expect that contractors will be involved in operations. The management and control of contractors differs from the mission command 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 task assignment, 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. Commanders and staff planners must assess the need for providing operational area security to a contractor and designate forces to provide security when appropriate. The mission of, threat to, and location of the contractor determines the degree of protection needed.

1-31. Interface for operational contract support will be done by the supporting sustainment brigade. Exceptions would be designated Field Ordering Officers who draw their purchasing authority from the supporting Contingency Contracting Element servicing the brigade area.

1-32. When coordinated, the Defense Logistics Agency throughputs bulk fuel, water, and food to units assigned to a brigade. This may be done either through pre-positioned stocks or defense logistics agency theater support contracts (e.g., into-plane contracts, into-bag contracts, into-truck contracts) after sources are inspected and approved by veterinary and preventive medicine personnel.

ECHELON ABOVE BRIGADE SUPPORT ORGANIZATIONS

1-33. All sustainment requirements (less medical) beyond the BSB's ability are coordinated through the supporting sustainment brigade. The sustainment brigade supports the BCT on an area basis either in a general support or direct support role, which is determined by the theater concept of support plan. The sustainment brigade provides support to BCTs and support brigades for capability not organic to the BSB. These capabilities include transportation support, fuel storage, water production, field service support and contingency contracting.

SUSTAINMENT BRIGADE

1-34. The sustainment brigade is task-organized based on mission. All sustainment brigade headquarters (HQ) are identical in organizational structure and capabilities. The building blocks of the sustainment brigade are CSSBs and/or functional logistics battalions. Sustainment brigades are subordinate to the theater sustainment command/expeditionary sustainment command and are task organized to provide support in an assigned area of operations. Some of the logistics units which may be assigned to the sustainment brigade are discussed below. Refer to ATP 4-93, *Sustainment Brigade*, for more details on the sustainment brigade.

Combat Sustainment Support Battalions (CSSB)

1-35. The combat sustainment support battalion is task organized to provide logistics support to brigade combat teams and support brigades. ATP 4-93, *Sustainment Brigade*, has more information about the CSSBs. The combat sustainment support battalion provides the following capabilities in support of the brigade combat teams and support brigades:

- Ammunition lift platoons or modular ammunition companies assigned to the CSSB operate an ammunition supply area or point which provides for the receipt, storage, issue, and reconfiguration of ammunition items.
- Transportation elements provide mobility of personnel and distribution of all classes of supplies. At the tactical level, the combat sustainment support battalion's transportation assets provide distribution capacity from the CSSB support area to the brigade support battalion.
- A multi-capable supply company provides water purification and bulk fuel storage, capabilities no longer available within the BSB.
- CSSB support maintenance companies may be requested to provide support for certain low-density commodities such as communications, electronics, and armament.
- Supply and services assets of the CSSB provide all classes of supplies and field service operations for personnel assigned to or transiting through the AO. Field services include clothing exchange, laundry and shower support, rigger units, and mortuary affairs support.

BSB Coordination For Echelon Above Brigade Support

1-36. When the supported brigade's support requirements exceed BSB capability, immediate coordination between the BSB commander and staff, BCT commander and staff, and the supporting sustainment brigade must occur. The BSB may require additional capability because they lack organic functions of water purification, non-mobile bulk petroleum storage, field services or increased distribution capability. The additional capability could be required due to an increase in population, scope of mission, or equipment density as a result of extensive BCT task organization.

1-37. The BSB commander, SPO, S-3, and subordinate companies must constantly monitor the support requirements of the supported brigade and immediately notify the BSB commander if a capability shortfall exists. Conversely, the BCT commander, BCT staff, and the supported battalion commanders must constantly assess their support requirements and communicate shortfalls to the BSB.

1-38. Once a capability shortfall is identified, the BSB commander and staff must analyze it and determine if the shortfall can be corrected internally before requesting echelon above brigade support. The outcome of the analysis and a recommended course of action is coordinated with the BCT commander, BCT staff, and battalion commanders to ensure complete understanding of the course of action and consensus. The BSB commander also recommends the type of command or support relationship the echelon above brigade element has with the supported brigade. Although echelon above brigade support units have a general support relationship to the BCT and support brigades, a direct support relationship or a command relationship such as operational control (OPCON) or tactical control may be appropriate.

1-39. The BSB SPO normally coordinates directly with the supporting sustainment brigade SPO. Coordination for additional capability may also be conducted through command channels. The BSB SPO identifies the requirements: type, scope, and projected duration of support required and the sustainment brigade determines how they will provide support.

1-40. The supporting sustainment brigade tasks a CSSB to provide the support. The supporting CSSB SPO coordinates with the BSB SPO to integrate the echelon above brigade capability into the concept of support and to synchronize support operations. The BSB SPO will array additional capabilities on the battlefield so that they are integrated with the BSB capabilities. The BSB must ensure all supporting and supported units have a complete understanding of the additional capability, support requirements, and the established support or command relationship.

1-41. As the mission changes, support requirements, support/command relationships and the supported units priority of support also changes. Supported and supporting units must continually assess support requirements and balance them against priority of support and available capability to ensure the most effective use of sustainment resources.

MOVEMENT CONTROL TEAM (MCT)

1-42. The movement control team is a modular transportation organization which commits allocated transportation assets, regulates movement on theater controlled main supply routes (MSR) and alternate supply routes, and provides transportation services in a theater of operation. Movement control teams are subordinate elements of the movement control battalion and are positioned throughout the theater to assist in the decentralized execution of movement control responsibilities. Movement control teams are the entry point for joint and Army forces to request Army common user transportation assets when movement requirements exceed an organization's organic transportation capability. ATP 4-16, *Movement Control*, describes roles, responsibilities, and command relationships for organizations planning, executing, and supporting Army movement control.

BRIGADE LOGISTICS SUPPORT TEAM

1-43. The brigade logistics support team is a deployable organization made up of both military and Department of the Army civilians that normally operates in direct support of a BCT or combat aviation brigade (CAB) or brigade level unit, and provides limited general support to other units on an area basis as directed. The brigade logistics support team is the primary interface with between the BCT and/or the CAB and the U. S. Army Materiel Command regarding sustainment maintenance and related acquisition, logistics and technology support. The brigade logistics support team's team chief acts as U. S. Army Materiel Command's advisor to the supported brigade commander and is responsible to coordinate all U. S. Army Materiel Command and related acquisition, logistics and technology support with the supported unit command and staff. The brigade logistics support team's chief coordinates day-to-day activities through the BSB SPO.

1-44. Brigade logistics support teams normally deploy with their supported brigade. When deployed, brigade logistics support teams are usually attached to an Army field support battalion and receive logistics, facility and security support from their supported brigade. In this role, the brigade logistics support team

consists of various life cycle command logistic assistance representatives who advise the supported brigade and BSB commanders regarding U. S. Army Materiel Command sustainment maintenance capabilities. The brigade logistics support team also provides maintenance advice and assistance to the field maintenance company mechanics as coordinated through the BSB SPO and facilitates reach back to U. S. Army Materiel Command through its parent Army field support battalion and Army field support brigade. Refer to ATP 4-91, *Army Field Support Brigade*, for more information.

ECHELONS ABOVE BRIGADE SUPPORT FOR MEDICAL AND CLASS VIII

1-45. Army Health System support beyond the BCT brigade support medical company (BSMC) capabilities are provided by echelon above brigade medical units.

OTHER SUPPORTING UNITS

1-46. Other organizations that routinely support BSB logistics operations are aviation units, engineers and military police. Aviation assets could be used for cargo distribution as part of the distribution plan and for convoy security. Engineers assist distribution tasks through route clearance and site construction. Military police can provide additional security when necessary and are the force responsible for detainee operations.

AREA SUPPORT RESPONSIBILITIES

1-47. The BSB is organic to the BCT and was designed with enough capacity to support the BCT. If the BCT deploys with a division, echelon above brigade units operating in the BCT AO obtain support from the sustainment brigade or logistics task force employed in the division's AO. Army Special Forces units are an example of a unit that may operate or transit through the area but not in direct support of the brigade. Special Forces units have some organic support capabilities but are reliant upon regional or combatant command theater of operations infrastructure. ATP 3-05.40, *Special Operations Sustainment*, provides more details on special operations sustainment.

1-48. When the BCT task force is directly supported by a corps or theater asset, the SPO coordinates with supporting organizations on what support they are bringing with them. The SPO will array those capabilities on the battlefield so that they are integrated with the BSB capabilities. In all cases, echelon above brigade units receive AHS support in an emergency from the nearest AHS support medical treatment facility with the capability to treat the category of emergency of the casualty/patient regardless of unit affiliation.

SECTION III – SUPPORTED ORGANIZATIONS

1-49. The BSB is designed to support brigade combat teams, and support brigades. Each BCT and support brigade has a BSB designed to sustain the supported brigade. This section describes each supported brigade, and organization design.

BRIGADE COMBAT TEAMS (BCT)

1-50. Infantry, armored and Stryker brigade combat teams comprise the Army's combat power building blocks. Brigade combat teams often operate as part of a division. The division acts as a tactical headquarters that can control up to five BCTs in high- or mid-intensity combat operations, plus a number of supporting functional brigades. The division assigns the brigade combat team its mission, AO, and supporting elements, and coordinates its actions with other brigade combat teams of the formation. The brigade combat team may be required to detach subordinate elements to other BCTs of the division. In its principal role as a combined arms maneuver unit, the BCT closes with and destroys the enemy by combining reconnaissance, surveillance, target acquisition, long range fires, maneuver, and the support of joint forces and other Army units. It uses every available military and interagency means to gain information superiority, and to ensure understanding of every aspect of the terrain, weather, enemy, civil concerns, and friendly forces prior to and during execution.

INFANTRY BRIGADE COMBAT TEAM (IBCT)

1-51. The IBCT conducts offensive, defensive, and stability operations. The IBCT's core role is to close with the enemy by means of fire and maneuver to destroy or capture enemy forces, or to repel their attacks by fire, close combat, and counterattack. The IBCT consists of three infantry battalions; reconnaissance, surveillance, target acquisition; fires battalion; the brigade engineer battalion and brigade support battalion.

1-52. The IBCT provides specialized capabilities as an independent maneuver force or as a subordinate maneuver component to division or corps in major combat operations. In a smaller-scale contingency, the IBCT provides a corps or joint task force a combat team that deploys rapidly, executes forced entry operations, and conducts offensive operations immediately upon arrival to prevent, contain, stabilize or resolve a conflict, or to promote peace. For more information on the IBCT and its operations and subordinate unit capabilities. Figure 1-1 shows the units that make up the IBCT.

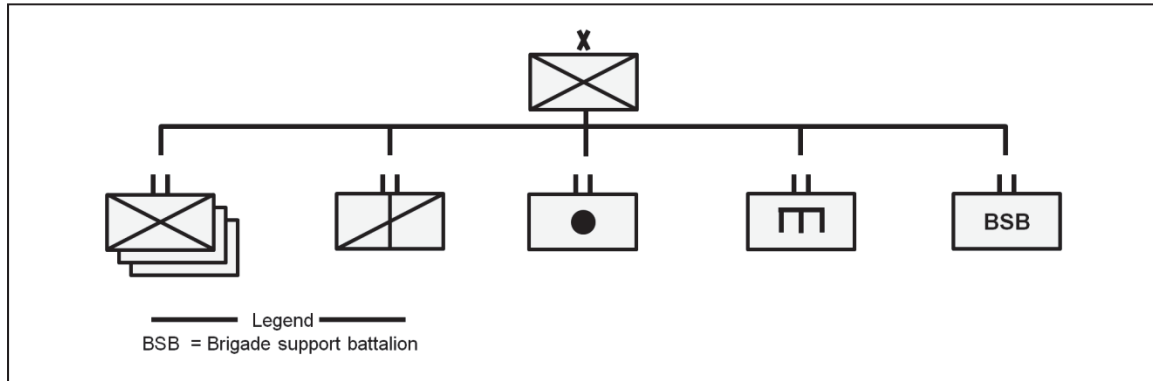


Figure 1-1. Infantry brigade combat team

1-53. The IBCT BSB contains a headquarters and headquarters company, a distribution company, a field maintenance company, a medical company and six FSCs: identical FSCs support each infantry battalion one FSC supports an armored reconnaissance squadron, one FSC supports the fires battalion and one FSC supports the brigade engineer battalion.

ARMORED BRIGADE COMBAT TEAM (ABCT)

1-54. ABCTs are designed to conduct offensive, defensive, and stability operations. Their core role is to close with the enemy by means of fire and maneuver to destroy or capture enemy forces, or to repel their attacks by fire, close combat, and counterattack. The ABCT provides significant capabilities as a subordinate maneuver component to division or corps commanders. The ABCT includes three combined arms battalions, a reconnaissance squadron, a fires battalion, a brigade engineer battalion and brigade support battalion. For more information on the ABCT and its operations and subordinate unit capabilities. Figure 1-2 on page 1-10 shows how the ABCT is organized.

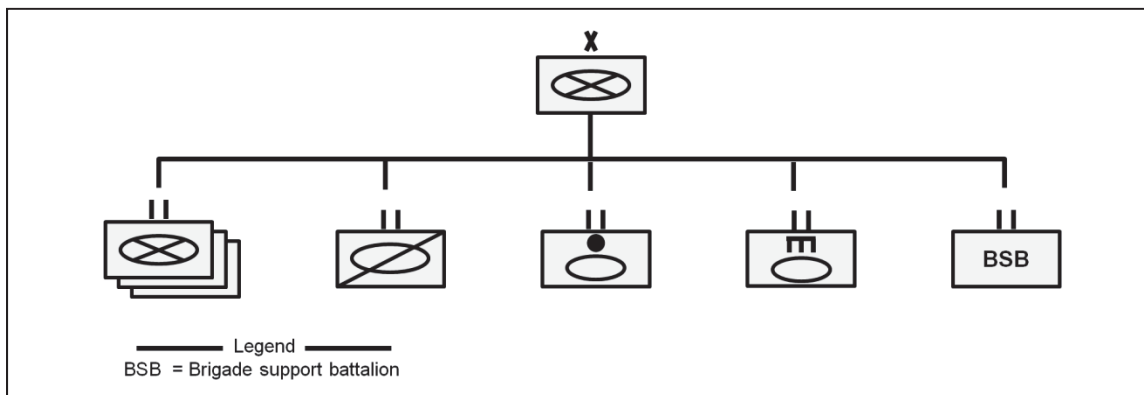


Figure 1-2. Armored brigade combat team

1-55. The ABCT BSB contains a headquarters and headquarters company, a distribution company, a field maintenance company, a medical company and six forward support companies: identical FSCs support each combined arms battalion, one forward support company supports an armored reconnaissance squadron, one forward support company supports the fires battalion and one forward support company supports the brigade engineer battalion.

STRYKER BRIGADE COMBAT TEAM (SBCT)

1-56. The SBCT is an early entry force, designed for rapid deployment and to conduct small scale contingencies. The Stryker brigade combat team is ideally suited for early entry operations where support infrastructure is limited or absent but where a relatively powerful, lethal, and flexible combat force is required. The SBCT consists of three Stryker infantry battalions; a reconnaissance, surveillance, and target acquisition squadron; a field artillery battalion; a brigade engineer battalion, a brigade support battalion; an antitank company; a network support company; a military intelligence company; and a brigade headquarters and headquarters company (HHC). The Stryker brigade combat team is designed to allow increased capabilities through scalability. For more information on the SBCT and its operations and subordinate unit capabilities. Figure 1-3 shows how the Stryker brigade combat team is organized.

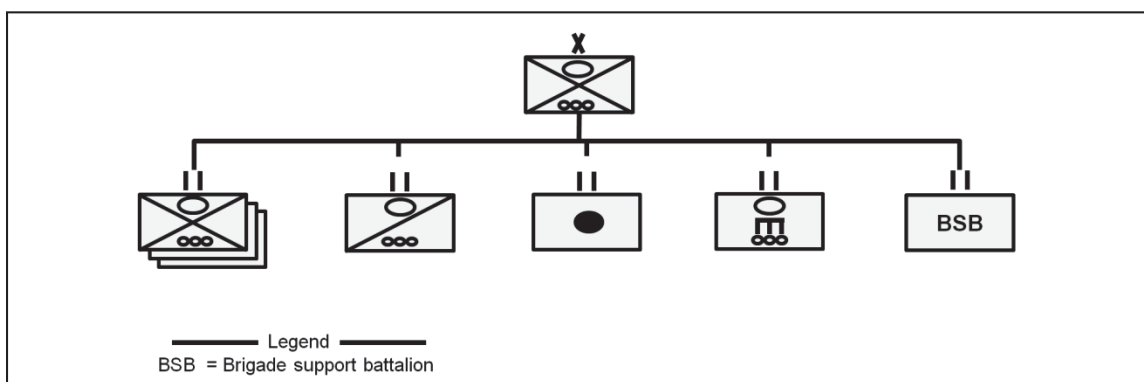


Figure 1-3. Stryker brigade combat team

1-57. The Stryker BSB contains a headquarters and headquarters company, a distribution company, a field maintenance company, a medical company and six forward support companies: identical FSCs support each Stryker battalion, one forward support company supports a reconnaissance, surveillance, and target acquisition squadron, one forward support company supports the fires battalion and one forward support company supports the brigade engineer battalion.

SUPPORT BRIGADES

1-58. A mix of multifunctional support brigades support theater army, corps, and division commanders. These supporting brigades include the fires brigade, maneuver enhancement brigade (MEB), combat aviation brigade (CAB), battlefield surveillance brigade (BFSB), and sustainment brigade. These brigades are task organized to support BCTs and carry out specific tasks in support of echelons above BCT. A division involved in major combat operations should be supported by all five types of support brigades.

1-59. Most support brigades are not fixed organizations. All support brigades except the CAB are designed around a base of organic elements, to which a mix of additional capabilities is added based on the factors of METT-TC. The brigade headquarters includes the necessary expertise to control many different capabilities. Each type of support brigade's base includes organic signal and sustainment capabilities.

FIRES BRIGADE

1-60. A fires brigade's primary task is to conduct strike operations. The fires brigade is the only Army field artillery organization above the brigade combat team and can be directed to execute tasks for any joint, service, or functional HQ. The fires brigade is neither organic to any Army organization or echelon, nor is it focused on any specific region or geographic combatant commander's area of responsibility. The fires brigade is normally attached to a division HQ. Organic fires brigade assets include a rocket/missile battalion equipped with either the M270A1 track multiple launch rocket system or the M142 wheel high-mobility artillery rocket system. The fires brigade also includes a BSB, headquarters and headquarters battery, a signal network support company, and a target acquisition battery. Refer to ATP 3-09.24, *Techniques for the Fires Brigade*, for more information about the fires brigade. Figure 1-4 is an example of a type of fires brigade.

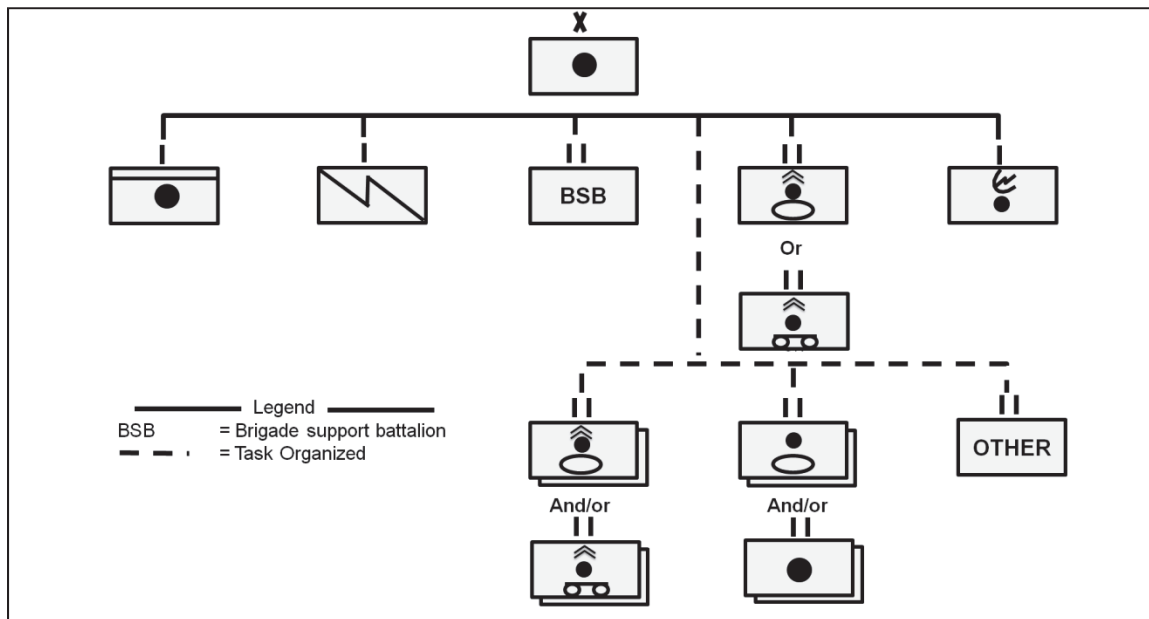


Figure 1-4. Fires brigade

1-61. A BSB in a fires brigade provides support to the brigade by providing and/or coordinating classes I, II, III, IV, V, VII, and IX supplies, Role 1 AHS support, limited field maintenance and limited transportation support. The BSB operates an ammunition transfer holding point (ATHP) in the BSA, and plans and coordinates for mortuary affairs support. The fires brigade BSB contains an HHC, a distribution company, and a field maintenance company. It does not contain a medical company. One FSC is organic to the fires brigade and the other fires FSC are attached. All fires FSC are designed to support the particular type of field artillery battalion of which the brigade is comprised (i.e., Paladin, multiple launch rocket system, towed).

