
FM 4-90.7

**STRYKER BRIGADE
COMBAT TEAM
LOGISTICS**

September 2007

HEADQUARTERS, DEPARTMENT OF THE ARMY

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Stryker Brigade Combat Team Logistics

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PREFACE

This field manual gives the commander and staff of the Stryker brigade combat team (SBCT) and subordinate units doctrinal guidance for logistics operations. This manual describes how the SBCT optimizes logistics organizational effectiveness while balancing the needs of customer units with rapid strategic deployability. It also serves as an authoritative reference for personnel who develop doctrine, force structure, training, and standing operating procedures for SBCT operations.

The SBCT is manned and equipped primarily to conduct operations in a small scale contingency but may be augmented to participate in major combat operations. Its mobility and organic intelligence, surveillance, and reconnaissance assets make it invaluable to a division or corps commander in a major combat operation.

This manual describes the functions of the SBCT's brigade support battalion (BSB), which includes a headquarters company, a distribution company, a field maintenance company, and a brigade support medical company. The SBCT headquarters and the BSB are capable of planning for and absorbing augmenting units/sections that provide mission specific logistic support capabilities not organic to the SBCT such as financial management or mortuary affairs. This manual is focused on logistics functions and is not meant to be an overarching document for combat service support unit operations.

This publication applies to the Active Army, the Army National Guard/Army National Guard of the United States, and the United States Army Reserve unless otherwise stated.

The proponent for this publication is the United States Training and Doctrine Command. The preparing agency is the United States Army Combined Arms Support Command (CASCOM). Send comments and recommendations on Department of Army (DA) Form 2028, *Recommended Changes to Publications and Blank Forms*, to Commanding General, USACASCOM, ATTN: ATCL-FC-DA, 3901 A Avenue, Ft. Lee, Virginia 23801-1809.

Chapter 1

Fundamentals of SBCT Logistics

1-1. Incorporating logistics functions into the SBCT presents some unique challenges. It is an early entry force, designed for deployability, and is mission capable to small scale contingencies (SSCs). The SBCT consists of three Stryker infantry battalions; a reconnaissance, surveillance, and target acquisition (RSTA) squadron; a field artillery battalion; a brigade support battalion; an antitank company; an engineer company; a network support company; a military intelligence company; a brigade headquarters and headquarters company (HHC).. In addition, the SBCT is designed to allow increased capabilities through scalability or augmentation. This structure makes the SBCT 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. (For more information on the SBCT and its operations and subordinate unit capabilities, see FM 3-90.6.)

The Role of the SBCT

“We must provide early entry forces that can operate jointly, without access to fixed forward bases, but we still need the power to slug it out and win decisively. Today, our heavy forces are too heavy and our light forces lack staying power. We will address those mismatches.” (General Shinseki, 1999.)

THE SBCT

1-2. The SBCT brigade headquarters, including command and staff personnel, executes sustainment, deployment, movement, and maneuver, intelligence, fire support, command and control (C2), and protection functions to enable the command to plan and execute its assigned mission. The brigade headquarters provides administrative support to the brigade headquarters staff. The brigade headquarters receives additional services and support from the BSB.

1-3. The SBCT may be augmented with any type of unit (engineers, mechanized, armor, and so forth) based on mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC).

THE BSB

1-4. The BSB (figure 1-1) consists of four companies: the battalion HHC, the distribution company, the field maintenance company (FMC), and the brigade support medical company (BSMC). Functions of these units are defined in detail in subsequent chapters.

1-5. The BSB is designed to perform centralized C2 of all logistics operations, including Army Health System (AHS) support under the C2 of the BSB headquarters. The BSB staff executes logistics operations through a C2 system complemented with an array of digital information systems. In addition, the BSB has the capability to integrate into BSB operations the logistics assets required to support units or personnel augmenting the SBCT. (See appendix A for further information regarding support provided at echelons above the SBCT.)

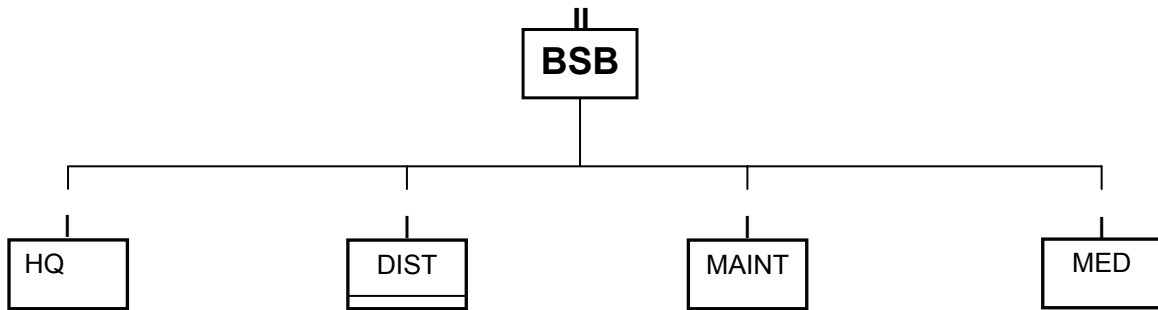


Figure 1-1. The brigade support battalion

SBCT LOGISTICS

1-6. Based on METT-TC factors, Joint and/or Army forces commanders determine requirements and capabilities. Logistics elements provide a secure line of communications (LOC) and may use an intermediate staging base (ISB) en route to a joint operation. See figure 1-2. Logistics elements, such as the sustainment brigade or Army field support brigade (AFSB), provide the following:

- All classes of supply and services.
- Transportation and evacuation.
- Maintenance and recovery.
- Medical evacuation, hospitalization, and medical regulating.
- Distribution support.
- Contractor and host-nation (HN) support.
- Automation network support.

1-7. A support element may establish an ISB to serve as a secure transportation node that allows the switch from strategic to intratheater modes of transportation. The ISB takes advantage of existing capabilities, serving as a transfer point from high volume commercial carriers to a range of tactical, intratheater transport means that may serve smaller, austere ports and enhances the strategic responsiveness of the deploying force. An ISB may be used as part of the joint plan to pre-position selected logistics capabilities for rapid deployment into the area of operations (AO). Once established, the ISB has two basic roles:

- First is the traditional role as a staging base for deploying units in transit to an AO. The ISB may be the initial theater reception and staging facility. Deploying forces debark from strategic lift, reassemble, and prepare for missions in the AO.
- The second role is as a support base.

1-8. Ideally, secure bases are available within the AO for reception, staging, onward movement, and integration (RSOI) operations and continued support of the deployed force. However, ISBs may be located in the theater or outside the theater. As a rule, the closer the ISB is to the AO and supported forces the better. Using existing air facilities and seaports should be leveraged. ISBs are not necessarily in a consolidated location. They may include satellite facilities in dispersed locations.

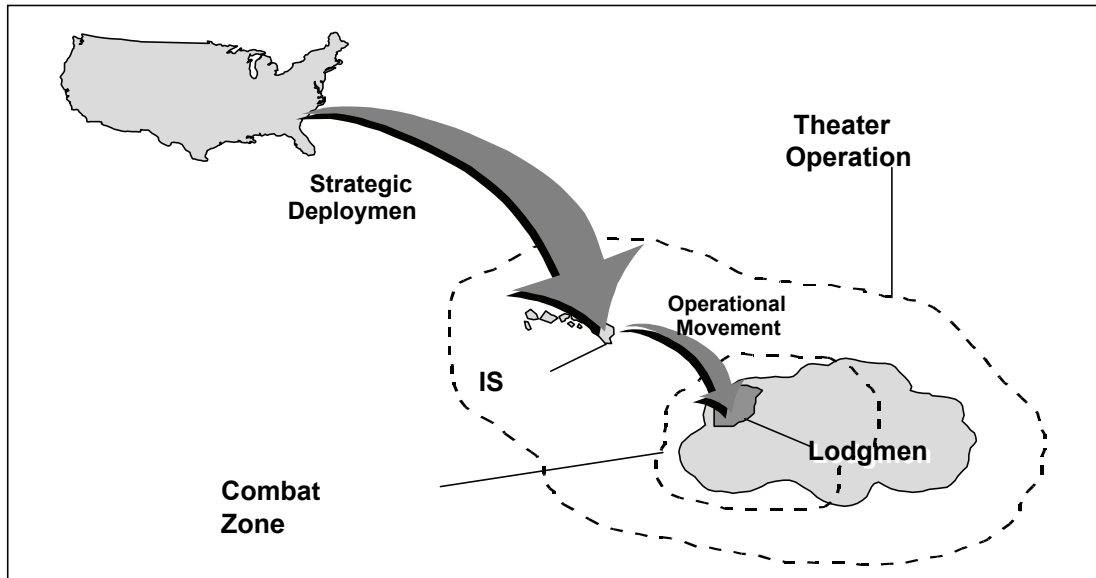


Figure 1-2. Intermediate staging base

1-9. In the initial stages of an operation, the SBCT is supported by a tailored force provided by the Army service component commander (ASCC). This force is often built on task-organized personnel from the Theater Sustainment Command (TSC). The force supporting the SBCT in the initial stages of an operation is METT-TC dependent. Such factors as the availability of HN and contracted support, LOC distances, the type of operation, and many other factors help determine the supporting force structure. There is not a standard structure that fits all operations. As the theater matures and more of the supporting elements arrive, a more traditional support structure may develop. The SBCT obtains support from multiple sources and may not be tied to traditional linear support chains.

CONCEPT OF SUPPORT

1-10. The SBCT is manned and equipped primarily to conduct operations in an SSC. However, conditions may develop that require added capabilities not resident within the SBCT. When the SBCT participates in a major combat operation (MCO), it does so as a subordinate element of a division or corps. Its mobility and organic intelligence, surveillance, and reconnaissance (ISR) assets make it invaluable to a division or corps commander in an MCO. As with any brigade, adjustments to task organization might be required.

OPERATIONAL CAPABILITIES

1-11. The SBCT's operational capabilities include—

- Three infantry battalions for maneuver versus only two in the heavy brigade combat team (HBCT) and infantry brigade combat team (IBCT).
- Infantry battalions contain organic armor in their Mobile Gun System (MGS) platoons.
- In-theater mobility.
- Lower usage rate of Class III supplies than the HBCT, with nearly the same mobility.
- Greater survivability than an IBCT.
- Ability to conduct forced entry or early entry operations.
- RSTA with organic human intelligence (HUMINT) Soldiers.

LIMITATIONS

1-12. The SBCT has the following limitations:

- The SBCT does not have the firepower or inherent protection of HBCTs.
- The SBCT does not have a brigade special troops battalion for C2 of brigade troops.
- The SBCT does not have forward support companies (FSCs) for each maneuver battalion.
- The SBCT does not possess organic gap-crossing capability.
- The SBCT requires more aircraft to deploy than an IBCT.
- The SBCT must receive distribution from higher headquarters.

FORCE AGILITY

1-13. An agile logistics force is—

- Planned and executed within a Joint/multinational/interagency context.
- Seamless in the way it communicates and operates.
- Small, flexible, and does not encumber the maneuver commander with large stockpiles of supplies or large numbers of logistics personnel on the ground.

1-14. To be agile, the logistics force uses—

- Reach capabilities to help maximize the robustness of the support network.
- Tailored logistics forces and places in the AO only those logistics assets needed.
- Optimal mix of active Army, reserve component (RC), Department of the Army (DA) civilians, HN, and contractors. (For more information, see FM 3-100.21.)

DISTRIBUTION OPERATIONS TO THE SBCT

1-15. Designated distribution managers coordinate and synchronize logistics flow according to the commander's priorities and maximize throughput to units using all tools available to them. Distribution managers have asset and in-transit visibility (ITV) to optimize the distribution system within their areas of responsibility. Advanced information systems such as Movement Tracking System (MTS), Battle Command Sustainment Support System (BCS3), and advanced planning and optimization (APO) decision support tools provide this capability. ITV and communication packages allow distribution managers to direct or divert assets en route and shift assets quickly to meet changing distribution requirements. (JP 4-01 discusses distribution operations further.)

SURGE CAPABILITY

1-16. Surge capability is the ability to mass logistics resources at a point and time on the battlefield to affect the battle by maximizing combat power at the decisive point as determined by the supported commander. Surge capability is enabled by flexible, modular organizational capabilities and combined logistics and operational information. Surge capability may often be employed through tailored logistics resources.

THROUGHPUT

1-17. Throughput allows supplies to bypass one or more echelons in the distribution system to minimize handling and speed up delivery. The SBCT distribution system uses pure palleting, containerization, packaging, ITV, information systems, technological enablers, and C2 relationships to improve the support within the AO by passing unnecessary echelons and reducing handling to move personnel, supplies, and equipment as far forward as possible to support brigade operations.

PURE PALLETING

1-18. Pure palleting is a process that collects Classes II, III(P), IV, and IX supply requisitions for a given Department of Defense Activity Address Code (DODAAC) into a single load and then throughputs them to their destination. Packages that do not fill a whole pallet may be combined with other packages to produce mixed loads, destined for multiple DODAACs or supply support activities (SSAs). Mixed loads are broken down in theater, combined with other partial loads, and then throughput to the servicing SSAs.

1-19. Class V is packaged into strategic configured loads (SCLs) and mission configured loads (MCLs). Successful implementation of SCLs and MCLs requires situational understanding and the ability to make appropriate forecasts at various points on the planning/time continuum. The intent is—

- To increase throughput.
- To minimize handling, particularly in the theater of operations (TOPN)
- To reduce the amount of supplies and equipment.
- To hasten the flow of supplies to the consumer.

1-20. SCLs are a group of supplies built in the continental United States (CONUS) and identified by a single National Stock Number (NSN). SCLs may be ordered by a unit through the standard supply system.

1-21. MCLs are built in the theater based on requirements for a specific mission.

DELIVERY

1-22. Delivery is one of the most important aspects of an effective distribution system. Generally, two types of deliveries are used—scheduled and time definite delivery (TDD).

Scheduled Delivery

1-23. Scheduled delivery occurs at agreed upon time intervals for routine replenishment. Generally, this includes items such as bulk fuel, ammunition, and operational rations and is conducted for each echelon with the distribution manager one level above the receiving unit coordinating requirements and delivery.

Time Definite Delivery

1-24. TDD is a commitment between the logistics manager and the supported commander specifying average customer wait time (ACWT). ACWT is the time the supported unit must wait to receive a particular commodity. The commander responsible for both the supporting and supported organizations establishes TDD as part of the distribution plan. TDD parameters are normally expressed in terms of hours or days for each major commodity. If the supported unit requires a delivery other than its normal scheduled delivery, the commander knows that they can expect delivery in a set amount of time based on the product and can plan accordingly. The TDD is directly linked to both situational understanding (SU) and an agile logistics force structure.

SITUATIONAL UNDERSTANDING

1-25. SU enables the logistician to meet the needs of the operational commander. SU is the complete understanding of the friendly situation, the enemy situation (as described by current intelligence), and the logistics situation using advanced, seamless information technology. Key elements of SU are—

- A common operating picture (COP) allows maneuver and logistics commanders to view the same data in near real time, enabling unity of command and unity of effort.
- An integrated, seamless information network bringing together ITV, unit requirements, and COP in near real time and sharing the information across logistics functions and

infrastructure while allowing the exchange of large volumes of information across platforms.

- Timely and accurate asset visibility information allows the distribution of assets on time maintaining the critical confidence in the distribution system. Visibility begins at the point where resources start their movement to the AO. ITV uses advanced automation, information, and communications capabilities to track cargo and personnel while en route.
- In addition to COP, liaison officers (LNOs) are often embedded at the maneuver brigade staff to pass current commander intent and mission changes to logistics elements.

FUSION OF LOGISTICS AND MANEUVER SITUATIONAL UNDERSTANDING

1-26. Effective logistics operations by the BSB depend on a high level of SU and shared COP. SU enables the BSB commander and staff to maintain visibility of current and projected requirements, to synchronize movement and materiel management, and to maintain integrated visibility of transportation and supplies. BCS3, MTS, and Force XXI Battle Command Brigade and Below (FBCB2) are some of the fielded systems that the BSB uses to ensure effective SU and logistic support. These systems enable logistics commanders and battle staffs to exercise centralized C2, anticipate support requirements, and maximize battlefield distribution.

VISIBILITY

1-27. Visibility is a tenet of distribution. Distribution managers dedicate most of their work to gaining and maintaining visibility of the various assets, processes, and capabilities throughout the distribution system. As summarized in FM 100-10-1, visibility ensures that the distribution system is responsive to customer needs. Experience has shown that Army leaders must be confident in the logistician's ability to support them. Timely and accurate visibility information provides logisticians with necessary information to distribute assets on time thus maintaining high confidence levels. Visibility begins when the requirement is entered into the system and passed to the source of support. The information must be digitized and subsequently entered into the necessary logistics information systems. The key to digitizing information and ensuring that it is accurately entered into the automated system is automating the process through bar coding and automated data entry. The next critical element to visibility is the capability to update the transport, storage, maintenance, or supply status of that particular item/shipment until it is received by the consumer. The information must be accessible to all users regardless of the service or the command requiring the data.

MISSION TAILORING OF LOGISTICS ASSETS

1-28. Logistics operations can be tailored in response to changes in tactical requirements. In most cases, the BSB will provide the supplies and services required by the supported unit at a specific point in time (scheduled delivery). For example, a typical day may include distribution to a battalion level distribution point for one customer cluster, to company/battery level for another customer cluster, and all the way to platoon/team level for a third cluster, while the fourth cluster receives no delivery (due to low/no requirements) that particular day. Such an example is shown in figure 1-3.

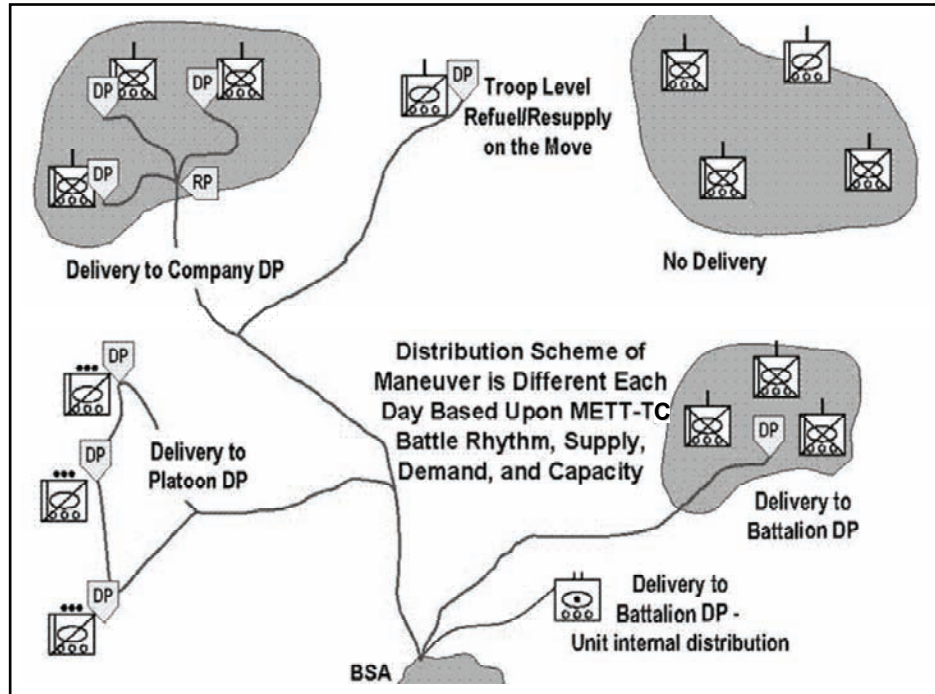


Figure 1-3. Distribution example

1-29. Supported unit commanders coordinate through their S3 and S4 staffs according to current unit battle rhythm to fix the time and place for replenishment operations at a temporarily established point. Assets can be retasked if the situation demands. This approach, executed according to centralized management, optimizes the employment of personnel.

SYNCHRONIZATION OF BATTLE RHYTHM AND LOGISTICS OPERATIONS

1-30. Support operations are fully integrated with the SBCT battle rhythm through integrated planning and oversight of ongoing operations. Logistics 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 SBCT elements. The logistics synchronization matrix and logistics report are both used to initiate and maintain synchronization between operations and logistics functions.

LOGISTICS REPORTING

1-31. The logistics report is the internal status report that identifies logistics requirements, provides visibility on critical shortages, projects mission capability, and provides input to the COP. To provide the support, unit commanders must coordinate closely with supporting and supported units using the logistics report. The report is forwarded from a unit to its higher headquarters and its supporting logistics headquarters. The logistics report will enable 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.

1-32. The logistics 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 report gives the logistician the information and flexibility to manage requirements internally at the lowest level to ensure mission accomplishment.

1-33. The logistics report incorporates the organizational and direct support (DS) supplies starting at company level. The intent is to identify the shortages at the lowest level first and then project the

requirement to the next higher command and the support unit. The format for a modular force should incorporate organizational and direct support data on the same report to enable logisticians to fix issues at the lowest levels. While the format of the logistics report has been controlled by standing operating procedure (SOP) in the past, a new standardized spreadsheet based logistics report is under development. Data will be input and accessed locally through nonsecure internet protocol router network (NIPRNET) or BCS3. (See appendix B for an example of the logistics report spreadsheets.)

1-34. The logistics report is not intended as a means of gathering the same information available in a logistics Standard Army Management Information System (STAMIS) or to serve as the primary means of requisitioning commodities managed by a logistics STAMIS. The logistics report format is based upon METT-TC factors and should not overwhelm subordinate units with data submission requirements. A report that grows too cumbersome will overwhelm staffs and fail in high operating tempo (OPTEMPO) operations. It is important that this report is standardized and that units always provide input, regardless of their level of support.

1-35. Additional reports such as the materiel readiness report (MRR), munitions report (MUREP), and petroleum report (REPOL) should not be added to reporting requirements to subordinate units below division level when STAMIS and logistics report information satisfy information requirements.

Company Level

1-36. At company level, the first sergeant (1SG) or designated representative is responsible for gathering the information from the platoon sergeants and submitting a consolidated report to the battalion S4. The 1SG can direct cross-leveling between platoons and forecast requirements based on current balances and upcoming mission requirements. Some possible details to include in the logistics report are systems with an operational readiness rate below 60 percent, changes to anticipated expenditure rates, Class V status, and significant incidents. The primary means of gathering this information and submitting it to the battalion S4 is through the logistics report in FBCB2.

Battalion Level

1-37. The battalion S4 is responsible for collecting reports from all companies and ensuring reports are complete, timely, and accurate. The battalion S4, with the support operations officer (SPO) and executive officer's (XO's) concurrence, determines which units receive which supplies. That decision is based on mission priority and the battalion commander's guidance. Upon receiving the logistics report, the company then validates external supplies to fulfill its requirements (where capable) and provides input to the logistics report on the adjusted balance of external supplies. The adjusted balances of external supplies are added to the logistics report and returned to the battalion S4. The company also provides a coordination copy to the BSB's SPO. The battalion may include information such as STAMIS connectivity status, route and transportation node status, and distribution platform capabilities. The battalion S4 now has the complete logistics report and forwards this report to the brigade S4.

Brigade Level

1-38. The brigade S4 is responsible for collecting reports from all battalions, including the BSB logistics report on internal supplies. The brigade S4 ensures that reports are complete, timely, and accurate. Prior to the brigade S4 forwarding a consolidated report to the BSB SPO, the brigade S4, with brigade executive officer's concurrence, determines which units receive which supplies. Their decision is based upon mission priority and the brigade commander's guidance. Upon receiving the logistics report, the BSB SPO conducts a brigade logistics synchronization meeting. The BSB SPO then disseminates the external supplies to fulfill battalion requirements (where capable), synchronizes distribution, and provides input to the logistics report. The BSB SPO's input to the logistics report focuses on the adjusted balance of external supplies owned by the BSB and

forecasting resupply requirements into the brigade. Some other possible information to include would be stockage levels, inventory on hand and in bound, and supply performance statistics. The adjusted balances of external supplies and forecasted requirements are added to the logistics report and returned to the brigade S4. The BSB SPO also provides a courtesy copy to the supporting sustainment brigade SPO. The brigade S4 now has the complete logistics report and forwards this report to the division G4. Once validated, the logistics report is used to update the synchronization matrix. The result should be a refined logistics report containing an accurate forecast of logistics requirements for use by operational level support organizations. The updated logistics report and logistics synchronization matrix complement paragraph 4 and annex I of the operations order (OPORD) or fragmentary order (FRAGO).

Division/Corps Level

1-39. The division/corps G4 is responsible for collecting reports from all task-organized brigades and ensuring reports are complete, timely, and accurate. The division/corps may add information such as changes to theater opening and changes to anticipated expenditure rates. The division/corps G4 has a complete logistics report and forwards this report to the next higher level of command and then forwards a logistics report for coordination to the supporting TSC/Expeditionary Sustainment Command (ESC) SPO.

LOGISTICS REACH OPERATIONS

1-40. The BSB is organized to be reinforced by echelons above brigade (EAB) logistics reach operations. Logistics reach operations are using and positioning all-available logistics assets and capabilities from the national sustainment base through the Soldier in the field to support full spectrum operations. The goal of logistics reach is to reduce the amount of supplies and equipment in the AO to sustain combat power more quickly and fully exploit all available sources of support. Reach operations include, but are not limited to, external sources of information and intelligence, logistics planning and analysis conducted outside the AO, telemedicine, and other temporarily required capabilities. The BSB exploits regionally available resources through joint, multinational, HN, or contract sources for certain bulk supplies and services. (Contracted support, a potentially critical part of logistics reach operations, is discussed in detail in FM 3-100.21 and FM 100-10-2.) A key logistics reach organization responsible for coordinating contracted support and for providing other national strategic logistics capabilities is the AFSB. The AFSBs are part of Army Sustainment Command (ASC), a major subordinate command of the United States Army Materiel Command (USAMC).