MANEUVER ENHANCEMENT BRIGADE (MEB)

1-62. The MEB provides task organized forces in support of Army division, echelon above division, joint, interagency, or multinational headquarters. The maneuver enhancement brigade operates across all unified land operations to support, reinforce or complement offensive and defensive major combat operations and can support or conduct stability or defense support to civil authorities operations. The MEB is designed as a headquarters capable of conducting mission command warfighting function tasks with a multifunctional brigade staff that is optimized to conduct maneuver support operations. The maneuver enhancement brigade is not a maneuver brigade although it can be assigned an AO and control terrain. The MEB receives and mission commands forces to conduct operations. Maneuver enhancement brigades provide capabilities to enhance freedom of movement and maneuver for operational and tactical commanders. Refer to FM 3-90.31, *Maneuver Enhancement Brigade Operations*.

1-63. Beyond its three organic units; headquarters and headquarters company, network support company, and brigade support battalion, the MEB has no fixed structure. The MEB will require tailoring or task organization for every mission that it performs. The organization is tailored to respond to the factors of METT-TC. An MEB typically includes a mix of several types of battalions and separate companies which may include civil affairs; chemical, biological, radiological, and nuclear (CBRN); engineer; explosive ordnance disposal; and military police units. It may also contain military intelligence assets, tactical combat force, and air and missile defense units. Figure 1-5 is a possible MEB task organization.

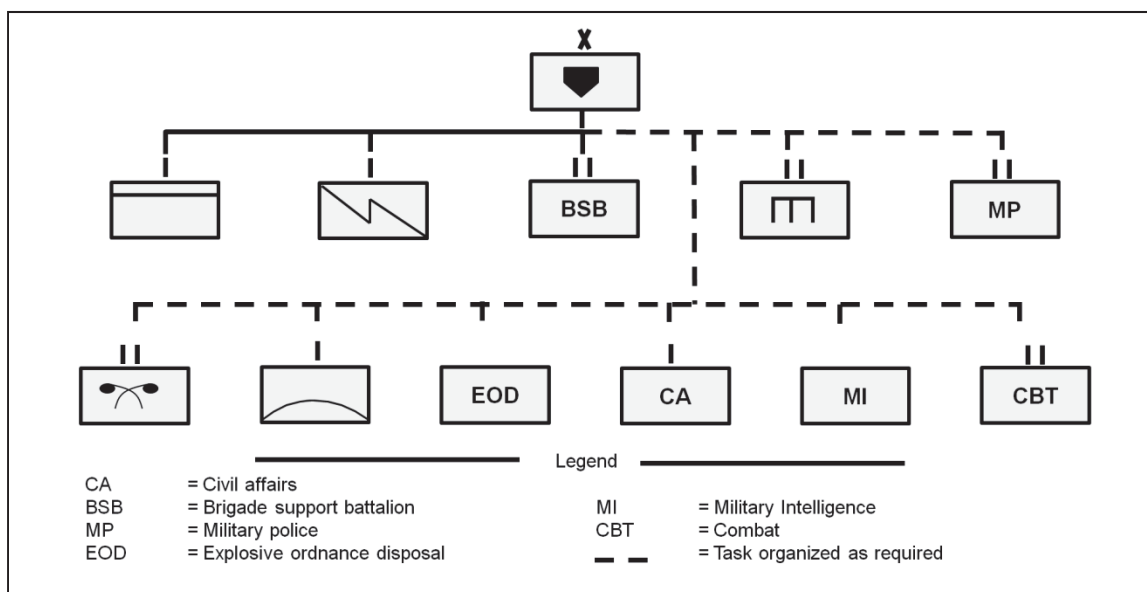


Figure 1-5. Maneuver enhancement brigade

1-64. The MEB BSB provides support to the MEB by providing and/or coordinating classes I, II, III, IV, V, VII, and IX supplies, field maintenance, and limited transportation support. It also coordinates for additional transportation needs identified by the brigade. The BSB of the MEB contains an HHC, a distribution company and a field maintenance company. It does not contain FSCs or a medical company. However, it does have organic Role 1 AHS support with the brigade surgeon section and the medical treatment team.

Chapter 2

BSB Capabilities and Organization

The BSB, in all of its various designs, is capable of supporting decisive action tasks. Chapter two describes the mission and function of the command group and coordinating staff. This chapter also highlights the different BSB structures. The battlefield surveillance brigade's brigade support company is also described.

SECTION I – CAPABILITIES

2-1. The BSB provides direct support to a brigade combat team or a fires, maneuver enhancement, or battlefield surveillance brigade. Brigade support battalion capabilities differ depending on the unit they are designed to support. Most BSBs have the capability to operate a supply storage activity, operate an ammunition transfer holding point, conduct field maintenance support, perform distribution operations and provide some AHS support. Brigade support battalions that contain a medical company provide Role 2 medical care including behavioral health support to all units within the brigade. Brigade support battalions with forward support companies provide distribution, field feeding and field maintenance support to supported battalions. Other capabilities include:

- Field maintenance support to the BSB and the brigade headquarters. The FSCs provide this support to their respective supported battalion.
- Field feeding support to the BSB headquarters company, distribution company, field maintenance company, and medical company.

2-2. The sustainment brigade can provide a specific logistics capability that is not organic to the BSB or provide additional capacity to support the BSB. In the event that a CSSB is required to provide replenishment support to a BCT, it may be task organized with a composite truck company and a multi-capable supply company capable of providing water purification and bulk fuel storage. These capabilities are no longer available within the BSB and are centralized within CSSBs. Coordination with the sustainment brigade is critical to ensure this support is in place. For additional information about the sustainment brigade and CSSB capabilities see ATP 4-93, *Sustainment Brigade*.

SECTION II – BSB HEADQUARTERS ORGANIZATION

2-3. The BSB headquarters consists of the command group, coordinating staff and headquarters company. The BSB provides mission command for all organic and attached units of the brigade support battalion. It also provides administrative and logistics support to units organic or assigned to the BSB. The staff conducts planning, provides direction, and oversees logistics operations for all assigned and attached units in the brigade combat team. The BSB can also execute mission command for all units in the BSA for security and terrain management.

2-4. The BSB headquarters company is responsible for the Soldiers assigned to the BSB HQ and staff. The HQ company also provides field feeding to the BSB HHC, distribution company, field maintenance company, and medical company.

COMMANDER

2-5. BSB commanders are the BCTs or fires, maneuver enhancement senior logistician. BSB commanders are the primary advisor to the brigade commander on the sustainment of all brigade operations. They provide guidance to the BSB staff and the brigade's sustainment S-4 in order to effectively achieve the brigade commander's intent. The BSB commander is responsible for logistics synchronization and execution. The BSB commander, supported by their staffs, use the operations process

to drive the conceptual and detailed planning necessary to understand, visualize, and describe their operational environment; make and articulate decisions; and direct, lead, and assess military operations. As the senior logistician, BSB commanders coach both the BSB and BCT staff on the importance of synchronized logistics. They also stress the importance of AHS support to the BCT and BSB commanders using input concerning the health of the command and other AHS support matters from the brigade surgeon/staff. BSB commanders act both as a senior mentor and an advocate for logisticians.

2-6. As the senior logistics commander charged with responsibility to track and control the logistics operations, the BSB commander must retain the ability to surge, mass, and re-allocate logistics capabilities in accordance with the BCT commanders intent and the operational and mission variables. The BSB commander must be thoroughly familiar with army command and support relationships and be able to apply the criteria to different sets of conditions. The BSB commander will encounter a variety of situations that will require creative thinking to determine the best support options to the maneuver commander while maintaining most effective logistic support. ADRP 5-0, *The Operations Process*, contains detailed information about command and staff relationships.

COMMAND SERGEANT MAJOR

2-7. The BSB command sergeant major is the senior enlisted member of the BSB and a member of the commander's personal staff. The command sergeant major provides another set of senior eyes to assist the commander. The command sergeant major communicates with supported unit's command sergeants major to verify the quality of support and to resolve BSB Soldier's issues for Soldiers in direct support to other units. The command sergeant major provides technical and tactical advice to the commander on the planning, training, preparation, and execution of all BSB missions. The command sergeant major is located wherever the duties require.

EXECUTIVE OFFICER (XO)

2-8. The brigade support battalion executive officer is the commander's chief of staff. The executive officer directs, coordinates, supervises, trains, and synchronizes the work of the staff and ensures effective and prompt staff actions. The XO must understand the commander's intent and ensure the brigade support battalion staff implements it. The BSB 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 BSB commander.

2-9. The BSB XO facilitates decision making for the commander by managing commander's critical information requirements (CCIRs), synchronizing the BSB staff during the military decision making process, and establishing and maintaining staff fusion throughout the planning, preparation, and execution phases. The executive officer determines liaison requirements with the BCT headquarters and supervises the liaison officers. Other XO duties can include supervising the creation of and approval of the logistics status report, establishing the BSB command post, and its operations, and positioning units within the brigade support area.

UNIT MINISTRY TEAM (UMT)

2-10. The BSB UMT consists of a chaplain and a chaplain assistant. The role of the BSB UMT is to provide and perform unit religious support to Soldiers and authorized civilians as directed by the BSB commander. The chaplain advises the commander on matters of religion, morals, and morale as affected by religion, and on the impact of indigenous religions on military operations. The UMT provides area and denominational religious support per the brigade religious support plan under the technical supervision of the BCT chaplain.

2-11. As a member of the BSB commander's personal staff, the chaplain has multiple roles. Refer to FM 1-05, *Religious Support*, for more detailed information on the duties and responsibilities of the chaplain. The BSB UMT ministers to BSB Soldiers throughout the brigade area. Developing and executing a battlefield circulation plan allows the UMT to synchronize religious visits with BSB activity external to the BSB headquarters.

STAFF ORGANIZATION AND FUNCTIONS

2-12. The coordinating staff of the BSB includes the Sustain I sections, Current Ops sections, Network Operations, and Sustain II. The BSB command group and coordinating staff perform mission command functions through a mission command system. *Mission command system* is the arrangement of personnel, networks, information systems, processes and procedures, and facilities and equipment that enable commanders to conduct operations. (ADP 6-0). The Sustain I section includes the S-1 (battalion personnel officer) and the S-4. The Sustain II section includes support operations officer and the sustainment automation support management office, the Current Operations section includes the S-2 (battalion intelligence staff officer) and the S-3. Figure 2-1 depicts the BSB headquarters and staff.

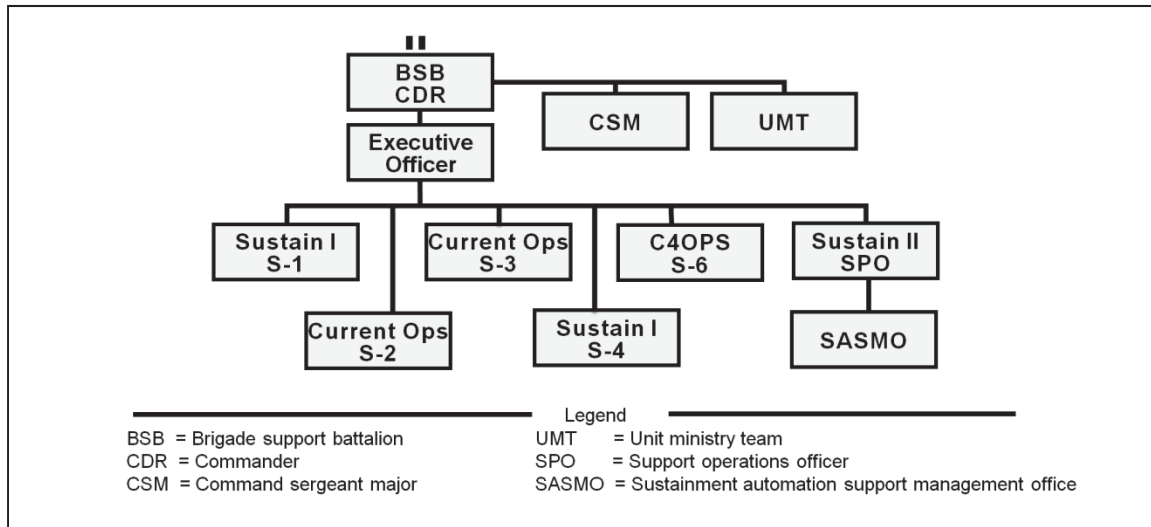


Figure 2-1. BSB headquarters and staff

2-13. The BSB staff assists subordinate units and consistently communicates with and informs units and organizations outside the headquarters. They ensure that decisions, directives, and instructions are implemented and that the BSB commander's intent is fulfilled. In addition to the generic staff duties identified in ATP 5-0.1, *Commander and Staff Officer Guide*, BSB staff proactively identifies and solves sustainment issues. Most relevant data is identified and reported through the Force XXI Battle Command Brigade and Below (FBCB2) system. Additional, more detailed, supply point status is available via automated commodity reports from Battle Command Sustainment Support System (BCS3). The staff:

- Uses Army mission command systems to maintain sustainment situational understanding.
- Works closely with higher HQ staff to resolve sustainment problems.
- Recommends sustainment priorities that conform to mission requirements.
- Recommends sustainment related CCIR.
- Ensures the commander is apprised of critical sustainment issues.
- Coordinates with key automated system operators and managers to assure continuity of support.

Sustain I – S-1 Section

2-14. The S-1 serves as the BSB principal staff officer for human resources support and other issues impacting on the health, morale, and welfare of BSB Soldiers. The S-1 coordinates medical, religious, and legal support and is responsible for developing the human resource support portion of operations plan/operations order (OPLAN/OPORD).

2-15. Human resource support in the BSB includes, personnel accountability, strength reporting, casualty operations, personnel information management, personnel readiness, essential personnel services, postal operations, and command interest programs. The S-1 relies on the brigade S-1 for direct coordination with Human Resources Command on replacement and assignment of BSB personnel. The brigade S-1 also supports the BSB S-1 by providing or coordinating human resource support beyond the capabilities of the

BSB S-1 or brigade S-1. See FM 1-0, *Human Resources Support*, for additional information on human resource support tasks and functions.

Sustain I - S-4 Section

2-16. S-4 coordinates the strategic and operational deployment of the BSB, as well as the request for movement through controlled routes. Specifically, the S-4 coordinates for internal supply functions, determines supply requirements (except medical), determines supply priorities for publication in OPLAN/OPORDs, and coordinates the requisition, acquisition, and storage of supplies and equipment. The S-4 maintains unit equipment lists and assists in developing unit movement plans for the BSB.

2-17. Internally, the S-4 monitors field feeding, property book activities, maintenance operations, unit basic loads, equipment operational status and the status of requisitions for equipment and supplies. The BSB S-4 also manages BSB budget, to include the funding approval portion of execution management under Global Combat Support System-Army (GCSS-Army (F/T)), acquires and assigns facilities, and develops the internal battalion logistics status report.

Network Operations – S-6 Section

2-18. The battalion signal staff officer (S-6) is the principal staff officer for communications and responsible for electromagnetic spectrum operations, and networks within the BSB area of operations. The S-6 advises the commander, staff, and subordinate units on communications and for establishing automation systems administration procedures for all information systems. S-6 primary function is ensuring the integrity of the frequency modulation and digital communications network. The S-6 also ensures sustainment automation support management office functions are reflected in the brigade electronic warfare plan to ensure the security and use of the Very Small Aperture Terminals and wireless Combat Service Support Automated Information System Interface network. Signal specialists install, operate, and maintain communications equipment and ensure communication links with higher, adjacent, subordinate, and supported units.

2-19. The S-6 is responsible for the full range of tasks associated with network management, systems administration, and systems/software security for all tactical automation. The S-6 uses the command post node to establish a secure wireless local area network for the logistics network.

Current Ops – S-2 Section

2-20. The S-2 is the principal staff officer responsible for providing intelligence to support current and future operations and plans. This officer gathers and analyzes knowledge on the factors of METT-TC variables for the commander, subordinate commanders and staff. Examples of the critical S-2 input to operations includes analysis regarding how weather affects the MSR, the impact enemy's tactics changes have on convoys, supply routes, and logistics release 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. Information gathered from support missions must be evaluated and shared higher, lower and laterally. All information must be evaluated to determine value, ability to answer the commanders' priority intelligence requirements, or to update intelligence annexes to OPLANS/OPORDS, daily intelligence summary for subordinate units, and intelligence estimates. ADRP 2-0, *Intelligence*, provides more detail of intelligence operations.

Current Ops - S-3 Section

2-21. The S-3 is responsible for synchronizing and integrating BSB sustainment operations with war fighting functions for the commander. The S-3 operations officer ensures warfighting function integration and synchronization across the planning horizons in current operations, future operations, and plans integrating cells. Current and future operations must be assessed and responsibility for each area fixed and acted on as a team. The S-3 recommends a location and proposes the layout for the BSA. The S-3 is responsible for writing and reviewing the battalion's tactical standard operating procedures (SOP) and prepares friendly forces overlays.

2-22. S-3 plans and operations officers prepare, coordinate, authenticate, publish, review, and distribute written operation orders and plans. They work closely with the BSB support operations section to assist in the development of the concept of support for the brigade. The S-3 also coordinates with the BSB SPO to: develop the unit task organization, plan and execute operations security and develop the force module packages for BSB deployment. Planners recommend/incorporate all technologies/automation, combat unit requirements, unit historical data, current/future logistics posture, mobility data, and commander's guidance into the development of the support plan. S-3 plans and operations officers plan tactical troop movements, including route selection, priority of movement, timing, security, bivouacking, quartering, staging, and preparing movement orders.

Sustain II - Support Operations (SPO)

2-23. The BSB SPO is the principal staff officer responsible for synchronizing BSB distribution operations for all units assigned or attached to the brigade. The BSB SPO is responsible for applying the BSB capabilities against the brigade's requirements. The brigade S-4 identifies requirements through daily logistic status reports, running estimates, and mission analysis.

2-24. The brigade S-4 is the log planner for the brigade, focusing on long range planning. The SPO straddles mid range and short range planning and execution (future operations). The SPO also develops the concept of support and the distribution or logistics package (LOGPAC) plan. *Logistics package* is a grouping of multiple classes of supply and supply vehicles under the control of a single convoy commander. (ADRP 1-02). The BSB SPO also works closely with the brigade surgeon when forming the AHS concept of support. ADRP 5-0, *The Operations Process*, and ATTP 5-0.1, *Command and Staff Operations Guide*, provide a graphic and written explanation of the plans to operations transition and transition among staff integrating cells.

2-25. The support operations officer provides planning, preparation, and oversight of logistics and AHS support tasks during the execution BSB operations in the brigade's AO. The BSB SPO tracks the common operating picture for logistics within each formation and throughout the BCT to ensure timely delivery of required support at the decisive place and time. The SPO coordinates support for all units assigned or attached to the brigade.

2-26. The SPO plans and coordinates orders published by the S-3 for execution by all subordinate BSB units, including the FSC, during the performance of current operations and brigade support operations. These orders can include a synchronization matrix outlining the plan for execution. This enables the BCT S-4 and all subordinate BSB units to be aware of the brigade support plan. The BSB SPO uses the logistics report to update the synchronization matrix. The updated logistics report and logistics synchronization matrix complement paragraph 4 and Annex F of the OPORD, or fragmentary order.

2-27. The BSB SPO is the key interface between supported units and the sustainment brigade. The SPO is responsible for coordinating support requirements with the sustainment brigade SPO. Requirements are determined in coordination with the brigade S-1, brigade S-4, and BSB S-3.

2-28. The support operations officer performs logistics preparation of the battlefield and advises the commander on the relationship of support requirements to support assets available. The SPO plans and monitors support operations and makes necessary adjustments to ensure support requirements are met, and provides the status of SPO tracked systems and materiel as required to update the BSB logistics status report. *Materiel* is defined as all items (including ships, tanks, self-propelled weapons, aircraft, etc., and related spares, repair parts, and support equipment, but excluding real property, installations, and utilities) necessary to equip, operate, maintain, and support military activities without distinction as to its application for administrative or combat purposes (JP 4-0).

2-29. The BSB SPO routinely conducts a brigade logistics synchronization meeting. Attendees may include the BCT S-4, FSC commanders, BSB SPO section staff and maneuver battalion S-4s as well as any supporting sustainment echelon above brigade coordinating staff. Attendees consider calendars, unit battle rhythms, current orders, logistics reports, sustainment synchronization matrix, commander's guidance and other pertinent information. Meeting products include warning orders, SPO guidance and updated calendars, synch matrices, and logistics posture.

SPO/Operations

2-30. The SPO officers and noncommissioned officers (NCOs) work closely with the BSB S-3, BCT S-4 and supported battalion S-4s to coordinate future support requirements and locations with supported units. As required, SPO personnel collocate with the BCT S-4 to execute concurrent planning operations and develop the logistic estimate and support plans for future operations.

2-31. The support operations section provides centralized and integrated planning for all support operations within the brigade. Although the section's structure varies slightly by type of BSB, SPO functions generally include; transportation, maintenance, ammunition, Army health systems support (except fires, BFSB and MEB), and distribution operations. Stryker brigade SPO's have an operations officer who provides direct oversight of the materiel management section in order to manage all classes of supply, less class VIII.

2-32. The SPO develops associated logistics annexes to all plans and orders, anticipates and forecasts requirements for support and maintains the running estimate. The support operations section takes information from the distribution system to create a synchronized picture of the flow of units, personnel, and materiel into and throughout the AO.

2-33. The SPO section coordinates logistics provided to the BCT and provides the technical supervision for the external logistics mission of the BSB. The section coordinates with the S-1 and S-4 to track available logistics assets and coordinates with the S-2 and S-3 for operational locations and schedules of the supported units.

2-34. The medical operations officer, the medical logistics officer, and medical operations sergeant in coordination with the BSB SPO, provide planning and oversight of AHS support tasks. The medical operations officer must consider placement of all AHS support assets within the brigade. They also coordinate the ordering, receipt, and distribution of class VIII and blood products within the BCT. This section coordinates with the brigade surgeons cell and as appropriate, division surgeon sections for all AHS support issues affecting the brigade. The medical operations officer is directly responsible for providing medical operations guidance and status to the BSB Commander. See the appropriate brigade level field manual for additional AHS support available in the supported brigade.

2-35. The SPO is responsible for transportation operations in support of the Brigade. Transportation operations develops movement plans to support distribution requirements. It plans for and coordinates employment of organic and attached assets to meet mission requirements. The SPO staff channels information to the transportation officer to allow for overall coordination, prioritization and decision-making by the support operations officer. The SPO also coordinates with the BCT S-4 mobility warrant.

2-36. The BSB SPO manages munitions for the brigade, provides staff supervision to the distribution company's ATHP, and provides technical assistance and advice on munitions management to brigade units. This section maintains records of munitions allocations, receipts, and expenditures for brigade units. The ammunition officer in the SPO also functions as the brigade ammunition officer.

2-37. The brigade ammunition officer is the principal munitions staff officer for the brigade. The brigade ammunition officer assists the BSB commander in all matters pertaining to brigade munitions support and represents the brigade commander on matters concerning munitions requirements and availability. The brigade ammunition officer also maintains direct liaison with the brigade S-3 and S-4 within limits defined by the BSB commander or SPO. More information regarding brigade ammunition officer responsibilities are in FM 4-30.1, *Munitions Distribution in the Theater of Operations*.

2-38. The BSB SPO is responsible for coordinating the resupply of bulk fuel to the FSCs and from the sustainment brigade to the BSB distribution company. The SPO also provides supervision and management of general supplies (less class V) within the brigade. They monitor the on-hand stocks within BSB companies, determine requirements, coordinate local purchase, retrograde, and distribution of supplies. They also provide oversight of parts requirements and projections of parts availability.

2-39. The BSB SPO also has a management role in the enterprise system, GCSS-Army (F/T). Roles in GCSS-Army (F/T) are divided vertically between management and clerical and horizontally between office and warehouse. Roles determine what a user can see or do in the enterprise resource planning system. The BSB SPO is responsible for the materiel release portion of execution management under Global Combat Support System-Army (field/tactical). Refer to GCSS-Army (F/T) user manuals for more information.

2-40. The SPO staff also includes the mortuary affairs NCO who advises the commander on mortuary affairs, develops detailed operational mortuary affairs plans, establishes the brigade's mortuary affairs policy, and trains subordinate BCT units on unit level battlefield recovery tasks, which includes search and recovery, tentative identification, preserving human remains and safeguarding of the personal effects. The mortuary affairs NCO also coordinates with the sustainment brigade and mortuary affairs units in the area to synchronize the evacuation of the brigade's remains, and to understand the mortuary affairs concept of operations.

2-41. The SPO is responsible for all brigade maintenance management. They manage field maintenance for all equipment assigned to the brigade and provide maintenance oversight of the field maintenance company and FSC's maintenance sections. The maintenance management personnel also plan and forecast maintenance and related materiel requirements such as recovery and battle damage assessment and repair (BDAR) based on future operational plans. Maintenance management in the BCT requires coordination and collaboration between the SPO, FSC, combat repair teams, and the field maintenance company's maintenance control officers (MCO).

2-42. The SPO is also the direct interface with the brigade logistics support team's chief who is responsible for the brigade logistics support team operations and personnel. The brigade logistics support team expedites repair parts delivery and facilitates and prioritizes field service representative support.

2-43. The sustainment automation support management office is part of the SPO and is the network administrator of the tactical Very Small Aperture Terminals and wireless Combat Service Support Automated Information System Interface network. The sustainment automation support management office plans, prepares, executes, and sustains the tactical sustainment information systems network to meet the challenges in all environments. The sustainment automation support management office is not responsible for equipment inventory, physical security, equipment setup, disassembly, and movement of supported units. This is the responsibility of the hand receipt holder or section assigned per unit property book. As the network administrator, the sustainment automation support management office will manage network configuration and supervise access operations related to supported units. Sustainment automation support management office coordinates with the S-6 to integrate into the brigade communications and electronic warfare plan to ensure security and use of its vital functions. The sustainment automation support management office monitors and inputs information automation status to the logistics status report as required. 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.

SECTION III – BRIGADE SUPPORT BATTALION ORGANIZATIONS

2-44. This section describes the types of BSBs supporting the brigade. The BSB consists of specifically force designed units capable of supporting their particular BCT or support brigade.

BRIGADE COMBAT TEAM BSB

2-45. The ABCT, IBCT and SBCT have a headquarters and headquarters company, a distribution company, a field maintenance company, and a brigade support medical company which provides Role 2 AHS support to the BSB and the supported brigade. They each have six forward support companies that provide multifunctional logistics support to a maneuver battalion; one per armored reconnaissance battalion, one for each of three combined arms battalions, one for the fires battalion and one for the brigade engineer battalion. Figure 2-2 on page 2-8 depicts a BSB typical of a brigade combat team.

2-46. The BSB has from three to ten subordinate companies depending on the type of BSB. All BSBs have a headquarters and headquarters company, a distribution company which provides supplies to supported battalions and/or forward support companies and a field maintenance company which provides field maintenance support to the BSB and to the supported brigade.

2-47. The distribution, field maintenance, and medical company commanders are likely to operate in the vicinity of the BSB command post (CP) to facilitate coordination. However, they do not tie themselves to one spot. They command their companies from the locations where they can best assess and influence the support operation.

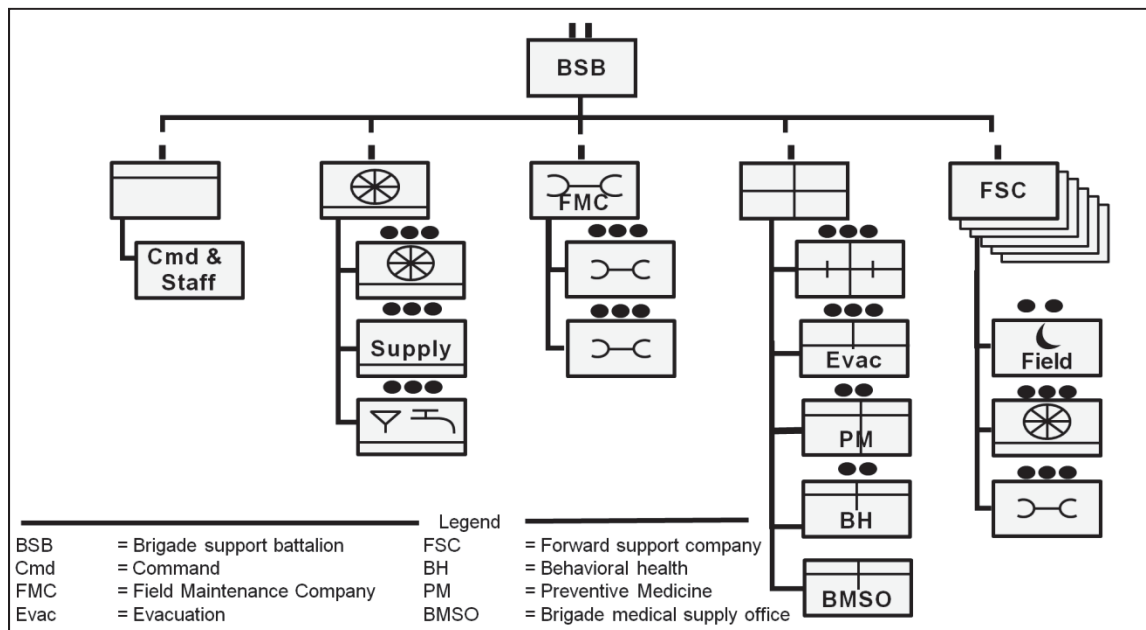


Figure 2-2. Brigade support battalion within a BCT

FIRES BSB, MANEUVER ENHANCEMENT BRIGADE BSB

2-48. The fires brigade BSB contains an HHC, a distribution company, and a field maintenance company. The fires brigade FSCs are not organic to the BSB and are designed to support the particular type of field artillery battalion of which the brigade is comprised. The fires brigade BSB does not contain a medical company but depends upon its Role 1 unit AHS support and medical company area support. Figure 2-3 depicts a BSB within a fires brigade/maneuver enhancement brigade.

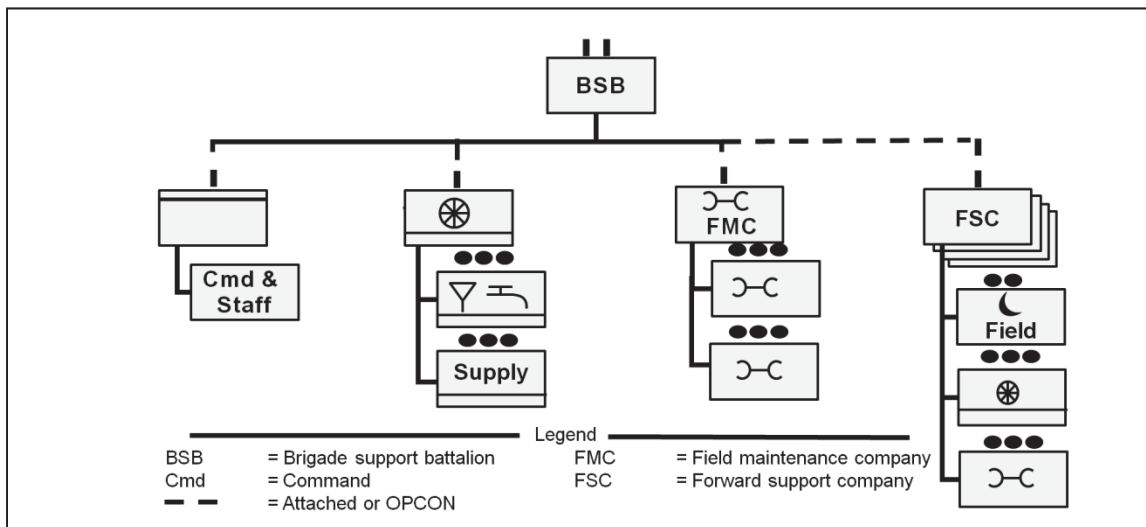


Figure 2-3. BSB within fires brigade/maneuver enhancement brigade

2-49. The role of the SPO is to coordinate support requirements for the field artillery battalions. Since there is no medical company, the SPO is not responsible for synchronizing Army health service support. Nor is the SPO synchronizing the FSC's activities, instead the SPO has a coordinating function. The SPO has staff supervision of a multi class supply support activity (SSA) and an ATHP as well as a small maintenance shop that is responsible for field maintenance on BSB and brigade headquarters equipment. Although not

allocated a brigade logistics support team, the fires brigade can request brigade logistics support team capabilities from the supporting Army field support brigade. The fires brigade has one organic battalion, either a multiple launch rocket system or high-mobility artillery rocket system battalion, every other organization is attached. Those attachments are usually OPCON or attached to brigade combat teams to support mission requirements.

2-50. The MEB BSB contains an HHC, a distribution company and a field maintenance company. It does not contain FSCs or a medical company. In the MEB, there are no organic battalions. Every organization is attached. The role of the SPO is to coordinate support requirements for the military police and engineer battalions task organized to the MEB. Those attachments are usually OPCON or attached to brigade combat teams to support mission requirements. The SPO has staff supervision of the multiclass supply support activity, the ATHP and the field maintenance company. The MEB's field maintenance company provides field maintenance for equipment within the BSB and brigade headquarters. Although not allocated a brigade logistics support team, the maneuver enhancement brigade can request brigade logistics support team capabilities from the supporting Army field support brigade.

SECTION IV – BATTLEFIELD SURVEILLANCE BRIGADE SUPPORT COMPANY

2-51. The battlefield surveillance brigade conducts reconnaissance and surveillance to answer the division commander's information requirements, enabling him to focus joint elements of combat power. The brigade also provides assets to enhance the reconnaissance and surveillance capabilities of other units in the division, including BCTs. The information it collects focuses on the enemy, terrain and weather, and civil consideration factors of METT-TC which feeds the development and update of the common operational picture (COP). The battlefield surveillance brigade is organized with a military intelligence battalion and a reconnaissance and surveillance squadron. Refer to FM 3-55.1, *Battlefield Surveillance Brigade (BFSB)*, for more information. This section describes the brigade support company role, organization, and operations. Figure 2-4 depicts an example of a possible battlefield surveillance brigade task organization.

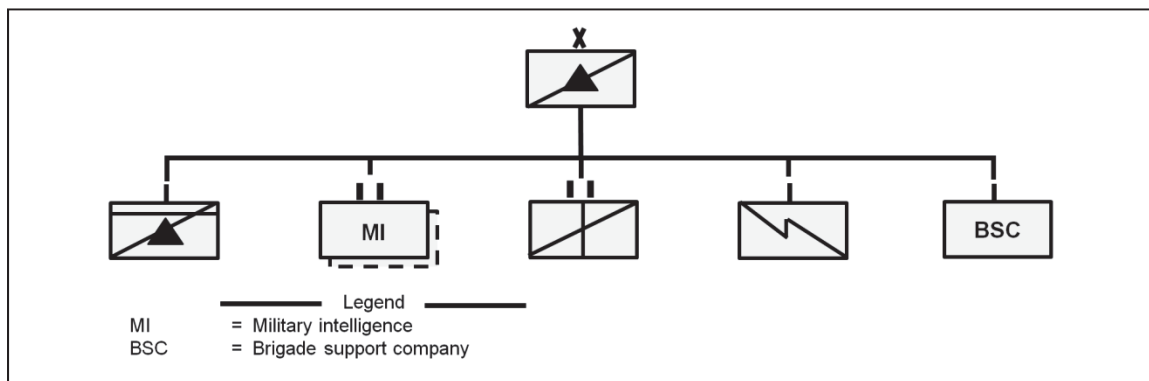


Figure 2-4. A notional battlefield surveillance brigade (BFSB) task organization

ROLE

2-52. Provide field feeding, field maintenance and supply distribution support to a battlefield surveillance brigade (BFSB).

ORGANIZATION

2-53. The BFSB contains a brigade support company, not a BSB. The brigade support company is organic to the BFSB and depends on the BFSB for administrative support, planning and operations management and sustainment automation support. The brigade support company contains capabilities that are generally commensurate with a BSB, but is sized as a company based on the BFSBs support requirements. It contains

a headquarters platoon, a distribution platoon with field feeding, class III and water, a robust maintenance platoon and an organic Role 1 AHS support capability.

2-54. . The distribution platoon consists of a distribution section, a water section and a multi class supply support activity (SSA). The maintenance platoon consists of a maintenance control section, field maintenance section, service and recovery section and field maintenance teams that support military intelligence and reconnaissance and surveillance units. Figure 2-5 depicts a BFSB brigade support company.

OPERATIONS

2-55. The BFSB S-4 is responsible for planning and coordinating the additional logistical support and field maintenance. The brigade support company is dependent upon elements of the sustainment brigade for replenishment operations, BDAR, combat spares, additional field maintenance support including communications electronics and communications security equipment.

2-56. The BFSB differs from a BCT in that it does not have a BSB staffed to provide SPO functions. The BFSB S-4 section has the required personnel and logistics management automation systems to perform SPO functions. The BFSB S-4 is the lead sustainment planner and is responsible for planning and coordinating the additional logistical support and field maintenance. The BFSB S-4 section plans and provides oversight for the brigade's logistics operations and integrates them with the other sustainment staff plans and estimates. The S-4 essentially acts as the SPO.

2-57. As lead sustainment planning element in the BFSB, the S-4 section integrates sustainment concepts and plans into operational plans and estimates. The S-4 is responsible for the sustainment annex to brigade orders and plans and develops concepts for support. Using these documents as a base, the S-4 also coordinates as needed with the supported unit G-4 assistant chief of staff, logistics or J-4 logistics, directorate of joint staff, and the sustainment brigade for additional assets to support attachments.

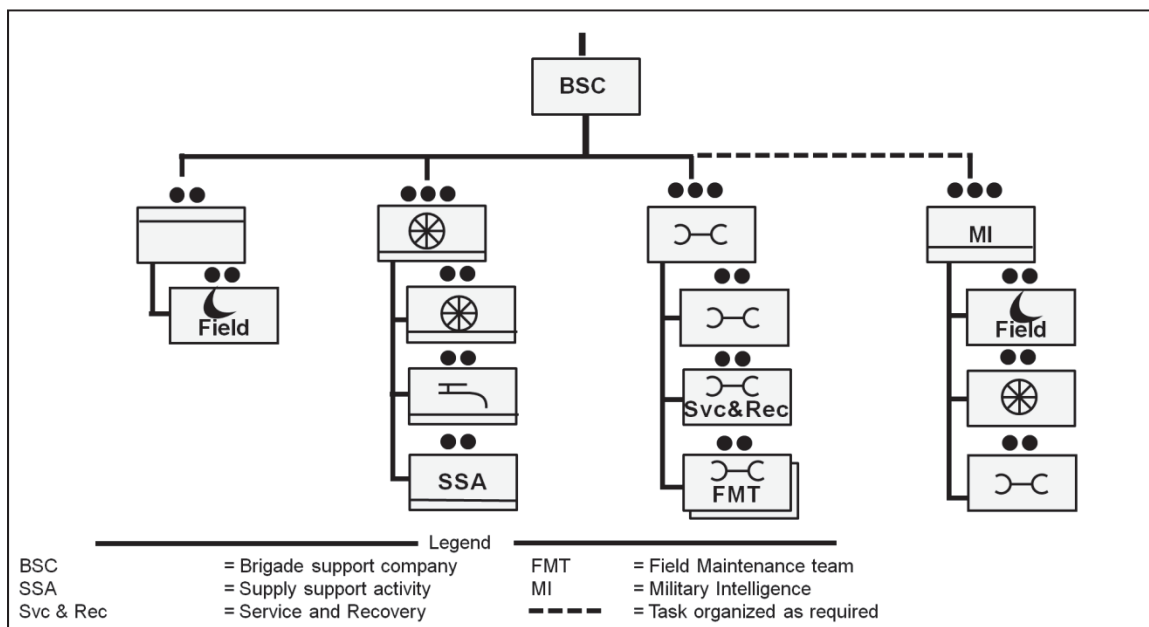


Figure 2-5. Battlefield surveillance brigade support company

2-58. The S-4 communicates requirements and projections both to higher-echelon sustainment organizations (such as the sustainment brigade and medical brigade) and to the supported unit staff. The BFSB S-4 coordinates with the supporting sustainment brigade and the supported G-4/J-4 for replenishment of supplies (except medical) and evacuation of unserviceable automotive and armament assemblies. The S-4 also coordinates with and maintains staff supervision over the brigade support company to ensure that organic and attached units receive maintenance, supply, transportation, and field

services support. The S-4 section coordinates class VIII supply with the BFSB surgeon section. Movement of class VIII materiel into the BFSB and internally within the BFSB is coordinated by the S-4 and the BFSB surgeon section.

2-59. Also unique to the brigade support company is the military intelligence forward support platoon. The forward support platoon provides direct support to any military intelligence battalion not organic to the BFSB. Refer to FM 3-55.1, *Battlefield Surveillance Brigade (BFSB)*, sustainment chapter, for details about how the brigade support company supports BFSB units.

2-60. The brigade support company provides limited logistics and field maintenance support to the BFSB. Although the BFSB brigade support company is not part of a BSB, its supply distribution, class III and bulk water, maintenance, and field feeding functions are similar to that of the brigade FSCs. However, the BFSB brigade support company does not have a class V distribution section or organic medical supply, treatment, or evacuation capability. The brigade support company relies on other elements of the brigade for AHS support.

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Chapter 3

Distribution Company

The brigade support battalion's distribution company is the primary supply and transportation hub of the BCT. It manages the distribution of supplies to the brigade. It provides distribution capability for classes I, II, III, IV, V, IX and unclassified maps. This chapter describes the role, organization, and operations of the distribution company.

ROLE

3-1. The role of the BSB distribution company is to plan, direct, and supervise supply distribution to the brigade. It conducts daily receipt, storage, and issue of supply classes I, II, III, IV, V and IX and transports cargo for the brigade. This unit is employed in the brigade support area and operates throughout the supported brigade area.