1-41. Logistics reach operations are crucial for the SBCT because the SBCT is designed and optimized primarily for employment in SSC operations. To gain mobility and flexibility for the SBCT, the size and capability of the BSB has been reduced and reliance upon EAB logistics assets is thereby increased. The BSB is designed to perform centralized logistics functions. The BSB relies on logistics reach operations and pre-positioned stocks, augmentation, HN, contracted, joint, and multinational support to meet the needs of the brigade. The BSB has a limited capability to distribute resources to brigade elements, so the SBCT must make the best use of commercial support (contracted or HN), joint support, and intratheater airlift assets (such as locally available trucks and C-130s). The BSB's distribution manager synchronizes delivery schedules with brigade units to minimize the offload and upload times. With FBCB2, BCS3, Transportation Coordinator's Automated Information for Movements System II (TC-AIMS II), and the MTS control station to manage long-haul transport, the distribution manager can give specific coordinating instructions to vehicle operators while en route without having to rely on manned control points.

1-42. The SPO is the principal staff officer for coordinating logistics reach operations for supported forces. The support operations section is the key interface between the supported units and the source of support. The SPO advises the commander on support requirements versus support assets available. Logistics reach operations involve risk analysis, and the commander ultimately decides which support capabilities must be located within the AO and which must be provided by a reach

capability. This ratio is based on METT-TC factors and command judgment. The SPO also determines which reach resources can be directly coordinated and which must be passed to the next higher support level for coordination. If resources must be contracted, the SPO passes the requirements to the supporting contracting officer (KO) who works within the context of the Army/joint contracting framework for the operation.

1-43. The SPO continually updates logistics reach requirements based on the logistics plan. Planning is the process of gathering data against pertinent battlefield components, analyzing their impact on the logistics estimate, and integrating them into tactical planning so that support actions are synchronized with maneuver. It is a conscious effort to identify and assess those factors that facilitate, inhibit, or deny support to combat forces. Using logistics planning, the BSB commander chooses from among a number of alternatives and recommends those that best support the maneuver commander's priorities and missions.

1-44. Host-nation support (HNS) is one of the more commonly used sources of logistics reach support. HNS is provided to Army forces and organizations located in or transiting through host-nation territory, and includes both civil and military assistance. This support can include assistance in almost every aspect required to support military operations within the AO. Planners must consider that HNS meets local, not necessarily U.S. standards. Commanders must consider additional support requirements generated by using HNS; for example, HNS provision of potable water may mean bulk water from a desalinization plant, not bottled water, which increases requirements for tankers and a distribution system. Using HNS should not degrade required U.S. unilateral capability. The TSC SPO section includes a HNS directorate, which exercises staff supervision over ARMY FORCES HNS functions and recommends allocation of resources to support EAB support requirements.

1-45. When planning logistics reach operations, commanders must conduct a thorough risk analysis of the mission. Reach operations are vulnerable and highly susceptible to many factors including: U.S. Army commanders' distrust of non-U.S. support, changes to the political situation, direct or indirect terrorist activity, local labor union activities, language differences, quality assurance/quality control (QA/QC) challenges, compatibility issues, and legal issues. Since reach operations involve Department of Defense (DOD) civilians, contractors, and joint and multinational forces, force protection operations become paramount to mission accomplishment. Single individuals within an agency can carry out terrorist operations. For example, an employee working for a contractor could contaminate food and water sources with small amounts of a biological agent. This could be even more deadly than a truck packed with explosives. Commanders must implement countermeasures to prevent reach operations from becoming an opportunity for terrorist action against U.S. forces.

1-46. The benefits of reach operations must be carefully weighed against force protection requirements, especially when using reach assets that are not U.S. military forces. The ability and tendency of our adversaries to use asymmetrical force against U.S. forces increases the inherent risks of some reach operations. If local hostilities escalate, support provided by civilians or contractors may also be disrupted. Commanders must consider potential risks and develop detailed plans for compensating for sudden variances in reach support. The limited size and capability of the BSB is further stressed by force protection requirements of the forward operating base (when positioned as a stand-alone base, vice a part of a base cluster) and during convoy operations.

1-47. Protecting contractors and government civilians on the battlefield is the commander's responsibility. When contractors are expected to perform in potentially hostile areas, the supported military forces must protect their operations and personnel. Contractors are subject to the same threat as Soldiers, but they cannot be required to perform force protection functions. Contracted personnel do retain the inherent right to self-defense. Commanders should assess whether or not contractor support is vital enough to warrant a diversion of forces to contractor security duties.

1-48. Units or activities requiring support in high-risk contingencies must carefully list the required services and specify the working conditions so the contractors know what they are expected to deliver. The cost of the contract may increase substantially if the contractor is asked to perform under dangerous conditions. Additionally, contractors may be willing to accept more risk if the

Army meets specified security requirements such as escorting, training, or providing site security to ensure their safety. Commanders must accept responsibility for the security of contractor personnel when they use contracted support.

SUPPORT FOR ATTACHMENTS

1-49. Because of the SBCT's austere logistics capabilities, attachments to the SBCT should arrive with appropriate support augmentation. When a company, team, or detachment is attached to the SBCT, the SBCT S4 integrates required augmentation into the SBCT support systems. The SBCT S4 must clearly state who will provide medical, maintenance, and recovery services, and provide support for Classes III, V, and IX. When the SBCT receives attachments, the S1 orients those units to processes that maintain personnel accountability and arranges for the necessary administrative support for those units. Logistics planners require some basic information from the sending unit's S4 to anticipate how to develop a synchronized concept of support. Some considerations are—

- Number and type of supplies, personnel, and equipment.
- Current status and/or strength.
- When attachment is effective and for how long.
- What support assets will accompany the attached element.
- When and where linkup will occur, and who is responsible.

SUPPORT METHODS

1-50. The SBCT uses a number of support methods. Some of these methods are discussed in the following paragraphs.

UNIT (BATTALION/COMPANY/PLATOON) DISTRIBUTION

1-51. 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. Heavy Expandable Mobility Tactical Truck-Load Handling System (HEMTT-LHS) fuel rack systems remain at the site to refuel unit vehicles as they cycle through the supply point. This technique makes maximum use of the capacity of SBCT truck assets by minimizing delivery and turnaround time.

SUPPLY POINT DISTRIBUTION

1-52. 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 (LRP). The LRP 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 LRP is the brigade support area (BSA) itself.

REFUEL/RESUPPLY ON THE MOVE

1-53. The refuel/resupply on the move (ROM) method of replenishment is conducted by having supported unit S3 and S4 staffs coordinate with the SBCT S4 and BSB support operations section to fix the time and place to conduct the ROM operations according to current unit battle rhythm. As a rule, a ROM operation is established and conducted as part of a unit movement. A ROM point is typically built to support several types of units passing through a point sequentially and provides for most classes of supply, including Class V and water. For additional information on ROM, see FM 10-67-1.

AERIAL RESUPPLY (DELIBERATE, FIXED WING, AND ROTARY WING)

1-54. Aerial delivery is a viable option for distributing dry cargo to limited access or far forward areas or when delivery time is crucial. Aerial delivery is normally via containerized delivery system

(CDS) or platform (463L pallet) airdrop. It may be a vital link in supporting RSTA units or other small dispersed units throughout the operation. Aerial delivery is an intensively coordinated endeavor due to requirements for drop zones and coordination lead time. The normal drop zone size for aerial delivery is 600 by 600 yards. Rigging of delivery platforms or containers usually occurs outside the brigade AO and is done by an aerial delivery unit. Flexibility is limited due to the physical nature of the drop zone and surrounding terrain and vegetation. Aerial resupply using rotary wing aviation is also an option for distributing limited quantities of supplies to remote or forward locations. Sling loading supplies is labor intensive but may be appropriate for some situations, such as Class IX delivery to combat repair teams (CRTs). This method provides ample flexibility for delivery locations as long as there is a clear area to hover the aircraft. The limiting factor is the availability of aircraft supporting the SBCT. Sling load operations require aviation augmentation early in the operation. Deliberate aerial resupply may be conducted with either fixed-wing or rotary-wing aircraft.

IMMEDIATE RESUPPLY

1-55. Immediate resupply, also referred to as emergency resupply, is the least preferred method of distributing supplies. While some emergency resupply may be required when combat losses occur, requests for immediate resupply not related to combat loss indicate 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 S4s, the SBCT S4, and the BSB SPO must constantly and thoroughly collaborate to minimize the need for immediate resupply. Emergency resupply that extends beyond BSB capabilities requires immediate intervention of the next higher command capable of executing the mission. In such a case, the SBCT S4 and BSB SPO immediately coordinate with the next higher echelon of support for the SBCT.

MANAGEMENT OF LOGISTICS ASSETS

1-56. To provide necessary agility and flexibility, the BSB may use temporary task-organized logistic support teams (LSTs) allocated to maneuver units. LSTs 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, LSTs 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, LST, or CRT to another to support mission requirement. The preferred solution is to provide backup or 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.

TEMPORARY TASK ORGANIZATION OF COMBAT REPAIR TEAMS

1-57. As a rule, CRTs are allocated to maneuver units to perform field maintenance to support that unit. Sometimes one unit will have priority for maintenance over another based on METT-TC factors and the SBCT commander's intent. In such cases, it may be necessary to combine or shift assets from one CRT to another to support maintenance requirements. The preferred solution is usually to provide backup or surge maintenance capability from within the assets of the FMC, but in some cases that may not be the most efficient or effective way to support the task force. Given the METT-TC situation, there may be a requirement to temporarily task organize a CRT or portions thereof.

SUPPORT TO SEPARATE COMPANIES

1-58. The SBCT has an engineer company, a military intelligence company, an antitank company, and a network support company that do not operate under a battalion. These companies, like the brigade HHC, are supported by the BSB regardless of where they are located on the battlefield. If one of these companies, or part of the company, is task organized to a maneuver battalion, it will

remain under the support of the BSB. The company commander must coordinate with the maneuver battalion's S4, the BSB SPO, the distribution and maintenance company commanders, and the supporting CRT chief. Based upon the local situation and conditions, they may decide to integrate the company's logistics requirements into the battalion's logistic support structure.

PLANNING CONSIDERATIONS

1-59. The support concept for the SBCT is based on a number of assumptions that must be considered as part of the any military decisionmaking process (MDMP) process:

- Availability of HN and/or theater support contracts in areas such as transportation, life support, facilities support, and so forth, if needed.
- Food supply consists of meals, ready to eat (MREs) until food service capability arrives.
- Units attached or operational control (OPCON) to the brigade must be accompanied by organic support elements. These elements will augment like elements in the BSB to provide required support. This must always be coordinated with the BSB SPO.
- Sustainment stocks continue to flow during the initial, early entry buildup. However, resupply operations occur on an "as needed" basis, rather than according to a fixed, cyclic schedule; delivery requirements may dictate less-than-truck loads.
- The Defense Logistics Agency (DLA) will provide bulk fuel, water, and food—either through pre-positioned stocks or DLA theater support contracts (such as into plane contracts, into bag contracts, into truck contracts)—after sources are inspected and approved by veterinary and preventive medicine (PVNTMED) personnel.
- Refueling operations are planned and executed when SBCT fuel status falls below a command specified level (for example, 75 percent for RSTA elements and 50 percent for all other units).
- When the situation warrants, Logistics Civil Augmentation Program (LOGCAP) may be used to meet internal support requirements. LOGCAP is coordinated through the BSB SPO and the AFSB.

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Chapter 2

SBCT Organization and Logistics Functions

OPERATIONAL FRAMEWORK

2-1. To achieve collaborated and coordinated operations, it is important to understand the operational framework of roles and responsibilities throughout the SBCT. This chapter outlines SBCT units and staff elements and details personnel, force health protection, legal, and contracting functions that are performed by SBCT elements outside the BSB. The BSB provides all logistic support to the SBCT. (Chapters 3 through 6 detail how the BSB performs its functions.)

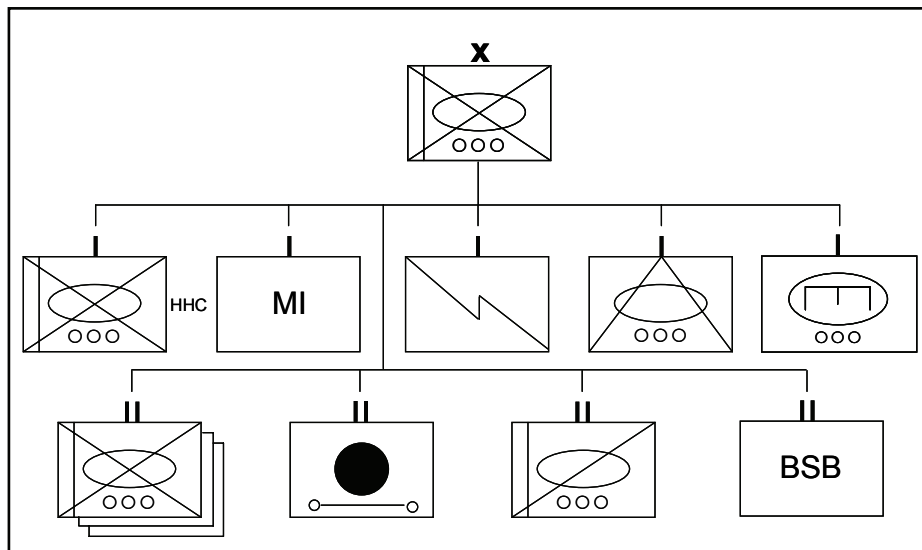


Figure 2-1. SBCT units

STRYKER INFANTRY BATTALIONS

2-2. The SBCT has three infantry battalions consisting of three rifle companies, each with three rifle platoons. Each rifle company has a section of organic 60-mm and 120-mm mortars, an MGS platoon with three MGS vehicles, and a sniper team. See figure 2-1. The HHC also has a mortar section (81-mm and 120-mm mortars), a reconnaissance platoon, and two sniper teams.

RECONNAISSANCE, SURVEILLANCE, TARGET ACQUISITION SQUADRON

2-3. The RSTA squadron of the SBCT is extremely mobile and can cover a very large AO. The RSTA is composed of five troops—one headquarters, three reconnaissance troops equipped with Stryker reconnaissance vehicles, and a surveillance troop.

2-4. Each of the reconnaissance troops includes three reconnaissance platoons and a mortar section. The three reconnaissance platoons are organized with four reconnaissance vehicles (RV), each with a crew and a scout team for dismounted reconnaissance. The mortar section consists of two 120-mm self-propelled mortars and a fire direction center.

2-5. The surveillance troop provides the squadron commander with a mix of specialized capabilities built around aerial and ground sensors. The UAS platoon launches, flies, recovers, and maintains the squadron's aerial reconnaissance platforms. The multisensor platoon consists of ground-based radio

signals interception and direction-finding teams (for example, Prophet teams); it also has a dedicated communications terminal that transmits, reports, and receives voice, data, digital, and imagery feeds from intelligence sources at every echelon from RSTA through national level. The ground sensor platoon provides remotely emplaced unmanned monitoring capabilities. The chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) reconnaissance platoon has three M93A1 vehicles (Fox) to determine the presence and extent of CBRNE contamination.

FIRES BATTALION

2-6. The fires, or field artillery, battalion consists of three field artillery batteries with the mission of destroying, neutralizing, or suppressing the enemy with cannon fire. The battalion headquarters battery operates as a tactical and administrative headquarters and provides target acquisition for the battalion by weapons locating radars.

BRIGADE SUPPORT BATTALION

2-7. The BSB is the organic logistics unit of the SBCT. It has four subordinate companies—a distribution company, a forward maintenance company, a BSMC, and an HHC. This BSB does not have forward support companies, like in other BCTs, and must task organize to provide support to each maneuver unit in the SBCT. (The BSB is described in detail in chapters 3 through 6.)

ENGINEER COMPANY

2-8. The engineer company provides the SBCT with mobility support. It consists of three mobility platoons and one mobility support platoon and has limited organic gap crossing capability.

ANTITANK COMPANY

2-9. The antitank company is the primary antiarmor force in the SBCT. The company consists of three platoons, each with three Stryker anti-tank guided missile (ATGM) vehicles.

NETWORK SUPPORT COMPANY (NSC)

2-10. The NSC is organic to the SBCT and connects the unit to the global information grid (GIG). Each NSC has three platoons—a tactical operations center (TOC) nodal platoon, a BSB nodal platoon, and a signal support platoon. The vehicles supported by the SBCT NSC use FBCB2-terrestrial.

MILITARY INTELLIGENCE (MI) COMPANY

2-11. The MI company consists of a small headquarters section; an intelligence, surveillance, and reconnaissance (ISR) integration platoon; an ISR analysis platoon; and a tactical HUMINT platoon. The ISR analysis and ISR integration platoons are OPCON by the SBCT S2; they also provide support to the development of the SBCT COP, targeting effects, situation development, and intelligence preparation of the battlefield (IPB). They integrate and analyze across the other war fighting functions (WFFs) reconnaissance and surveillance reporting to develop intelligence products in response to priority intelligence requirements (PIR). The tactical HUMINT platoon provides the SBCT with an organic capability to conduct HUMINT collection and counterintelligence activities.

BRIGADE STAFF ROLES AND ORGANIZATION

2-12. The mission of the SBCT staff is to—

- Plan, direct, control, and coordinate operations.
- Provide information management and communications.

2-13. The staff officers of the SBCT are organic to the SBCT HHC, and are not assigned to, or function as part of, subordinate units. They are equipped with many information systems and digital

communications to assist them in providing the commander with a timely and accurate synopsis of the COP. Therefore, they are always available to assist the commander to make and implement decisions.

2-14. The SBCT commander uses his/her professional knowledge, experience, and leadership style to organize the SBCT staff. The staff organization in garrison might not work in a combat environment. At the SBCT level, the distinctions between personal, coordinating, and special staffs are evolving. For example, although AR 27-1 requires the Staff Judge Advocate (SJA) to be a member of the commander’s personal staff, the BJA also provides operational law support to the operations section and administrative law support to the personnel section.

2-15. Brigade staffs are often organized by functional area. FM 3-90.6 suggests arranging the staff section into the following cells:

- Operations.
- Intelligence.
- Information operations (IO).
- Civil-military operations.
- Sustainment.
- Command, control, communications, and computers (C4OPS).

2-16. See figure 2-2, below, for an example of how the SBCT staff can organize by functional area.

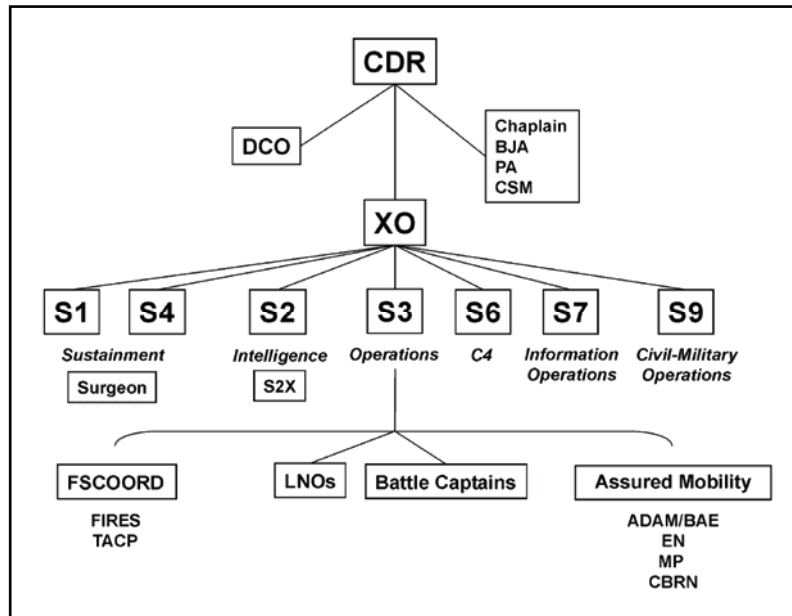


Figure 2-2. Brigade staff by functional area

2-17. The commander, assisted by the XO, organizes the various SBCT staff elements into functional cells. This organization varies according to the mission assigned to the SBCT. For example, during a civil support operation in CONUS, the operations and civil-military operations cells could merge.

2-18. At various times during the operations process, the XO organizes working groups to deal with certain issues. Generally, the SBCT has three standing working groups:

- ISR .
- Targeting.
- Army airspace command and control (A2C2).

OPERATIONS CELL

Operations Officer

2-19. The S3 is generally the chief of the operations cell, which includes fires, operations, and engineer staff sections. The S3 is the coordinating staff officer for all matters concerning tactical operations of the SBCT. The S3 provides technical guidance to SBCT units in the areas of training, operations and plans, and force development and modernization. The S3 may be in the line of succession after the deputy commanding officer (DCO), battalion commanders, or the XO per the commander's guidance. The responsibilities of the S3 include—

- Preparing, coordinating, publishing, and distributing SBCT orders, plans, and SOPs.
- Synchronizing the effects of SBCT combat units according to the SBCT commander's intent.
- Developing the SBCT ISR plan.
- Focusing on current operations if the DCO assists with planning future operations.
- Identifying training requirements, recommending allocation of training resources, and preparing the commander's training guidance.
- Participating in the targeting and IO process.
- Reviewing orders, plans, and SOPs from subordinate units.
- Planning SBCT unit movements, to include deployments.
- Managing A2C2 and terrain in the SBCT AO.
- Coordinating and integrating joint, interagency, and multinational (JIM assets into SBCT operations.
- Planning for dislocated civilians (DCs), civilian internees, and detainee operations.
- Representing Army aviation in MDMP and other staff planning processes (such as IPB, ISR, and targeting).
- Assisting the S3 in the development of airspace control measures.
- Maintaining the aerial portion of the COP.
- Assisting the fires section in analysis of airspace control orders (ACOs) and air tasking orders (ATOs).

Engineer Coordinator

2-20. The engineer coordinator (ENCOORD) is a special staff officer responsible for coordinating the use of engineer and other organic or augmenting assets to conduct combat (mobility, countermobility, and survivability) and general and geospatial engineering support to the SBCT. Since SBCTs do not have an engineer battalion, the staff ENCOORD provides the senior technical insight to engineer functions. The duties of the ENCOORD include—

- Advising the commander on necessary augmentation to be requested.
- Recommending the engineer priorities of effort and support, essential mobility/survivability tasks (EMST), and acceptable mission risks to the commander.
- Advising the commander on obstacle construction and destruction.
- Participating in targeting meetings.
- Providing a terrain visualization mission folder on the effects of terrain on friendly and enemy operations.
- Producing specialized maps and maintenance of the digital terrain database (in coordination with [ICW] the S2).
- Monitoring the status of engineer units and the engineer capabilities of other SBCT units and providing that status to appropriate SBCT staff sections.
- Assisting the IPB process with the engineer battlefield assessment.

- Planning and coordinating the use of the scatterable mines (SCATMINES) with the fires section.
- Planning and supervising construction and maintenance of camps and facilities for SBCT units.
- Synchronizing environmental considerations for the SBCT staff.

Provost Marshal

2-21. The provost marshal (PM) is a special staff officer responsible for planning and coordinating military police (MP) operations. The PM provides staff supervision for the five MP functions—maneuver and mobility support (MMS) operations, area security, law enforcement, internment resettlement, and police intelligence operations. The duties of the PM include—

- Planning and coordinating MP support to mobility/countermobility/survivability operations.
- Supervising operations at the SBCT detainee collection point (DCP).
- Advising the SBCT commander on the conduct of law and order operations.
- Assisting the S2 with physical security.
- Conducting liaison with local civilian law enforcement authorities.

Chemical Officer

2-22. The chemical officer (CHEMO) is a special staff officer responsible for CBRNE hazards and smoke operations. The duties of the CHEMO include—

- Recommending operational exposure guidance (OEG), biological warfare defense measures, and appropriate mission-oriented protective posture (MOPP) levels to the SBCT commander.
- Providing technical advice and recommendations on CBRNE reconnaissance and smoke operations.
- Assessing the effect of enemy CBRNE-related attacks on current and future operations.
- Assessing the effect of toxic industrial chemicals (TICs) and toxic industrial materials (TIMs) on Soldiers, and the effects of SBCT operations on civilian TIC/TIM facilities.
- Planning and coordinating CBRNE decontamination (except patient decontamination) operations.
- Operating the SBCT CBRNE warning and reporting system.

Battle Captains

2-23. Battle captains assist the command group in controlling the SBCT. Battle captains remain in the command post (CP), keeping focused on the current operation, and continuously assisting the SBCT (and battalion) commanders in the C2 of their fight. The duties of battle captains can be divided into two major areas: information management (IM) and CP operations. The responsibilities of battle captains include—

- Monitoring the status of commander's critical information requirements CCIR.
- Supervising the battle staff NCOs conducting battle tracking by—
 - Monitoring current location of friendly and enemy units, and groups of civilians.
 - Assessing the activities and combat power of friendly and enemy units.
 - Monitoring the status of adjacent and supporting units.
 - Monitoring and synchronizing the COP displays in the SBCT CP.
 - Ensuring the proper integration of SBCT ABCS.
 - Supervising the flow of information among staff cells within the SBCT CPs.
 - Providing current status to assist with MDMP and planning future SBCT operations.
 - Enforcing CP policies according to unit SOP and current OPORD.

Liaison Officers

2-24. The SBCT commander has LNOs that represent him at the headquarters of another command to coordinate and promote cooperation between the two commands. SBCT LNOs are usually captains. The duties of an LNO include—

- Acquiring and maintaining a full understanding of the SBCT commander's intent. (The LNO must be able to understand and explain SBCT actions to the gaining command.)
- Maintaining an awareness of SBCT and subordinate unit situations, planned ISR and combat operations, and status.
- Maintaining an awareness of the gaining command's status and planned operations.