ORGANIZATION

3-2. A BSB distribution company has three platoons: a transportation platoon, a supply platoon and a fuel and water platoon, as shown in figure 3-1. Distribution companies perform the same functions within a BSB, however the capabilities of the unit are unique to the brigade to which it is assigned. Fuel storage, water purification and additional transportation assets are centralized within CSSBs. The BSB SPO will coordinate with the sustainment brigade SPO to ensure this support is in place. For additional information about the sustainment brigade and CSSB capabilities see ATP 4-93, *Sustainment Brigade*.

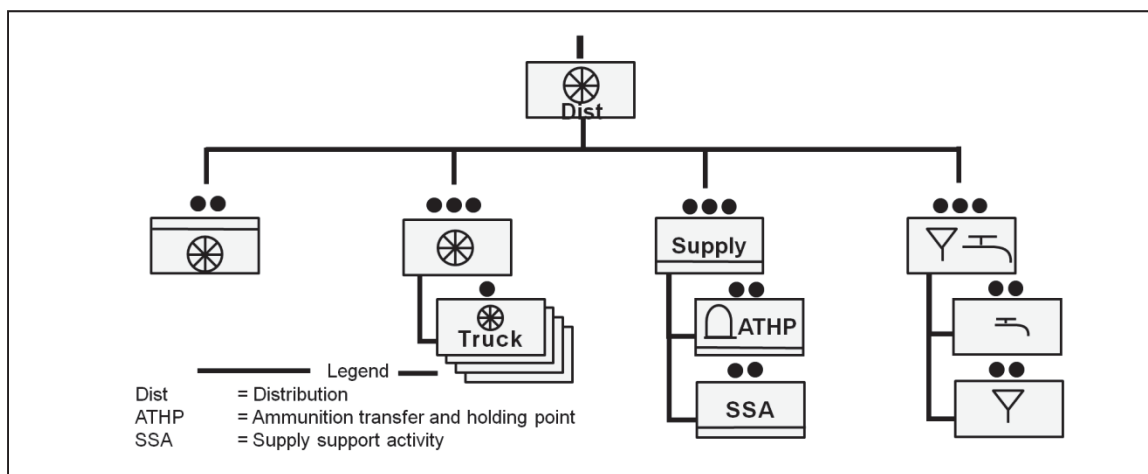


Figure 3-1. Distribution company

OPERATIONS

3-3. The distribution company operates stationary assets such as the SSA and the ATHP and is also responsible for distributing supplies to the FSCs. The intent of the following material is to illustrate what the distribution company does and to provide references for how to do the functional tasks.

COMPANY HEADQUARTERS

3-4. The company commander executes mission command for all company operations. The commander executes planned distribution tasks in support of the BSB commander's concept of support and manages task organization and employment of all distribution assets.

3-5. The first sergeant is the company senior NCO and normally is its most experienced Soldier. The first sergeant is the commander's primary logistics and tactical advisor. The first sergeant collaborates with the commander and operations officer to plan, coordinate, and supervise all logistics activities that support the company mission. The first sergeant goes wherever the duties require.

3-6. The company operations officer is the company second in command and functions as the company executive officer. The operations officer is the primary internal logistics planner and coordinator. The operations officer and the company headquarters section operate the company CP. Their duties include tactical and logistics coordination with higher, adjacent, and supported units. The operations officer may also serve as officer in charge for the quartering party or company movement officer.

TRANSPORTATION SUPPORT

3-7. The transportation platoon provides transportation support to the brigade and distribution of supplies to the FSCs. The transportation platoon headquarters provides leadership, supervision and technical guidance to tactical truck squads performing motor transport operations to brigade units. The transportation platoon executes missions when ordered by the company or BSB. ATP 4-11, *Army Motor Transport Operations*, has more detailed information on transportation operations.

SUPPLY SUPPORT

3-8. The supply platoon leader provides leadership and technical supervision to the platoon and ensures all operations comply with applicable safety guidelines and BCT and BSB SOPs. The supply platoon operates the multiclass SSA and the AHP. The supply platoon provides class I, II, IV, V, VII, and IX support to the BCT. The stock control section executes stock control and accounting functions for the SSA. The section manages a facility for supported commodities and coordinates with support operations for delivery and pickup of issued assets and turn-ins for maintenance and/or disposal. This includes performing warehouse and inventory management activities. References for automated document processing and warehousing operations include AR 710-2, *Supply Policy Below the National Level*, DA PAM 710-2-1, *Using Unit Supply System*, and unit SOPs.

3-9. The Army is implementing a newer web-based enterprise resource planning system called GCSS-Army (F/T). GCSS-Army (F/T) uses sophisticated web based enterprise resource planning technology for receipt, storage operations, issue, and accountability of supplies throughout the supply chain. There are modules within GCSS-Army (F/T) that refer to the warehousing and storage functions accomplished in the multi-class SSA. Materiel managers use the materiel management module to provide oversight to enforce supply discipline using financial controls to achieve end-to-end logistics. There are multiple resources and training guides available for more information on GCSS-Army (F/T).

Multiclass Supply Support Activity (SSA)

3-10. The general supply section receives stores and issues, supplies. The supplies may then be part of a LOGPAC going forward to the FSCs. They also provide repair parts to the field maintenance company, maintain the brigades authorized stockage list (ASL), and provide direct exchange for reparable/salvage items. The supply platoon is capable of handling packaged water for receipt, storage, and issue operations (packaged water is treated the same as dry cargo).

3-11. The supply section designs and establishes the SSA. The supply point layout must be organized and well designed. A well planned layout improves the ability to secure the area and the stored materiel, lends itself to safe operations, and creates an efficient work flow. An SSA sketch should show the use of the space (receiving, shipping, bulk storage, open yard storage, office space), and the materiel stored (repair parts, construction materials, end items). Every deployment is different and every supply point is different.

Each SSA storage layout is METT-TC dependant. Remember to include the following considerations when planning the SSA layout:

- A way to secure the site and establish safe and efficient traffic flow. This includes entrance and exit control points and parking areas.
- Storage for all commodities including storage areas for large equipment, such as generators and vehicles, pilferable items, and items requiring controlled climate.
- Potential to integrate existing structures into SSA design.
- Thoroughly review the terrain; look for swampy or wet areas, potential flood sites, presence of animal or insect infestations and ability to expand the site.

3-12. The distribution company conducts replenishment operations in two ways; supply point distribution in which the FSC comes to the SSA to receive supplies and unit distribution, or LOGPAC, where the distribution company delivers to the FSCs. The distribution company receives supplies from the supporting sustainment brigade with the capability to store these supplies and issue them to units within the BSA, and to the FSCs.

3-13. Retrograde of materiel is the return of new, reparable or salvageable materiel from the owning/using unit back through the distribution system to the source of supply, directed ship-to location and/or point of disposal. Retrograde of materiel is as important as the forward distribution of materiel.

Ammunition Transfer and Holding Point (ATHP) Section

3-14. The ATHP section supports the brigade with class V and operates the brigade ATHP. The ATHP section establishes the ATHP and receives, temporarily stores, issues, inspects, and performs limited munitions maintenance operations support for the BCT. The section also provides limited stockage configuration based on operational requirements or suspension notices. The ATHP transloads munitions to BSB transportation assets and positions battalion ammunition set configurations. The ATHP holds ammunition for supported units and provides this ammunition to the supported battalions FSCs. The supply platoon maintains a mobile storage capability. Refer to ATP 4-35.1, *Techniques for Munitions Handlers*, for functional details of how the ATHP is established and operates. Department of the Army pamphlet (DA Pam) 385-64, *Ammunition and Explosives Standards*, explains Army safety criteria and standards for ammunition and explosives.

FUEL AND WATER SUPPORT

3-15. The fuel and water platoon leader and platoon sergeant provide leadership and supervision of the fuel and water platoon. The platoon leadership is located where they can best lead the platoon. They normally are based in the BSA, but operate throughout the brigade area.

3-16. The fuel section receives, temporarily stores, and issues bulk petroleum to the BCT. The section has no static storage capability and has the ability to displace whenever necessary. Refer to unit authorization documents for exact type and quantities of assigned equipment. Fuel distribution operations are executed by the fuel and water platoon.

3-17. The platoon's water section stores, and distributes bulk water for the brigade. Water operations in the distribution company include forward mobile storage and distribution within the brigade. The BCT can expect to obtain bulk water or commercial bottled water in the theater of operations. The type of water obtained is dependent on the type of operation being conducted and the overall status/maturity of the theater. During early portions of an operation, the BCT should expect to receive bulk purified water which could transition into bottled water during later periods of the operation.

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Chapter 4

Field Maintenance Company

The nature of the modern battlefield demands a maintenance system that is flexible, responsive, and focused on returning systems to operational status quickly and as near as possible to the point of failure or damage. This requirement implies a forward presence of maintenance into brigade areas. Maintenance assets move as far forward as the tactical situation permits to return inoperable and damaged equipment to the battle as quickly as possible. This chapter describes the role, organization, and operations of the BSB's field maintenance company.

ROLE

4-1. The field maintenance company provides field maintenance support to the BSB, the brigade engineer battalion and supported units in the BSA. It also provides limited field maintenance support to the FSCs for low density commodities such as communications/electronics and armament equipment. The field maintenance company is employed in the BSA.

4-2. Field maintenance is generally characterized by on (near) system maintenance, often using line replaceable unit and component replacement, in the owning unit, using tools and test equipment found in the unit. Field maintenance is not limited to remove and replace actions, but also allows for repair of components or end items on (near) system. Field maintenance also includes adjustment, alignment, service, applying approved field-level modification work orders as directed, fault/failure diagnoses, battle damage assessment, repair, and recovery. Field maintenance is always repair and return to the user, and includes maintenance actions performed by operators.

ORGANIZATION

4-3. Field maintenance companies are tailored to maintain the specific equipment and densities of the BCT they support. Therefore, the organizational structure of both personnel and equipment will vary between BSBs. In general the field maintenance company is composed of a company headquarters and two platoons: a maintenance control platoon and a maintenance platoon. Refer to unit authorization documents for exact type and quantities of assigned equipment. Exact configurations of companies vary from command to command depending on METT-TC. For example, some units consolidate the maintenance control section, shop officer, and the service and recovery section in the company headquarters. See figure 4-1 on page 4-2 for an example of a field maintenance company.

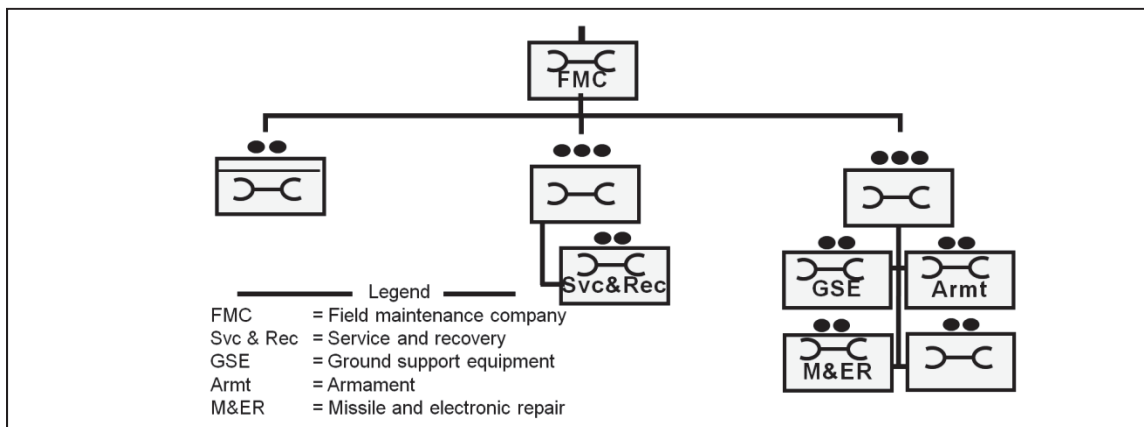


Figure 4-1. Field maintenance company (ABCT)

OPERATIONS

4-4. Responsive maintenance support speeds the return of essential combat systems to battle. The thrust of the maintenance effort is to replace forward and repair rear. The intent of the following material is to illustrate a way the field maintenance company accomplishes its missions. Details of specific maintenance functions can be found in ATTP 4-33, *Maintenance Operations*.

COMPANY HEADQUARTERS

4-5. The company commander mission commands all personnel assigned or attached to the company. One of the company commander's chief responsibilities is to execute the BSB commanders' maintenance plan in support of the SPO concept of support. The company commander manages task organization and employment of all maintenance and recovery assets. He executes the mission according to the SPO's concept of support and any additional orders. The commander is normally located in the BSA but will always be where he can best command Soldiers and execute the mission. The commander provides information and advice concerning maintenance operations throughout the BSA to the BSB commander, support operations staff, the brigade engineer battalion and the brigade headquarters.

4-6. The first sergeant is the company's senior NCO and normally its most experienced Soldier. The first sergeant is the commander's primary logistics and tactical advisor. The first sergeant collaborates with the commander and XO to plan, coordinate, and supervise all logistics activities that support the company mission. The first sergeant is located wherever the duties require.

4-7. The company operations officer is also the company XO and is the company's second in command. The XO is the primary internal logistics planner and coordinator. The XO and the company headquarters section operate the company CP. His duties include tactical and logistics coordination with higher, adjacent, and supported units.

FIELD MAINTENANCE OPERATIONS

4-8. All field maintenance companies perform the same functions within a BSB, however the capabilities of each unit are unique to the brigade to which it is assigned. The majority of the field maintenance company assets are located in the BSA to reduce the burden placed on maneuver elements. The field maintenance company can send limited support forward to support the FSC's FMTs or maintenance collection points (MCP) to ensure support is positioned well forward. The field maintenance company also provides limited recovery and machine shop support to the battalion FSCs and brigade engineer battalion.

4-9. The field maintenance company completes diagnostics and determines if the piece of equipment is field level maintenance or if it is sustainment level maintenance. There are general guidelines available for where and how maintenance is completed, there is no absolute checklist. Leaders must decide the best

course of action based on operational and mission variables. Equipment determined to be sustainment level maintenance will be evacuated to a national level provider. Upon receipt of replacement class VII items, maintenance personnel, along with the equipment operator, ensure that replacement items are operational and ready for use. When equipment is determined to be sustainment level maintenance, supply sergeants, S-4s and property book personnel must be incorporated into the process in order to maintain accountability.

4-10. Sustainment level maintenance is generally characterized by “off system” component repair and/or end item repair and return to the supply system, or by exception, back to the owning unit. It is performed by national-level maintenance providers (including the U.S. Army Materiel Command and installation directorate of logistics maintenance activities). The sustainment maintenance function can be employed at any point in the integrated logistics chain. The intent of this level is to perform commodity-oriented repairs on all supported items to return them to a national standard, providing a consistent and measureable level of reliability, and to execute maintenance actions not able to be performed at the field level of maintenance.

4-11. Maintenance execution and planning should include the maintenance priorities approved or established by the guiding mission plans and orders. Other tasks could include:

- Identify maintenance collection points that are collocated at or near mortuary affairs collection points for mutual security purposes that emphasize BDAR.
- Establish criteria for requesting additional recovery assets.
- Consider the feasibility of dividing up recovery assets to provide broader coverage for attacking companies.
- Identify critical combat spares and have them ready to move forward on short notice.
- Ensure rapid repair and return of non mission capable equipment to support the operation.
- Locate maintenance sites to be accessible to customers, including recovery/ BSA and near but off the MSR.
- Ensure maintenance shops, along with parking and equipment holding sites are on firm ground.

4-12. The field maintenance company provides dedicated field maintenance on an area basis to the BSB units as well as limited support to the FSCs and supported maneuver battalions. The field maintenance company also retains maintenance capabilities in the BSA since certain pieces of test equipment are not easily transportable. The field maintenance company provides field maintenance on weapons, power generation and other equipment assigned to the BCT headquarters, the brigade engineer battalion, the BSB and, on an area basis, for units operating in the BSA. The field maintenance company provides field maintenance to the brigade’s missile and electronic equipment/weapon systems for those battalions that don’t have the capability in FSCs.

4-13. The field maintenance company also provides welding and lift capabilities for the repair shops, recovery of organic equipment, and recovery support to BSB units and elements in the BSA. Unit recovery policies should be itemized in the battalion and brigade’s SOPs and mission orders. The field maintenance company also has BDAR responsibility to units in the BSA and can provide limited assistance to the FSCs. BDAR is the rapid return of disabled equipment to the force through field-expedient repair of components. BDAR restores minimum essential combat capabilities to support the mission or to enable self-recovery. See FM 4-30.31, *Recovery and Battle Damage Assessment and Repair*, for more information.

4-14. The fires brigade field maintenance company has a wheeled vehicle repair section that provides the capabilities for automotive repair of wheeled vehicles. The wheeled vehicle repair section provides field maintenance for the organic wheeled vehicles in the fires brigade and all supported units within the BSA. It is managed by the maintenance control section (MCS). The wheeled vehicle repair section performs troubleshooting, minor (nonstructural) welding, major and secondary component replacement, wheel assembly, and line replaceable unit replacement as part of its replace forward concept.

4-15. Under the direction of the MCO, the MCS directs, controls and supervises the unit’s field maintenance mission and activities. The section oversees the quality of work and maintains a shop stock/bench stock for shop operations. They also perform maintenance management and production control functions for units operating within the BSA. The MCS is best located near the distribution company’s multi-class SSA. The MCS is the manager for all field maintenance and recovery mission actions within the BSA.

4-16. Maintenance management in the BCT requires coordination and collaboration between the SPO, FSC and the MCO. While the brigade commander and the XO are accountable for their unit readiness, the field maintenance company MCO provides control, coordination, overall management of maintenance assets and collection for maintenance and readiness data. The SPO tracks maintenance, supply data and trends, provides guidance to the MCO on priorities as they are passed down from the brigade commander.

4-17. The MCS operates automated maintenance systems to support the BCT. It also serves as the main collection point for all maintenance records prior to being sent to the BSB SPO staff. The Army Maintenance Management System describes the forms and records required to perform field level maintenance. The field maintenance company or shop SOPs should outline procedures established by the BCT to provide accountability of equipment in for repair. For more details about the Army maintenance system, refer to DA Pam 750-8, *The Army Maintenance Management System*.

4-18. The MCS maintains combat spares and uses controlled component substitution and cannibalized spares obtained from non-repairable vehicles. Repair cycle time is expedited and maintenance is simplified by leveraging diagnostics/prognostics technology to identify major component failures and then replace the components. These components include line replaceable units, major assemblies, and other subcomponents. Refer to AR 750-1, *Army Material Maintenance Policy* and AR 710-2, *Supply Policy below the National Level*, for more information on parts accountability.

Chapter 5

Brigade Support Medical Company

The brigade support medical company (BSMC) provides Role 1, unit level medical care, and Role 2, basic primary care, Army Health System (AHS) support to all BCT units operating within the brigade AO. The company also provides Roles 1 and 2 AHS support on an area basis to all BCT units that do not have organic medical assets. The BSMC commander leads and supervises its organic and attached medical augmentation elements. The BSMC locates and establishes its company headquarters and a brigade Role 2 medical treatment facility in the BSA. This chapter describes the role, organization, employment, and operations of the BSMC.

ROLE

5-1. The role of the BSMC is to provide AHS support to all units operating within the BSA. The BSMC operates a Role 2 medical facility and provides AHS support on an area basis to all BCT units that do not have organic medical assets. The BSMC oversees its organic elements and maintains operational control of medical augmentation elements. The BSMC may be augmented with a forward surgical capability when required based upon mission requirements or METT-TC. Refer to FM 4-02, *Army Health System*, and FM 4-02.6, *The Medical Company*, for more information.

ORGANIZATION

5-2. The BSMCs organic to the IBCT, ABCT, and SBCT consist of a company headquarters, preventive medicine section, behavioral health section, medical treatment platoon, medical evacuation platoon, and a brigade medical supply office. Refer to organizational authorization documents for current personnel and equipment authorizations. A typical BSMC organization is shown in figure 5-1.

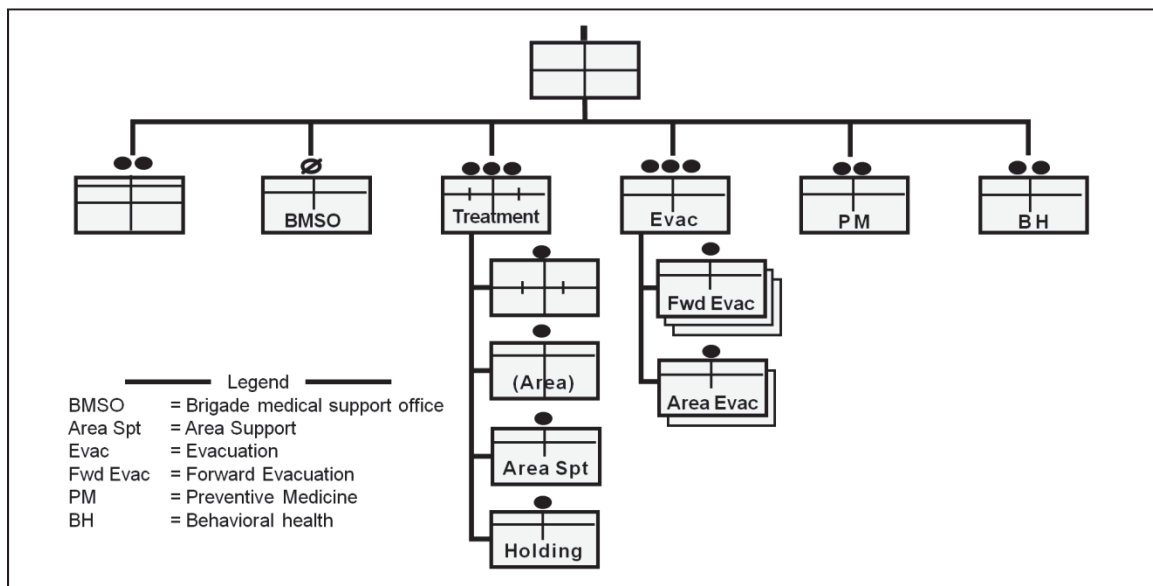


Figure 5-1. Brigade support medical company

OPERATIONS

5-3. The BSMC receives, triages, treats, and determines the disposition of patients based upon their medical condition. The BSMC provides Role 2 medical care for the BCT. The BSMC provides an increased medical capability with the addition of x-ray, laboratory, combat operational stress control, and dental services and has 20 cots for holding patients up to 72 hours. Role 2 care includes all of the capabilities and functions of Role 1 care.