INTELLIGENCE CELL

Intelligence Officer

2-25. The S2 is the coordinating staff officer for all matters concerning the enemy and/or threat, the environment as it affects the enemy, and counterintelligence. In addition, the S2 works with the SBCT PM to plan and execute physical security programs. The S2 is responsible for intelligence readiness, intelligence tasks, intelligence synchronization, and other intelligence support. The duties of the S2 include—

- Managing the SBCT intelligence process.
- Managing IPB, including integration of input from other staff sections.
- Providing situation development, to include updating the enemy/threat, terrain and weather, and civil considerations portions of the COP.
- Providing intelligence support to the targeting process—including participating in the targeting meetings, developing high-value targets (HVTs), and tracking high-payoff targets (HPTs).
- Providing intelligence support to IO by integrating intelligence products into IO planning and integrating IO considerations into the other intelligence tasks.
- Synchronizing intelligence support with combat and ISR operations through close coordination with the commander, DCO, XO, and S3.
- Analyzing CCIR. This includes PIR, friendly forces information requirements (FFIR), and other information requirements (IR) to develop collection tasks and requests from higher and adjacent units.
- Integrating ISR.
- Recommending adjustments to the ISR plan to facilitate ISR integration.
- Supervising collection operations.
- Coordinating technical oversight and support for MI assets and units.

Counterintelligence (CI) and HUMINT

2-26. The Staff Officer, Intelligence (S2X) is the staff officer responsible for CI and HUMINT associated matters. The S2X ensures that source-sensitive information is not inadvertently released, and that HUMINT sources are not compromised. The responsibilities of the S2 include—

- Developing the HUMINT collection plan to support the SBCT ISR collection plan.
- Coordinating and deconflicting HUMINT and CI activities in the SBCT AO with national agencies.
- Authorizing release of HUMINT reporting and products.
- Disseminating combat information and intelligence products to commanders and other users in a format that supports their SU.
- Ensuring all technical control measures for HUMINT and CI reporting are met.

- Providing operational guidance (not operational control) to HUMINT collectors and CI agents.
- Maintaining the SBCT HUMINT database.
- Identifying enemy intelligence collection capabilities, including efforts targeted against the SBCT.
- Evaluating enemy intelligence capabilities, including those that affect operations security (OPSEC), countersurveillance, signals security (SIGSEC), and psychological operations (PSYOP).

INFORMATION OPERATIONS CELL

2-27. The S7 (information operations officer) is a coordinating staff officer responsible for integration of nonlethal effects to destroy or disrupt the information flow of threat forces. The S7 also oversees the protection of friendly information from threat forces. Duties of the S7 include—

- Coordinating with the S6 to protect the SBCT C4 Ops network.
- Coordinating with the S2 on OPSEC.
- Integrating IO into the targeting process.
- Coordinating with the S3 and fires support coordinator (FSCoord) for military deception, PSYOP, and electronic warfare (EW).
- Coordinating with the public affairs officer (PAO) to disseminate information.

CIVIL-MILITARY OPERATIONS CELL

2-28. The S9 (civil-military operations officer) serves as the coordinating staff officer responsible for advising the commander on the relationship between the civilian population and military operations. The S9 advises the commander on how to best minimize civilian interference with military operations. The S9 serves as the SBCT's primary staff link to the civil-military operations center (CMOC), to maintain liaison with other U.S. government agencies, indigenous population and institutions (IPI), non-governmental organizations (NGOs), and international organizations in the AO. The responsibilities of the S9 include—

- Advising the commander on the effects of the civilian population on SBCT operations.
- Assisting a civil affairs (CA) company in the operation of a CMOC.
- Assisting the S3 to integrate attached CA units into the SBCT.
- Assisting in the development of plans to deconflict civilian activities with military operations.
- Planning community relations programs to gain and maintain public understanding and support of military operations.
- Coordinating with the brigade judge advocate (BJA) and chaplain to advise the SBCT commander on legal and moral obligations incurred from the effects of military operations on civilian populations.
- Coordinating with the PAO on supervising public information media under civil control.
- Coordinating with the FSCoord on culturally sensitive sites and protected targets.
- Coordinating with the CA units on the preparation and integration of area assessments in support of civil-military operations (CMO).

SUSTAINMENT CELL

Logistics Officer

2-29. The S4 (logistics officer) is usually the chief of the sustainment cell. The S4 is the coordinating staff officer for logistics operations and plans. The S4 provides staff oversight to SBCT units in the areas of supply, maintenance, transportation, and field services. The S4 is the SBCT staff integrator for the

BSB commander and his/her SPO, who executes sustainment operations for the SBCT. The S4 is also the staff point of contact for unit movements and deployments. The duties of the S4 include—

- Developing logistics plans to support SBCT operations.
- Coordinating with supporting sustainment brigades on current and future support requirements and capabilities.
- Conducting logistics preparation of the battlefield.
- Manages the logistics report for the brigade.
- Monitoring and analyzing the equipment readiness status of all SBCT units.
- Planning transportation to support special transportation requirements (such as casualty evacuation [CASEVAC]).
- Coordinating for all classes of supply, food preparation, water purification, mortuary affairs, aerial delivery, laundry, shower, and clothing/light textile repair.
- Recommending sustainment priorities and controlled supply rates (CSRs) to the commander.

Personnel Officer

2-30. The S1 (human resource officer) is the coordinating staff officer for all matters concerning human resources support (military and civilian). The S1 provides technical direction to SBCT units in the areas of personnel readiness management; personnel accounting and strength reporting; personal information management; casualty operations; postal operations; essential personnel services; human resources (HR) planning and operations; morale, welfare, and recreation (MWR); and reception, replacement, return to duty, rest and recuperation, and redeployment (R5) operations. The S1 may coordinate the staff efforts of the SBCT chaplain and the SBCT surgeon. The S1 is the staff point of contact for equal opportunity, retention, inspector general, and morale support activities. The responsibilities of the S1 also include—

- Managing military pay support (as an element of Defense Integrated Military Human Resources System [DIMHRS]).
- Preparing personnel estimates and annexes to plans.
- Coordinating command interest programs (such as voting assistance, Army Emergency Relief, community support programs, and so forth).
- Managing forms and publications management, official mail distribution, Privacy Act, Freedom of Information Act, and congressional inquiries.
- Overseeing internal Army Records Information Management System compliance.
- Coordinating with the HR operations cell in the sustainment brigade to obtain external HR support.

2-31. SBCT HR support is discussed in detail in paragraphs 2-40 through 2-58.

Brigade Surgeon

2-32. The SBCT surgeon is the special staff officer responsible for AHS support. The surgeon serves as an advisor to the SBCT commander on the physical and mental health of the command. The brigade surgeon manages AHS support activities through the BSS and coordinate implementation through the brigade S3. He provides AHS input and obtain information to facilitate health service support (HSS)/FHP mission planning. His specific duties in this area include—

- Ensuring implementation of the brigade TSOP pertaining to HSS/FHP missions/operations.
- Determining the allocation of medical resources within the brigade.
- Supervising technical training of medical personnel and the combat lifesaver program within the brigade.
- Determining procedures, techniques, and limitations in the conduct of routine medical care, emergency medical treatment (EMT) and advanced trauma management (ATM).
- Monitoring air and ground ambulance evacuation.
- Monitoring the implementation of automated medical systems.
- Informing the division surgeon on the status of brigade AHS operations.

- Monitoring the health of the command and advising the commander on measures to counter health and injury threats.
- Exercising technical supervision of subordinate battalion surgeons and physician assistants (PAs).
- Providing consultation and mentoring for subordinate battalion surgeon, physicians, and PAs.
- Providing the medical staff running estimate and health threats for inclusion in the commander's estimate.

Responsibilities of the Brigade Surgeon

2-33. The brigade surgeon has special staff responsibilities for—

- Planning and coordinating the following HSS activities:
 - Casualty care.
 - Medical treatment/area support
 - Medical evacuation (ground and air ambulance).
 - Essential dental care (operational dental care and emergency dental care).
 - Medical logistics (Class VIII supplies, blood management, field level (FL) and sustainment support (SS) medical maintenance).
 - Behavioral health/neuropsychiatric treatment.
 - Treatment of chemical, biological, radiological, and nuclear (CBRN) patients.
- Planning and coordinating the following force health protection (FHP) activities:
 - Preventive medicine (medical surveillance, occupational and environmental health surveillance, and field sanitation team training).
 - Combat and operational stress control.
 - Veterinary services (food inspection, care for military working dogs, and zoonotic disease surveillance) as required.
 - Dental services (preventive dentistry).
 - Laboratory services (area medical laboratory) as required.
- Advising on medical humanitarian assistance (See FM 8-42 pertaining to Title 10, United States Code requirements).
- Advising on health status of the command and of the occupied or friendly territory within the command's assigned AO.
- Reviewing all brigade OPLANs and contingency plans to identify potential medical hazards associated with geographical locations and climatic conditions.
- Advising on the medical effects of the environment, CBRN, and directed-energy devices on personnel, rations, and water.
- Advising commanders on the effects of accumulated fatigue, radiation exposure, possible delayed effects from exposure to chemical or biological agents, and use of countermeasures and pretreatments.
- Identifying and tracking critical Class VIII items and establishing priorities for procurement.
- Determining requirements for medical personnel and making recommendations concerning their assignments.
- Coordinating with the BSB medical operations (MEDOPS) officer and maneuver battalion staff elements for continuous AHS requirements.
- Submitting to higher headquarters those recommendations on professional medical problems that require research and development.
- Providing recommendations on allocation and redistribution of AMEDD personnel, medical logistics assets, and other AHS capabilities during the reconstitution process.

- Advising commanders on the effects of accumulated fatigue, radiation exposure, possible delayed effects from exposure to chemical or biological agents, and use of countermeasures and pretreatments.
- Advising commanders on policy for personnel exposed to lethal but not immediately life-threatening doses of radiation or chemical and biological agents.
- Ensuring that clear and accurate patient records are maintained of all clinical encounters for supported deployed personnel through the use of a DD Form 2766 (Adult Preventive and Chronic Care Flowsheet) or through the use of digital patient records, as they become available. See AR 40-66 and FM 4-02.6 for management of individual health records in the field. Also, digital patient records at the division and brigade level will be available through the fielding of Medical Communications for Combat Casualty Care (MC4) and the Theater Medical Information Program (TMIP).

2-34. The SBCT AHS support is discussed in detail in paragraphs 2-60 to 2-73.

COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTER CELL

2-35. The S6 is the coordinating staff officer for all matters concerning information systems operations. The S6 provides technical oversight of SBCT units in the areas of network operations (NETOPS), information dissemination, and information assurance.

2-36. The S6 is the SBCT staff integrator for the network support company. The responsibilities of the S6 include—

- Assessing SBCT information systems vulnerability to enemy and civilian actions.
- Recommending SBCT network priorities and constraints needed to accommodate bandwidth limitations.
- Advising the S3 on CP locations based on communications capabilities.
- Integrating ABCS and other information systems INFOSYS with the warfighter information network.
- Planning and directing communications protocols and user interfaces between the GIG and the SBCT network.
- Managing radio frequency allocations and assignments.
- Supervising information systems maintenance.

BRIGADE UNIT MINISTRY TEAM (UMT)

2-37. The SBCT UMT consists of at least one chaplain and one chaplain assistant noncommissioned officer (NCO). The mission of the SBCT UMT is to provide unit religious support to the command group and brigade staff and to exercise technical supervision over the provision of religious support by subordinate UMTs throughout the SBCT AO. It develops plans, policies, and programs for religious support. It coordinates and synchronizes area and denominational religious support coverage within the brigade.

2-38. Chaplains personally deliver religious support. They have two roles: religious leader and staff officer. The chaplain as a religious leader executes the religious support mission to ensure the free exercise of religion for Soldiers and authorized personnel. As a personal staff officer the chaplain serves as an advisor to the SBCT commander on matters of religion, morals, morale as affected by religion and the impact of indigenous religions on operations. The chaplain assistant NCO serves as the section NCOIC and assists the chaplain in providing religious support. Under the direction of the chaplain, the chaplain assistant NCO coordinates and synchronizes all tactical, logistical, and administrative actions necessary to carry out religious support operations; supervises, trains, and mentors subordinate UMT chaplain assistants in military occupational specialty (MOS) specific tasks; participates in battle staff planning, tracking, and execution; and coordinates and manages force protection for the SBCT UMT.

2-39. For a more detailed description of the duties and responsibilities of the SBCT chaplain and chaplain assistant NCO, see FM 1-05 and FM 3-90.6

SUSTAINMENT PROVIDED BY ELEMENTS OTHER THAN THE BSB

2-40. The key logistics and medical provider within the SBCT is the BSB. However, other elements in the SBCT plan and execute sustainment operations. Staffs of SBCT subordinate units also play key roles in logistics; there are medical assets in a number of the other organizations in the SBCT. This section covers the logistics functions performed by SBCT elements other than the BSB.

HUMAN RESOURCES SUPPORT

2-41. The SBCT S1 section consists of 13 personnel within a section headquarters, a personnel readiness team, and HR services team. The brigade S1 section normally operates as an element of the sustainment cell in the main command post. During operations conducted from a forward operating base (FOB), when the BSB is located with the remainder of the brigade, the S1 section will remain together and will maintain voice and data links to the BSB for the execution of some HR tasks. When the BSB is operating separately from the brigade main command post, elements of the S1 section will collocate with the BSB command post to facilitate essential personnel services (EPS), postal operations, R5 operations, and casualty operations. Normally when the S1 section separates, the HR services team will move to the BSB command post with either the HR technician or the senior HR NCO leading the section. It is critical that the section maintains tactical voice, NIPRNET, and Secret Internet Protocol Router Network (SIPRNET) data connectivity when elements operate from different locations.

ESSENTIAL PERSONNEL SERVICES

2-42. The SBCT and battalion S1 sections perform EPS to provide timely and accurate personnel services that efficiently update Soldier status, readiness, and quality of life, and allow Army leadership to effectively manage the force. EPS includes processing awards and decorations, evaluations, transfers, leaves and passes; managing promotions (to include semi-centralized NCO promotions) and personnel actions (requests for special training or reclassification); creating identification cards and tags; and processing line of duty (LOD) investigations and MOS medical retention boards for the Soldiers assigned and attached to the brigade. EPS has both manual and automated elements. The decentralized execution of EPS places a greater burden on the S1 section but also makes Soldier support much more responsive and timely. SBCT S1 sections will be equipped with deployable DEERS-Rapid technology to produce common access cards (CAC). Additionally, SBCT and battalion S1 sections are equipped with digital senders to expedite the processing of manual actions and integration of approved orders into a Soldier's permanent military personnel file (MPF). Upon fielding Interactive Personnel Electronic Record Management System (iPERMS), S1 sections will have the capability to input supporting documentation for Soldiers and then see the documentation in the Soldier's official MPF. The approval of digital signature and the introduction of forms content management speeds EPS actions and more effectively links the S1 section to the top of the HR system, the Human Resources Command (HRC).

CASUALTY OPERATIONS

2-43. SBCT and battalion S1 sections are critical elements in the theater casualty operations network. The single most important S1 function in casualty operations is ensuring the timely and accurate reporting of all casualties in the required format to ensure the accurate and expeditious notification of next of kin (NOK) and managing changes in Soldier status. Additionally, commanders demand effective tracking of Soldiers in the HSS process, especially when Soldiers are evacuated from the theater. S1s should expect to participate in tracking evacuated Soldiers.

2-44. Casualty reporting starts at the point of injury with the preparation of the DA Form 1156 (*Casualty Feeder Card*). Data found on this form is transmitted to the 1SG and subsequently to the battalion S1 section by the most expedient method available—either messenger, voice (frequency modulation or, in some cases, tactical satellite), or electronic text data (free text FBCB2, Blue Force Tracking [BFT] or Enhanced Position Location Reporting System [EPLRS]). The battalion S1 receives the data, verifies the data using unit Soldier readiness processing (SRP) folders, and executes required field grade officer verification before passing the casualty data to the SBCT S1 section. The SBCT

prepares the initial Defense Casualty Information Processing System - Forward (DCIPS-FWD) casualty report. Both the SBCT and battalion S1 sections ensure that the DCIPS-FWD reports are accurate and complete and then forward them to the SBCT S1 for verification. They are then dispatched to the G1 of the higher headquarters or directly to the supporting ASCC/Army Casualty Area Command. Ultimately, all casualty reports are processed at the theater Army Casualty Area Command and are forwarded to the Casualty and Memorial Affairs Operations Center (CMAOC) at HRC. DCIPS-FWD reports prepared by SBCT S1 sections will be reviewed by several levels of command, but they are the basis for the report submitted to the Army leadership. Accuracy and timeliness are critical. The SBCT S1 section may place an ad hoc casualty liaison team in the BSMC in the BSA to ensure proper reporting of casualties received at that location. This team is normally taken from the HR services team of the SBCT S1 section and can be augmented by members of battalion S1 sections, as required. Casualty liaison teams from supporting HR companies will be located at all combat support hospitals (CSHs) and with the division G1. DCIPS-FWD is currently the official means of casualty reporting and is expected to be replaced by the web-based DCIPS-Casualty Reporting (DCIPS-CR).

2-45. Casualty tracking will take place as brigade Soldiers flow through the AHS system and the graves registration system. SBCT and battalion S1 sections must monitor DCIPS-FWD traffic for updates on evacuated Soldiers and remains and must be prepared to perform required electronic military personnel office (eMILPO) transactions as status changes. S1s will be required to call medical treatment facilities (MTFs) for information in some cases. (S1s ensure that tactical phone numbers are disseminated for all supporting MTFs.) Higher headquarters G1s will have this information for casualty liaison teams located at combat support hospitals (CSHs) and their equivalent U.S. Air Force and U.S. Navy hospitals in the theater. Brigade commanders will require S1 sections to know the whereabouts of all evacuated Soldiers and remains.

2-46. Additional S1 responsibilities include ensuring that all casualty notification documents are updated and accurate. eMILPO is the means for preparing DD Form 93 (*Record of Emergency Data*) and servicemen's group life insurance documents located in the local MPF and the SRP packet. These documents are the source of NOK data and are the responsibility of the SBCT and battalion S1s. S1s will track the NOK notification process through DCIPS-FWD traffic. S1s must emphasize the requirement to allow official NOK notification to take place before any information is provided to family members through unofficial voice or data means. Unofficial notification is detrimental to the NOK and may not be as accurate as required. The S1 will normally prepare letters of condolence for commanders and will ensure that posthumous awards and any posthumous promotions are properly prepared and executed. It is the intent of Army leadership that all possible posthumous awards are presented by the senior Army official present before the funeral services for the deceased Soldier. S1s may be required to appoint summary court officers for personal effects and LOD investigating officers.

POSTAL OPERATIONS

2-47. The SBCT S1 is responsible for developing and coordinating the postal operations plan and coordinating required support from HR company postal platoons for postal finance and outgoing mail support. Normally, Soldier mail will arrive at the BSA already sorted by the unit. Four-digit zip code extensions or unit number designations make unit sorting easier but may not always be available. S1s will establish unit mail rooms as required and ensure that adequate unit mail clerks are trained and on orders. Battalion S1s will ensure that the SBCT S1 receives daily updates for mail delivery points for subordinate units and that all changes to task organization are provided to supporting Army post offices. Battalion S1s will coordinate with the SBCT S1 for the processing of official mail. S1s will ensure that Soldiers have the opportunity to send mail out of theater as often as the tactical situation allows. SBCTs may receive an augmentation of a postal platoon in the BSA if the bulk of the projected flow of mail warrants or if the FOB has a density approaching 6,000 Soldiers.

MWR OPERATIONS

2-48. SBCT and battalion S1s plan, coordinate, and integrate MWR activities for their units. MWR programs are found at all echelons on the battlefield and requirements are based on the combat

environment and the availability of resources. MWR activities include athletics and recreation programs, Army and Air Force Exchange Service (AAFES) Imprest Fund Activity (AIFA) which provide mobile AAFES facilities for Soldiers, local rest and recuperation (R&R) facilities, coordination for MWR athletic kits, book kits, and health and comfort packs (HCPs) through the S4. MWR phone and data facilities may be available during sustainment operations that may be controlled by the S1. Any MWR activity or resource which may temporarily ease a Soldier's burden is of benefit.

PERSONNEL READINESS MANAGEMENT (PRM)

2-49. PRM is the process of distributing Soldiers based on documented requirements, authorizations, and predictive analysis to support the commanders' priorities. Strength management, strength distribution, replacement operations, and personnel readiness reporting are all elements of PRM. The personnel readiness team of the S1 section is primarily responsible for this process. The S1 section analyzes on-hand personnel strengths against documented authorizations to determine shortages. The shortages are reported to HRC through timely and accurate transactions in the HR system of record (Active Army reports through eMILPO, United States Army Reserve (USAR) through regional level application software RLAS, Army National Guard (ARNG) through Standard Installation Division Personnel/Reserve Component Augmentation System (SIDPERS/RCAS) and, eventually, DIMHRS). HRC fills valid requirements directly to the SBCT based on the prioritization of fill provided by the Army G1 and implemented by HRC as a result of the Army Manning Guidance. All SBCT S1s will have an assigned Distribution Manning Sub-Level (DMSL) through which all arriving Soldiers and leaders are processed and distributed direct from HRC to the SBCT. The art of PRM includes predictive analysis that assesses operational conditions to predict shortages through casualties and other conditions (return to duty [RTD] rates, nondeployable rates, and so forth). This predictive analysis must be provided to HRC to ensure strength managers at the top of the system have full visibility of wartime requirements. The SBCT S1 is responsible for making the allocation decisions within the brigade to fill documented shortages based on the priority of fill determined by the commander. PRM is a continuous process which is the end state of the personnel estimate, prepared by the SBCT S1.

PERSONNEL ACCOUNTING AND STRENGTH REPORTING (PASR)

2-50. PASR is the deliberate personnel accounting and reporting for Soldiers and DA civilians assigned to the SBCT. PASR is the mechanism used to provide information critical to commanders and the PRM system. The accuracy of PASR data directly impacts all elements of the sustainment function. Personnel accounting is the process of recording by-name data for Soldiers when they arrive, depart, change duty location, or change duty status. Company ISGs and battalion S1 sections are critical participants in this process. S1s must be very sensitive to the accuracy and timeliness of all personnel accounting reports, and must pay special attention to Soldiers who have changed status in the HSS process. Strength reporting is the numerical end product of the by-name accounting process. All companies, battalions, and brigades conduct strength reporting daily according to unit SOPs. While deployed, FBCB2 and Tactical Personnel System (TPS) or Deployed Theater Accountability System (DTAS) are the best tools to report the data and process it into the required personal status or joint personnel status and casualty reporting form for reporting to higher headquarters. Normally deployed strength data is rolled up from the company to the theater level daily. Company-level accuracy is the key to an accurate theater strength report. Changing task organizations are of critical concern to S1s, as they impact the strength reporting process. The most common mistake made in this process is double counting, which results from task organization changes. It is critical to remember that the accounting of personnel is only useful if it is linked to authorizations—either documented or based upon manning priority. PASR takes Soldiers (faces) and compares their numbers to authorized positions (spaces).

PERSONNEL INFORMATION MANAGEMENT (PIM)

2-51. PIM is collecting, processing, storing, displaying, and disseminating critical Soldier information. PIM is both a manual and digital process which moves Soldier data. It supports the execution of all other core competencies. As part of HR transformation, access to the majority of digital PIM systems has been pushed to the SBCT and battalion S1 section. The maintenance of the MPF for each Soldier has also

been pushed to the SBCT S1. Complete accountability of the MPF is critical to executing effective casualty notification. S1s now have the resources required to maintain and update Soldier data to ensure greater timeliness and accuracy in processing data. SRP files created prior to deployment are an element of PIM. Effective PIM is critical to enable timely PRM to maintain unit personnel combat power. All HR information technology (IT) systems are key enablers for PIM. The MOS 420A and 42F assigned to the SBCT S1 section are the primary managers of PIM in the SBCT and all assigned and attached battalions.

RECEPTION, REPLACEMENT, RTD, R&R, REDEPLOYMENT OPERATIONS

2-52. R5 operations include planning, preparing, assessing, and executing the movement and tracking of Soldiers from designated points of origin to final destinations, and to coordinate life support as required during the movement process. The majority of R5 operations are executed at the theater/ASCC level by HR companies with R5 platoons. Within the brigade, R5 operations consist of monitoring the flow of Soldiers into and out of the SBCT AO. PRM will establish replacement requirements based on shortages of assigned personnel against authorizations, and HRC will place corresponding Soldiers of the correct MOS and grade on orders to the brigade and subordinate battalions. R5 will track them as they flow into the brigade area, normally at the BSA. When the personnel services team of the S1 section is split and is operating at the BSB CP, they will execute R5 tasks at the BSA and coordinate the onward movement of Soldiers flowing into the brigade through the BSA to the battalions. If the S1 section has no elements in the BSA, the BSB S1 section may assume R5 duties in support of the brigade at that location. The most critical R5 task is the constant updating of the DTAS database as Soldiers move through the R5 process. DTAS allows near real time visibility of Soldier movement. R5 operations allow for Soldier visibility as they move within the theater and record when they leave the theater. The flow of replacements impacts the manning function of HR.

HR PLANNING AND OPERATIONS

2-53. HR planning and operations is the core competency which impacts all others. It is the process the SBCT S1 section uses to perform other core competencies in garrison or while deployed. HR planning and operations—

- Is the means by which the S1 envisions a desired HR end state to support the SBCT commander's mission requirements.
- Determines effective ways of achieving the SBCT commander's mission requirements.
- Communicates to subordinate S1s and supporting HR unit leaders the intent, expected requirements, and outcomes desired to provide the support in the form of an operation plan (OPLAN), OPORD, or annex (planning).
- Is the process of tracking current and near-term (future) execution of the planned HR support to ensure effective support to the operational commander.

2-54. First and foremost, effective HR planning and operations at the SBCT depend on detailed knowledge of the Army's MDMP (in order to perform planning processes) and depend on a current and detailed understanding of the operational COP. S1s must closely monitor the COP to better plan for and react to operational requirements requiring HR inputs or which impact HR core competencies.

2-55. Key HR planning information includes—

- Operational task organization.
- Projected changes to task organization during conduct of the operation by phase.
- HR data contributed to the logistic report.
- Projected/updated unit strength data during the operation.
- Updated loss projections (casualty estimates).
- Key MOS shortages and loss predictions.
- Replacement policies and flow.
- Theater evacuation policy.
- Manning priorities (priority of fill).

- Crew/key leader reconstitution planning.
- Casualty reporting scheme.
- Location of MTFs and evacuation assets.
- Location of casualty liaison teams (CLTs).
- Postal flow rates and the location of supporting postal units.
- R&R policy and projections during the operation.
- PASR reporting means during the operation and timings.
- Wartime theater awards policy (as impacted by task organization).
- Location of supporting HR organizations.
- Location of subordinate S1 sections.

SPLIT SECTION OPERATIONS

2-56. The SBCT S1 section may have to split its operations between the SBCT main CP and the BSB/SBCT CP. Careful breakdown of capabilities and tasks must be considered. Normally the S1 and the personnel readiness team will remain at the SBCT main CP with either the NCOIC or HR technician leading the HR services team at the BSB CP. Each SBCT S1 section has redundant transportation, so splitting of the section is feasible. The majority of PRM and PASR actions will be performed at the SBCT main, while the majority of EPS, postal, and R5 functions will be performed in the BSA. Casualty operations will be conducted at both locations. When operating as a split section, voice and data connectivity are critical to maintain the synergy of the section and to ensure that the brigade receives fully capable HR support. Redundant data systems are required to ensure success.

INTERNET CONNECTIVITY FOR PERSONNEL OPERATIONS

2-57. Connectivity is essential for the success of S1 operations in the tactical environment. S1 sections must have access to robust voice, NIPRNET and SIPRNET to perform core competencies. S1s must ensure that sections are positioned in proximity of this connectivity. The majority of HR systems operate on NIPRNET data processes. S1 sections gain NIPRNET connectivity through Very Small Aperture Terminal (VSAT)/Combat Service Support Automated Information Systems Interface (CAISI) system. All SBCT S1 sections are equipped with VSAT terminals and CAISI bridge modules which allow the creation of a satellite-based NIPRNET feed at all times. Battalion S1 sections have CAISI client modules which can tie into either the SBCT S1 VSAT or the VSAT terminal. CAISI devices must be positioned within 3 to 5 kilometers of the supporting VSAT to allow the wireless technology to properly function. NIPRNET connectivity is critical in enabling S1 sections to perform routine actions with HRC on a daily basis while deployed. SIPRNET connectivity is available through Maneuver Control System (MCS), Joint Network Nodes (JNN), and Command Post Node (CPN). S1 sections must position a portion of its element in the vicinity of JNN to use the SIPRNET connectivity provided to perform daily DTAS inputs. S1s must coordinate with SBCT and battalion S6s for this daily access. Tactical voice connectivity is critical for reporting, especially for casualty reporting. ABCSs (such as BCS3, FCB2, and BFT) allow the S1 section to maintain the COP and ensure that HR supports the operational plan. These enablers also allow the S1 to proactively react to the changing operational situation.

COORDINATING STAFF RESPONSIBILITIES

2-58. The SBCT commander and XO may assign the following coordinating staff responsibility to the S1:

- Equal opportunity (EO) advisor.
- AHS.
- Retention.
- Military pay.
- PAO.
- SJA.

CONTRACTED PERSONNEL ACCOUNTABILITY

2-59. Contractor accountability is a very challenging mission that is not a traditional S1 responsibility. Based on interim Army policy and doctrinal guidance, the contractor coordination cell (CCC) of the AFSB, in coordination with the contract companies, is responsible for maintaining accountability of all system contractors who deploy with, and/or have a habitual relation with, the SBCT. Unless required by the Army force commander, there is no requirement for the SBCT to account for any other contractors operating in the SBCT AO. In any case, the SBCT S1 and brigade logistic support team (BLST) leader must ensure that they stay abreast of current DOD and DA policy related to this area of concern.

ARMY HEALTH SYSTEM SUPPORT MISSION

2-60. The AHS is a component of the Military Health System (MHS) that is responsible for operational management of the HSS and FHP missions for training, predeployment, deployment, and postdeployment operations. Health service support includes all support and services performed, provided, and arranged by the AMEDD to promote, improve, conserve, or restore the mental and physical well being of personnel in the Army and, as directed in other Services, agencies, and organizations. This includes casualty care (encompassing a number of AMEDD functions—organic and area medical support, hospitalization, the treatment aspects of dental care and behavioral health (BH)/neuropsychiatric (NP) treatment, clinical laboratory services, and the treatment of chemical, biological, radiological, and nuclear [CBRN] patients), medical evacuation, and medical logistics. Force health protection includes all measures to promote, improve, or conserve the mental and physical well-being of Soldiers. These measures enable a healthy and fit force, prevent injury and illness, and protect the force from health hazards and includes the prevention aspects of a number of AMEDD functions (preventive medicine—including medical surveillance and occupational and environmental health surveillance—veterinary services—including the food inspection and animal care missions, and the prevention of zoonotic diseases transmissible to man), COSC prevention, dental services (preventive dentistry), and laboratory services (area medical laboratory support).

2-61. The AHS involves the delineation of support responsibilities by capabilities (roles of care) and geographical area (area support). The AHS executes its HSS and FHP missions as a single, seamless, and integrated system. It is a continuum from the point of injury or wounding through successive Roles of care to the continental United States (CONUS) support base.

BRIGADE SURGEON

2-62. The brigade surgeon oversees the AHS program. Army Health System support within the SBCT is focused on maintaining a healthy and fit force and providing prompt HSS and FHP. Maintaining a healthy and fit force is accomplished via the brigade FHP programs to prevent disease and nonbattle injury (DNBI) through medical surveillance, occupational and environmental surveillance, health assessments, PVNTMED measures and personal protective measures. Prompt HSS consists of those measures necessary to recover, resuscitate, stabilize, and prepare patients for evacuation to the next level of care or return to duty. Brigade medical personnel are responsible for providing prompt AHS support. Brigade medical personnel include platoon and company medics, medical platoons, BSMC, BSB medical operations cell, brigade surgeon section (BSS) and augmentation medical elements. The brigade surgeon oversees AHS support for the brigade and is assisted by battalion surgeons, physicians, and physician's assistants.

2-63. The AHS package is integrated into the brigade OPLAN and tailored as required to meet operational requirements by the SBCT surgeon. Using FBCB2, medical communications for combat casualty care (MC4), and other computer and communication systems, medical units/elements including treatment and medical evacuation platforms, ensure medical SU. This SU enhances HSS during operations by decreasing the reaction time. HSS/FHP activities are sustained through responsive medical logistics (MEDLOG) support. Reach operations to the sustaining base can place medical expertise in forward areas to provide consultation as required to ensure optimal care for the wounded/injured Soldier. They also establish the sustaining base link for continuity of care and support the AHS support within

the SBCT AO. This capability maximizes the Soldier potential RTD and supports the Army's commitment to ensure the best care possible for its deployed Soldiers.

ROLES OF MEDICAL CARE

2-64. A basic characteristic of an organizing modern AHS is the distribution of medical resources and capabilities to facilities at various levels of location and capability, which are referred to as roles. As a general rule, no role will be bypassed except on grounds of efficiency or battlefield expediency. The rationale for this rule is to ensure the stabilization/survivability of the patient through ATM and far forward resuscitative surgery prior to movement between MTFs (Roles 1 through 3). (A discussion on the roles of care is contained in Appendix A.)

2-65. Role 1. The first medical care a Soldier receives is provided at Role 1 (also referred to as unit-level medical care). This role of care includes—

- Immediate lifesaving measures.
- Disease and nonbattle injury prevention.
- Combat and operational stress preventive measures.
- Patient location and acquisition (collection).
- Medical evacuation from supported units (point of injury or wounding, company aid posts, or casualty collecting points [CCPs]) to supporting MTFs.
- Treatment provided by designated combat medics or treatment squads. (Major emphasis is placed on those measures necessary for the patient to RTD or to stabilize him and allow for his evacuation to the next role of care. These measures include maintaining the airway, stopping bleeding, preventing shock, protecting wounds, immobilizing fractures, and other emergency measures, as indicated.)

2-66. Nonmedical personnel performing Role 1 first-aid procedures assist the combat medic in his duties. First aid is administered by an individual (self-aid/buddy aid) and enhanced first aid by the combat lifesaver (CLS).

- Self-aid and buddy aid. Each individual Soldier is trained to be proficient in a variety of specific first-aid procedures. These procedures include aid for chemical casualties with particular emphasis on lifesaving tasks. This training enables the Soldier or a buddy to apply first aid to alleviate a life-threatening situation.
- Combat lifesaver. The CLS is a nonmedical Soldier selected by his unit commander for additional training beyond basic first-aid procedures. A minimum of one individual per squad, crew, team, or equivalent-sized unit should be trained. The primary duty of this individual does not change. The additional duty of the CLS is to provide enhanced first aid for injuries based on his training before the combat medic arrives. Combat lifesaver training is normally provided by medical personnel assigned, attached, or in sustainment units. The senior medical person designated by the commander manages the training program.

2-67. Role 1 medical treatment is provided by the combat medic or by the physician, the physician assistant (PA), or the health care specialist in the battalion aid station (BAS). In Army special operations forces (ARSOF), Role 1 treatment is provided by special operations combat medics (SOCMs), special forces medical sergeants (SFMSs), or physicians and PAs at forward operating bases, special forces (SF) operating bases (SFOB), or in joint special operations task force (JSOTF) areas of responsibilities (AOR).

- Emergency medical treatment (EMT) (immediate far forward care) consists of those lifesaving steps that do not require the knowledge and skills of a physician. The combat medic is the first individual in the medical chain who makes medically-substantiated decisions based on medical military occupational specialty (MOS)-specific training.
- At the BAS, the physician and the PA in a treatment squad are trained and equipped to provide ATM to the battlefield casualty. This element also conducts routine sick call when the tactical situation permits. Like elements provide this role of medical care to brigades, division, corps, and EAC units.

2-68. Role 2.

- At this role, care is rendered at the Role 2 MTF which is operated by the treatment platoon of divisional and nondivisional medical companies/troops. Here the patient is examined and his wounds and general medical condition are evaluated to determine his treatment and evacuation precedence, as a single patient among other patients. Advanced trauma management and EMT including beginning resuscitation is continued, and, if necessary, additional emergency measures are instituted, but they do not go beyond the measures dictated by immediate necessities. The Role 2 MTF has the capability to provide packed red blood cells (RBCs) (liquid), limited x-ray, laboratory, and dental support.
- Role 2 AHS assets are located in the—
 - Brigade support medical company (BSMC), assigned modular brigades which include the heavy brigade combat team (HBCT), infantry brigade combat team (IBCT), the Stryker brigade combat team (SBCT), and the medical troop in armored cavalry regiments (ACRs).
 - Area support medical company (ASMC) an echelons above division (EAD) asset that provides direct support to the modular division and support to EAD units.
 - Preventive medicine and COSC assets are also located in the BSMC and ASMC.
 - Those patients who can RTD within 72 hours (1 to 3 days) are held for treatment. Patients who are nontransportable due to their medical condition may require resuscitative surgical care from a forward surgical team (FST) collocated with a medical company/troop. (A discussion of the FST is contained in FM 4-02.25.)
 - This role of care provides medical evacuation from Role 1 MTFs and also provides Role 1 medical treatment on an area support basis for units without organic Role 1 resources.

2-69. Role 3. At Role 3, the patient is treated in an MTF staffed and equipped to provide care to all categories of patients, to include resuscitation, initial wound surgery, and postoperative treatment. This role of care expands the support provided at Role 2. Patients who are unable to tolerate and survive movement over long distances receive surgical care in a hospital as close to the division rear boundary as the tactical situation allows. This role includes provisions for—

- Evacuating patients from supported units.
- Providing care for all categories of patients in an MTF with the proper staff and equipment.
- Providing support on an area basis to units without organic medical assets.

2-70. Role 4. The continental United States Support Base Role 4.. Role 4 medical care is found in support base hospitals. Mobilization requires expansion of military hospital capacities and the inclusion of Department of Veterans Affairs (VA) and civilian hospital beds in the National Disaster Medical System (NDMS) to meet the increased demands created by the evacuation of patients from the AO. The support-base hospitals represent the most definitive medical care available within the AHS.

- (For the definitive information on the remaining levels of care, see FM 4-02).

ECHELONS ABOVE BRIGADE MEDICAL AUGMENTATION

Forward Surgical Team

2-71. The forward surgical team (FST) comprises 20 personnel and has two operating tables along with triage/preoperative and postoperative/recovery capabilities. The FST collocates with the BSMC, but in doing so, it causes the BSMC to reduce its tactical mobility due to the critical nature of the Soldier patients treated by the FST. (See FM 4-02.25 for definitive information on the FST.)

Forward Support Medical Evacuation Team (FSMT)

2-72. Aeromedical evacuation support should be coordinated with the combat aviation brigade (CAB) prior to operations. Normally these air ambulances are placed in direct support of brigade operations. Under some scenarios, patients are evacuated by air ambulance from the brigade AO to a supporting role 3 MTF—either a combat support hospital or to a supporting offshore hospital afloat. (See FM 4-02.2 for definitive information on the FSMT.)

Additional Augmentation

2-73. Additional augmentation is provided as required based upon METT-TC factors and may include expanded PVNTMED support, dental services, MEDLOG including blood management, expanded behavioral health (BH)/combat and operational stress control (COSC) support, veterinary services (food inspection, surveillance, and animal care), area medical laboratory (AML) services, and other ancillary support as required. Under conditions of increased CBRN risk, the need for corps augmentation of the AML will become essential. While the RSTA squadron can detect the presence of CBRNE agents to allow an immediate tactical response to a suspected CBRN threat, the confirmatory analysis testing capability of the AML is required to allow for strategic CBRN decision-making and official notification.

SBCT MEDICAL FORCE STRUCTURE

Brigade Surgeon Section

2-74. The BSS is assigned to the brigade HHC and operates out of the brigade main TOC. (For definitive information on the SBCT BSS, see FM 3-90.6 and FM 4-02.21.)

Brigade Support Medical Company

2-75. The BSMC is organic and subordinate to the BSB and provides AHS support and operates a Role 2 MTF for the SBCT. The BSMC may be augmented by medical brigade/multifunctional medical battalion unit/elements according to METT-TC factors. (See chapter 5 for more information on the BSMC.)

Subordinate Elements

2-76. The infantry, field artillery, RSTA, and companies permanently assigned to the SBCT receive Role 1 care provided by their own organic medical elements. (See FM 3-90.6, FM 3-20.96, FM 3-21.9, FM 3-21.11, and FM 4-02.4 for additional information on these medical elements.)

2-77. Initial health service support (HHS) response is provided by the company trauma specialist and a trauma specialist assigned to each platoon. A ground ambulance evacuation team with Stryker variant medical evacuation vehicle (MEV) is normally in direct support of each infantry company within the battalion, while the fourth evacuation team with Stryker variant ground ambulance provides an area support role. The platoon's treatment teams with high mobility multipurpose wheeled vehicle (HMMWV) ambulances (with trailers) operate the BAS, in either a static or mobile mode, to provide unit level HHS consistent with the combat situation.

2-78. When Soldiers are able to return to duty after receiving treatment, the BAS coordinates with the battalion S1 who in turn contacts the respective unit to pick up the Soldier (follow the battalion SOP). The operational employment of the treatment and evacuation teams depends on the tactical situation.

2-79. The platoon evacuation teams in Stryker MEVs are pre-positioned forward and evacuate casualties from the point of injury to the treatment teams/BAS. The infantry battalion mortar and sniper elements receive HHS on an area support basis from the nearest medical element. Other elements operating in the infantry battalion area receive HHS on an area support basis from the medical platoon. Elements without organic medical assets must emphasize the use of combat lifesavers within every squad, team, and crew. The infantry battalions receive additional HHS on an area support basis from the brigade medical assets. The BSMC and maneuver battalion medical platoons also possess the medical

capability to decontaminate and treat CBRNE and potential occupational environmental hazards. Unit commanders are still responsible for providing the necessary personnel to operate the patient decontamination sites.

MEDICAL DIGITIZATION

2-80. The MC4 system will assist the medical operations cell and the BSS in performing their responsibilities through the collection, integration, and transmission of medical information. These sections will have near real-time information on the status of medical units, brigade unit medical readiness information, casualty evacuation, medical supplies, and AHS support. (See appendix C for additional information.)

LEGAL SUPPORT

2-81. Legal advice is provided to the SBCT commander by the legal officer found in the nonlethal effects cell assigned to the SBCT.

2-82. Legal support for the SBCT must address the following SBCT requirements:

- The broad scope of potential missions, particularly legally intensive SSC missions, stability operations, and support operations.
- Unique staff activities with significant legal implications, such as lethal and nonlethal effects coordination, HUMINT oversight, civil affairs, information operations, contact with local government officials, and liaison with diverse non-DOD agencies and organizations.
- Sustained legal advice for continuous and sustained SBCT operations.
- Legal services support requirements for all brigade personnel.

2-83. To meet these requirements, the brigade operational legal team (BOLT) provides legal support in operational law (OPLAW) and the core legal disciplines. This section describes the BOLT and explains how it provides support in OPLAW and each core legal discipline.

BRIGADE OPERATIONAL LEGAL TEAM

2-84. The SBCT BOLT is composed of all legal personnel assigned to the SBCT and subordinate battalions. Paralegal specialists in subordinate battalions or squadrons may be consolidated at the SBCT CP, or they may provide legal services in their units under the supervision of the SBCT legal officer depending upon the mission and situation. The BOLT provides legal support in OPLAW and provides or coordinates legal support in the six core legal disciplines—military justice, international law, administrative law, civil law (contract, fiscal, and environmental law), claims, and legal assistance. The SBCT legal officer, who is chief of the BOLT, tailors legal support to each operation, considering the mission, situation, employment role of the brigade, and the availability of reach or augmentation from higher headquarters. The legal issues facing the SBCT BOLT may extend across the full range of OPLAW and the core legal disciplines. The challenge for the BOLT is always to achieve requisite synergy to resolve complex legal questions within particular disciplines. Often, this synergy can be achieved only by communicating with the higher headquarters SJA section and other judge advocates in technical channels, which can extend back to the CONUS base.

2-85. The BOLT must be thoroughly integrated into the SBCT to provide proactive, continuous legal support. Specifically, the BOLT must be represented in the CP, must have access to the commander, and must have the training, mobility, secure communications and equipment to provide the right answers at the right time and place.

2-86. The BOLT must also be thoroughly integrated with higher legal technical channels. The BOLT cannot and does not attempt to resolve all legal issues arising within the SBCT. Rather, the BOLT seeks to practice preventive law, to identify the full range of legal issues and support requirements, to perform all legal tasks that must be done in the AO, and to coordinate other issues and requirements to higher headquarters.

OPERATIONAL LAW

2-87. OPLAW is that body of domestic, foreign, and international law that directly affects the conduct of operations. OPLAW supports the C2 of military operations, to include the MDMP and the conduct of operations. OPLAW supports the MDMP by performing mission analysis, preparing legal estimates, designing the operational legal support architecture, wargaming, writing legal annexes, assisting in the development and training on the rules of engagement (ROE), and reviewing plans and orders. OPLAW supports the conduct of operations by maintaining SU and advising and assisting with targeting, implementing ROE, and conducting information operations. OPLAW also involves the provision of core legal disciplines that directly affect the C2 and sustainment of the force. Examples of these include but are not limited to—

- Providing advice on Soldier disciplinary policies and court-martial jurisdictional alignments.
- Negotiating acquisition and cross-servicing agreements.
- Interpreting status of forces agreements and agreements between coalition forces.
- Processing claims arising in an operational environment.

2-88. The BOLT provides legal support in OPLAW in the brigade main CP and in the administrative and logistics operations center.

MILITARY JUSTICE

2-89. Military justice is the administration of the Uniform Code of Military Justice (UCMJ) and the disposition of alleged violations by judicial (courts-martial) or nonjudicial (Article 15, UCMJ) means. The purpose of military justice, as a part of military law, is to promote justice, to assist in maintaining good order and discipline in the armed forces, to promote efficiency and effectiveness in the military establishment, and to strengthen the national security of the United States. The commander is responsible for the administration of military justice in the unit and must communicate directly with the brigade legal officer about military justice matters.

2-90. The brigade legal officer personally advises the SBCT commander concerning the administration of justice, the disposition of alleged offenses, appeals of nonjudicial punishment, and actions on court-martial findings and sentences in cases convened by the commander. The BOLT prosecutes and processes courts-martial, prepares records of trial in cases convened by the commander, provides military justice training, and implements the victim-witness assistance programs in the brigade.

2-91. Unit commanders consult the BOLT for advice on the investigation and disposition of reports of misconduct by Soldiers, including the drafting of charges and imposition of pretrial restraint. Battalion paralegals will ordinarily prepare routine actions like nonjudicial punishment (Article 15, UCMJ) and chapter separation actions under the supervision of the BOLT paralegal NCO.

2-92. In cases of serious misconduct, the BOLT will coordinate with higher headquarters SJA for referral of cases to the General Court-Martial Convening Authority. Higher headquarters SJA provide logistical support for the conduct of all courts-martial including arranging the presence of the court reporter and military judge.

INTERNATIONAL LAW

2-93. International law is the application of international agreements, international customary practices, and the general principles of law recognized by civilized nations to military operations and activities. Within the Army, the practice of international law also includes foreign law, comparative law, martial law, and domestic law affecting overseas, intelligence, security assistance, counter-drug, and civil assistance activities. International law responsibilities include—

- Implementation of the DOD law of war (LOW) program, including LOW training, advice concerning the application of the LOW (or other humanitarian law) to military operations, the determination of EPW status, and supervision of war crime investigations and trials.
- Assistance with international legal issues relating to U.S. forces overseas, including the legal basis for conducting operations, status of forces agreements, and the impact of foreign law

on Army activities and personnel; monitoring foreign trials and confinement of Army and civilian personnel and their dependents.

- Assistance with legal issues in intelligence, security assistance, counter-drug, and civil assistance activities.
- Advice to the command concerning the development of international agreements and legal liaison with HN or allied legal authorities.
- Advice on the conduct of detainee operations and liaison with international humanitarian agencies like the International Committee of the Red Cross (ICRC).

ADMINISTRATIVE LAW

2-94. Administrative law is the body of law containing the statutes, regulations, and judicial decisions that govern the establishment, functioning, and command of military organizations. The practice of administrative law includes advice to commanders and litigation on behalf of the Army involving specialized legal areas including military personnel law, government information practices, investigations, relationships with private organizations, labor relations, civilian employment law, military installations, and government ethics.

2-95. The SBCT BOLT provides legal advice to the commander and staff concerning military personnel law, adverse personnel actions, government information practices, investigations, relationships with private organizations, and government ethics. Due to potential ethical conflicts of interest, the BOLT may require support from higher headquarters legal offices for legal review of investigations. Higher headquarters SJA personnel also provide specialized administrative law advice not available at the SBCT BOLT.

CIVIL LAW

2-96. Civil law is the body of law containing the statutes, regulations, and judicial decisions that govern the rights and duties of military organizations and installations with regard to civil authorities. The practice of civil law includes contract law, fiscal law, environmental law, as well as other specialized areas of law.

2-97. The SBCT BOLT provides civil law advice to the commander and staff concerning acquisition and cross-servicing agreements, the commercial activities program, the proper use of funds, interagency support agreements, support to nonfederal entities, and the environmental aspects of SBCT operations. Primary contingency contracting support resides at the principal assistant responsible for contracting (PARC).

CLAIMS

2-98. The Army Claims Program investigates, adjudicates, and settles claims on behalf of and against the Army worldwide. The claims program supports commanders by preventing distractions to the operation from claimants, promoting the morale of Army personnel by compensating them for property damage suffered incident to service, and promoting goodwill with the local population by providing compensation for personal injury or property damage caused by Army or DOD personnel. Categories of claims include claims for property damage of Soldiers and other employees arising incident to service, torts alleged against Army or DOD personnel acting within the scope of employment, and claims by the United States against individuals who injure Army personnel or damage Army property.

2-99. At the SBCT level, the BOLT provides limited claims support to the command. When deployed overseas, this includes the processing of maneuver damage claims, foreign claims, and solatia payments. Personnel claims filed by Soldiers at home station will ordinarily be processed by the consolidated legal office. Dedicated claims personnel are organic only to senior legal offices.

LEGAL ASSISTANCE

2-100. Legal assistance provides personal civil legal services to Soldiers, their family members, and other eligible personnel. The mission of the Army Legal Assistance Program is to assist those eligible for legal assistance with their personal legal affairs in a timely and professional manner by meeting their needs for help and information on legal matters and resolving their personal legal problems whenever possible. From an operational standpoint, the mission of legal assistance is to ensure that the Soldiers' personal legal affairs are in order prior to deployment, and then, in the deployment location, to meet the Soldiers' legal assistance needs as quickly and as efficiently as possible. The Army legal assistance program promotes morale and discipline and, thereby, contributes directly to mission accomplishment.

2-101. The SBCT BOLT prepares brigade and subordinate unit Soldiers for deployment by participating in combat readiness exercises and Soldier readiness program processing. The SBCT BOLT provides personal civil legal services to Soldiers, including legal counseling, notarizations, basic wills, powers of attorney, and legal referrals. Other legal assistance services require augmentation from higher headquarters.

BOLT MOBILITY

2-102. The SBCT BOLT depends on the SBCT for transportation and requires one dedicated vehicle with single-channel ground to air radio system (SINGARS) and a trailer to support mobile legal operations. The BOLT must move with the brigade headquarters and travel throughout the brigade AO to perform legal tasks including, but not limited to, legal liaison and claims investigations. Frequently, this travel must occur independently from SBCT headquarters operations. During these times, the brigade legal officer must remain accessible to the command and must provide immediately required legal advice.

BOLT COMMUNICATIONS AND AUTOMATION

2-103. The SBCT BOLT must have the communications and automation equipment to prepare and deliver legal advice and services throughout the SBCT AO and to access both legal and operational information sources. Communication and automation capabilities must exist while on the move and must include secure, nonsecure, and non-line-of-sight capabilities. Each judge advocate and legal specialist must have SINGARS and a rucksack deployable law office library (RDL) that provides access to Legal Automation Army-Wide System (LAAWS) databases. They must also have access to the ABCS—to include the MCS, FFCB2, and BCS3.