COMPANY HEADQUARTERS

5-4. The company headquarters section provides unit-level administration, general supply, and CBRN operations support. The company also provides and coordinates medical equipment maintenance for the medical platoons/sections in the BCT.

5-5. The BSMC commander advises the BSB commander on medical aspects of battalion operations and on the health of supported personnel. The medical company commander ensures that the medical annex of the OPLAN includes procedures to process and treat CBRN contaminated casualties and provisions for CBRN collective protective shelter systems and decontamination augmentation. The annex lists provisions for supporting air and ground ambulances, augmentation of medical support assets for contingency operations, detainee operations, customer assistance on obtaining class VIII, and for medical representation on casualty damage assessment sections.

5-6. The first sergeant is the company's senior NCO and normally its most experienced Soldier. The first sergeant is the commander's primary logistics and tactical advisor. The first sergeant collaborates with the commander and XO to plan, coordinate, and supervise all logistics activities that support the company mission. The first sergeant is located wherever the duties require.

5-7. The company XO is the principal assistant to the company commander on the tactical employment of the company assets. The basic considerations which influence the employment of medical assets within the brigade are dependent on the brigade commander's plan, the anticipated patient load, expected areas of casualty density, and the medical treatment and evacuation resources available.

BRIGADE MEDICAL SUPPLY OFFICE (BMSO)

5-8. The BMSO can be co-located with the BSB SSA or serve independently as part of the BSMC as a forward distribution point to distribute class VIII. The BMSO also synchronizes medical logistic support for medical equipment and its maintenance within the BCT. The BMSO deploys with a three day basic load and preplans resupply sets for the next seven days. These resupply sets will be brought in and maintained by the BMSO for resupply of the BCT as required.

5-9. The BMSO will also have limited ASL critical line items to support BMSC Role 2 medical elements and BCT maneuver battalion's medical platoon Role 1 requirements. This ASL is a basic load of class VIII supply for the BCT managed as a safety level and released to support the brigade when routine replenishment fails to meet mission requirements or wait times. Upon arrival in theater, the BMSO will be resupplied by push-packages until line item requisitioning is available. Once the automated ordering system is implemented, the BMSO will immediately start requisitioning for replacement of consumed line items. These supplies will be routed to the lowest level supporting SSA, normally the FSC supporting the maneuver battalion. For more information on medical logistics see FM 4-02.1, *Army Medical Logistics*.

5-10. Critical line items are filled from the ASL maintained by the BMSO when the customer wait time exceeds mission requirements and immediate resupply to the unit is required. Routine ordering procedures will resume upon arrival in theater as soon as unclassified internet connectivity is established. Upon receipt of a requisition, the supporting SSA will fill and package the items for distribution to the requesting unit. The BMSO will receive and account for materiel upon arrival to the distribution control point located in the BSA. It will then integrate materiel marked for maneuver Role 1 medical treatment facility (MTF)/battalion aid station with other critical class VIII supplies and nonmedical items to be distributed to the battalions. This materiel will be broken down by classes of supply, and class VIII packaged materiel will be delivered to the medical platoons/sections' Role 1 MTF/battalion aid station where the medical platoon will inventory the received items and close out the order.

MEDICAL TREATMENT OPERATIONS

5-11. The medical treatment platoon operates the Role 2 MTF in the BSA. It also provides limited assets to reinforce supported unit medical sections. The platoon receives, triages, treats, and determine disposition of patients. The treatment platoon also serves as the alternate CP for the BSMC.

5-12. The medical treatment platoon leader directs, coordinates, and supervises platoon operations based on the BCT AHS plan. The platoon leader also directs the activities of the BSMC Role 2 MTF and monitors class VIII supplies, blood usage, and inventory levels, and keeps the commander informed of critical class VIII and blood requirements. The headquarters section is responsible for overseeing platoon operations, patient accountability and statistical reporting functions, and coordination with the BSB SPO, BCT surgeon and other elements for patient evacuation.

5-13. The medical treatment squad, the area support squad, and the patient-holding squad are required to establish the BSMC Role 2 MTF. When patients are able to return to duty after having received treatment, the BSMC Role 2 MTF coordinates through the BSB S-1, who in turn contacts the respective unit to pick up the Soldier or follows established the brigade SOP.

Medical Treatment Section

5-14. The medical treatment section provides emergency and routine sick call treatment to Soldiers assigned or attached to supported units. When positioned with the BSMC, the treatment section personnel work in the Role 2 MTF. The medical treatment squads include two treatment teams to provide Role 1 medical treatment and augmentation support to BCT maneuver battalions, as required.

5-15. The forward medical treatment squad is capable of operating independently for limited periods of time to provide advanced trauma management and sick call, as required. The forward medical treatment squad must be prepared for short notice forward deployment; therefore, personnel, medical equipment sets, and vehicles must be in a state of readiness.

5-16. The area medical treatment squad is the base medical treatment section of the BSMC Role 2 MTF and does not forward deploy. It is identical to the medical treatment squad and will generally include more experienced personnel.

Area Support Squad

5-17. There are four different sections in the Area Support Squad; the dental section, the physical therapy section, the laboratory section, and the radiology section. The dental section provides operational dental care which consists of emergency dental care and essential dental care intended to intercept dental emergencies. This also includes dental consultation and x-ray services. Operational dental care is the care given for the relief of pain, elimination of acute infection, control of life-threatening oral conditions such as hemorrhage or respiratory difficulty. Treatment of trauma to teeth, jaws, and associated facial structures is considered emergency care. It is the most austere type of care and is available to Soldiers engaged in tactical operations. Essential care includes dental treatment necessary for prevention of lost duty time and preservation of fighting strength.

5-18. The physical therapy section plans and supervises physical therapy programs through patient self-referral or referral from a medical or dental officer or other health professionals in medical settings. The physical therapist provides guidance within the areas of physical fitness, physical training and injury prevention. The physical therapy staff primarily evaluates and treats disorders of human motion through the use of physical/chemical therapeutic means.

5-19. The laboratory section performs clinical laboratory and blood banking procedures to aid physicians and physician's assistants in the diagnosis, treatment, and prevention of diseases. Laboratory functions include performing laboratory procedures consistent with the Role 2 treatment capabilities.

5-20. The radiology section provides x-ray equipment consistent with the Role 2 treatment capabilities. The section performs routine clinical radiological procedures to aid physicians and physician assistants in the diagnosis and treatment of patients.

Patient-Holding Squad

5-21. The patient-holding squad operates the patient-holding facility of the BSMC Role 2 MTF. The holding facility's primary role is to hold patients awaiting evacuation; a secondary role is to hold patients who are expected to return to duty within 72 hours. It is staffed and equipped to provide care for up to 20 patients. Role 2 facilities do not have an admission capability therefore patients at this facility are not counted as hospital admissions. In addition, the patient-holding facility serves as a patient-overflow recovery area for the forward surgical team.

Medical Reporting

5-22. The AHS uses the medical communications for combat casualty care system (MC4) that depends on Soldiers and care givers in the field to accurately report required information. All of the tools are in place to properly record/report and transmit the required information. Casualty reporting is a shared responsibility, the AHS reports to the S/G-1 elements and the S/G-1 tracks and reports as required/necessary. Units coordinate and execute based upon the mission and area of operations ensuring they meet the medical/casualty reporting requirements.

EVACUATION OPERATIONS

5-23. Medical evacuation is always the responsibility of the higher role of care. For example, Role 1 from the point of injury, casualty collection point, or patient collection point to the battalion aid station; Role 2 MTFs (the BSMC) provides medical evacuation from the Role 1 MTF. Even though the Role 3 MTF may not have organic medical evacuation capability, it is the responsibility of the Role 3 MTF to coordinate that medical evacuation from the Role 2 MTF to the Role 3 MTF, the combat support hospital. The BCT has its own medical evacuation capability from point of injury or casualty collection point and on to the successive roles of care up to Role 2.

5-24. The supporting multifunctional medical battalion or medical brigade coordinates for the echelon above brigade ground ambulance company. The ground ambulance company may be attached or assigned to the multifunctional medical battalion for support in the BCT area of operations for medical evacuation to the combat support hospital.

5-25. The evacuation platoon performs ground evacuation and en route patient care for the supported units. The evacuation platoon consists of a platoon headquarters, an area support evacuation section, and a forward evacuation section. Platoon assets are located where they can best respond to requirements. The evacuation platoon leader maintains communications in order to direct ground evacuation of patients. The platoon provides ground ambulance evacuation support for the BCT maneuver battalions and to other units receiving area medical support from the BSMC.

5-26. The platoon leader and platoon sergeant establish and maintain contact with supported units and forward deployed treatment squads/teams of the BSMC. They perform route reconnaissance and develop and issue all necessary route and navigational information, to include graphic control measures. They receive evacuation requests from supported units and coordinate and establish ambulance exchange points for both air and ground ambulances. See FM 4-02.2, *Medical Evacuation*, for medical evacuation/casualty evacuation information.

5-27. The evacuation squads provide ground ambulance evacuation of patients from the BSA and forward areas to the BSMC Role 2 MTF. Evacuation squad personnel perform emergency medical treatment, evacuate patients, and provide for their continued care en route. They maintain supply levels for the ambulance medical equipment sets and ensure that appropriate property exchanges of medical items (such as litters and blankets) are made at sending and receiving Role 2 MTFs.

PREVENTIVE MEDICINE

5-28. Commanders are responsible for protecting their Soldiers from disease non-battle injury, and must emphasize and enforce high standards of field sanitation and personal hygiene. Preventive medicine support can be found throughout the BCT and the BSMC. Effective preventive medicine operations are characterized by preemptive actions. Lack of or delay in implementing preemptive actions can significantly

impact the deployed force's ability to accomplish its assigned mission. Refer to DA PAM 40-11, *Preventive Medicine*, FM 21-10, *Field Hygiene and Sanitation*, and FM 4-25.12, *Unit Field Sanitation Teams* for additional information.

5-29. The preventive medicine section is primarily responsible for identifying health threats and occupational/environmental health hazards, assessing the health risk associated with these threats, and recommending protective measures. Under the oversight of the brigade surgeon, the preventive medicine section monitors and guides implementation of the brigade preventive medicine program. They also provide training to BCT Soldiers in disease non-battle injury prevention programs. The preventive medicine section develops and coordinates a preventive medicine circulation plan throughout the brigade's area of operations in order to monitor supported battalions. Review FM 4-02.17, *Preventive Medicine Services*, for more information about unit preventive medicine programs.

BEHAVIORAL HEALTH

5-30. The behavioral health section/combat and operational stress control team assists commanders with controlling combat and operational stress through prevention programs. The combat operational stress control team operates under the direction of the BSMC commander and provides brigade-wide behavioral health and combat operational stress control services. Deployed combat operational stress control activities include continual Soldier assessment and consultation with medical and other personnel associated with deployed Soldiers. It assists and counsels personnel with personal, behavioral, or psychological problems and participates in the early identification of mild traumatic brain injury. The behavior health section does not treat ongoing cases. See FM 4-02.51, *Combat and Operational Stress Control*, for more details.

5-31. The company behavioral health section normally locates with the BSMC Role 2 MTF as the center for its operations, but is mobile throughout the brigade's area. The section's priority functions are to promote positive stress behaviors, prevent unnecessary evacuations, and coordinate return of Soldiers to duty. The section keeps abreast of the tactical situation and plans and projects requirements for combat operational stress control support through the company commander and evacuation platoon leaders. combat operational stress control support is routinely conducted when units are pulled back for rest and recuperation. For definitive information on combat operational stress control operations, see FM 6-22.5, *Combat and Operational Stress Control Manual for Leaders and Soldiers*.

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Chapter 6

Aviation Support Battalion

The aviation support battalion (ASB) provides support to both the combat aviation brigades (CAB) and theater aviation brigades. CAB's synchronize operations of multiple aviation battalions that are task organized to provide reconnaissance, security, close combat attack, interdiction, air assault, and air movement operations in support of ground forces under the headquarters to which it is assigned. The CAB is tailored for the mission, containing both manned and unmanned systems, and can support multiple brigade combat teams.

ROLE

6-1. The ASB is the primary aviation logistics organization in the CAB and the theater aviation brigade. It is optimized to support the CAB's forward support company/troops, aviation maintenance companies/troops and the brigade's HHC. The ASB provides distribution of classes I, II, III (B), IV, V, and IX, water storage, and operates an ATHP. It also provides field level maintenance.

ORGANIZATION

6-2. The ASB consists of four companies; the headquarters and support company, the distribution company, the aviation support company, and the network support company. The ASB is configured differently from other BSBs. The headquarters and support company provides the field maintenance and AHS support to the brigade. The FSCs and aviation maintenance companies are organic to aviation brigade battalions, not the ASB. Figure 6-1 depicts an example of an aviation support battalion.

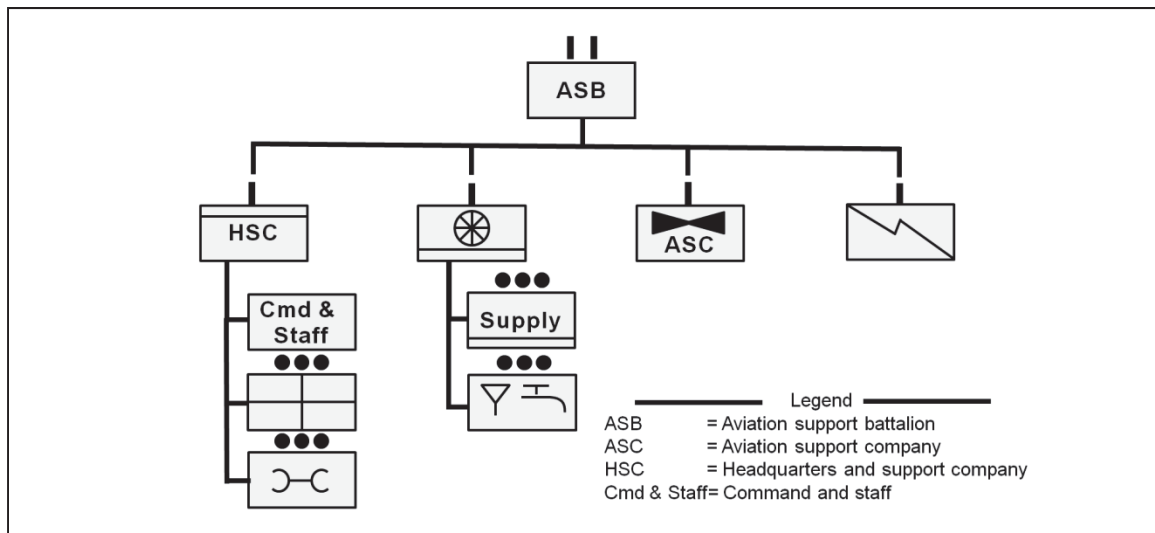


Figure 6-1. Aviation support battalion

OPERATIONS

6-3. The headquarters and support company maintenance platoon primarily supports the ASB's assigned companies and aviation brigade headquarters. The maintenance platoon oversees the field maintenance

activities throughout the company, performs the maintenance management and production control functions and maintains the class IX. The field maintenance section conducts ground recovery operations and provides maintenance evacuation for the brigade. The platoon also has automotive, power generation, allied trades and small arms repairmen.

6-4. The medical platoon has the medical assets to conduct AHS support at a Role 1 medical treatment facility for the CAB. The platoon is organized into headquarters, treatment, and evacuation sections. The brigade HHC and flight battalions retain their organic flight surgeons and medics in their organic medical treatment team. The medical platoon provides the following capabilities for the ASB:

- Tactical combat casualty care and acute trauma management for wounded and disease and nonbattle injury patients.
- Sick call services.
- Ground ambulance evacuation from supported units.
- Mass casualty triage and management.
- Limited patient decontamination.

6-5. The distribution company provides supply classes I, II, III, IV V, and water. The distribution company provides aircraft fueling and serves as the supply support activity warehouse for class IX air and ground parts. The distribution company is also responsible for all aircraft and ground asset refueling, and assists in the setup and management of the forward arming and refueling point. The petroleum platoon has a two person quartermaster petroleum team assigned to provide quality assurance testing for bulk aviation fuel. This is a critical tool for the aviators because it provides organic support for aircraft petroleum testing.

6-6. The aviation support company provides field maintenance, and support for on-aircraft and critical off-aircraft maintenance of unmanned aircraft systems. The aviation support company also conducts BDAR and provides backup support to the aviation maintenance companies. Emphasis is on component replacement. Damaged or inoperable aircraft requiring time-consuming repair actions are handled in more secure areas toward the rear. Training Circular 3-04.7, *Army Aviation Maintenance*, provides more detail about aviation maintenance.

6-7. The ASB executes replenishment operations for the FSC/forward support troops and the aviation maintenance companies/troops in concert with the CAB's operational plan. The FSC works closely with the brigade aviation maintenance officer and SPO in the procurement of class IX parts and acts as the direct link to sustainment maintenance program representatives.

6-8. An FSC is assigned to each operational aviation battalion and consists of a headquarters platoon, distribution platoon, and ground maintenance platoon. The FSC provides enhanced aircraft logistics and ground maintenance capabilities. The FSC coordinates with the ASB for additional logistics as required. The FSC could be located either in the supported battalion area or in the BSA to facilitate logistics support from the brigade support area to the battalion area of operations. The following capabilities are provided by the FSC:

- Field maintenance for all organic equipment
- Refueling and rearming support. Each of the forward arming and refueling points can be task organized to support continuous operations by providing support for maintenance, armament, rearming and refueling
- Field feeding capabilities.
- Transportation assets to support logistics, recovery, and movement of personnel and equipment.
- Transportation of all classes of supply.
- Replenishment operations.

Chapter 7

Forward Support Company

Forward support companies provide direct support to brigade combat teams, fires, aviation, and maneuver enhancement brigades. The FSCs are the link from the BSB to the supported battalions and are the organization that provides the brigade, battalion, and BSB commanders the greatest flexibility for providing logistics support to the brigade. FSC's are organic to the BSBs in brigade combat teams. They provide field feeding, field maintenance and distribution support to their supported battalions. FSCs provide the BSB commander the ability to prioritize the logistics effort in support of decisive operations. This chapter describes the FSC role, organization, and operations of the FSC. It also describes organizational differences in the various types of FSCs.

ROLE

7-1. The role of the FSC is to provide direct logistics support to the supported battalion. The FSC provides the supported commander with dedicated logistics assets organized specifically to meet the battalion's requirements. An FSC provides field feeding, bulk fuel, general supply, ammunition, and field maintenance. The FSC commander receives technical logistics oversight and mentoring from the BSB commander. FSC commanders must have a continuous relationship with the BSB SPO. The BSB commander will utilize the SPO to ensure that all FSC commanders understand the BSB commanders brigade logistics support plan.

7-2. The FSCs are normally organic to the BCT BSBs and are critical to the success of the logistic concept of support. How the FSCs are deployed is critical to the success of the BCT. Depending on the current operation and situation an FSC, for limited duration, may be attached to or placed under operational control (OPCON) of its supported battalion. FSC attachment or OPCON to its supported battalion is limited in duration and may be for a specific mission or phase of an operation. They can also remain under the direct control of the BSB. The decision to establish these types of command relationships is made by the brigade commander upon the advice of the BSB commander after careful and thorough mission analysis. There is no configuration that works in every situation. The commander must make a conscious decision for each mission under the unique circumstances of the operational environment. There is not a generic template. The commander must weigh the advantages and disadvantages of each method of deployment and act decisively.

ORGANIZATION

7-3. The FSCs in the various BCTs are structured similarly with the most significant differences in maintenance capabilities. The BSB provides support to the maneuver battalions through the FSC; it resources the FSC to set the logistics conditions necessary to ensure maneuver success. The ABCT/IBCT/SBCT FSC is organic to the BSB and not autonomous from the BSB by design.

7-4. The FSCs are organized to support the combined arms battalions, Stryker, fires battalion and the reconnaissance squadron. The FSC depends upon the brigade support battalion and other units for the support areas listed below. As the FSCs command relationship or support relationship shifts to and from the BSB and the supported battalion, these dependencies must be addressed, agreed upon, and formalized by a brigade level order.

- Human resources support.
- Religious support.

- Logistics COP input.
- Battlefield intelligence.
- Resupply assets to maintain the required quantity of materiel required to push forward to the supported battalion.
- Roles 1 and 2 AHS support.
- Water distribution to the FSC and its maneuver battalion.
- Reporting requirements.