FINANCIAL MANAGEMENT

2-104. Financial management is composed of mutually supportive processes which support and fund all operations. Operational support includes—

- Banking and currency support.
- Procurement support.
- Disbursing support.
- Cost capturing and accounting.
- Non-U.S. pays, including EPW and civilian internees.
- Limited U.S. pay and travel.

2-105. Funding support includes identifying, acquiring, distributing, controlling, and accounting for funds.

2-106. The number and locations of in-theater financial management units are METT-TC dependent. The financial management community will maximize use of emerging technology for split-based and reach operations to provide contracting, procurement, currency, disbursing, and banking support. Normally, a small number of financial management personnel will deploy as part of the early entry module (EEM) to establish operations and perform financial management functions.

FINANCIAL AND LEGAL REQUIREMENTS

2-107. In the short term, the most critical financial management functions will be disbursing operations and contracting support. Contracting provides critical commodities such as water, fuel, transportation resources, communications, and/or local labor. The BSB is assigned two warranted contracting officers whose work dovetails with financial management responsibilities. U.S. (or another nonhost) currency will likely be the practical means to pay for support not resident in the force. Additionally, cost capturing for deployed forces must meet the requirement to rapidly yet accurately report critical elements of expense to Congress.

2-108. Public law and DOD regulations set precise qualifications and limits on personnel who control Treasury accounts or disburse government funds. Public officials fulfill these noncontractible, inherently governmental functions as agents of the Treasury. Civil and criminal punishments are provided for losses of funds—unless due to acts of God or the public enemy—and good faith or error of fact is no excuse.

FINANCIAL MANAGEMENT SUPPORT TO THE SBCT

2-109. The SBCT has no organic financial management support assets. Modular, deployable EAB units will provide financial management for SBCT in the same manner that they support the rest of the Army. When required, financial management personnel deploy with the SBCT, or in some circumstances, prior to the arrival of the SBCT. Financial management functions for the SBCT include, but are not limited to, currency and banking support, cost capturing, disbursing support, accounting, commercial vendor services, travel and military pay support, and contracting. The exact composition of the financial management structure to support an SBCT depends on METT-TC factors.

CONTRACTED SUPPORT

2-110. While not normally responsible for planning and managing contracts, the BSB commander and staff should be aware of the importance of contracted support along with its unique challenges. The key to understanding basic contracting and contractor management is being familiar with the AFSB roles and mission as described in appendix A of this FM along with doctrine found in FM 100-10-2 and FM 3-100.21. These FMs lay out three broad types of contracted support: theater support, external support, and systems support.

2-111. Theater support contractors can provide logistics to deployed operational forces under prearranged contracts or under contracts awarded from the mission area. The contracts are awarded by contracting officers under the operational control of the USAMC AFSB and under the direct contracting authority of the PARC. Theater-support contractors normally provide locally procured goods, services, and minor construction to meet the immediate needs of operational commanders. Theater support contracts are the type of contract typically associated with contingency contracting. It is important to note that SBCT has no organic contingency contracting team and that all of their theater support contract requirements will be met by designated contingency contracting teams under the C2 of the regionally focused AFSB and PARC.

2-112. External support contractors provide logistics to deployed forces. External support contracts may be prearranged contracts or contracts awarded during the contingency itself to support the mission and may include a mix of U.S. citizens, third-country nationals (TCNs) and local national subcontractor employees. The largest and most commonly used external support contract is the USAMC LOGCAP. This program is commonly used to provide life support, transportation support, and many other logistics functions to deployed forces. Like theater support contracting, LOGCAP support will be coordinated and administered under the C2 of the AFSB.

2-113. System contracts are arranged contracts by the Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASA ALT) program executive office PEO and PM offices. Supported systems include, but are not limited to, newly fielded weapon systems, aircraft, C2 infrastructure, such as the ABCS and STAMIS, and communications equipment. System contractors, made up mostly of U.S. citizens, provide support in garrison and may deploy with the force to both training and contingency

operations. The technical representatives may provide either temporary support during the initial fielding of a system, called interim contracted support (ICS), or long-term support for selected materiel systems, referred to as contracted logistic support (CLS). Currently, the SBCT relies on contractor support for both Stryker and ABCS. This support is programmed to continue in some areas, such as scheduled services, and transition to Soldier support in other areas, such as field maintenance.

2-114. For the BSB, there are two major challenges related to contracted support:

- Ensuring that the imbedded system contractors are properly incorporated into SBCT operations.
- Properly coordinating SBCT theater support/external support contracted requirements with the supporting AFSB/PARC contracting team and the supporting sustainment brigade SPO.

2-115. For systems support contracts, the BSB SPO section must work closely with the SBCT S4 and AFSBs BLST chief coordinating how the system contract effort will be integrated into the overall SBCT maintenance support plan. It is also important to understand that these systems contractors are managed by their contract company supervisors—not by BSB or BLST personnel. Since most contractor supervisors and associated contracting officers will not be physically located in the SBCT AO, the SBCT can only maintain day-to-day control of these systems support contractors if they have a designated, trained, and proactive contracting officer's representative (COR). Finally, while the BLST does not normally play a direct part in contract management, it does have a mission to support the BSB/SBCT in the area of systems contractor accountability and deployment preparation.

2-116. Depending on METT-TC factors, the SBCT may or may not require significant theater support or external support contract assistance. In all operations, the BSB SPO must work closely with the SBCT S4, the AFSB contracting element, and the supporting sustainment brigade SPO to ensure that all contracted support requirements (less system support) are properly identified and a plan prepared to meet the requirement. For example, contracting personnel might identify available commercial billeting and catering through which planners can support the RSO mission, allowing commanders to forego or delay transporting tentage or force provider assets, saving critical airlift or sealift. Contracting personnel likewise inform the commander and staff of limitations of the local market, such as line-haul transportation, helping them avoid basing plans on false assumptions of what they might locally procure. The designated AFSB/PARC contracting personnel can help BSB and supporting sustainment brigade logistics planners support deploying forces while organic logistics assets are themselves en route to the AO. Using this input, the BSB commander can better integrate organic and contracted support.

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Chapter 3

Brigade Support Battalion HHC

MISSIONS AND ORGANIZATION

- 3-1. The HHC is one of several companies assigned to the BSB. The HHC—
- Provides the company level entity to which the BSB staff is assigned and from which they draw typical company level support.
 - Provides C2, administration, and logistic support.
 - Determines the placement of CBRNE assets in the company area and identifies elements of and plans use of base defense forces.

Note: The HHC commander is responsible for discipline, security, training, and administration of personnel assigned to the HHC.

- 3-2. The HHC commander provides staff supervision for field feeding and food service support for the BSB and designated personnel. Field feeding teams provide field-feeding services to assigned SBCT headquarters personnel, the BSB, the infantry battalions, RSTA squadron, fires battalion, and the MI, engineer, signal, and anti-tank (AT) companies. See figure 3-1.

A Typical BSA Configuration

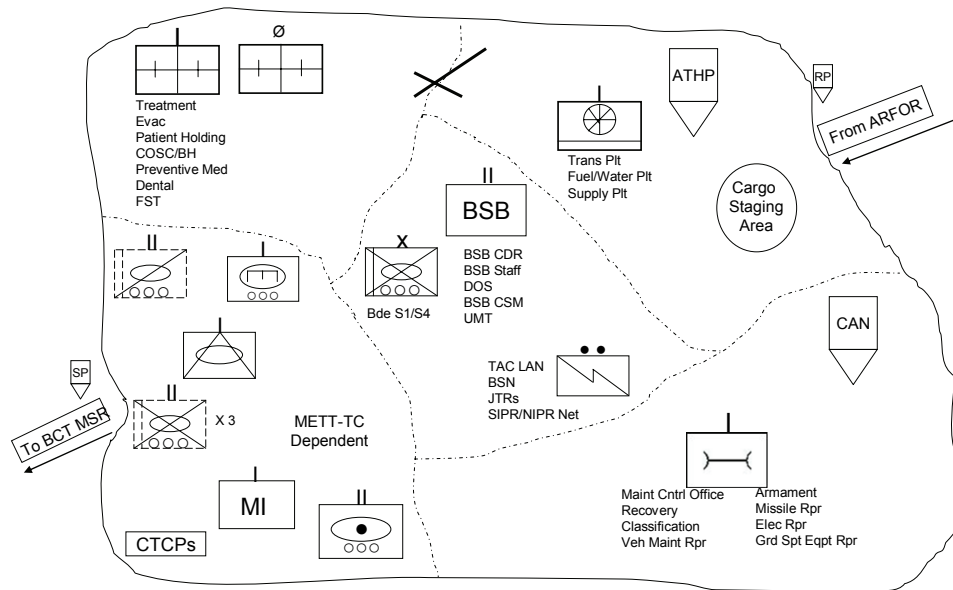


Figure 3-1. A typical brigade support area configuration

- 3-3. The BSB is the central tenant of the BSA and arrays its subordinate units and other BSA tenant units to most effectively and efficiently use the terrain available for logistics operations and force protection. For more information on force protection, see Appendix D.

3-4. The SBCT administrative and logistics operations center is actually collocated within the BSB main CP and includes the SBCT S1, S4, and transportation officer. The USAMC BLST provides interface with the SBCT administrative and logistics operations center.

BSB HEADQUARTERS STAFF

3-5. The headquarters contains a battalion staff organization structure with a command section, S1 section, consolidated S2/S3 section, S4 section, S6 section, UMT, and a distribution operations section. (See figure 3-2 for a diagram of the BSB headquarters staff.)

3-6. The BSB headquarters directs the C2, communications systems, and ISR functions of the BSB. Generally, the BSB headquarters provides the following:

- C2 of units assigned or attached to the BSB.
- C2 of all units in the BSA for security and terrain management.
- Planning, direction, and supervision of sustainment administration for all units assigned or attached to the SBCT.
- Planning, direction, and supervision of administration and logistics for units assigned or attached to the battalion.
- Limited unit-level administration and religious services for units of the battalion.
- Planning and direction of BSA security or areas as assigned by the supported brigade commander. This recognizes that the BSB may be designated as an alternate CP
- Information and advice to the supported brigade commander and staff on support capabilities provided by the battalion.
- Field feeding and ration storage.
- Planning and execution of unit-level mortuary affairs training.
- Property accountability and asset visibility for the brigade

3-7. The BSB headquarters is also responsible for maintaining situational awareness using C2 information management systems. These systems provide location and configuration, total asset visibility, ITV, and overall connectivity to supported and adjacent units and higher headquarters.

3-8. The BSB main CP centrally controls distribution-based logistics operations for the SBCT. The main CP also coordinates for the protection of the BSA under direction of the BSB S2/S3.

BSB HQ STAFF ORGANIZATION

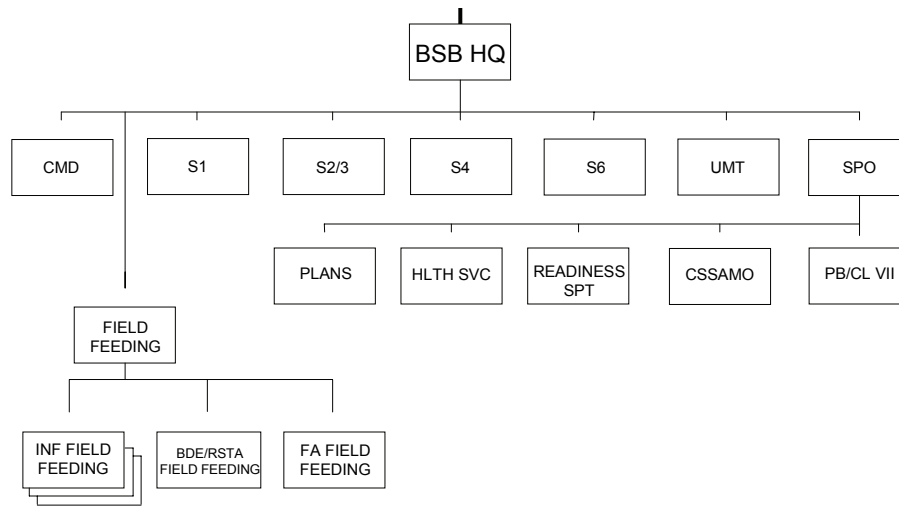


Figure 3-2. BSB headquarters staff organization

COMMAND SECTION

3-9. The command section of the BSB provides C2 for assigned and attached units and supervision for the BSB staff. It directs logistics operations for the SBCT. It also provides information and advice on logistics to the SBCT commander and staff.

3-10. The command section consists of the BSB battalion commander, battalion XO, command sergeant major (CSM), and coordinating, special, and personal staff officers. Staff officers supervise and coordinate the functions of subordinate sections. Command section staff officers perform duties and responsibilities common to all staff officers. FM 5-0 discusses in detail these duties and responsibilities which include among others—

- Preparing plans and orders.
- Processing, analyzing, and disseminating information.
- Preparing, updating, and maintaining estimates.
- Making recommendations.
- Supervising staff section and staff personnel.
- Identifying and analyzing problems.

3-11. Command section staff officers conduct mission analysis, develop estimates and plans, and implement policies and orders. They develop a reporting and monitoring system for operations in their area of expertise. They provide information updates to the BSB battalion commander and exchange information with other staff sections.

3-12. The BSB battalion commander—

- Is the senior logistics commander and single logistics operator for the SBCT.
- Provides support using an array of digital information systems and a technologically competent staff that is capable of capitalizing on evolving technology.
- Directs all units organic or attached to the BSB and has C2 of all elements in the BSA for security and terrain management.
- Provides subordinate elements with clear missions, taskings, and statement of his/her intent.

3-13. The BSB battalion commander, with the HHC staff, supervises the activities of subordinate units. They ensure that decisions, directives, and instructions are implemented and that the SBCT commander's intent is being fulfilled. The BSB battalion commander and staff advise the SBCT commander on logistic support as required.

3-14. The BSB battalion commander's duties include—

- Providing logistics assets required to support the SBCT.
- Providing commander's intent and mission guidance.
- Reviewing running estimates, perform course of action (COA) analysis, and recommend the COA that best supports the SBCT mission.
- Stating his/her estimate of the situation and announce his/her decision.

Note: The BSB battalion commander is supported by his/her XO and CSM.

S1 SECTION

3-15. The S1 is the BSB principal battle staff officer for HR support and other personnel-related functions. The S1 advises the BSB commander on all personnel issues and has primary staff responsibility for coordinating personnel and administrative support internal to the BSB. This includes HR support services, military pay services, command information services, medical and legal services support. The S1 develops the personnel support annex of the OPORD/OPLAN and coordinates transportation assets in support of HR functions.

3-16. HR support is embedded within the BSB. The BSB is the responsible staff organizations for internal HR support. The BSB S1 is the principle coordinating staff officer responsible for the delivery of HR support for BSB personnel. The S1 is responsible for executing all of the HR core competencies within the BSB, which include—

- Personnel readiness management.
- Personnel accounting and strength reporting.
- Personnel information management.
- Reception, replacement, RTD, R&R, redeployment.
- Casualty operations.
- Essential personnel services.
- Postal operations.
- MWR operations.

S2/S3 SECTION

3-17. The S2 officer is the intelligence and security officer for the battalion. Because the BSB staff has a consolidated S2/S3 section, the S2 officer functions as a staff element under the S3 section. The S2 develops procedures for handling and using or disposing of enemy equipment and documents. The S2 informs the BSB battalion commander on all IPB information. The S2 supervises the handling of enemy defectors and materiel and monitors detainee collection point activities for the BSB. The S2 also is responsible for obtaining classified maps required by BSB units. Finally, the S2 is responsible for—

3-18. Preparing the following documents:

- Intelligence annex to OPLANS/OPORDS.
- Daily intelligence summary for subordinate units.
- Intelligence estimates and updates, and paragraphs 1a and 1c of the intelligence annex of the BSB OPLAN/OPORD.
- Reports on captured enemy materiel.
- Completing the following tasks:
 - Receiving/distributing classified maps.

- Nominating, tracking, and updating PIR.
- Conducting continuous IPB.
- Coordinating tactical intelligence activities between subordinate units and SBCT S3.
- Maintaining a weather factor analysis matrix.
- Performing and distributing analysis of the AO.
- Preparing situation, event, and decision support templates.
- Identifying intelligence collection requirements.
- Assessing probable enemy COAs.
- Assisting the S3 in tracking route status.
- Conducting pattern analysis of all main supply routes (MSRs) and alternate supply routes (ASRs) in the SBCT AO.
- Preparing intelligence updates for all convoys in order to provide current enemy situation, likely areas of enemy activity, and new enemy TTPs.
- Coordinating for engineer support of the engineer functions.

3-19. The S3 officer is the operations, security, and training officer. The S3 is responsible for internal BSB operations. The S3 advises and assists the BSB battalion commander in tactical planning, coordinating, and supervising the communications, operations, training, and security functions of the battalion. The S3 supervises the BSB functions that are not classified as logistics or medical. However, the S3's role and that of the SPO require that they maintain constant contact. The S3 is responsible for writing and reviewing the battalions tactical SOP.

3-20. The S3 section monitors the tactical operations of the BSB, makes recommendations to the commander, publishes orders, develops the reconnaissance and surveillance (R&S) plan, and supervises implementation of plans and orders. It uses MCS and All Source Analysis System (ASAS) to maintain the current friendly and enemy SU and ensures that this information is available to BCS3. It obtains maps and prepares overlays. It positions units within the BSA and plans BSA security that includes planning the equipment and personnel for the base cluster reaction force to include the traffic circulation plan for the BSA. The section ensures that the BSA security plan is integrated into the overall SBCT security plan. The section also plans and coordinates tactical movements, conducts route reconnaissance, supervises tactical road marches, receives closing reports, and supervises appropriate battle staff activities during movement.

3-21. The S3 officer supervises the operations of the plans-operations branch. The S3's duties include the following:

- Developing the unit task organization in coordination with BSB SPO.
- Planning and executing operations security and CBRNE defense and training.
- Developing and prioritizing the force module packages for deployment of the BSB.
- Issuing warning orders to all assigned or attached elements.
- Coordinating with SBCT S2 and S3 staffs on the tactical situation in the SBCT area.
- Preparing contingency plans.
- Analyzing operational data and reports for conformance to directives and commander's intent.
- Coordinating for combat, general, and geospatial engineering support.

3-22. The duties of the S2/S3 operations sergeant include the following:

- Conducting continuous IPB.
- Operating the rear security frequency modulated radio net.
- Advising on base security.
- Coordinating with explosive ordnance disposal (EOD) detachments/teams as required.
- Determining which facilities are vulnerable to damage.

- Supervising security training.
- Coordinating for engineer support for route or area clearance, other mobility support, survivability operations to improve protection within the BSB, and necessary geospatial support.

3-23. The CBRNE NCO prepares the CBRNE defense annex to OPLANs/OPORDs and SOP. The duties of the CBRNE NCO include—

- Supervising the CBRNE program.
- Preparing tactical CBRNE plans.
- Assisting the S3 in planning of CBRNE related logistics efforts.
- Conducting CBRNE vulnerability analysis and assessments.
- Maintaining the radiation exposure status for subordinate units.
- Planning for decontamination support to subordinate units.
- Collecting data for and preparing CBRNE reports.

S4 SECTION

3-24. The S4 provides limited planning, coordination, and execution of internal logistic support requirements for the battalion. The BSB S4 provides technical supervision for unit level support within the battalion. Specifically, the S4—

- Coordinates transportation for administrative moves and internal supply functions.
- Determines supply requirements (except medical).
- Recommends supply priorities and controlled supply rates for publication in OPLANs and OPORDs.
- Coordinates the requisition, acquisition, and storage of supplies and equipment.
- Coordinates the maintenance of materiel records.
- Monitors and coordinates the collection and distribution of surplus and salvage supplies and equipment.
- Executes deployment plans for the headquarters and subordinate units.
- Provides the internal administrative/logistics net control station (NCS).
- Supervises personnel in the S4 section.
- Maintains status of internal logistics situation and manages the logistics report.
- Prepares the service support annex to the BSB OPORD/OPLAN.
- Develops and maintains unit movement plan.
- Screens transportation requests and passes to distribution operation section.
- Acquires and assigns facilities.
- Monitors the following:
 - Field feeding.
 - Property book activities.
 - Unit maintenance operations.
 - Combat loads.
 - Equipment operational status.
 - Status of requisitions for equipment and supplies.

S6 SECTION

3-25. The S6 supervises communications security (COMSEC) and controlled cryptographic items (CCI) activities. The signal specialists install, operate, and maintain communications equipment. This entails the establishment and operation of the NCS for the BSB net. The signal specialists ensure communication links with higher, adjacent, subordinate, and supported units. They plan and implement backup means of communications and ensure radio communications exist during a move between the

start point (SP) and release point (RP) and along the route of march. They also develop and implement a BSA security communications system to connect elements such as the dismount point, observation posts (OPs), LRPs, and the quick reaction force (QRF). The S6 is responsible for the full range of tasks associated with network management, systems administration, and systems/software security for all tactical automation according to FM 6-02.72 and FM 24-7.

3-26. The S6 also uses the CAISI, to establish a secure wireless local area network (LAN) for the logistics sensitive but unclassified (SBU) network. CAISI provides support to all logistics automated information systems (AIS) within logistics support areas and via tactical networks with other battlefield logistics automation devices and with automation systems within the sustaining base. CAISI consists of three modules: the system service representative (SSR) toolkit, CAISI bridge module (CBM), and the CAISI client module (CCM).

3-27. The S6 plans the disposition of CBMs based upon terrain and tactical dispositions within the BSA. After identifying the locations of the CBMs, the STAMIS operators install and operate the CBMs and the CCMs. The S6 monitors and troubleshoots the network with the aid of the SSR toolkit. The S6 coordinates with the supporting brigade subscriber node to connect one CBM through an in-line encryption device to the tactical internet.

3-28. As systems administrator and system/software security manager, the S6 performs all tasks normally associated with IT operations ranging from issuing passwords and installing antivirus software to performing network management functions. The S6 resolves applications problems with logistics STAMIS and BCS3. The S6 is also responsible for installing and operating local area networks (LANs) in support of BSB operations. The S6 is responsible for determining requirements and exercising staff supervision over communications services related to BSB operations. The S6 advises the commander, staff, and subordinate units on communications and AIS matters.

UNIT MINISTRY TEAM

3-29. The BSB UMT consists of at least one chaplain and one chaplain's assistant. The mission of the BSB UMT is to provide and perform unit religious support to Soldiers, families, and authorized civilians as directed by the BSB commander. The UMT provides area and denominational religious support according to the brigade religious support plan under the technical supervision of the SBCT chaplain. Chaplains personally deliver religious support. They have two roles: religious leader and staff officer. The chaplain as a religious leader executes the religious support mission to ensure the free exercise of religion for Soldiers and authorized personnel. The chaplain is a personal staff officer and serves as an advisor to the BSB commander on matters of religion, morals, morale as affected by religion, and the impact of indigenous religions on operations. The chaplain's assistant is a Soldier trained to assist the chaplain in providing religious support. Under the direction of the chaplain, the chaplain's assistant coordinates and synchronizes all tactical, logistical, and administrative actions necessary to carry out religious support operations. The chaplain's assistant coordinates and manages force protection for the BSB UMT.

FIELD FEEDING TEAMS

3-30. The brigade field feeding team provides three quality meals per day for the brigade HHC, the MI company, the RSTA, and the network support company. It provides service at a single food preparation site but supports up to eight remote sites.

3-31. The three infantry field feeding teams provide three quality meals per day for the infantry battalions, the engineer company, and the AT company. They provide both consolidated and unit-level field feeding at three separate food preparation sites (one per battalion) and at up to nine remote locations (three per infantry battalion).

3-32. The field artillery FA field feeding team provides three quality meals per day for the field artillery battalion. It provides both consolidated and unit-level field feeding at one food preparation site and at up to three remote locations.

3-33. The BSB field feeding team provides consolidated field feeding support for the BSB at one food preparation site. It can provide three quality meals per day.

SUPPORT OPERATIONS SECTION

3-34. The BSB SPO section is responsible for coordinating logistics to the SBCT. This section provides the technical supervision for the external logistics mission of the BSB. It is the key interface between the supported units and the BSB. The SPO performs logistics preparation of the battlefield and advises the commander on the relation of support requirements to support assets available. This section coordinates and directs external support requirements, provides technical expertise to supported units, and synchronizes support requirements to ensure they remain consistent with current and future operations. Requirements are determined in coordination with the brigade S1 and S4, BSB S2/S3, and the logistics representatives of the SBCT customer (combat and combat support) units within the BSA. The SPO plans and monitors support operations and makes necessary adjustments to ensure support requirements are met. The section coordinates with the S1 and S4 to track available logistics assets and coordinates with the S2/S3 for the support locations and schedules of supported units. The SPO monitors daily battle loss reports to anticipate requirements. The section requests and coordinates augmentation with the higher support headquarters. The SPO prepares and distributes the external service support SOP and annexes that provide guidance and procedures to supported units. The section provides input to the supported units on the logistics estimate and service support annex. The SPO is composed of a number of functional cells.

3-35. The SPO acts as the distribution management support element for the BSB, functioning as a distribution management center (DMC). They synchronize operations within the distribution system to maximize throughput and ensure priorities are executed according to the SBCT commander's guidance. The distribution managers maintain SU of the distribution system and act as the fusion center for distribution-related information. They work closely with the battalion sections and elements, including limited contracting, medical logistics, transportation, and mortuary affairs (MA). Distribution management resources also include a limited management capability to monitor MTS, FFCB2, TC-AIMS II, BCS3, legacy STAMIS/ global combat support system – Army (GCSS-A), and daily battle loss reports to anticipate requirements. Requirements that exceed BSB capabilities are coordinated with higher supporting headquarters and use reach operations. The SPO takes information from the distribution system to create a synchronized picture of the flow of units, personnel, and materiel into and throughout the AO. Distribution managers work closely with other elements of the SPO as well as with the battalion and supporting higher headquarters planners to ensure adequacy of plans and orders.

3-36. The SPO provides collaborative, centralized, integrated, and automated C2 and planning for all distribution management operations within the SBCT. This section collaborates and coordinates with logistics operators in the fields of supply, field services, maintenance, AHS, contracting, financial management (FM), and movement management for the support of all units assigned or attached to the SBCT. Its primary concern is customer support and increasing the responsiveness of support provided by subordinate units. It continually monitors support and advises the BSB commander on the ability to support future tactical operations. With automated intelligence, the SPO has access to substantial information and receives information in near real-time, including coordination with the supporting sustainment and medical brigades, DLA, and USAMC AFSB for external support. The SPO possesses the capability to view the situation and combat power in the maneuver units. This allows the section to identify problems quicker, anticipate many requirements, and allocate resources more efficiently. BCS3 provides the section with the visibility of the logistics status from the BSB to EAB. This staff section serves as the POC for supported units. It directs problems to appropriate technical experts within subordinate cells. The duties and responsibilities of the SPO include the following:

- Conduct continuous logistics preparation of the battlefield.
- Provide execution-focused logistics and AHS support.
- Plan and coordinate for aerial resupply and plan for landing zones (LZs).
- Develop the logistics/AHS synchronization matrix.
- Submit logistics/AHS forecasts to external SPO/distribution elements.

- Manage all common user land transportation (CULT) vehicle throughput to and retrograde from the maneuver battalions.
- Coordinate and provide technical supervision for the BSB logistics mission including supply activities, maintenance support, HSS, and coordination of transportation assets.
- Identify tentative force structure to be supported.
- Coordinate all logistics/HSS reach operations with supporting higher headquarters SPO/distribution elements.
- Coordinate with SBCT S3 air for air routes for supply and AHS support.
- Provide centralized coordination for units supporting the SBCT.
- Analyze BCS3 reports and contributes to the logistics report.
- Advise the BSB commander on the status of logistics and AHS operations.
- Coordinate logistics and AHS support for units passing through the SBCT AO.
- Analyze contingency mission support requirements and plan and coordinate support.
- Revise customer lists for support of tactical operations.
- Coordinate external logistics.
- Develop supply, service, maintenance, and transportation support SOPs.
- Establish daily logistics/AHS Support plan and synchronization matrix, planning both current and future logistics operations.
- Collaborate with SBCT S4 and supported battalion S4s, as required, to determine and anticipate requirements.
- Monitor daily battle loss reports to anticipate future requirements.
- Recommend support priorities to the SBCT S4.
- Synchronize operations within the distribution system to maximize throughput and follow-on sustainment and ensure priorities are executed according to directives.
- Manage distribution system within the SBCT AO.
- Track and investigate high-priority requests.
- Track assets and resources (such as trucks, ambulances, and CRT and BAS workloads).
- Prepare and distribute the external service support SOP and annex.
- Coordinate and provide technical supervision for BSB subordinate units.

3-37. The support operations officer must collaborate with the S1, S2/S3, S4, and S6 to establish and manage the BCS3 network and database. The SPO must maintain supply point and maintenance data entered into the system. Specific BCS3 tasks for the SPO are to—

- Set message handling tables to correctly route supply logistics messages.
- Set status thresholds for supply point items.
- Establish reporting times for subordinate field support units.
- Set support relationships to reflect which supply points support which units.
- Establish and set continuity operations (CONOPS) pairing according to guidance from the supporting G4.

3-38. The duties of the material management NCO include the following:

- Conduct continuous logistics preparation of the battlefield.
- Analyze trends and forecasts of requirements for supplies and equipment based on priorities and procedures.
- Coordinate major end item resupply activities within the SBCT.
- Coordinate activities internal to the SPO.
- Assist the operations officer in his duties.
- Set up the SPO work area of the BSB TOC.

CSS Automation Management Office

3-39. The CSS Automation Management Office (CSSAMO) is assigned to the BSB SPO. The CSSAMO provides customer support in sustaining and operating Army CSS STAMIS. This includes installing, testing, loading, and troubleshooting of CSS software. Additional duties include wireless connectivity, limited hardware repair, user over-the-shoulder training, and new equipment fielding. The CSSAMO sets up and maintains the Logistics Network, which includes the CAISI wireless on LAN and the CSS VSAT wide area networks satellite communication systems. The CSSAMO performs functional STAMIS testing, to include automation system application, operating system support, software configuration management and control, database management support, maintenance of data libraries, customer assistance visits, and hardware/software troubleshooting. CSSAMO personnel conduct small computer exchange and line replaceable units (LRUs).

Plans Team

3-40. The plans team consists of a plans officer and a movements supervisor. This team prepares detailed input to OPLANs and FRAGOs for the SPO. The plans officer works closely with the SBCT S4 and supported battalion S4s to coordinate future support requirements and locations with supported units. As required, the plans team collocates with the SBCT S4 to execute concurrent planning operations.

Medical Operations Team

3-41. The medical operations (MEDOPS) team provides AHS input for HSS and FHP to OPLANs/OPORDs. It monitors and reports current AHS readiness of the SBCT and manages Class VIII resupply. This team assists the SBCT surgeon section with coordinating and implementing the SBCT AHS support plan. When required, this team coordinates with EAB for AHS support and augmentation and facilitates patient flow and evacuation operations. The team consists of an operations officer, a medical logistics officer, and a medical operations NCO.

Readiness Support Team

3-42. The readiness support team consists of a support operations maintenance officer and a maintenance management NCO. The team plans and recommends the allocation of maintenance resources in coordination with the supported units. This team also forecasts and monitors the maintenance workload for all supported equipment by type. The team uses Standard Army Maintenance System -2 (SAMS-2) (to be replaced by GCSS-Army) to collect and process maintenance operations data and to assist in managing maintenance operations. (SAMS-2 processes maintenance information required to control workload, manpower, and supplies. SAMS-2 assists in both maintenance and readiness management.) As required, the team coordinates with the SBCT and EAB support to increase unit mission readiness.

Property Book and Class VII Section

3-43. The property book and Class VII section provides the SBCT asset visibility and management. Using the Property Book Unit Supply-Enhanced (PBUSE) system, the section manages requisitions, edits, provides document control, and issues reports. The section also manages the hand-receipt accounts for the brigade units and Class VII items. The property book and Class VII section consists of a property book officer (PBO), a supply sergeant, and a supply accounting NCO.

Chapter 4

The Field Maintenance Company

4-1. The BSB is a centrally managed field maintenance activity. The essential maintenance tasks for this organization are to—

- Maintain SBCT equipment at the Army maintenance standard before the brigade enters the operational environment.
- Replace line-replaceable units (LRUs), components, and major assemblies in the operational environment.

Field maintenance tasks are those that contribute to achieving and maintaining the Army maintenance standard for fully mission capable equipment. Field maintenance tasks return nonmission capable (NMC) equipment to fully mission capable status at the owning unit. The primary methods of returning systems to a mission capable status include using Class IX repair parts, battle damage assessment and repair (BDAR), controlled substitution, cannibalization, and Class VII replacement.

ORGANIZATION

4-2. The FMC consists of a headquarters, a maintenance control platoon, a wheeled vehicle repair platoon, a maintenance support platoon, and five CRTs. (See figure 4-1 for a diagram of the BSB FMC.)

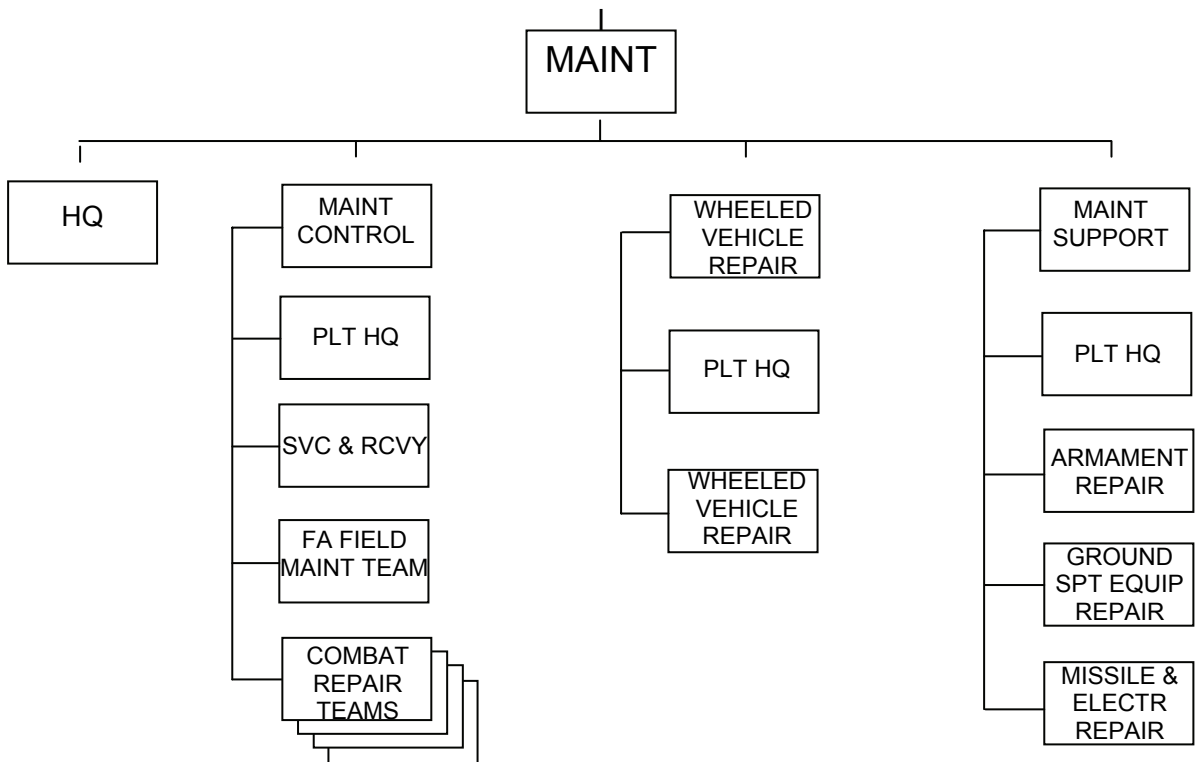


Figure 4-1. BSB field maintenance company

COMPANY HEADQUARTERS

4-3. The company headquarters section is located in the BSA and provides C2 for all assigned or attached personnel. In addition to C2 responsibilities, it is responsible for unit-level supply but lacks capability for internal personnel or financial support.

COMPANY COMMANDER

- 4-4. The company commander's responsibilities are to—
- Execute the SBCT and BSB commanders' maintenance plans in support of the SBCT commander's scheme of maneuver.
 - Manage task organization and employment of all maintenance assets to include CRT contact missions and recovery assets.
 - Manage combat spares, shop stock, and bench stock.
 - Manage maintenance actions at the cannibalization point; co-manage the cannibalization point with the distribution company commander and BSB SPO.
 - Collaborate and coordinate with the BSB SPO and SBCT S4 to determine the best maintenance concept of support for the SBCT.
 - Preserve the fighting capability of the SBCT and the FMC.
 - Maintain continual communications with higher, lower, and adjacent units.
- 4-5. The company commander is supported by his/her XO and first sergeant.

MAINTENANCE CONTROL PLATOON

4-6. The maintenance control platoon consists of a maintenance control section and platoon headquarters, a service and recovery section, and five CRTs.

MAINTENANCE CONTROL SECTION AND PLATOON HEADQUARTERS

4-7. The maintenance control section is the nerve center for maintenance operations within the SBCT. The section consists of the maintenance control officer, a senior maintenance supervisor NCO, and the equipment records and parts specialists. The maintenance control officer is responsible for managing shop operations and distributing the workload. (The maintenance control officer may redistribute the workload as necessary to meet the brigade maintenance requirements.) The equipment records/parts specialists have responsibility for managing repair parts and for maintaining the Army maintenance management system (TAMMS) operations in the SBCT. Contractor supplied maintenance data must seamlessly interface with the STAMIS database.

- 4-8. The maintenance control officer—
- Is responsible for unifying the maintenance process for all levels of maintenance in the SBCT
 - Performs all the TAMMS functions according to the DA Pam 738 series, DA Pam 750 series, and other applicable publications.
 - Is responsible, in conjunction with the CRTs, for all field level maintenance production control, inspections, and repair workloads.
 - Will use all automation assets available to plan and manage the most efficient use of equipment and maintenance personnel.
 - Will establish an internal and external SOP for TAMMS procedures as outlined by the commander. This will include maintaining accurate status of equipment readiness, equipment use, logistics reports, and warranty information.
 - Is the main assistant to the company commander for field maintenance support and the primary maintenance manager in the SBCT.

With the other members of the section, the maintenance control officer provides the control, coordination, and overall supervision of the maintenance shops, maintenance collection point (MCP) and CRTs. While the maintenance control officer holds primary responsibility for all TAMMS functions within the SBCT, the maintenance control officer may, after collaborating with the FMC commander and the BSB SPO, delegate the responsibility for maintaining operational records forward to the CRTs. CRTs are equipped with automated maintenance systems and are capable of performing some TAMMS operations in their forward locations.

4-9. Maintenance support teams (MSTs) provide specialized capabilities from the base shop (wheeled vehicle repair platoon or maintenance support platoon) to conduct forward support. MSTs, such as the missile repair teams, operate from the BSA and move forward to provide support. Contact maintenance teams (CMTs) are task organized as the situation warrants and are made up of two or more specialists tailored to the mission.

4-10. All elements of the brigade will operate under the FMC's local internal and external SOPs for maintenance management. The maintenance control officer will employ the GCSS-A maintenance and management modules.

4-11. The MCS is responsible to the FMC commander for quality assurance, quality control, and technical inspections for all field maintenance functions. The MCS classifies inoperative and damaged equipment according to condition codes. The classifications are made according to instructions given in technical manuals TM, technical bulletins (TB), and directives from the BSB and brigade commanders.

4-12. Materiel conditions are determined and classified as follows:

- Materiel is inspected by the technicians.
- Results from the inspection of the materiel establish the condition code (classification) of the materiel.

Note: Classification indicates the physical condition of the returned materiel and is necessary to determine the proper disposition of an item. Classification identifies the extent of repairs required, where repairs can be accomplished, and whether the item is worth repairing.

SERVICE AND RECOVERY SECTION

4-13. The service and recovery section provides recovery support to all elements of the SBCT and their vehicles. To maximize the effectiveness of recovery assets, units will employ self-recovery and like-vehicle recovery techniques to the CRT/MCP as the first option. If the unit or CRT is unable to perform the recovery mission, it will report the need for recovery to the MCS. The MCS will dispatch a recovery team to perform recovery operations at the breakdown site or from an intermediate coordinated location within the operational environment. The recovery section will accomplish its mission by performing damage assessment and initial damage classification and recovering battle damaged equipment to the BSA, recovering nonreparable damaged equipment to the MCS for further damage classification or cannibalization for Class IX repair parts. If, due to extensive damage, a vehicle is unable to be recovered to an MCP, the SBCT SPO will coordinate with EAB support elements for transportation and evacuation. Recovery and transportation services will be set up, if not controlled by the recovery section of both the bay shop and the CRTs, prior to any operations. External recovery and transportation assets are mandatory to recovery of down aircraft and extensively damaged Stryker vehicles that cannot be towed by the organic HEMTT wreckers. There are no set evacuation timelines. The maneuver commander determines when to program logistics pauses into his/her battle plan.

COMBAT REPAIR TEAMS

4-14. The FMC has five CRTs that are dispatched to the forward locations of the infantry battalions, RSTA squadron, and FA battalion to conduct field maintenance. The CRTs are controlled by the maintenance control officer who coordinates with the supported battalion S4, XO, or the battalion maintenance officer (if assigned) to establish work priorities, control movements, and integrate CRT operations into the supported battalion OPLANs.

4-15. A principal task of the CRT is to assess and report maintenance requirements to the MCS. Supported by the SAMS-E, integrated electronic technical manuals (IETMs), maintenance support device (MSD), and the forward repair system (FRS), the teams identify faults and monitor embedded prognostics. The CRT advises unit S4s regarding forward maintenance management and conducts component and major assembly replacement for supported equipment.

4-16. The equipment records and parts specialist (92A) is responsible for records maintenance in the CRT. The 92A orders parts and records their receipt using SAMS-E, which communicates this information to the Standard Army Retail Supply System (SARSS) box located in the distribution company.

4-17. The CRT NCOIC assesses the team's ability to restore combat power and reports to the MCS what he or she deems is beyond their capability to repair. The CRT repairs those systems within their capability by using LRUs, shop stock, bench stock, combat repair team stock, and combat spares for repairs. Daily delivery of Class IX repair parts to the CRT may be required to facilitate continuous forward maintenance operations.

4-18. Combat platforms and systems deemed unsuitable for repair forward will be recovered to the BSA for repair. The maintenance control officer has the ability to employ surge capability from the FMC to repair items beyond the CRT's ability to repair or plan and execute recovery to the BSA for repair.

4-19. During peacetime, the CRTs' low density MOSs should be consolidated in the FMC for efficiency and ease of training and mentoring by the senior NCOs and warrant officers.

Combat Repair Team Chief

4-20. The automotive maintenance warrant officer, also called the CRT chief, provides technical expertise on all aspects of the field maintenance mission. The CRT chief is responsible for organizing and allocating resources to execute the field maintenance mission in support of wheeled vehicles, tracked vehicles, ground support equipment, armament systems, small arms, fire control, and power driven chemical equipment. The CRT chief uses advanced diagnostics and troubleshooting skills to isolate system faults and expedite the repair and return of major weapon systems to operation. The CRT chief is also responsible for—

- Evaluating maintenance operations and implementing corrective action plans where necessary to comply with regulatory and statutory requirements applicable in garrison and field environments.
- Training maintenance personnel to troubleshoot mechanical, electrical, pneumatic, and hydraulic malfunctions using the latest equipment and procedures available.
- Providing management oversight and technical guidance on establishing unit stockage of combat spares according to applicable supply regulations.
- Assisting in developing and updating the field maintenance SOP as it pertains to the conduct of field level maintenance operations.
- Advising the commander and maintenance control officer on all matters pertaining to battle damage assessment and repair (BDAR).
- Ensuring that recovery vehicle operators are properly trained and certified to perform recovery operations.
- Overseeing the unit's calibration and the Army oil analysis programs and ensuring the programs are covered in the field maintenance SOP and meet the regulatory guidance.
- Serving as the unit's point of contact for automated readiness reporting and mileage reporting issues.
- Using automated maintenance management systems to provide maintenance information to the commander and maintenance control officer.
- Assisting in the planning and publishing of the scheduled service plan for all assigned equipment per the applicable technical manual/lubrication order.

- Conducting technical inspections of unit equipment to determine the equipment maintenance status.
- Enforcing the use of up-to-date technical publications by maintenance personnel.
- Establishing the commander's quality assurance program for maintenance and repairs. Overseeing all quality control inspections and inspectors to validate their capability to identify improper repairs and scheduled services.

Battalion Maintenance Officer (BMO)

4-21. A maneuver battalion may detail an NCO or officer to be the BMO. This person, normally assigned to the maneuver battalion S4, acts as a liaison between the maneuver battalion and the FMC and supporting CRT. The BMO keeps the battalion commander and staff informed of the operational status of materiel and equipment.

WHEELED VEHICLE REPAIR PLATOON

4-22. The wheeled vehicle repair platoon (WVRP) provides field maintenance for the organic wheeled vehicles in the SBCT and all supported units within the BSA. It is work loaded by the MCS. The WVRP also provides backup maintenance to the forward CRTs and employs the replace forward/repair rear maintenance philosophy. The WVRP performs equipment and component troubleshooting, minor (nonstructural) welding, major and secondary component replacement, and tire and LRU replacement as part of its replace forward concept.

4-23. The combat spares are maintained by the MCS. It also uses controlled component substitution and cannibalized spares obtained from nonrepairable vehicles. Repair cycle time is expedited and maintenance is simplified by leveraging diagnostics/prognostics technology to diagnose major component failure and then replacing bad components. These components include LRUs, major assemblies, and other subcomponents. Vehicles that cannot be repaired, as well as serviceable major components, are recovered to the MCS, where they are further classified and used at the cannibalization point until they can be evacuated out of the BSA or used as Class IX repair parts.

MAINTENANCE SUPPORT PLATOON

4-24. The maintenance support platoon consists of an armament repair section, a ground support equipment repair section, and a missile/electronics repair section.

ARMAMENT REPAIR SECTION

4-25. The armament repair section provides field maintenance on all armament-related equipment to include turrets, fire control systems, small arms, sight units, and artillery within the SBCT. The maintenance control section will make a determination on sending out an armament MST to make forward repairs or have the equipment evacuated to the BSA. The armament repair section will maintain Class IX bench stock to sustain its mission. The MST will include the appropriate resources (parts, tools, and personnel) to fix the fault. If equipment cannot be repaired on site, it is evacuated to the BSA.

GROUND SUPPORT EQUIPMENT (GSE) REPAIR SECTION

4-26. The GSE repair section provides field maintenance for all the SBCT nonvehicular environmental control; power generation; water purification; petroleum, oil, and lubricants (POL); and engineer equipment. It works primarily from the BSA. The section will use Class IX repair parts, controlled substitution, and cannibalization from nonrepairable equipment in addition to distribution resources.

MISSILE/ELECTRONICS REPAIR SECTION

4-27. The missile/electronic repair section provides field maintenance to the SBCT missile and electronic equipment/weapon systems. The section has two distinctly separate missions: missile weapon

system maintenance and communications-electronics (C&E) maintenance. The missile maintenance support mission requires contact and base operations, while the C&E support is primarily a base shop operation. The section requires 100 percent mobility, and contact missions require staffing the MSTs at two personnel per team. When not deployed, MSTs reside with the FMC and assist base shop personnel.

4-28. The section inspects, troubleshoots/diagnoses, classifies, and repairs the following: Javelin; tube launched, optically sighted, wire guided (TOW) II; Missile Improved Target Acquisition System (MITAS); special devices; night vision device; computer automation systems; and radars. When the section evacuates an item, it orders a replacement. The section uses spares and controlled substitution in addition to distribution resources.

4-29. To meet mission requirements, the section is authorized shop stock repair parts in addition to bench stock. Class IX repair parts include, but are not limited to, some LRU/shop replaceable unit (SRU), cable, circuit card, and modular components which are managed under a shop stock account.

MAINTENANCE OPERATIONS

4-30. The FMC provides unscheduled field maintenance support (less medical) for the SBCT. It has the maintenance capabilities to perform automotive, armament, missile, communications, special devices, and ground support equipment repair. Scheduled maintenance support for all rolling stock is provided by CLS at EAB. The FMC has a limited automation maintenance capability; automation maintenance is integrated into the CSSAMO, which is discussed in chapter 3.

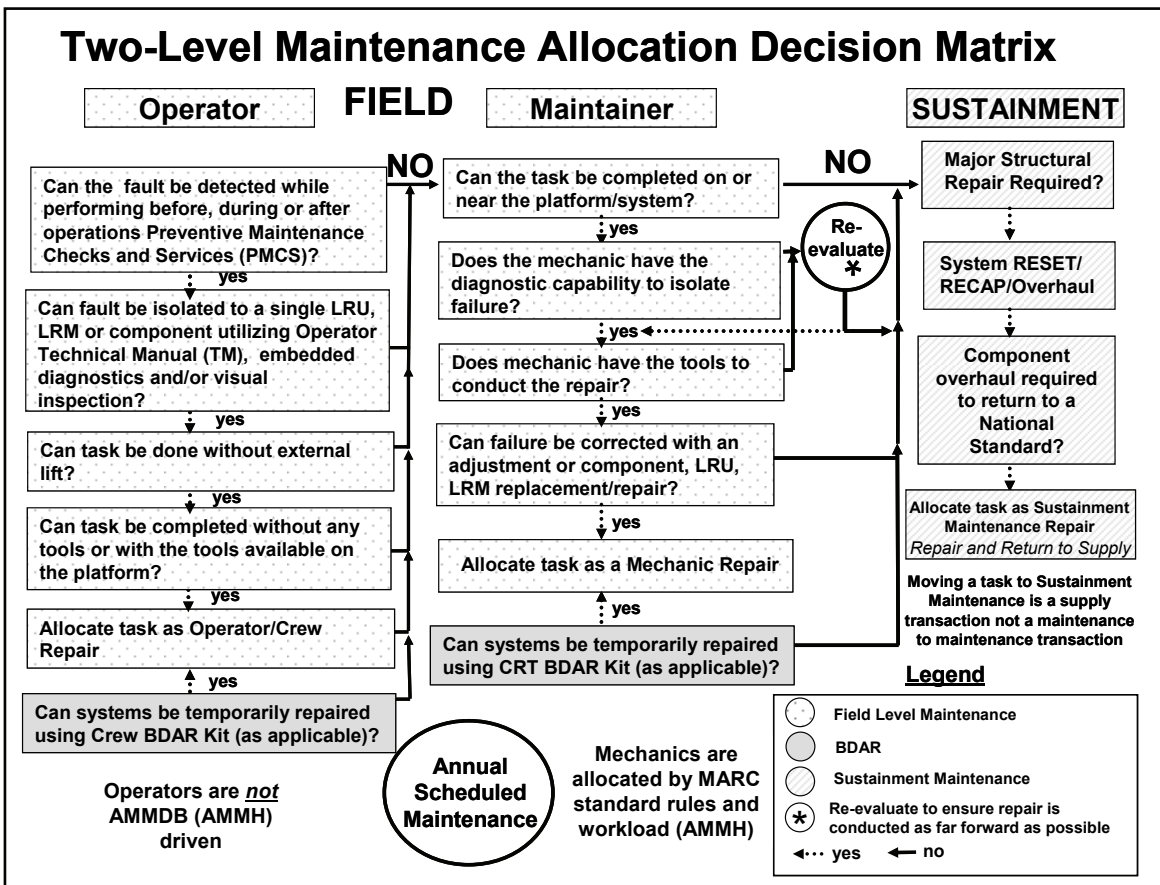


Figure 4-2. Typical company level maintenance workflow

TWO-LEVEL MAINTENANCE

4-31. Two-level maintenance (TLM) consists of field maintenance and sustainment maintenance. Field maintenance is focused on returning equipment to an operational status. The field maintenance level accomplishes this mission by fault isolating and replacing the failed component, assembly, or module. Field maintenance is defined by on-system repairs and the replace forward concept. The intent of this level is to replace the failed component, assembly, or module that returns the system to an operational status supporting the tactical commander. The only level of maintenance performed within the SBCT is field maintenance. See figure 4-2 for a typical company level maintenance workflow.