7-5. The FSC is dependent on the BSB for multiple functions and capabilities. In addition to those already highlighted, the field maintenance company provides training and senior warrant officer/NCO mentorship for low density military occupational specialties in the FSC.

7-6. The FSCs have a headquarters section, a distribution platoon, and a maintenance platoon. The headquarters' food service section provides class I support. This section provides food service and food preparation for the supported battalion. The food service section prepares, serves and distributes the full range of operational rations. Figure 7-1 is an example of an IBCT/ABCT/SBCT FSC.

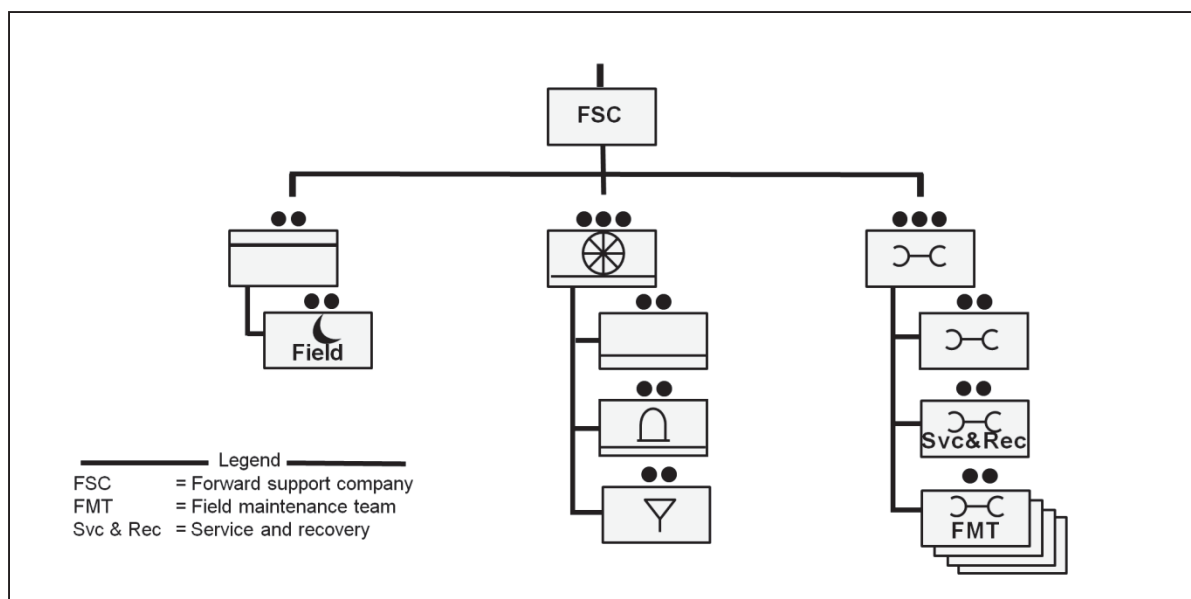


Figure 7-1. Forward support company supporting a combined arms battalion

7-7. The distribution platoon consists of a platoon headquarters, and four squads that can be task organized to distribute class II, III, IV, V, and VII. The maintenance platoons vary based upon the equipment and major weapon systems of the supported battalion. Generally, the maintenance platoon consists of a platoon headquarters, maintenance control section, field maintenance section, service and recovery section and the field maintenance teams (FMTs).

7-8. The fires brigade FSCs are separate companies. They are normally assigned to the BSB and attached or OPCON to the artillery battalion for the duration of an operation, or as determined by the brigade commander. The fires brigade FSCs differ depending on the type of artillery they support but are designed to provide the same functions of any FSC. Figure 7-2 depicts an example of an FSC supporting a fires brigade.

OPERATIONS

7-9. The FSC commander commands the FSC and is the senior logistician at battalion level for the maneuver or support battalion. The FSC commander assists the supported battalion S-4 with the battalion logistics planning and is responsible for executing the logistics plan in accordance with the supported

battalion commanders' intent. The FSC forms the battalion echelon of support, often referred to as battalion trains.

7-10. The FSC commander must know and understand the capabilities and limitations of the company's personnel and equipment in performing the sustainment mission. He must also thoroughly understand the different types of army command and support relationships. This knowledge coupled with logistic expertise enables the FSC commander to make credible recommendations to both the supported maneuver commander and the BSB commander. ADRP 5-0, *The Operations Process*, explains command and support relationships.

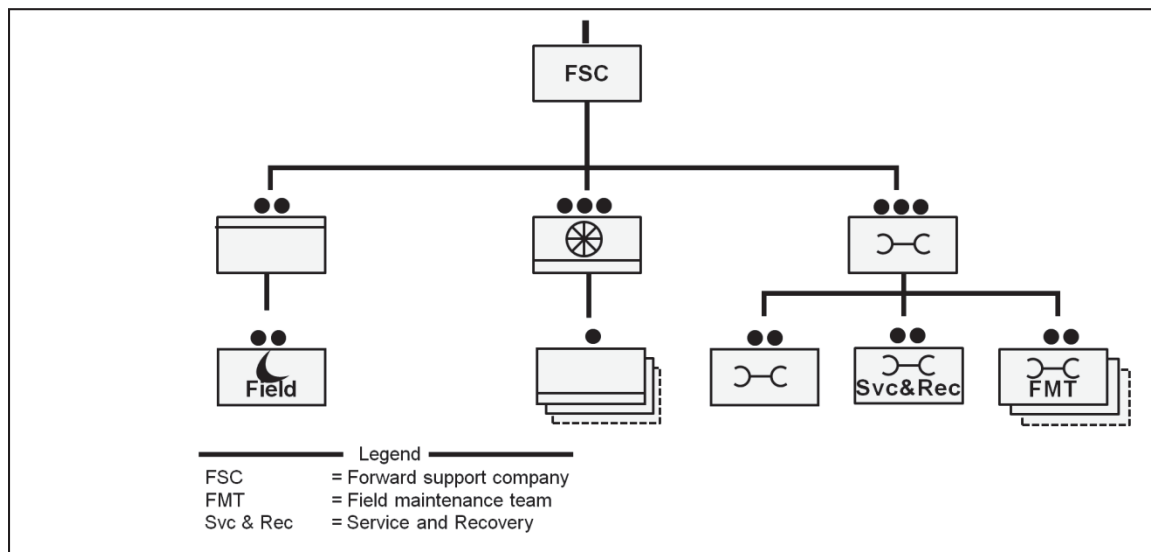


Figure 7-2. Forward support company supporting fires brigade

7-11. The FSC commander must have the mental ability to shape and be shaped by changing operational and mission variables. As the operational and mission variables evolve, the FSC's relationship with its supported battalion will change. Whatever the command/support relationship is, the FSC is an extension of the BSB and a critical element to the BSB and BCT commanders' ability to weight the logistic effort. The BSB commander and staff provide technical oversight and coordinate support to the FSCs. Both the logistics and maneuver battalion commanders will influence the FSC commander in different ways at different times.

7-12. The FSC commander can be located in a variety of locations based on METT-TC. FSC commanders locate where they can best command the FSC and communicate with appropriate BSB or supported battalion staff. Additional discussion of echelons of support is in appendix A of this ATP and is included in FM 3-90.6, *Brigade Combat Team*, as well as the respective brigade field manuals.

SUPPLY OPERATIONS

7-13. The distribution platoon leader leads the platoon, oversees LOGPAC operations and manages the distribution of supplies coming from or passing through the FSC in support of the BCT units. Replenishment operations are conducted by the distribution platoon. The platoon provides general supplies, fuel, and ammunition to the supported battalion. Fuel storage, water purification capability and additional transportation assets are centralized within CSSBs. The BSB SPO will coordinate with the sustainment brigade to ensure this support is in place. For additional information about the sustainment brigade and CSSB capabilities see ATP 4-93, *Sustainment Brigade*.

7-14. The distribution platoon can be task organized into battalion and company support squads. The support squad provides all supplies for a supported battalion employing companies in a widely dispersed geographic area.

7-15. The class III section provides retail class III bulk fuel distribution to the supported battalion and provides refueling options in support of the BCT units passing through the supported battalion AO. The BSB distribution company pushes fuel to the FSC and the FSC pushes fuel to the maneuver battalion using FSC distribution assets.

7-16. The class V section provides the distribution of ammunition to the supported battalion and conducts ammunition resupply replenishment operations in support of BCT units. The FSC class V operation is basically a transloading operation; the distribution company pushes the class V to the FSC and the FSC pushes it to the maneuver battalion on FSC distribution assets.

FIELD MAINTENANCE OPERATIONS

7-17. The maintenance platoon performs field maintenance as well as all maintenance management functions, dispatching, and scheduled service operations for the supported battalion and FSC. The platoon consists of the platoon headquarters section, maintenance control section, maintenance section, service and recovery section, and the FMTs. The FSC maintenance platoon coordinates all maintenance requirements with the FSC commander. The maintenance platoon also performs field maintenance on FSC and supported battalion's HHC vehicles and equipment.

7-18. FSC maintenance priorities are determined by the supported battalion's chain of command with recommendations from the FSC commander and the MCO. The maintenance platoon's first priority is to reinforce the FMTs mission. Maintenance platoon leaders are responsible for leading the platoon and controlling and directing the accomplishment of the platoon's mission. They are responsible to the MCO for ensuring the completion of maintenance jobs and adhering to priority of support as provided. ATP 4-33, *Maintenance Operations* provides details of maintenance functions. BDAR procedures can be found in FM4-30.31, *Recovery and Battle Damage Assessment and Repair* (BDAR).

Maintenance Control Section (MCS)

7-19. The MCS is the management center for all maintenance actions in the FSC and supported battalion. The MCS performs maintenance management functions, dispatching operations, and tracks scheduled services for the maneuver battalion and FSC. The MCS has a small supply section which provides class IX support including shop stock and bench stock for shop operations. It also provides exchange of reparable items.

7-20. The maintenance control officer and the FSC's automation systems are co-located in the MCS. The MCO uses them to produce the Army materiel status system readiness reports and to analyze and assess maintenance status. The MCO is responsible for preparing the readiness report for the maneuver commander. The MCS tracks the calls for support and logistics task orders generated through FBCB2.

7-21. The MCO serves as maintenance officer for the supported battalion and FSC. MCOs are the senior maintenance representative in the MCP and are responsible for managing the MCS, maintenance section, service and recovery section, and the field maintenance teams. The recovery section provides recovery support to elements of the FSC. This section also provides limited reinforcing recovery support to FMTs.

7-22. The MCS controls and assigns work to the MCP. Task organization of the MCP's maintenance operation is modified based on the MCO's analysis of maintenance requirements and the tactical situation. Equipment that requires sustainment level maintenance is evacuated to a national level provider. This requires coordination between the FSC MCS, brigade staff and the SPO staff.

Field Maintenance Teams (FMT)

7-23. The supported battalion's first level of maintenance support comes from the FSC FMTs that are organized to provide field maintenance for all combat platforms in the supported unit. The FMTs provide field maintenance and BDAR to maneuver companies. All or part of an FMT goes with the company teams.

7-24. The supported company commander and the MCS set the FMT's priorities in accordance with the battalion commander's guidance. The FMT operates under the operational control of the maneuver company and is supervised by the FMT's maintenance non-commissioned officer in charge. FMTs are fully integrated into the maneuver unit's operational plans.

FMTs perform repairs as far forward as possible, returning equipment to the battle quickly. During combat, FMTs perform BDAR, diagnostics, and on-system replacement of line replaceable units. If the tactical situation permits, FMTs focus on completing jobs on site. FMTs carry limited on board combat spares to facilitate repairs forward. The FSC's maintenance platoon provides reinforcing maintenance to the FMTs.

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Chapter 8

Mission Command and Logistic Reporting

BSB mission command is complex. The commander monitors and supports decisive action tasks across the brigade area of operations. BSB command posts, mission command systems and logistic information systems enable the BSB to efficiently interface with others and conduct sustainment operations. Accurate and timely reporting can mean the difference between mission success and failure. The entire logistical scheme only works when an accurate logistic status is part of the common operating picture. Key logistic information systems can assist with developing a logistic common operating picture.

SECTION I – MISSION COMMAND

8-1. *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). Mission command is enabled through extracting information from multiple sources, personnel and processes.

OPERATIONS PROCESS

8-2. Both the commander and staff have important roles within the operations process. The commander's role is to drive the operations process through the activities of understanding, visualizing, describing, directing, leading, and assessing operations. The BSB commander visualizes the nature and design of operations through estimates and input from subordinates. The commander describes support operations in terms of time, space, resources, purpose, and action, employing intent, CCIR, and mission orders for planning, preparation, and mission execution.

8-3. The staff's role is to assist commanders with understanding situations, making and implementing decisions, controlling operations, and assessing progress. The BSB commander and staff must be familiar with Army design methodology, the MDMP, and troop leading procedures. ADRP 5-0, *The Operations Process*, and ATTP 5-0.1, *Commanders and Staff Officer Guide*, describe planning methodologies, as well as, the key components of a plan or order.

INTEGRATING PROCESSES AND CONTINUING ACTIVITIES

8-4. The BSB commander and staff synchronize within the warfighting functions to accomplish missions throughout the operations process. *Synchronization* is the arrangement of actions in time, space and purpose to produce maximum relative combat power at a decisive place and time (JP 2-0). *Integration* is combining all of the elements of sustainment (task, functions, systems, processes, organizations) to operations assuring unity of command of effort (ADP 4-0). Before commanders can effectively synchronize activities or events they must integrate activities.

8-5. Integrating processes combine members from across the staff to help synchronize operations. For example, the MDMP fosters a shared understanding of the situation as it develops a synchronized plan or order to accomplish a mission. The MDMP not only integrates the actions of the commander, staff, subordinate commanders and other but also integrates several processes such as intelligence preparation of the battlefield, close air support and risk management. Commanders and staff integrate the warfighting function through command post cells.

8-6. The BSB staff uses planning guidance to prepare estimates. The BSB commander and staff plan continuously. In an ambiguous environment, the commander's initial planning guidance should not limit the staff's development of mission analysis and refinement of their running estimates. Each staff section should maintain a continuous baseline of running estimates that can be modified based on the results of the mission analysis. Yet, it is not until they receive the supported commander's decision on the tactical employment of brigade units that they finalize the concept of operations. Working with the brigade staff, the BSB staff develops the logistics and AHS concept of support.

8-7. After reviewing running estimates, the commander offers personal estimates of the situation, reviews the course of action analysis and decides the course of action that best supports the supported brigade's mission. The process is a continuous one; the support battalion commander and staff are always involved in estimating and planning. However, the focus becomes more precise when the support battalion receives a mission.

PLANNING

8-8. Using the brigade S-4's requirements and the commanders priorities, the BSB staff determines what type, quantity and priority of logistics and AHS support is required and available, where these resources are located and when they are available to supported units. Such logistics and AHS support planning is as detailed as time permits. Planning concentrates on those areas most vital to successful mission accomplishment of the supported brigade. Refer to ADRP 5-0, *The Operations Process*, for an explanation of the plans to operations transition and transition among staff integrating cells.

8-9. One of the areas the BSB pays close attention to during the planning process is the command and support relationships established throughout the phases of the operation. The command relationships drive the units the BSB supports and those relationships change depending on the phase of a particular operation. ADRP 5-0, *The Operations Process*, and ATP 5-0.1, *Commanders and Staff Officer Guide*, provide tables and text describing the different command and support relationships.

8-10. The BSB commander's intent, formalized in the order and understood at the company level provides subordinates with the broad idea behind the operation and allows them to act promptly as the situation requires. Subordinate commanders focus their orders on the purpose of tasks and the operation as a whole rather than the detail. Orders and plans are as brief and simple as possible.

8-11. The concept of support is a verbal or graphic statement of how the BSB commander intends to support and integrate BSB sustainment operations with a concept of operations in an operation. The broad concept of support is paragraph four of the OPLAN/OPORD with subparagraphs for logistics, personnel and AHS support. However, more detailed information and instructions about the concept of support are found in Annex F (Sustainment) of the OPLAN/OPORD. An example of a sustainment annex is in ATP 5-0.1, *Commander and Staff Officer Guide*.

8-12. After the current operations S3 distributes the OPLAN/OPORD, the BSB commander and staff supervise its execution. The primary purpose of the staff is to assist subordinate units to carry out the intent of the support battalion commanders' order. The BSB staff refines plans and orders as the situation changes. Information comes back to the command section through reports and personal observations of the battalion/company commanders and staff. On the basis of this information, the BSB staff evaluates instructions as required.

8-13. Logistical and operational planning occurs simultaneously rather than sequentially. Incremental adjustments to either the maneuver or logistics plan during its execution must be visible to all supported brigade elements. Conduct adjustments to the logistics plan during the brigade sustainment rehearsal. Following the rehearsal, the BSB SPO and BSB S-3 review additional planning guidance issued by the commander and modify the plan as necessary. Significant changes may require assistance from the SPO to include moving someone to the S-3 cell until the changes are completed. The sustainment rehearsal should be led by the BSB commander and the brigade XO.

8-14. Participating in mission rehearsals and sand table exercises are an excellent means to better understand the support requirements. Ideally, the BSB SPO briefs the concept of support at the brigade mission rehearsal. This ensures all concerned understand the concept of support and have an opportunity to

ask questions and clarify areas of confusion. Anticipatory logistics depends on a thorough understanding of the mission requirements. The change from one type of operation to another, such as from a hasty attack to a pursuit, does not require a major shift in logistics plans and procedures. However, the priorities and requirements for support may change.

8-15. The plans-to-operations transition is a preparation activity that occurs within the BSB headquarters. This transition is especially important to the BSB SPO and the BSB S-3. The purpose of the transition is to ensure both the BSB SPO and S-3 understand the plan prior to execution. The responsibility for developing and maintaining the plan shifts from the SPO (future operations) to the S-3 (current operations). This transition is the point at which the S-3 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. The BSB SPO normally conducts a mission brief and allows time for the S-3 to understand the plan in order to coordinate the execution and to identify questions about the plan.

8-16. The Operations Logistics (OPLOG) Planner is a web-based interactive tool that assists commanders and staff from strategic through operational levels in developing a logistics estimate. It is designed to support operations typically associated with multi-phase operations plans and orders. The OPLOG Planner enables staffs to develop estimated mission requirements for supply class I, class II, class III(P), class IV, class VI, class VII, class X, including water, ice, and mail. The tool uses the latest Army approved planning rates and force structures. It is updated at least annually to stay current with force structure and rate changes.

8-17. OPLOG Planner allows planners to build multiple task organizations from a preloaded list of units and equipment or from custom built units that are generated or imported. The planners have the option of using predefined default planning rates or customizing rates based on what a unit is experiencing. OPLOG Planner generates the logistics supply requirements which can be viewed in a variety of ways. Logistics requirement reports can be printed or exported to automated spread sheets for further analysis or saved for recall to be used in course of action analysis.

COMMAND POSTS (CP)

8-18. There are three types of command post; main command post, tactical command post and early entry command post. The *main command post* consists of the majority of the staff. They control current operations, conduct detailed analysis and plan future operations (ATTP 5-0.1). The *tactical command post* contains a tailored portion of a unit headquarter designed to control portions of an operation for a limited time (ATTP 5-0.1). An *early entry command post* is the lead element of a headquarters designed to control operations until the remainder of the headquarters are operational (ATTP 5-0.1). The BSB is staffed for a main CP. Resourcing for additional command posts would be from the existing brigade support battalion positions. This is a critical point to remember since the BSB CP does not have the organic capability to mission command on the move, they lose many capabilities they have when stationary. The BSB should establish procedures to transfer command post control responsibilities to another CP during moves. Refer to ATTP 5-0.1, *Commander and Staff Officer Guide*, for more information about command posts.

COMMAND POST OPERATIONS

8-19. Some key functions in any CP include orders management, running estimates and establishing a deliberate process for information flow. These are especially important to maintaining situational understanding of the distribution operations for the supported brigade. There are a lot of people involved in sustainment operations that may not be in the BSB or even in the supported brigade. The commander and staff should also consider the role of any liaison staff elements; if the liaison will be in the CP, the tasks the commander expects the liaison to do and if the liaison officers require access to the local area network or power. The commander may also consider if the BSB should send any liaisons from the BSB to other organizations.

8-20. The staff must communicate any activity that impacts sustainment operations. As part of command post operations, the staff roles include gathering and analyzing information and making recommendations to the commander. *Commander's critical information requirement* is an information requirement identified by the commander as being critical to facilitating timely decision making (ADRP 1-02). The staff

determines what information is important and how quickly it must be conveyed to the commander. ADRP 5-0, *The Operations Process*, provides description of CCIR and the two categories of commander's critical information requirements; priority intelligence requirements and friendly force information requirements. Some things the BSB staff can do to improve sustainment support are-

- Identify assumptions that affect the sustainment function or the BSB unit and develop CCIR related to those assumptions.
- Develop means of observation or reporting to track CCIR.
- Issue and execute fragmentary orders in response to CCIR.

8-21. Sound SOPs and contingency plans greatly assist in the development of specific plans. When SOPs are comprehensive, they have to change only to accommodate specific requirements or circumstances. The BSB's SOP should complement the supported brigade's SOP. Some areas that the BSB's CP SOP should include are standard 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.