4-32. Sustainment maintenance, which is provided at echelons above brigade, focuses on repairing components, assemblies, modules, and end items in support of the distribution system. The intent of this level of maintenance is to perform off-system repairs on all supported items to a standard that provides a consistent and measurable level of reliability. The component is retrograded to a sustainment maintenance repair activity through the distribution system. Once the repair has been completed, the component is returned to the distribution system as a serviceable asset. The sustainment maintenance function can be employed at any point in the distribution system. Ideally, sustainment maintenance support comes from CONUS. However, battlefield OPTEMPO may dictate that sustainment maintenance activities be located closer to the battlefield to improve support.

REPLACE FORWARD/REPAIR REAR

4-33. With replace forward/repair rear doctrine, the FMC uses field maintenance that quickly returns systems to a mission capable or fully mission capable status. Faults that do not render a system NMC will be deferred until augmentation arrives or the OPTEMPO permits more repair time. To be most efficient and to generate combat power, the FMC will often focus on the replacement of LRUs and major assemblies, but, when appropriate, may perform on-system repairs of components. The majority of the FMC assets are located in the BSA to reduce the burden placed on maneuver elements. The critical maintenance nodes remain in the MCPs located in the maneuver task force areas. Each of these elements will have a CRT from the FMC. CRTs assess and report maintenance requirements to the FMC and repair NMC equipment with battle damage repair and LRU/major assembly replacement. The CRTs will carry a minimal Class IX load to perform this function. Due to its limited size, the CRT will often require a daily resupply of mission critical repair parts. The critical link to effective Class IX resupply is assured communications that are dedicated to the transfer of logistics data between forward deployed CRTs and the FMC and BSB staffs.

4-34. Equipment that is beyond the CRT capability will be evacuated to the BSA for repair, evacuated beyond the BSA, or replaced. Either like-vehicle recovery or FMC assets will perform the evacuation to the BSA. If a vehicle is unable to be recovered to an MCP, the BSB SPO will coordinate with EAB for transportation and evacuation assets. There are no set evacuation timelines. The commander determines when to program logistics pauses into his/her battle plan based on METT-TC factors.

4-35. The BSB SPO may coordinate with sustainment maintenance elements for additional resources to assist in restoring combat power. The SPO may coordinate for Class VII replacements which can either be components of end items (COEI) such as radios, night vision devices, or small arms, or end items such as medical evacuation vehicles MEVs or HMMWVs. The FMC has no capacity to maintain additional vehicles or equipment. Class VII must be accounted for and maintained by EAB support elements. Regardless of where Class VII stocks are kept, coordination between the SBCT and the owning agency must be performed prior to any deployment so that the items are located in an area that enables quick resupply to the SBCT when required. Some Class VII items may be maintained and stocked in the general supply section of the distribution company but must not degrade the deployability or mobility of the distribution company.

4-36. When NMC equipment is replaced with a Class VII spare, supply sergeants, S4s, and property book personnel must be incorporated into the process in order to maintain accountability. Maintenance personnel must also be part of the process to ensure that the Class VII item is operational and either

ready for use or for installment onto the end item. Class VII replacements will be delivered by EAB support elements.

SCHEDULED SERVICES

4-37. To maintain vehicle reliability, the SBCT employs CLS at EAB to perform services on the brigade's rolling stock. Equipment services are specified maintenance actions performed when required where equipment, components, and systems are routinely checked, adjusted, lubed, and so forth, according to engineer specifications. The Army leverages service time to maintain equipment service life and to support wartime readiness and training. Services on equipment include more than the application of a lubrication order or performance of service tasks. They include repair of faults and deficiencies as determined by performance observations, system and component checks, and analysis and updates. Maintenance personnel should use services to replace faulty items and avoid projected component failures based on analysis and engineering documentation. This results in a higher level of reliability in combat and is more cost effective.

BASE MAINTENANCE OPERATIONS

4-38. The FMC retains a maintenance capability in the BSA since certain pieces of test equipment are not easily transportable. Base maintenance provides dedicated field maintenance on an area basis to BSB troops as well as backup support to the CRTs and supported maneuver battalions. The MCS operates automated maintenance systems to support the SBCT companies and the BSB. It also serves as the main collection point for all maintenance records prior to being sent to the BSB SPO staff. Base repair sections can perform contact maintenance missions as required.

MAINTENANCE MANAGEMENT

4-39. Maintenance management in the SBCT will require close coordination and collaboration between the battalion/brigade S4s, the battalion/brigade SPOs, CRTs, and the maintenance control officer. While battalion S4s and their commanders are accountable for their unit readiness, the maintenance control officer provides the control, coordination, and overall management of all maintenance assets and is the primary collection point for all maintenance and readiness data. The SPO tracks maintenance and supply data and trends, provides guidance to the maintenance control officer on priorities as they are passed down from the brigade commander, develops current and future support plans, and acts as the central logistics integrator for the SBCT and BSB commanders.

4-40. TAMMS (DA Pam 738-750) describes the forms and records required to perform field level maintenance. The equipment data reports are generated to provide the information needed to plan, manage, and control the equipment. The maintenance control officer and MCS use these records to control the maintenance schedules and services, inspections, and repair workloads. Reports are used to report, ask for, and record repair work. These records help maintain visibility of the status of equipment, equipment uses, and logistics reports. The SOP needs to detail procedures established by the SBCT to provide C2 of the equipment.

4-41. The maintenance control officer and the CRTs are the maintenance dispatching centers for the SBCT. The maintenance control officer must establish the internal and external SOP for the SBCT that describes how 24-hour dispatching support is provided. The SOP details the dispatching procedures in garrison and contingency operations. The dispatching procedures begin with the operator conducting preventive maintenance checks and services (PMCS) and verification by the Soldier's leadership. If faults are annotated which the operator cannot correct, the unit will coordinate with the maintenance control officer or CRT for assistance.

CRT STOCKS

4-42. CRT stocks are permitted for each CRT. Combat repair team stocks will be 100 percent deployable in the first lift; the CRT may not stock more than they can carry in organic vehicles.

CONTROLLED EXCHANGE

4-43. Controlled exchange is the removal of serviceable components from unserviceable but economically repairable equipment for immediate reuse in restoring another like item of equipment to combat serviceable condition. The unserviceable component must be used to replace the serviceable component or retained with the end item that provided the serviceable component. Commanders at brigade level will set guidelines for controlled exchange. Controlled exchange is managed by the BSB commander according to the set priorities and is maintained within the maintenance control section of the BSB. (Refer to AR 750-1 for more information on controlled exchange.)

CANNIBALIZATION

4-44. Cannibalization is the authorized removal of components from materiel designated for disposal. It supplements supply operations by providing assets not readily available through normal supply channels. During combat, commanders may authorize the cannibalization of disabled equipment only to facilitate repair of other equipment for return to combat. Costs to cannibalize, urgency of need, and degradation to resale value of the end item should be considered in the determination to cannibalize. Cannibalization of depot maintenance candidate items, controlled exchange, or component parts by field organizations is prohibited. Exceptions will be made only in urgent cases of field operational readiness requirements and then only with the written concurrence of the AMC major subordinate command. Cannibalization is not authorized during peacetime without approval from the national inventory control point (NICP). (Refer to AR 750-1 and AR 710-2 for more information on cannibalization.)

BATTLE DAMAGE ASSESSMENT AND REPAIR

4-45. BDAR is the procedure to rapidly return disabled equipment to the operational commander by field-expedient repair of components. BDAR restores the minimum essential combat capabilities necessary to support a specific combat mission or to enable the equipment to self-recover. BDAR is accomplished by bypassing components or safety devices, cannibalizing parts from like or lower priority equipment, fabricating repair parts, taking shortcuts to standard maintenance, and using substitute fluids, materials, or components. Depending on the repairs required and the amount of time available, repairs may or may not return the vehicle to a fully mission capable status. (See FM 4-30.31 for more information.)

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Chapter 5

The Brigade Support Medical Company

MISSION AND ORGANIZATION

5-1. The mission of the BSMC is to provide AHS support to the all units subordinate to the 1 SBCT and non-brigade units operating within the SBCT AO. The BSMC operates a Role 2 MTF and provides Role 1 HSS on an area basis to all SBCT units that do not have organic medical assets. The company provides C2 for its organic elements and operational control of medical augmentation elements. The BSMC locates and establishes its company headquarters in the BSA and establishes a BSMC Role 2 MTF and, when required, may be augmented with a surgical capability. (For additional information on the operations and function of similar organizations, see FM 4-02.6 and FM 4-02.121.)

5-2. The BSMC is organized (figure 5-1) into a company headquarters, treatment and evacuation platoons, and PVNTMED and mental health (MH) sections. The company performs the following functions:

- Emergency medical treatment (EMT) and ATM for wounded and nonbattle injury (NBI) patients.
- Sick call services.
- Ground ambulance evacuation.
- Operational dental treatment that includes emergency essential dental care (see FM 4-02.19).
- Class VIII resupply and medical equipment maintenance support.
- Limited medical laboratory and radiology diagnostic services.
- Outpatient consultation services for patients referred from Role 1 MTFs.
- Patient holding for up to 20 patients.
- Reinforcement and augmentation of maneuver battalion medical platoons.
- Coordination with the UMT for required religious support.
- Preventive medicine consultation and support.
- Combat and operational stress control support (see FM 4-02.51).
- Mass casualty operations (triage and management.)
- Patient decontamination and treatment (see FM 4-027, FM 4-02.-283, FM 4-02.285 and FM 8-284).

5-3. The BSMC depends on—

- Appropriate elements of the brigade for legal, finance, personnel and administrative services.
- The headquarters and distribution company, BSB, table of organization and equipment for food service support following initial sustainment period, religious support, and communications-electronic and communications security equipment maintenance.
- The forward maintenance company, for unit maintenance support.
- The medical logistics company, for Class VIII, optometry support and for medical equipment maintenance and repair.
- The blood support detachment, for blood support.
- Air ambulance evacuation support from the general aviation support battalion
- The forward surgical team for resuscitative surgical support.

- The ground ambulance medical company (GAMC), from the multifunctional medical battalion (MMB) for ground ambulance evacuation support, as required.
- An Air Force aeromedical evacuation liaison team (AELT) and a mobile aero medical staging facility for providing medical evacuation support from the AO when required.

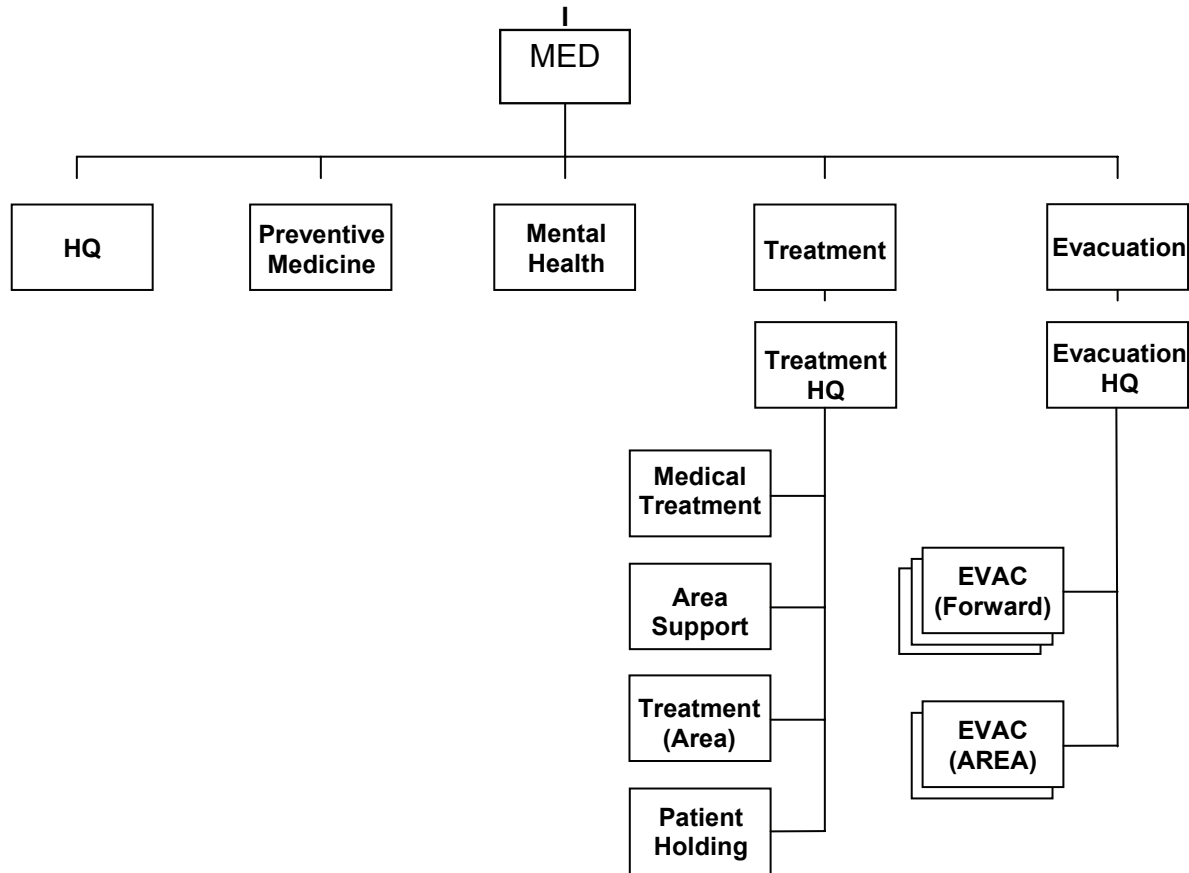


Figure 5-1. Brigade support medical company

5-4. The BSMC may be augmented with a FST as part of the initial entry medical support for the SBCT, especially if it is a forced entry. Air ambulance support should augment the BSMC medical evacuation capabilities during initial entry or as part of early follow-on support elements. Reach capabilities will link the BSMC with the sustaining base. This reach capability is invaluable for medical consultation/telementoring and coordination for AHS requirements. Other FHP augmentation support, such as the AML, PVNTMED, and veterinary support will be requested as required. Additional support to the BSMC should include proximate Role 3 hospitalization capability.

COMPANY HEADQUARTERS ORGANIZATION AND FUNCTION

COMPANY HEADQUARTERS

5-5. The company headquarters section provides C2 for the company and attached units. It provides unit-level administration, general supply, and CBRNE operating support. It also provides MEDLOG support and operates a supply distribution point for Class VIII support packages for supported medical units and combat lifesavers operating in the SBCT AO. The company also provides primary field support maintenance to the BSMC and emergency medical equipment maintenance for the medical platoons/sections in the SBCT.

5-6. The company headquarters section is organized into a command element, a supply element, and a distribution operations element consisting of unit decontamination, CBRNE, and a small arms repair capability. For communications, the company establishes both an FM and AM radio net and a wire net. (Refer to FM 4-02.6.) For communications, automation, and navigational capability, it employs the following assets: SINCGARS, EPLRS, and other radios; FBCB2, MTS, MC4, and other systems as they become available.

COMMAND ELEMENT

5-7. The command element is responsible for providing billeting, security, training, administration, and discipline for assigned personnel. This element provides C2 of its assigned and attached personnel. It is typically staffed with a company commander, an XO, and a first sergeant.

Note: Currently, medical company commanders' positions are documented 05A, Army medical department AMEDD immaterial, meaning any qualified AMEDD officer can assume command. When the medical company commander is not a physician, medical decisions and technical supervision of medical personnel are performed by the senior physician assigned to the medical company.

LOGISTICS ELEMENTS

5-8. The logistics elements include general supply, brigade medical supply office (BMSO), and medical equipment maintenance elements. These elements provide Class VIII resupply/distribution, and primary field support maintenance to the BSMC and emergency medical equipment maintenance for the medical platoons/sections in the SBCT, general supply, and armorer support for the BSMC's organic platoons/sections and attached medical units. The MEDLOG company provides medical equipment repair supports for the medical platoons/section of the maneuver battalions.

GENERAL SUPPLY ELEMENT

5-9. The general (unit) supply element is responsible for managing, requesting, receiving, issuing, storing, and maintaining all classes of supplies and turn-in of supplies and equipment for the company. It also employs Property Book Unit Supply-Enhanced (PBUSE) for automated supply activities. The unit supply sergeant coordinates all general supply, equipment requirements, and actions with the 1SG and the BSB SPO.

BRIGADE MEDICAL SUPPLY OFFICE

5-10. The BMSO manages the ordering, receipt, and distribution of all Class VIII blood management for the SBCT. The BMSO element establishes the Class VIII distribution point and manages Class VIII(a). The MEDLOG sergeant of this element coordinates BMSO requirements through the BSMC XO with the medical logistics officer (MLO) of the BSB SPO and the BSS. The BMSO uses the Defense Medical Logistics Standard System Customer User Module (DCAM) for managing all Class VIII orders.

MEDICAL MAINTENANCE

5-11. The BMSO of the BSMC provides primary field support maintenance to the BSMC and emergency medical equipment maintenance for the medical platoons/sections in the SBCT. The BMSO provides medical equipment reporting and oversight for all medical equipment within the brigade. Units within the SBCT without organic medical equipment repair capabilities will coordinate with the BMSO for field support and sustainment support (SS) from the MEDLOG company contact repair teams (CRTs). The BMSO will carry minimal Class VIII repair parts in support of the brigade. Class VIII repair parts will be requested from the supporting MEDLOG company. All medical equipment within the brigade shall be reported through the theater approved automation system to the supporting MEDLOG. All command reporting procedures remain in place (DA Form 2406, *Materiel Condition Status Report*). Medical-specific test, measurement, and diagnostic equipment (TMDE), medical equipment operational

readiness floats (ORF), medical equipment turn-in, and patient movement items are supported through the MEDLOG company.

BLOOD MANAGEMENT

5-12. Blood requirements for the SBCT are determined by the SBCT surgeon based on the casualty estimates. Only packed liquid red blood cells are expected to be available to the brigade. Blood products are shipped to BSMC Role 2 MTFs by the blood support detachment of the MMB. The BSB MLO based on the brigade surgeon's blood requirement estimates, submits a blood request to the EAB blood support detachment or to the Area Joint Blood Program Office. The BSMC treatment platoon submits the blood status report through the support operations MLO to the supporting blood support element. The BSMC treatment platoon submits requests for blood through the BMSO to the support operations MLO to maintain blood supply stock. The support operations MLO keeps the BSS informed on the status of blood at the BSMC. Shipment of blood from the EAB blood support element to the BSMC is coordinated by the blood support element with the EAB movement control center (MCC). It is then transported to the requesting BSMC by dedicated medical vehicles (air and ground). The blood support element notifies the BSB support operations MLO when the blood is shipped. Emergency resupply can be accomplished by air ambulance or by medical personnel on nonstandard medical transports. All blood products issued to the BSMC will be according to TM 8-227-12 and will be distributed to the treatment platoon (area support squad medical laboratory element) for storage, management, monitoring, and further distribution. The treatment platoon is responsible for preparing the blood situation report. Blood products for the supporting FST will be issued directly to that unit for use, management, and reporting. (See FM 4-02, FM 4-02.1, FM 8-55, and Technical Manual TM 8-227-12 for definitive information on blood management.)

EMPLOYMENT OF THE MEDICAL COMPANY

- 5-13. In establishing the company headquarters, the command element—
- Ensures that communication is established with the units within the BSB and BSA.
 - Meets all security precautions and requirements according to BSA SOP.
 - Ensures that only essential equipment is set up to support the medical company operations.
 - Disperses shelter systems and equipment to the maximum extent possible.

Note: If the failure to camouflage endangers or compromises tactical operations, a SBCT commander may order camouflage of the Role 2 MTF (refer to standardization agreement [STANAG] 2931).

- 5-14. Unit personnel set up communications equipment and establish the NCS for the company.

PREVENTIVE MEDICINE SECTION

5-15. The PVNTMED section has primary responsibility for supervising the unit PVNTMED program described in FM 4-02.17. The 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.

5-16. The PVNTMED section provides advice and consultation in the area of health threat assessment, FHP, environmental sanitation, epidemiology, sanitary engineering, and pest management. Through routine surveillance, they identify actual and potential health hazards, recommend corrective measures, and assist in training SBCT Soldiers in DNBI prevention programs. (For additional information on the operations and function of the PVNTMED section, refer to FM 4-02.17 and DA Pam 40-11.)

5-17. PVNTMED activities begin prior to deployment to minimize DNBIs. Actions taken include—

- Supporting command awareness of potential health threats and implementing appropriate protective measures.
- Promoting the deployment of a healthy and fit force.
- Coordinating for the performance of an environmental health site assessment (EHSA) and the related environmental baseline survey (EBS), as required.
- Monitoring the command immunization status (see AR 40-562); water supplies, to include CBRNE contamination; the status of individual and small unit PVNTMED measures (see FM 4-02.25 and FM 4-25.12; heat and cold injuries, occupational and environmental health hazards,; food-, water-, and arthropod-borne diseases (see FM 4-02.17, FM 8-250, and TM 5-632, TB (Med) 507, TB 530, and TB 577); use of prophylaxes such as antimalarial tablets; analyzing, and reporting medical surveillance information.
- Assisting with the unit's training in PVNTMED to counter the health threat.

5-18. Effective PVNTMED operations are characterized by preemptive actions. Lack of or delay in implementing preemptive actions can significantly impact on the deployed force ability to accomplish its assigned mission. (Refer to FM 4-02.17, FM 8-250, FM 21-10, and FM 4-25.12 for additional information.)

5-19. PVNTMED operations are prioritized based on the mission, health threat, and assessment of data collected (through medical surveillance, occupational/environmental health surveillance, pest surveillance, monitoring unit and individual protective measures, inspecting, and reporting observations). Under the oversight of the brigade surgeon, the PVNTMED section monitors and guides implementation of the brigade PVNTMED program.

MENTAL HEALTH SECTION

5-20. The MH section consists of a behavioral science officer and a MH specialist. They are responsible for assisting commanders in controlling combat stress through prevention programs. The COSC team operates under the direction of the BSMC commander and provides brigade-wide BH services. (See FM 4-02.51 for details on COSC duties.) The behavioral science officer and MH specialist are especially concerned with assisting and training maneuver unit Soldiers and small unit leaders, to include members of UMTs, members of forward deployed medical platoons/sections, and medical treatment personnel of BSMC.

5-21. The BSMC MH section provides training and advice in the control of stressors, the promotion of positive combat and operational stress behaviors, and the early identification, handling, and management of misconduct stress behavior and combat and operational stress reaction (COSR) in Soldiers. It coordinates COSC training for supported units. The section surveys social and psychological data and advises the command of the findings. It assists and counsels personnel with personal, behavioral, or psychological problems. The section is the POC for augmenting COSC teams when they are requested.

5-22. The company MH section uses the BSMC Role 2 MTF as the center for its operations but is mobile throughout the AO. The section's priority functions are to promote positive stress behaviors, prevent unnecessary evacuations, and coordinate return of Soldiers to duty, not to treat cases. Through the treatment and evacuation platoon leaders and company commander, the section keeps abreast of the tactical situation and plans and projects requirements for COSC support when units are pulled back for rest and recuperation. (For definitive information on COSC operations, see FM 22-51, and FM 6-22.5.)

THE TREATMENT PLATOON

GENERAL

5-23. The treatment platoon contains a medical treatment section, an area support treatment squad, an area support squad, and a patient-holding squad.

- The medical treatment section includes two treatment teams to provide Role 1 medical treatment and augmentation support to SBCT maneuver battalions, as required. Each of the medical teams has a HMMWV ambulance (with trailer) to transport the team and its equipment.
- The medical section is composed of three treatment teams that can augment forward and that provide continuous coverage for the BSMC Role 2 MTF.
- The medical treatment section provides operational dental care, as well as laboratory and x-ray support, and physical therapy commensurate with the brigade level of medical treatment.
- The patient-holding squad provides a patient-holding facility capability of 20 cots. Its primary mission is to hold patients awaiting evacuation from the brigade AO; a secondary mission is to hold Soldiers who are expected to return to duty within 72 hours.

5-24. The medical treatment squad, the area support squad, and the patient-holding squad are the elements required to establish the BSMC Role 2 MTF. Once established, the treatment platoon is responsible for operating the BSMC Role 2 MTF. The BSMC Role 2 MTF receives, triages, treats, and determines the disposition of patients based upon their medical condition. Treatment platoon provides professional services in the areas of sick call services, emergency medical treatment, advanced trauma management, and operational dental care. In addition, it provides basic diagnostic laboratory (blood cell counts, urinalysis, and microbiology for diagnosis) and radiological services and patient-holding support. When patients are able to return to duty after having received treatment, the BSMC Role 2 MTF coordinates with the brigade S1, who in turn contacts the respective unit to pick up the Soldier or follow the brigade SOP. The treatment platoon also serves as the alternate CP for the BSMC.

TREATMENT PLATOON HEADQUARTERS

5-25. The treatment platoon headquarters element directs, coordinates, and supervises platoon operations based on the SBCT AHS plan. The headquarters element 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 element is responsible for overseeing platoon operations, OPSEC, communications, administration, organizational training, supply, transportation, patient accountability and statistical reporting functions, and coordination with the BSB SPO for patient evacuation. The platoon headquarters establishes a FM NCS for its subordinate elements and serves as the alternate CP for the company when directed. For communications, the headquarters employs a FM radio for C2 and is employed in the BSMC command and wire net. It also employs an MC4 capability for patient accounting and reporting.