8-22. Effective CP operations require frequent training that includes establishing and practicing staff battle drills. The number and sophistication of BSB staff battle drills vary by organization. They are as diverse as the personalities of the BSB commanders. A useful battle drill is a BSB CP displacement drill that directs how to displace the CP within established time periods, 12 hour notice, 24 hour notice, or 48 hour notice. Battle drills only work when everyone associated with the CP understands and practices the drills. Battle drills can be trained and practiced in a variety of locations.

8-23. The commander considers the size, location and mobility requirements of the CP and then configures the command post. An example BSB command post layout is depicted in figure 8-1. This example uses equipment that is authorized by modified table of organization and equipment or common table of allowances. Commanders may add or take equipment and space away depending on the factors of METT-TC variables.

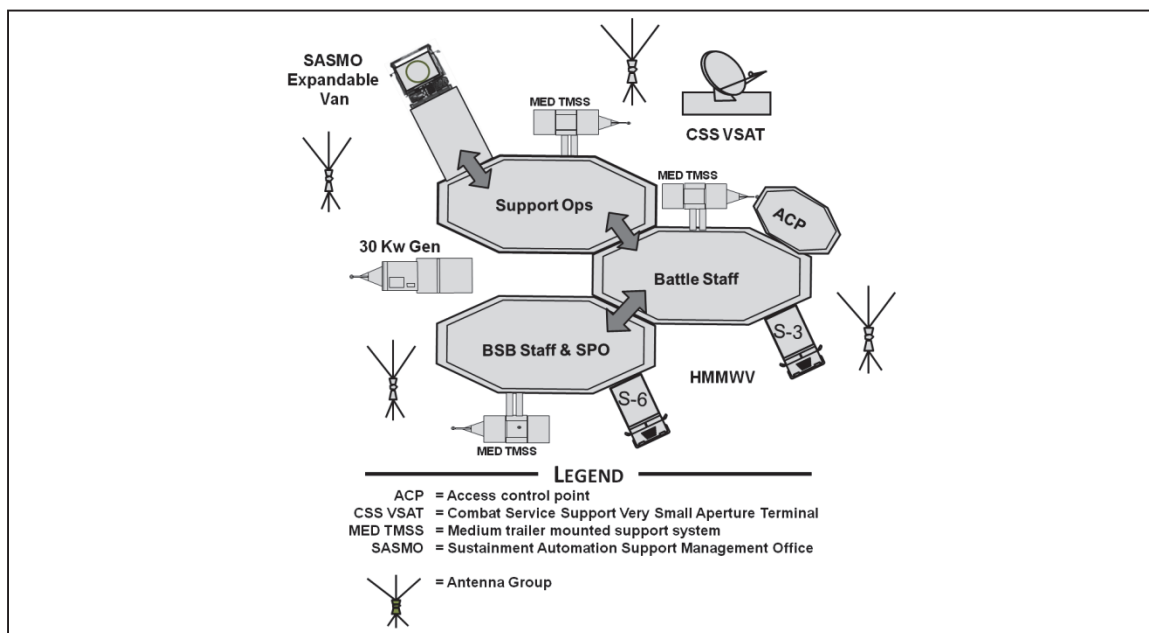


Figure 8-1. Example brigade support battalion CP

8-24. Keep in mind, the more complicated the CP design, the longer it will take to set-up and displace. CP mobility improves CP survivability, especially at the company and battalion level. A smaller size and careful transportation planning allow CPs to displace rapidly to avoid the enemy.

8-25. There are multiple work areas in the example BSB CP. Many commanders display critical information on boards or other visual means. Some topics that could be displayed in the battle staff area

are: priority information requirements, CCIR, CBRN conditions, various personnel or logistic status reports, concept of support, battle rhythm, orders, and a synch matrix.

COMMAND POST CELLS

8-26. Most CP functions directly relate to assessing and directing ongoing operations, planning future operations or supporting the force. To promote coordination and synchronization, commanders cross-functionally organize elements of staff sections in command posts and CP cells. The BSB staff was designed to allow for cross-functionality inter-action between the staff sections.

8-27. While each echelon and type of unit organizes CPs differently, two types of CP cells exist: functional and integrating cells. Functional cells group personnel and equipment by war fighting function. Integrating cells group personnel and equipment by planning horizon. Staff interactions will change as operations evolve and task organize as the operations dictate.

8-28. The XO normally leads and provides staff supervision of the CP. ATTP 5-0.1, *Commander and Staff Officer Guide*, includes information about command post organization, operations and functional and integrating CP cells.

8-29. The BSB receives joint network node support from the brigade signal company. The brigade allocates joint network node resources according to METT-TC. The BSB's combat service support automated information systems interface is used to set up wireless local area networks from the BSB to its supporting brigade and sustainment organizations. It connects all logistics information systems, including those used by maneuver units. This means that any unit in the BSA will be able to use the Internet.

8-30. The Combat Service Support Very Small Aperture Terminal System is a satellite communications system designed to provide worldwide data and voice communications connectivity. The BSB's Very Small Aperture Terminal System provides the means to establish connectivity, constant communication and access to the non-classified internet protocol router network from any location where a satellite signal can be transmitted and received.

DIGITIZED MISSION COMMAND SYSTEMS

8-31. A mission command system is the arrangement of personnel, information management, procedures, and equipment and facilities essential for the commander to conduct operations. Commanders cannot exercise mission command alone except in the simplest and smallest of units. Even at the lowest levels, commanders need support to exercise mission command effectively. At every echelon of command, each commander has a mission command system to provide support. Digitized mission command systems provide data and facilitate situational understanding by establishing a common operating picture (COP).

8-32. Logisticians, human resources and AHS support personnel draw on actionable data provided by mission command warfighting function system platforms to determine the sustainability and supportability of current and planned operations. These systems provide near real time logistics, human resource, and medical information that link the BCT to the sustainment brigade and theater planners. These systems also enable staff officers and commanders to quickly and more accurately plan logistics operations.

8-33. Effective BSB logistics operations are dependent on a high level of situational understanding. Situational understanding enables the BSB commander and staff to maintain visibility of current and projected requirements, to synchronize distribution operations and to maintain integrated visibility of transportation and supplies. Logisticians maintain situational understanding of the battlefield via Battle Command Sustainment Support System (BCS3), analog systems, and improvised redundant digital systems such as Force XXI Battle Command Brigade and Below (FBCB2) Blue Force Tracker, Movement Tracking System, Command Post of the Future, and non-classified internet protocol router or secret internet protocol router. These systems enable sustainment commanders and battle staffs to exercise centralized mission command warfighting function tasks, anticipate support requirements, and maximize battlefield distribution.

8-34. Logisticians manage the destination, speed, and volume of the distribution system. With in-transit visibility, total asset visibility, advanced materiel management, and advanced decision support system technology, logisticians have access to and visibility over all items within the distribution system. This

enables a logistics ability to divert, cross-level, and mass assets anywhere, anytime to support the maneuver commander.

Battle Command Sustainment Support System (BCS3)

8-35. BCS3 receives data from logistics information systems (including GCSS-Army (F/T)), other BCS3 terminals, other Army Battle Command System devices including FBCB2, and manual input by operators. Users of BCS3 are able to obtain mission command information (such as the friendly and enemy situations) from other Army Battle Command System devices. Similarly, other Army Battle Command System devices are able to view the same friendly logistics status as are on BCS3. This enables all Army Battle Command System users to maintain a logistics COP.

8-36. The BCS3 Logistics Reporting Tool provides a bottoms-up logistics status input to the BCT commander's BCS3 combat power report and populates the dashboard of a Command Post of the Future workstation. The BCS3 Logistics Reporting Tool incorporates repair parts and supply status starting at the company level. The intent of BCS3 is to identify shortages at the lowest level first then project the requirement to the next higher command and the support unit. The Logistics Reporting Tool format incorporates organizational and direct support data on the same report to enable logistics to fix issues at the lowest levels. The Logistics Reporting Tool enables users to input and access data locally. Information about BCS3 and sample Logistics Reporting Tool and combat power reports are available in the BCS3 users or operators manual.

8-37. The BCS3 combat power tool shows asset readiness by user-specified class of supply and tracked items list. The combat power report also allows the user to switch between logistics information systems (LIS) such as Standard Army Retail Supply System, Standard Army Ammunition System, and GCSS-Army (F/T), input and more timely and accurate Logistics Reporting Tool logistics status. These commodity reports are available in BCS3 for all classes of supply with an automated source of data. These require no additional reporting on the part of the user, other than their daily transactions on the LIS. Additional reports such as the maintenance readiness report, munitions report and petroleum report should not be added to reporting requirements to subordinate units below division-level if LIS and Logistics Reporting Tool satisfy information requirements.

Force XXI Battle Command Brigade and Below (FBCB2)

8-38. FBCB2 forms the principal digital mission command system for the Army at brigade and below. FBCB2 systems hardware and software are integrated into various platforms at brigade and below, as well as appropriate division and corps elements necessary to support brigade operations. All FBCB2 systems are interconnected through a communications infrastructure to exchange data which improves situational understanding. This data exchange enhances the commander's ability to conduct mission command warfighting function tasks.

8-39. FBCB2, positioned on specified platforms, performs combat, combat service, and logistics functions for the planning and execution of operations. Logistics organizations are digitally linked to the platforms and organizations that they support. FBCB2 provides a COP enabling logistics providers to maintain the operational tempo set by maneuver commanders.

8-40. FBCB2 assists lower level commanders to automate the sustainment data-gathering process. It does this through logistics situation reports, personnel situation reports, logistical call for support, logistics task order messaging, and task management. This functionality affects the synchronization of all logistics support on the battlefield between the supported and the supporter.

SECTION II – LOGISTIC REPORTING

8-41. The intent of this section is to address the following frequently asked questions:

- What is a logistic status report?
- Who reports logistic information?
- What information is reported?
- What is the distribution of reports?

- What is the frequency of reports?
- Who is responsible for acting on information?

8-42. Logistic status reports are detailed enough to be useful but simple enough for everyone to prepare and understand. Logistic reporting can easily become an overwhelming task for the staff and result in information overload for the brigade commander. Reports may be in different formats, but every leader must know the status of equipment and of on hand supplies particularly ammunition, food and fuel. In order to provide support, BSB commanders, in conjunction with the brigade S-4, use a logistics status report to coordinate with supporting and supported units. The logistics status report enables the higher command and support units to make timely decisions, prioritize, cross level and synchronize the distribution of supplies to sustain units at their authorized levels.

8-43. The logistics status report is an internal status report that identifies logistics requirements, provides visibility on critical shortages, allows commanders and staff to project mission capability, and informs the common operating picture. Accurately reporting the logistic and AHS support status is essential for keeping units combat ready. Brigade SOPs establish report formats, reporting times, and redundancy requirements.

8-44. The logistics status report is the primary product used throughout the brigade and at higher levels of command to provide a logistics snapshot of current stock status, on-hand quantities, and future requirements. The logistics status report is a compilation of data that requires analysis before action. Providing the commander a bunch of numbers with percentages and colors is useless. The commander requires an analysis based on the data along with a recommendation for action.

8-45. The brigade commander's preferences and the mission determine what the logistics status report looks like and what it contains. The logistics status report is customizable to the commander's preferences and does not have to come from an LIS. The format presented to the commander must be easy to understand and act on.

8-46. Data collection for the logistics status report is based upon operational and mission variables and should not overwhelm subordinate units with submission requirements. A report that grows too cumbersome will overwhelm staffs and fail in a high operational pace. It is important that this report is standardized throughout the brigade and that all units consistently provide input, regardless of their level of support. The brigade S-4 decides the logistics status report format ensuring the data the BSB requires is included. In some cases, the higher level S-4 will determine the logistics status report format. It's important to note, the brigade tracks the higher level requirements as well as the brigade commander's requirements.

8-47. The data requested and subsequently analyzed should be linked to CCIR and priority information requirements. Some possible details to include in a logistics report are gallons of fuel on hand and projected usage, class I and water status, changes to anticipated expenditure rates, class V status, and any incident having significant impact on the operational capability of a logistics unit or logistical posture of any tactical unit. Capturing the status of weapons systems and critical equipment is also necessary. Some commanders track special event meals or status of critical low density equipment. Reported metric criteria such as percentages or colors must be clearly defined. The BSB may include information such as LIS connectivity status, route and transportation node status, and distribution platform capabilities.

8-48. The frequency of a logistics status report varies. Normally a status report is completed daily, but during periods of increased intensity the commander may require status updates more frequently. As long as automation is available, logistic status relayed via near-real time automation provides the commander with the most up to date data. Some examples of logistic reports are: daily logistic status reports, logistic spot reports and daily maintenance status reports.

8-49. The logistics status report can be completed manually or using BCS3. 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. However the logistics report is completed, the same data must be reported using the same measurements.

8-50. The organization's battle rhythm is critical when considering report cut off times, as of times, and reporting times. Automated feeds will offer near real time, but if a unit is consolidating information manually, they will have to determine cut off times and reporting times to synchronize with the rest of the brigade. If logistics updates are part of the brigade commanders daily battle rhythm the logistics reporting

times should be as current as possible to provide the commander with the best status. It is important to allow enough time to analyze the data in order to provide the commander with a considered recommendation on future courses of action.

8-51. Once completed, reports are forwarded from a unit to its higher headquarters and its supporting logistics headquarters. Normally logistics status reports flow through S-4 channels. The BSB and its subordinate units report both unit on hand supply and supply point on hand quantities. The BCT staff has an interest in both reports, as does the supporting sustainment unit.

8-52. It is important that these two groups of supplies are accounted for separately and reported accurately. Unit on hand supplies are those items that are for BSB internal consumption. Supply point items are those items that are for distribution to the BCT, including the BSB.

8-53. The command relationship of units within the brigade determines who reports to whom. Although the unit SOP should address how attached or OPCON elements within the brigade are to report their logistic status, mission orders must delineate relationships and reporting requirements. Normally logistics reporting parallels logistical support responsibility, but this may change throughout the mission. Lack of clarity could result in a unit getting too much or not enough of a critical class of supply or in unnecessarily tasking valuable distribution assets.

8-54. For example, the FSC is organic to the BSB and could submit its logistics status report to the BSB S-4. However, if the FSC is attached to its supported battalion, the attachment orders could state the FSC submits its logistics status report to its supported battalion S-4. The supported battalion S-4 would cross level supplies within the battalion, adjust the battalion logistics status report and forward to the brigade S-4. The same logic applies to any attached unit.

8-55. Action is required at every level. Leaders at all levels analyze the logistics status report and forecast requirements based on current balances and upcoming mission requirements. Once logistics information is gathered, a leader may cross level materiel within the organization. For example, a unit first sergeant would cross level supplies within a company, the battalion S-4 cross levels supplies with the battalion. The battalion S-4 submits a consolidated report to the brigade S-4.

8-56. The BSB S-4 collects reports from its subordinate units. The battalion S-4, with the SPO and XO's concurrence, determines which BSB units receive designated supplies from the BSB supply point. That decision is based on mission priority and the battalion commander's guidance. BSB units are resupplied and the logistics status report is forwarded to the brigade S-4.

8-57. The brigade S-4 receives the logistics status report from all subordinate units. The brigade S-4, with the brigade XO's concurrence, determines which units receive designated supplies and shares that information with the BSB SPO. The BSB SPO acknowledges required supply actions per the brigade S-4, synchronizes distribution, updates the supply point on hand status and forecasts resupply requirements for the brigade. The logistic status report is updated with the BSB supply points adjusted balances and forecasted requirements. The BSB SPO forwards the entire report to the brigade S-4 and provides a courtesy copy to the supporting sustainment brigade SPO.

Appendix A

Sustainment Echelons

Supporting the BCT is a carefully planned and executed process. The BSB must plan for, and synchronize *echelon support*, which is the method of supporting an organization arrayed within an area of operation. Common echelon support at the lowest level of sustainment is executed at the company and battalion echelon.

A-1. How the BCT support organizations, including task organized units, are arrayed in echelons can vary widely based upon mission variables. The current mission, task organization, concept of support, and terrain influence how the support is echeloned.

A-2. The method employed to echelon support is a deliberate, collaborative decision based upon thorough mission analysis and the military decision making process. This is conducted by the leadership and staffs at the brigade, battalion, and company levels. It must never be a unilateral decision by a single commander since the entire brigade operation will be impacted by the effectiveness of echeloned support.

A-3. There must be a thorough understanding at all levels of the capabilities of each support organization. Commanders of all brigade organizations must understand that echeloned support will vary for the brigade and may even vary by each battalion for a single operation. The BSB is organized to facilitate echeloned support. The FSCs are a key element in echeloned support.

COMPANY ECHELON

A-4. Echeloning of support begins at the maneuver company level. The maneuver companies within the BCT have no organic logistics organizations. Echeloning of support within a company, if required, must be accomplished by task organizing personnel and equipment used to facilitate or expedite logistics support within the company.

A-5. The composition of the company echelon of support, often referred to as company trains, is determined by the company commander and may consist of the company first sergeant, supply sergeant, and company medical assets. Maintenance teams from the FSC may be included.

A-6. The company echelon expedites replenishment of company elements using either the supply point distribution or the unit distribution method. The method used must be described in the mission orders. Depending on the distribution method used the first sergeant may send company personnel and vehicles to a supply point designated by the FSC (supply point distribution) or the first sergeant may coordinate for supplies to be delivered to a company or platoon location (unit distribution) by the FSC.

A-7. Within the company, the first sergeant will replenish company elements using various methods depending on the situation. Company elements may move from their positions to the designated site to be fed, to resupply, to turn in damaged equipment. This is often referred to as service station technique. It is normally used in assembly areas and when contact is not likely. It takes the least amount of time for the sustainers.

A-8. Conversely, the first sergeant may use company personnel and vehicles to go to each element to replenish them. Soldiers can remain in position when using this method. It is the most lengthy resupply method and may compromise friendly positions. This is often referred to as tailgate technique or in-position resupply.

BATTALION ECHELON

A-9. Each maneuver battalion in the BCT is supported by an FSC. Battalions in the support brigades also have supporting FSCs. The FSC forms the battalion echelon of support, often referred to as battalion trains.

The maneuver battalion commander and staff, the BSB commander and staff, and the FSC commander must collaborate to determine the best method of employment commensurate with the brigade concept of support.

A-10. FSC employment considerations include:

- FSC location in relation to the supported battalion.
- Decision to separate elements of the FSC by platoon or other sub-elements into multiple locations.
- Benefits of locating FSC elements in the brigade support area.
- Benefits of collocating battalion staff sections with the FSC.
- Benefits of collocating battalion medical elements with the FSC.
- Security of the FSC locations.
- Establishment and location of a maintenance collection point (MCP).

A-11. If the battalion commander determines the need to establish a combat trains command post consideration should be given to the organization best suited to assume these tasks under the current situation. The FSC headquarters or someone from the battalion HHC may be tasked with combat trains command post responsibilities. The senior Soldier from the FSC is responsible to lead FSC soldiers and ensure the FSC mission is accomplished.

Sustainment elements must organize and prepare to defend themselves against ground or air attacks. Although they often occupy areas that maneuver elements of the BCT have secured, there is still a requirement to protect against the threat of enemy activity. The senior leader within the FSC is responsible for the security of FSC Soldiers and activities at every location. The senior leader must nest the FSC local defense plan within the overall defensive plan if located within another unit's perimeter.

FORWARD LOGISTICS ELEMENT

A-12. A *forward logistics element (FLE)* is comprised of task-organized multifunctional logistics assets designed to support fast-moving offensive operations in the early phases of decisive action. The FLE operates out of a forward logistics base or support area. The FLE represents the BSB commander's ability to weight the effort for the operation by drawing on all sustainment assets across the brigade. Additionally, the BSB commander may coordinate with echelons above brigade to provide support capabilities to augment the FLE in the concept of support. This includes identifying and the positioning of echelons above brigade unit assets in proximity to geographically dispersed forces to extend operational reach and prolong endurance. The intent for employing a FLE is to minimize tactical pauses to the offensive plan and enable momentum for the commander.

Appendix B

Brigade Support Area

The BSA is a designated area in which sustainment elements locate to provide support to a brigade. It is an area recommended by the BSB commander, and established by the brigade commander as the best location in which to support the brigade.

B-1. The BSA is the sustainment hub of the supported brigade. The brigade commander approves the location of the BSA based upon recommendations from the BSB commander and brigade staff. The BSB commander's goal is to retain overall freedom of action for fighting military operations. All elements within the BSB, especially company commanders and first sergeants must ensure that they consider security in all of their operations.

B-2. The BSA should be located so that it best supports BCT operations and does not interfere with the tactical movement of BCT units, or with units that must pass through the BCT area. Usually the BSA is on an MSR and ideally is out of the range of the enemy's medium artillery.

B-3. There is a constant balancing of support and security. The BSB commander is simultaneously supporting the BCT which is conducting offensive, defensive, and stability tasks while ensuring BSA security. All these activities must be integrated so that the timing multiplies their effectiveness throughout the BCT area of operations and doesn't degrade the brigades' combat effectiveness. The commander must ensure logistics missions and associated activities continue without restriction and that all logistics units can perform protection operations against a level 1 threat.

B-4. In addition to its relationship to the brigade, the BSB has terrain management and security responsibilities. Unless otherwise stated by OPORD, it has operational control over units located within the BSA and responsibility for the security of the BSA. Exact responsibilities will be determined by OPORD or fragmentary order from the brigade S-3 who has overall staff responsibility for the security of the brigade.

BSA LAYOUT

B-5. Normally, the BSA includes the BSB HHC and subordinate companies including all or part of the FSCs. In addition to the BSB, the BSA could also include elements from the BCT staff, the brigade alternate CP, brigade engineer battalion units, signal assets, and sustainment units from higher headquarters. Depending on factors of METT-TC, there could also be elements from the U. S. Materiel Command present in the BSA such as the brigade logistics support team or a contingency contracting team.

B-6. The composition of BSA elements will not remain static. The brigade commander could place attached elements in the BSA. Additional medical elements, decontamination elements or even a joint element may surge for a particular mission and subsequently depart. The advantages and disadvantages of these placements must be considered with the ultimate decision on placement made by the brigade commander.

B-7. If the BSA changes location, some elements may not relocate to the new BSA or the BSA may include additional elements. Whenever possible, units should occupy the same location within the BSA relative to the other units every time the BSA moves, or units can use several standard configurations for ease of transition.

B-8. The BSB commander must be able to track and control changes. To accomplish this, all ground units entering the brigade area must send a representative to report to the BSB CP. They will coordinate movement routes, positioning for units locating in the BSA, communications, support requirements and procedures, and security responsibilities. Guards at access control points going into the BSA will direct representatives of entering units to the CP. Also, unit commanders will notify the CP of all support package arrivals and departures. Movement of displaced civilians and local civilians must also be controlled.

B-9. Locations of elements within the BSA will vary depending on mission variables. The BSB commander and S-3 must use their best judgment in positioning units. If the BSA is too large or the terrain is limited, BSB subordinate companies could be external to the BSA perimeter. Troop safety guidelines also influence unit placement. The ATHP is often outside the BSA due to size and explosive distance factors.

B-10. In addition to staff elements and units, there are supply points associated with the BSA. The distribution company has an SSA, a fuel point and an ATHP. The field maintenance company sets up maintenance areas and the BSMC establishes treatment facilities. If the sustainment brigade provides transportation or water support they will also need space for a water point and truck parking.

B-11. Some points to consider-

- If all or part of the FSCs locate in the BSA, it's best to position them so they are closer to their supported battalions and near an MSR with convenient access to the BSB supply points.
- Make supply points accessible to both customers and resupply vehicles and helicopters. Keep class III points away from other supplies to prevent contamination. They should also be located at least 100 feet from water sources.
- Locate the medical treatment areas away from likely target areas (ATHP, class III point, bridges, and road junctions) but near evacuation routes and an open area for landing air ambulances.
- Position the ATHP near, but off the MSR, so that echelon above brigade trailers bringing ammunition into the area do not clog up the MSR or the BSA. The ATHP requires sufficient area to perform transload operations without interfering with BSA traffic.
- Position CPs near the center of the BSA perimeter for mission command and security reasons.
- Position units with heaviest firepower, such as the maintenance company, along the most threatening avenues of approach.

BSA PROTECTION

B-12. The BSB commander's responsibility for protection includes BSA defense planning, perimeter defense, and extends to convoys and other logistics actions occurring outside of the BSA. Commanders and staffs must plan for and coordinate protection for subordinate units and detachments located away from the headquarters. Tactical sustainment organizations are normally the units least capable of self-defense against an enemy force. They are also often the targets of enemy action. As the threat increases, unit commanders cannot decrease sustainment operations in favor of enhancing protection. The supported commander and the sustainment unit commander must have previously discussed what risks are reasonable to accept and what risk mitigation measures they should implement based on requirements and priorities, including force health protection. ADRP 3-37, *Protection*, offers relevant information about the supporting tasks of protection, protection planning, and protection execution.

B-13. Logisticians and unit commanders must be competent in warfighting, military decision-making, maneuver, and other tactical skills to anticipate and decide on appropriate risk mitigation measures. While the BSB S-3 is overall responsible for developing the BSA security plan, the BSB S-2 assists by developing the information collection plan to support security operations in and around the BSA. The BSB commander uses intelligence to determine the most probable direction of enemy attack and then concentrates forces to cover that approach. Patrolling outside the perimeter and interviewing newcomers to the BSA are some ways to collect information which can then be analyzed for intelligence value.

B-14. All elements in, or transiting the area, assist with forming and defending the perimeter. Based on mission and terrain analyses, the BSB S-3 subdivides the area and assigns subordinate and tenant units to those subdivided areas. BSA security follows the imperatives of all security. When a particular supply point is sufficiently large, it will be assigned its own area for defense and a security force will be attached to provide protection. Commanders and staffs must plan for and coordinate protection for subordinate units and detachments located away from the headquarters.

B-15. The perimeter shape conforms to the terrain features that best use friendly observation and fields of fire. The commander can increase the effectiveness of the perimeter by tying it into a natural obstacle, such as a river, which allows him/her to concentrate combat power in more threatened areas or operations.

B-16. BSB commanders position forces and plan fire and movement so they can respond to the widest possible range of enemy actions. The BSB staff prepares plans, including counterattack plans, which should be rehearsed, evaluated, and revised as needed. The commander coordinates direct and indirect fire plans. Normally, the quick response force centrally locates to react to a penetration of the perimeter at any point.

B-17. The BSB's tactical SOP covers as many defense procedures as possible. The shape and size of the defensive perimeter depends on mission variables, meaning the perimeter does not necessarily coincide with the boundaries of the area assigned to the BSB. In anticipation of the need for quick reaction force or tactical combat forces, the S-3 develops and rehearses procedures to hand-off the battle to arriving quick reaction force, military police response forces, and tactical combat forces.

B-18. The BSB S-3 assigns a perimeter area to each unit in the BSA. The S-3 ensures each unit's area of fire mutually supports the adjacent unit's area, when feasible. The S-3 coordinates with unit commanders and confirms that units in the BSA have coordinated their boundaries of fire with their adjacent units. The S-3 section must synchronize direct and indirect fires, obstacles, patrols, observation posts, and sensors to mitigate levels I, II, and III threats use of avenues of approach and infiltration lanes. The defensive plan shows unit protection responsibilities, locations of mines and obstacles, planned indirect fire coverage, observation posts, listening posts, patrol routes, and positions of automatic and anti-armor weapons.

B-19. Personnel available for defense actions may be limited within certain units. Unit commanders must keep the BSB S-3 informed of their situations. This is particularly true for the BMSC and elements of the FSCs that are in the BSA. The FSCs are focused forward on their supported battalion and may not always be available for BSA security. This is another area that requires the BSB commander and S-3 to review the risks associated with each course of action.

B-20. The commander may consider using weapon systems that are in the shop for repair if qualified operators are available. If the firing system is operable, these weapons should be included in the BSA defensive scheme, and mechanics should work on them in their fighting positions. Since night vision devices are not always available, illumination plans must also be included in the overall BSA security plan.

B-21. The BSA defense plan must be integrated into the plan for the entire brigade area of operation. This requires that the BSB staff coordinate with the brigade S-3 for the overall plan. This coordination should include the brigade engineer coordinator to ensure integration of engineer support and class IV materiel to harden positions and reduce the effectiveness of enemy weapon systems.

B-22. The BSB staff must also coordinate directly with staffs of units in areas adjacent to or close to the BSB to plan mutually supporting fires and to prevent firing upon each other. This entire defensive perimeter planning effort must be replicated for protection of logistics elements that operate or move outside of the BSB's specifically assigned area.

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Appendix C

Legacy Stryker Brigade Support Battalion

The SBCT is an early entry force, designed for rapid deployment and to conduct small scale contingencies. The Stryker brigade combat team is ideally suited for early entry operations where support infrastructure is limited or absent but where a relatively powerful, lethal, and flexible combat force is required. The SBCT consists of three Stryker infantry battalions; a reconnaissance, surveillance, and target acquisition squadron; a field artillery battalion; a brigade engineer battalion, and a brigade support battalion. The legacy SBCT BSB does not have forward support companies. This appendix is intended to address support organizations and operations that are unique to the legacy SBCT BSB.

C-1. The Stryker brigade combat team is designed to allow increased capabilities through scalability. Figure C-1 shows how the Stryker brigade combat team is organized.

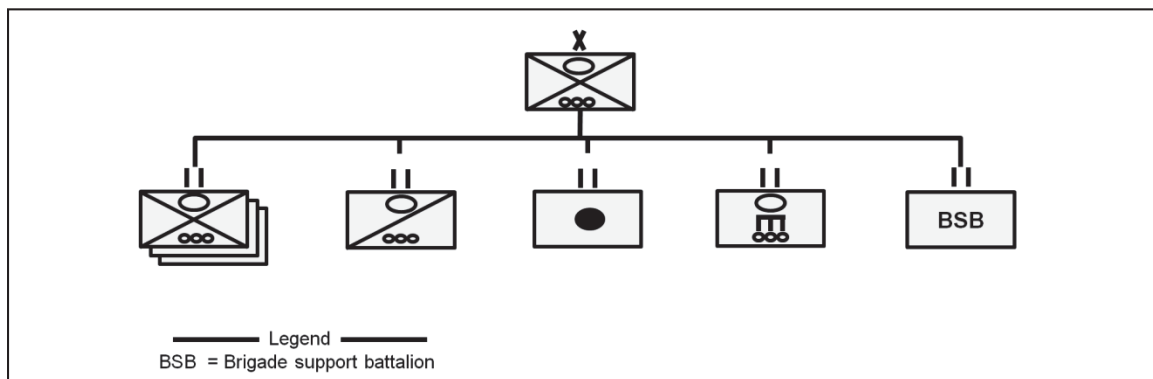


Figure C-1. Stryker brigade combat team

C-2. The SBCT BSB contains a headquarters and headquarters company, a distribution company, a field maintenance company and a medical company. It does not contain FSCs, so it task-organizes to provide support to each maneuver unit in the SBCT. The field maintenance company contains five combat repair teams that are designed to support each of the maneuver and fire battalions in the SBCT. The headquarters company contains six field feeding teams designed to support each battalion, including the BSB. The BSB in a Stryker brigade will further tailor logistics assets to support separate companies. Figure C-2 on page C-2 depicts a Stryker brigade combat team support battalion.

C-3. The Stryker BSB may use temporary task-organized logistic support teams allocated to maneuver units. Logistic support teams are METT-TC dependant and used to support the commander's intent, to reduce the amount of supplies and equipment in the BSA, and to provide maneuver units with logistics assets to support battalion-level operations. As a rule, logistic support teams are allocated to maneuver units to perform supply distribution, transportation, and food service to support that unit. If one unit has priority for support over another based on METT-TC factors and the SBCT commander's intent, it may be necessary to mix, combine, or shift assets from the BSB, logistic support team, or combat repair team to another to support mission requirement. The preferred solution is to provide surge maintenance capability from within the assets of the BSB, but in some cases that may not be the most efficient or effective way to support the task force.

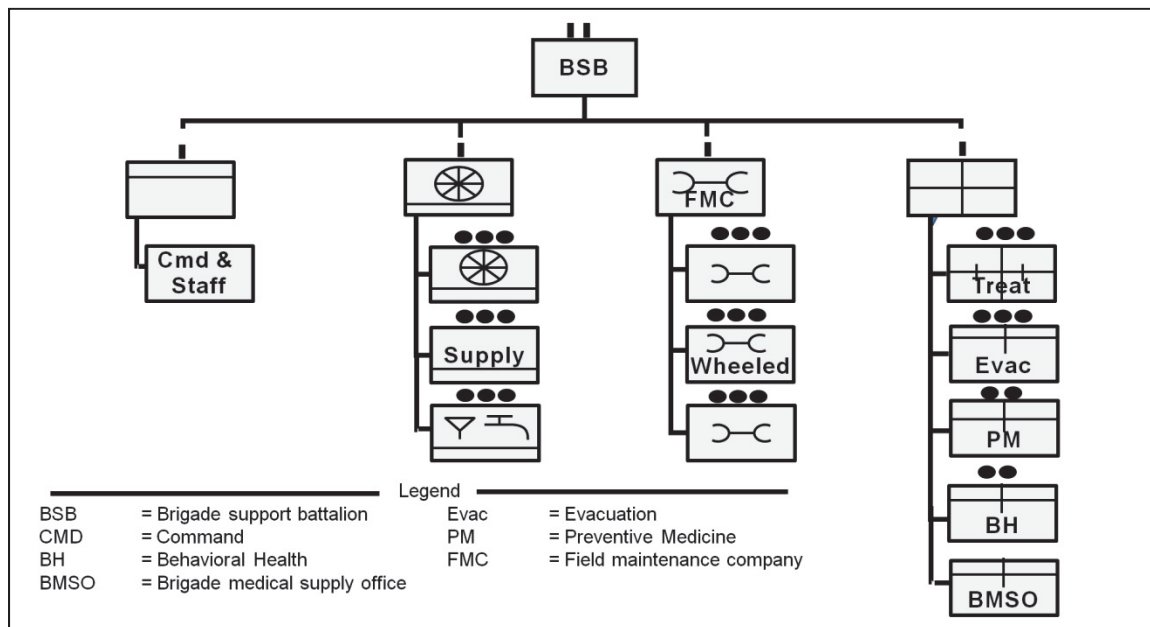


Figure C-2. Brigade support battalion within SBCT

C-4. The SBCT field maintenance company has three platoons: a maintenance control platoon, a wheeled vehicle maintenance (often referred to as the automotive platoon) and a maintenance support platoon. The SBCT also has combat repair teams. Refer to unit authorization documents for exact type and quantities of assigned equipment. Exact configurations of companies vary from command to command depending on METT-TC. For example, some units consolidate the maintenance control section, shop officer, and the service and recovery section in the company headquarters. See figure C-3 for an example of a field maintenance company.

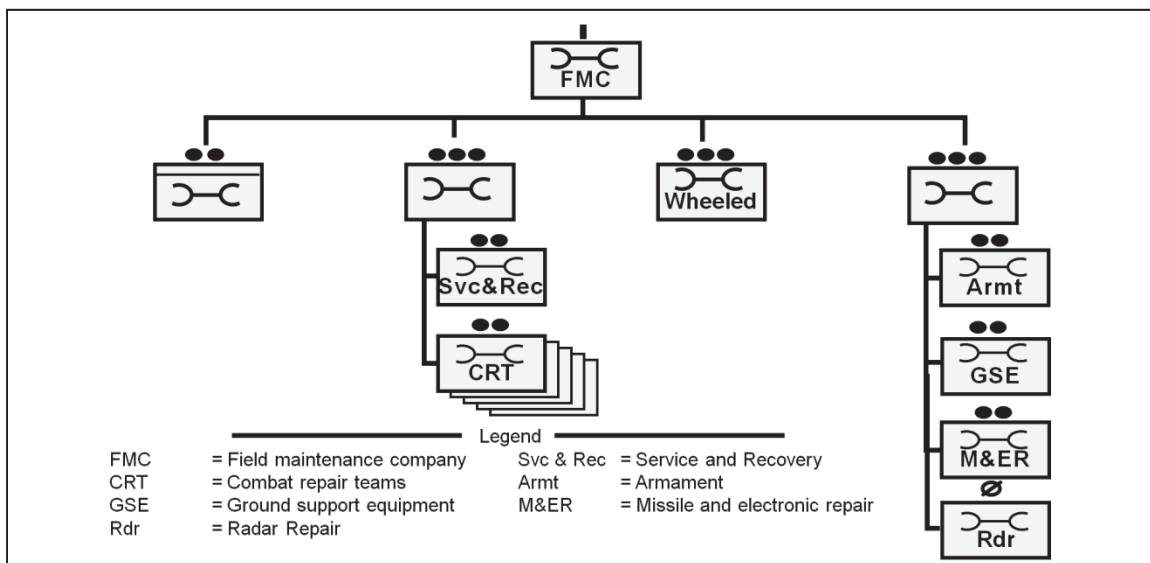


Figure C-3. Field maintenance company (SBCT)

C-5. The field maintenance company commander mission commands all personnel assigned or attached to the company. One of the company commander's chief responsibilities is to execute the BSB commanders' maintenance plan in support of the SPO concept of support. The company commander manages task organization and employment of all maintenance assets to include Stryker combat repair team missions and

recovery assets. He executes the mission according to the SPO's concept of support and any additional orders. The commander is normally located in the BSA but will always be where he can best command Soldiers and execute the mission. The commander provides information and advice concerning maintenance operations throughout the BSA to the BSB commander, support operations staff, the brigade engineer battalion and the brigade headquarters.

C-6. The field maintenance company provides dedicated field maintenance on an area basis to the BSB units as well as limited support to the FSCs, combat repair teams and supported maneuver battalions. The field maintenance company also retains maintenance capabilities in the BSA since certain pieces of test equipment are not easily transportable. The field maintenance company provides field maintenance on weapons, power generation and other equipment assigned to the BCT headquarters, the brigade engineer battalion, the BSB and, on an area basis, for units operating in the BSA. The field maintenance company provides field maintenance to the brigade's missile and electronic equipment/weapon systems for those battalions that don't have the capability.

C-7. The SBCT field maintenance company has a wheeled vehicle repair platoon that provides the capabilities for automotive repair of wheeled vehicles. The wheeled vehicle repair platoon provides field maintenance for the organic wheeled vehicles in the SBCT and all supported units within the BSA. It is managed by the maintenance control section. The wheeled vehicle repair platoon also provides limited maintenance to the forward combat repair teams. The wheeled vehicle repair platoon performs troubleshooting, minor (nonstructural) welding, major and secondary component replacement, wheel assembly, and line replaceable unit replacement as part of its replace forward concept.

C-8. The SBCT field maintenance company has five combat repair teams that are dispatched to the forward locations of the infantry battalions, reconnaissance, surveillance, and target acquisition squadron, and fires battalion to conduct field maintenance. The combat repair teams are controlled by the maintenance control officer who coordinates with the supported battalion S-4 and XO to establish work priorities, control movements, and integrate combat repair team operations into the supported battalion OPLANs. Shop stock is permitted for each combat repair team but the combat repair team may not stock more than they can carry in its organic vehicles. In the SBCT, the combat repair teams will carry a minimal class IX load. Due to its limited size, the combat repair team will often require a daily resupply of mission critical repair parts. Maintenance teams are dispatched as far forward as possible in order to reduce the requirement to evacuate equipment.

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Glossary

SECTION I – ACRONYMS AND ABBREVIATIONS

ABCT	armored brigade combat team
ADP	Army doctrine publication
ADRP	Army doctrine reference publication
AHS	Army Health System
AO	area of operations
AR	Army regulation
ASB	aviation support battalion
ASL	authorized stockage list
ATHP	ammunition transfer and holding point
ATP	Army techniques publication
ATTP	Army tactics, techniques publication
BCS3	Battle Command Sustainment Support System
BCT	brigade combat team
BDAR	battle damage assessment and repair
BFSB	battlefield surveillance brigade
BMSO	brigade medical supply office
BSA	brigade support area
BSB	brigade support battalion
BSMC	brigade support medical company
CAB	combat aviation brigade
CBRN	chemical, biological, radiological, and nuclear
CCIR	commander's critical information requirement
COP	common operational picture
CP	command post
CSSB	combat sustainment support battalion
DA	Department of the Army
FBCB2	Force XXI Battle Command Brigade and Below
FLE	forward logistics element
FM	field manual
FMT	field maintenance team
FSC	forward support company
GCSS-Army (F/T)	Global Combat Support System – Army (field/tactical)
HHC	headquarters and headquarters company
HQ	headquarters
IBCT	infantry brigade combat team
LIS	logistic information system
LOGCAP	logistics civilian augmentation program
LOGPAC	logistics package

MCO	maintenance control officer
MCP	maintenance collection point
MCS	maintenance control section
MDMP	military decisionmaking process
MEB	maneuver enhancement brigade
METT-TC	mission, enemy, terrain and weather, troops and support available, time available, civil considerations (mission variables)
MSR	main supply route
MTF	medical treatment facility
NCO	noncommissioned officer
OPCON	operational control
OPLAN	operation plan
OPLOG	operational logistics
OPORD	operation order
S-1	battalion or brigade manpower and 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
SBCT	Stryker brigade combat team
SOP	standard operating procedures
SPO	support operations officer
SSA	supply support activity
UMT	unit ministry team
U.S.	United States
XO	executive officer

SECTION II – TERMS

***area support**

(Army) Method of logistics, medical support, and personnel services in which support relationships are determined by the location of the units requiring support. Sustainment units provide support to units located in or passing through their assigned areas.

***brigade support area**

(Army) A designated area in which sustainment elements locate to provide support to a brigade. Also called BSA.

***echelon support**

(Army) The method of supporting an organization arrayed within an area of an operation.

***forward logistics element**

(Army) Comprised of task-organized multifunctional logistics assets designed to support fast-moving offensive operations in the early phases of decisive action. Also called FLE.

logistics package

A grouping of multiple classes of supply and supply vehicles under the control of a single convoy commander. (ADRP 1-02)

materiel

(DOD) All items (including ships, tanks, self-propelled weapons, aircraft, etc., and related spares, repair parts, and support equipment, but excluding real property, installations, and utilities) necessary to equip, operate, maintain, and support military activities without distinction as to its application for administrative or combat purposes. (JP 4-0.)

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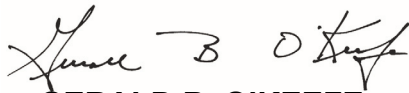
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