MEDICAL TREATMENT SECTION

5-26. The three treatment teams provide emergency and routine sick call treatment to Soldiers assigned or attached to supported units. These teams are deployed in direct support of brigade units. When positioned with the BSMC, the treatment section personnel work in the Role 2 MTF. The treatment section must be prepared for short notice forward deployment; therefore, personnel, medical equipment sets, and vehicles must be in a state of readiness. The section has the capacity to split and operate separate treatment teams for limited periods of time.

AREA TREATMENT SQUAD

5-27. The area treatment squad, with the area support squad and patient-holding squad, form the BSMC Role 2I MTF. The area treatment squad is the base medical treatment element of the BSMC Role 2 MTF and does not forward deploy. The squad provides routine sick call services and initial resuscitative treatment for supported units. For communications, the squad employs FM radios in the BSMC radio nets. Teams of this squad operate their radios on the treatment platoon FM net.

5-28. The area support squad includes the dental, medical laboratory, and field x-ray capability. It provides for basic services commensurate with Role 2 medical treatment. The area support squad is typically staffed with a dental officer, a dental specialist, a medical laboratory sergeant and specialist, and an x-ray sergeant and specialist. The dental officer supervises the activities of the area support squad. The area support squad communicates on the treatment platoon FM net. The elements of the area support squad may deploy forward in support of maneuver units. This squad is not normally used to reinforce other medical units or as an area damage control team because it operates the BSMC Role 2 MTF.

DENTAL ELEMENT

5-29. The dental element 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 (hemorrhage, cellulitis, 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.

MEDICAL LABORATORY ELEMENT

5-30. The medical laboratory element performs clinical laboratory and blood banking procedures to aid physicians and physician's assistants (PAs) in the diagnosis, treatment, and prevention of diseases. Laboratory functions include performing laboratory procedures consistent with the Role 2 treatment capabilities. This element is responsible for storing and issuing blood (liquid red blood cells [RBCs]).

RADIOLOGY ELEMENT

5-31. The radiology element operates x-ray equipment consistent with the Role 2 treatment capabilities. It is capable of both plain film and regional digital radiography. This element will also have a reach telemedicine capability to request and acquire digital radiographic diagnostic assistance. The section performs routine clinical radiological procedures to aid physicians and PAs in diagnosing and treating patients. Specific functions performed by this element include—

- Interpreting physician's orders, applying radiation and electrical protective measures, operating and maintaining x-ray equipment, and taking x-rays of the extremities, chest, trunk, and skull.
- Performing manual and automatic radiographic film processing (darkroom) procedures.
- Assembling x-ray film files for patient remaining within the SBCT or arranging for such film to accompany those patients who are evacuated.
- Assisting the chemical operations NCO with radiological monitoring, surveying, and documentation procedures.

PATIENT-HOLDING SQUAD

5-32. The patient holding squad operates the patient-holding facility of the BSMC Role 2 MTF. The holding facility's primary mission is to hold patients awaiting evacuation; a secondary mission 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. Normally, only those patients awaiting evacuation or those requiring treatment of

minor illness or injuries and who are expected to return to duty within 72 hours are placed in the patient-holding area.

5-33. The medical-surgical nurse assigned to the patient-holding squad provides nursing care supervision and is responsible for the operation of the holding facility. Role 2 MTFs do not have an admission capability therefore patients held at this facility are not counted as hospital admissions. In addition, the patient-holding facility serves as a patient-overflow recovery area for the FS when attached.

THE EVACUATION PLATOON

GENERAL

5-34. 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. The platoon employs five HMMWV evacuation squads (or ten evacuation teams).

EVACUATION PLATOON HEADQUARTERS

5-35. The evacuation platoon headquarters element provides C2 for evacuation platoon operations. It maintains communications to direct ground evacuation of patients. It provides ground ambulance evacuation support for the maneuver battalions of the SBCT. It also provides ground evacuation support to other units receiving area medical support from the BSMC. Further medical evacuation to the supporting Role 3 CSH is the responsibility of the next higher level once that level is established in theater.

5-36. The evacuation platoon headquarters element directs and coordinates ground evacuation of patients. This element supervises the platoon and plans for its employment. It establishes and maintains contact with supported units and forward deployed treatment squads/teams of the BSMC. The platoon headquarters element performs route reconnaissance and develops and issues all necessary route and navigational information, to include graphic control measures, and relays all essential information on the FBCB2 to its evacuation teams. The platoon headquarters and its evacuation teams communicate on the tactical internet and employ the FBCB2 to receive evacuation requests from supported units. The platoon headquarters also coordinates and establishes ambulance exchange points (AXPs) for both air and ground ambulances, as required. The evacuation platoon communicates on the company command net and establishes its own NCS (refer FM 4-02.6) for its ambulance teams.

EVACUATION SQUADS

5-37. The evacuation squads provide ground ambulance evacuation of patients from forward areas to the BSMC Role 2 MTF. The evacuation squads consist of five emergency care sergeants and 15 evacuation aides/drivers. Evacuation squad personnel perform EMT, evacuate patients, and provide for their continued care en route. They also operate assigned radios and other communications-electronic equipment. Evacuation squad personnel provide the medical treatment that is necessary to prepare patients for movement and provide en route care. They operate vehicles to evacuate the sick and wounded and perform PMCS on ambulances and associated equipment. Evacuation squad personnel maintain supply levels for the ambulance medical equipment sets. They ensure that appropriate property exchange of medical items (such as litters and blankets) is made at sending and receiving level II MTFs (Army only). Evacuation teams maintain SU and use all available navigational tools to ensure quick and secure evacuation of patients.

EMPLOYMENT OF THE EVACUATION PLATOON

5-38. Each ambulance team carries a medical equipment set for medical emergencies and en route patient care. Ambulances deploy forward to support maneuver BASSs, with treatment squads/teams of the BSMC, or at AXPs. The evacuation platoon leader and platoon sergeant conduct reconnaissance of the

area of support to establish primary and alternate evacuations routes, to verify locations of supported units, and to assist field site evacuation teams as necessary. The platoon leader and platoon sergeant coordinate support requirements with supported units for evacuation platoons placed in direct support. Evacuation platoon personnel obtain appropriate dispatch and road clearances prior to departing company or supported unit areas. The platoon leader ensures that maps, graphic control measures, and all available information are provided to platoon personnel. If time and fuel permit, the platoon leader or platoon sergeant may take ambulance drivers on a rehearsal of the evacuation routes. The platoon leader/sergeant coordinates/establishes AXPs as required by the medical evacuation mission. The ambulances are usually positioned forward with the BAS of the maneuver battalions/squadrons. The direct support ambulances normally evacuate patients from the BAS to AXPs where patients are placed in a ground or air ambulance or further medical evacuation to the BSMC. The area support ambulances are used for area support missions. Evacuation platoon personnel assist with establishing the BSMC and provide available personnel as tasked by the 1SG. (For definitive information on medical evacuation operations, see FM 4-02.2.)

MEDICAL LOGISTICS OPERATIONS IN THE STRYKER BRIGADE COMBAT TEAM

5-39. The BSMC has limited Class VIII/blood management capability. During deployment, lodgment, and early buildup phases, medical units operate from planned, prescribed loads and from existing pre-positioned stocks identified in applicable contingency plans. (See FM 4-02.1 and FM 8-10-9 for definitive information on MEDLOG operations and Class VIII resupply procedures.)

5-40. Unique to the SBCT is the range and complexity of MEDLOG support. The probability of EAB-level AHS support (surgery, hospitalization, intensive care, and extensive blood usage) within the SBCT will result in a significant increase in the variety and urgency of medical supplies and equipment required. Priority of transportation of critical Class VIII materiel will have to be recognized and supported throughout the distribution system. Blood requires special handling and shipments are normally accomplished using medical transport. When established, the area joint blood program office will oversee the shipment of blood to requesting Role 2 and 3 MTF. If required, the BSMC has the capability to order directly from any SSA located in the AO.

BRIGADE MEDICAL SUPPLY OFFICE

5-41. The BMSO is not an SSA but serves as a forward distribution point (FDP) to facilitate the distribution of Class VIII and synchronizes the MEDLOG support for the supply of medical equipment and medical equipment maintenance within the SBCT. The BMSO deploys with a three-five day UBL and will preplan resupply sets that will constitute the next five days of supply and these resupply sets will be brought in and maintained by the BMSO for a resupply for the SBCT at D+5. In addition to having resupply sets on hand, the BMSO will have limited ASL "critical" line items to support the BMSO Role 2 medical elements and the maneuver medical platoon Role 1 element requirements of the SBCT. This ASL is a basic load of Class VIII supply within the SBCT that is to be managed as a safety level and released to support the brigade when routine replenishment operations do not meet mission requirements or the customer wait time (CWT). Upon arrival into the theater, the maneuver medical platoon and section and the BSMC will immediately start requisitioning the replacement of consumed line items using their automated ordering system and DCAM. These orders will be routed to the lowest level SSA supporting them in the theater.

5-42. Critical line items will be filled from the ASL maintained by the BMSO where the CWT exceeds mission requirements and an immediate resupply to the unit for these lines is required. The BMSO uses DCAM to create replenishment orders. Routine supply ordering procedures that support the unit while in garrison via DCAM and were in effect prior to deployment will go into effect upon arrival into theater as soon as NIPRNET connectivity is established. Upon receipt of a requisition, the supporting SSA will fill and package the items for throughput distribution to the requesting unit. The BMSO will receive and account for materiel upon arrival to the distribution control point located in the BSA and will integrate this materiel marked for a maneuver medical platoons/sections Role 1 MTF/BAS with other critical

Class VIII supply items and nonmedical materiel, which will be forwarded using a common battlefield distribution flow of material to the battalions. This materiel will be broken down by classes of supply, and Class VIII packaged material will be delivered to the medical platoons/sections' Role 1 MTF/BAS where the medical platoon will inventory the received items and close out the order in DCAM. The BMSO will also receive packaged material for issue to medical sections located within the BSMC and will receive material packaged as replacement stock for the ASL.

5-43. During the initial employment phase, the BSMC may receive configured push packages every three days from the supporting MEDLOG company. During early entry operations, supported medical units/elements operate from planned, prescribed loads and from existing Army pre-positioned stocks identified in applicable logistics plans. Initial resupply efforts may consist of preconfigured medical supply (MEDSUP) packages tailored to meet specific mission requirements. Anticipatory logistics will allow for preconfigured push packages which are shipped directly from CONUS to the BSMC until replenishment line-item requisitioning is established. While resupply by configured packages is intended to provide support during early entry operations and may continue through the initial phase, continuation on an as-required basis may be dictated by operational needs, METT-TC factors, and according to casualty estimates.

Delivery of Class VIII From Echelons Above Brigade

5-44. The primary transportation means of sustainment resupply for Class VIII materiel is general support (GS) transportation assets. The MEDLOG company will coordinate shipment of medical supplies with their supporting movement control team. Usually, EAB-level transportation assets will be used to deliver medical supplies from EAD areas to forward area to the BSA or division area. The MEDLOG company in the division is the Class VIII SSA to the SBCT. Once requests are received by the MEDLOG company, a materiel release order is printed and the stock is issued to the unit. For items not available for issue, the requests are forwarded to the next higher level of supply. All emergency requests are immediately processed and issued to the requesting unit. The MLO of the sustainment brigade has the responsibility to monitor all emergency requirements not immediately filled by the MEDLOG company. The MEDLOG company coordinates with the DMC for standard and emergency transportation of Class VIII supplies, as required.

Optical Support at Role 2 Medical Treatment Facilities at Brigade Support Medical Companies

5-45. Patients requiring optometric services initially report to the supporting medical company. For those patients requiring only routine replacement of spectacles or inserts, necessary information is obtained from the individual's treatment record and forwarded to the supporting optical fabrication activity. The required spectacles are fabricated and returned to the requisitioning unit for issue to the individual. For optometry services other than the replacement of spectacles, patients are transported to the nearest optometry team. Medical companies will request replacement of corrective eyewear for units in the BSA. Brigade medical companies submit replacement requests to the supporting optical fabrication activity via the best communications available with delivery back to the requester.

MEDICAL LOGISTICS OFFICER

5-46. The MLO of the BSB SPO coordinate the delivery of Class VIII within the SBCT. The MLO in coordination with the BSMC commander and the BSS, recommend the prioritization of medical supplies and blood products. The MLO also coordinates through the division surgeon section for the disposition of captured enemy medical materiel. The MLO maintains a critical Class VIII list and provides frequent updates to the BSB commander and the brigade surgeon on the status of critical Class VIII item.

ROUTINE REQUISITION

5-47. Routine requisitions from maneuver battalion medical platoons for Class VIII resupply to the BSMC will be via a digital request. Routine requisitions submitted by BSMC and other SBCT medical elements are sent directly to the supporting MEDLOG company. The MLO coordinates shortfalls in

distribution with the BSS. The MLO may update priorities with the MEDLOG company to correct deficiencies in the delivery system. If the requested items are available for issue, a materiel release order is printed and the requested supplies are prepared for shipment. For items not available, the requests are passed to the next higher SSA. The MEDLOG company forwards information to the unit on items shipped and on those requests that were not filled. An information copy is forwarded to the BSB MLO

IMMEDIATE REQUISITIONS

5-48. Immediate requisitions from maneuver battalion medical platoons are submitted to the BSMC. When the BSMC is unable to fill the request, the requisition is forwarded to the supporting MEDLOG element. The BSMC's BMSO will expedite handling of this request to ensure tracking of critical Class VIII items and timely delivery. All immediate requests received by the MEDLOG company are processed for shipment by the most expedient transportation available.

DELIVERY OF CLASS VIII IN THE SBCT

5-49. Delivery of Class VIII to requesting medical units in the SBCT is accomplished by logistics packages (LOGPACs) and normally by nonmedical transports. Shipment of these Class VIII LOGPACs from the MEDLOG company is coordinated with the EAB support elements support battalion and the EAB support elements movement control officer. The management and ITV of Class VIII delivery is accomplished through document number and transportation number tracking. In some cases, delivery of medical materiel into the SBCT AO may also be achieved through use of the directed Class VIII resupply using air evacuation backhaul resources that are returning to the SBCT AO.

5-50. Delivery of Class VIII to maneuver battalion medical platoons via LOGPAC or nonmedical transports is coordinated by the BSMC with the BSB SPO. For directed Class VIII resupply, medical transports may be used. Immediate Class VIII resupply will be processed for shipment by the most expedient means available. Based on patient estimates, medical push packages may be pre-positioned with maneuver battalion medical platoons or with the BSMC. Figure 5-2 provides an overview of Class VIII requisitions and resupply flow at level I. See FM 4-02.1 for definitive information pertaining to MEDLOG operations

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Chapter 6

The Distribution Company

6-1. The distribution company of the BSB provides supply and transportation support to elements of the SBCT. It also provides distribution management for all classes of supply and services. The distribution company is responsible for the following:

- Planning and supervision of supply distribution points and transportation and field service support.
- Daily receipt, temporarily storage, and issuance of all classes of supply (less Class VIII).
- Transportation of daily cargo.
- Class III(B) retail fuel support to the brigade.
- Water purification, storage, and distribution for the brigade.

ORGANIZATION

6-2. The distribution company includes a company headquarters and transportation, supply, and fuel and water platoons. The supply platoon provides support to the SBCT and maintains the ASL (limited) for the SBCT. The fuel and water platoon provides bulk fuel distribution and water purification and distribution. The transportation platoon provides the distribution capability to deliver supplies. See Figure 6-1 for a diagram of the BSB distribution company.

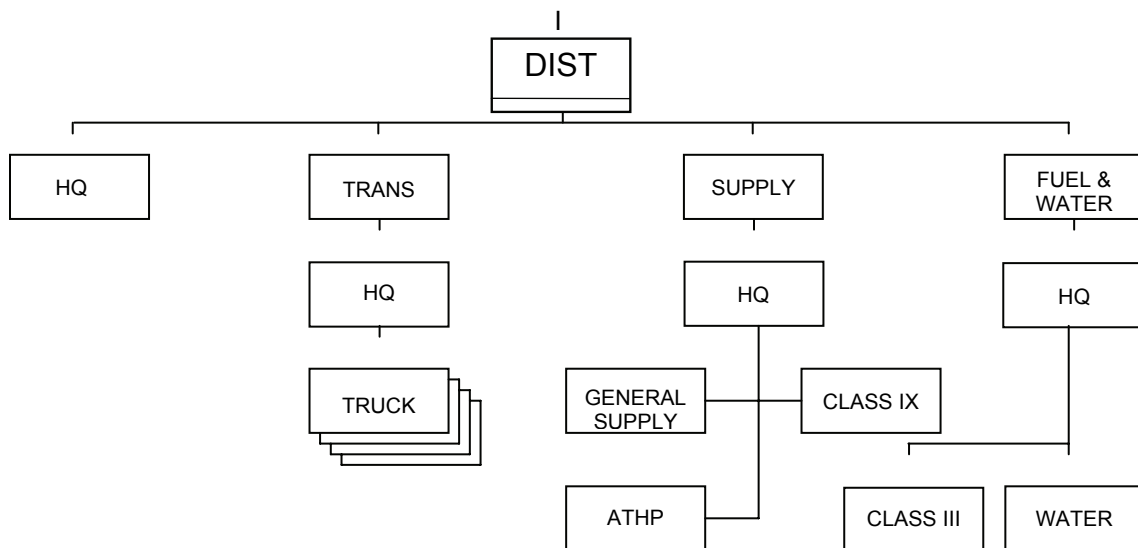


Figure 6-1. Distribution company

6-3. The company headquarters provides administration, transportation, supply, and services support for all personnel assigned or attached to the company. It is responsible for the C2 and security of the company. Functions of the company headquarters are to—

- Maintain load plans.
- Perform route reconnaissance.
- Organize the unit for movement and issue movement orders to personnel.
- Request additional transportation through the BSB S4.

- Coordinate with the BSB S2/S3 on the quartering party.
- Provide C2 of the distribution company.

DISTRIBUTION COMPANY COMMANDER

6-4. The distribution company commander is responsible to the BSB commander for the discipline, combat readiness, and training of his/her company. The company commander is responsible for—

- Accomplishing all missions assigned to the company according to the BSB commander's intent.
- Preserving the fighting capability of the distribution company.
- Maintaining continuous communications with higher, lower, and adjacent units.
- Providing flexible, tailored, logistics packages to the SBCT.

EXECUTIVE OFFICER

6-5. The company XO is the company's second in command and the primary internal logistics planner and coordinator. The XO and the company headquarters personnel serve as the company's battle staff and operate the company CP and NCS for both radio and digital traffic. The company XO's other duties include—

- Ensuring continuous battle tracking.
- Ensuring that accurate, timely tactical reports are sent to the BSB TOC.
- Assuming command of the company as required.
- In conjunction with the 1SG, planning and supervising the company's logistics and defense effort before, during, and after the battle.
- Preparing the company OPORD for the commander.
- Conducting tactical and logistics coordination with higher, adjacent, and supported units.
- As required, assisting the commander in issuing orders to the company, headquarters, and attachments.
- Conducting additional missions as required. These may include serving as officer in charge (OIC) for the quartering party, company movement officer, or company training officer.
- Assisting the commander in preparations for follow-on missions.

FIRST SERGEANT

6-6. The 1SG is the company's senior NCO and normally is its most experienced Soldier. The 1SG is the commander's primary logistics and tactical advisor and is an expert in individual and NCO skills. The 1SG helps the commander and XO to plan, coordinate, and supervise all logistical activities that support the company's mission. The 1SG operates where the commander directs or where his/her duties require him/her. The 1SG's specific duties include—

- Executing and supervising routine operations. The 1SG's duties may include enforcing the tactical SOP; planning and coordinating training; coordinating and reporting personnel and administrative actions; and supervising supply, maintenance, communications, and field hygiene operations.
- Supervising, inspecting, and/or observing all matters designated by the commander. For example, the 1SG may observe and report on the company's battle position, proof fighting positions, or design and ensure emplacement of the defensive perimeter.
- As necessary, serving as quartering party NCOIC.
- Using FBCB2 to transmit company rollup reports logistics situation report (LOGSITREP) and personnel situation report (PERSITREP). Transmitting call for support (CFS) for immediate resupply for Class III, IV, V or recovery missions using FBCB2 (as required).

- Conducting training and ensuring proficiency in individual and NCO skills and small-unit collective skills and ensuring Soldiers tasks are trained that support the company's mission essential task list (METL) and the operating environment.
- Receiving incoming personnel and assigning them to subordinate elements as needed.
- Ensuring the medical evacuation of sick, injured, and wounded Soldiers to the supporting medical treatment facility.
- Ensuring the evacuation of Soldiers killed in action to the supporting mortuary affairs collection point.
- In conjunction with the commander, establishing and maintaining the foundation for company discipline.

SUPPLY SERGEANT

6-7. The supply sergeant requests, receives, issues, stores, maintains, and turns in supplies and equipment for the company. The supply sergeant coordinates all supply requirements and actions with the 1SG and the battalion S4. The supply sergeant's specific responsibilities include—

- Controlling the company cargo truck, resupplying the water trailer, and supervising the supply clerk/armorer.
- Monitoring company team activities and the tactical situation, anticipating and reporting logistics requirements, and coordinating and monitoring the status of the company logistics requests.
- Coordinating and supervising the issue or delivery of supplies to the HHC sections.

NBC SPECIALIST

6-8. The NBC specialist assists and advises the company commander in planning for and conducting operations in a CBRNE environment. The NBC specialist plans, conducts, coordinates, and/or supervises CBRNE defense training with the 1SG and covers such areas as decontamination procedures and use and maintenance of CBRNE-related equipment. Specific duties include—

- Assisting the commander in developing company OEG according to OEG from higher headquarters.
- Making recommendations to the commander on CBRNE survey and/or monitoring, decontamination, and smoke support requirements.
- Requisitioning CBRNE-specific equipment and supply items.
- Assisting the commander in developing and implementing the company team CBRNE training program.

6-9. The NBC specialist ensures that the training program covers the following requirements:

- First-line supervisors provide effective sustainment training in CBRNE common tasks.
- The CBRNE-related leader tasks are covered in sustainment training.
- The CBRNE-related collective tasks are covered in overall unit training activities.
- The CBRNE factors are incorporated as a condition in the performance of METL tasks.
- Company elements are inspected to ensure CBRNE preparedness and findings are reported to the commander.
- Information on enemy and friendly CBRNE capabilities and activities, including attacks, are processed and disseminated.
- The commander is advised on contamination avoidance measures.
- Decontamination operations are coordinated, monitored, and supervised.

ARMORER

6-10. The armorer performs field maintenance on the company's small arms and is responsible for evacuating weapons as necessary to the brigade field maintenance company for maintenance. In addition,

the armorer normally assists the supply sergeant in his/her duties. As an option, the armorer may serve as the driver of the ISG's vehicle to make him/her more accessible for weapons repair and maintenance.

SUPPLY PLATOON

6-11. The supply platoon supports the SBCT and manages distribution of supplies, including Classes I, II, III(P), IV, V, VI, VII, and IX. (See table 6-1 for a description of the classes of supply.) The supply platoon consists of a platoon headquarters, a general supply section, a Class IX section, and an ammunition transfer and holding point (ATHP) section. The platoon is equipped with HMMWV cargo carriers with trailers, HEMTT-LHS with Palletized Load System (PLS) trailers, and 10,000-pound forklifts for supply support.

6-12. The general supply section receives, stores, issues, and transloads approximately 29 short tons (STs) of Class I, II, III(P), IV (barrier material only) and Class VII supplies daily. This section receives and issues dry cargo and bottled water. It also receives inoperable equipment and coordinates transportation for the retrograde of equipment out of the AO. The general supply section transfers loads from the incoming modes of transportation to flatracks/CROPs in the supply marshaling area for distribution to units. The general supply section is limited in its capability to reconfigure loads.

6-13. The Class IX section receives, stores, transloads, and issues Class IX to SBCT units. This section is equipped with a SARSS workstation and two international standardization organization (ISO) containers for storage of the authorized stockage list (ASL). The Class IX section deploys with a predetermined high demand ASL to provide Class IX support to the brigade.

6-14. The ATHP section provides the brigade the capability to transfer ammunition and other Class V items from EAB transportation assets to the BSB or to other unit vehicles. This section can handle approximately 52 ST of Class V daily. Ammunition is received in MCLs or SCLs as discussed in chapter 1, ready for transloading onto BSB transportation assets. The ATHP section operates the ATHP within the SBCT BSA. The ATHP section executes transload operations and also limited storage, movement, reconfiguration, and management of ammunition. The ATHP section also has limited capability to rig ammunition bundles for sling-load delivery.

Table 6-1. Classes of supply

<i>Class</i>	<i>Description</i>
I	Subsistence, gratuitous health and comfort items.
II	Clothing, individual equipment, tentage, organizational tool sets and kits, hand tools, unclassified maps, administrative and housekeeping supplies and equipment.
III	Petroleum, fuels, lubricants, hydraulic and insulating oils, preservatives, liquids and gases, bulk chemical products, coolants, deicer and antifreeze compounds, components, and additives of petroleum and chemical products, and coal.
IV	Construction materials, including installed equipment, and all fortification and barrier materials.
V	Ammunition of all types, bombs, explosives, mines, fuses, detonators, pyrotechnics, missiles, rockets, propellants, and associated items.
VI	Personal demand items (such as health and hygiene products, soaps and toothpaste, writing material, snack food, beverages, cigarettes, batteries, and cameras—nonmilitary sales items).
VII	Major end items such as launchers, tanks, mobile machine shops, and vehicles.
VIII	Medical materiel including repair parts peculiar to medical equipment.
IX	Repair parts and components to include kits, assemblies, and subassemblies (repairable or nonrepairable) required for maintenance support of all equipment.
X	Material to support nonmilitary programs such as agriculture and economic development (not included in Classes I through IX).
Miscellaneous	Water, salvage, and captured material.

FUEL AND WATER PLATOON

6-15. The fuel and water platoon is responsible for the purification, storage, and distribution of bulk water, as well as the receipt, storage, and distribution of Class III(B) fuel. The platoon headquarters provides C2 and quality control for fuels being distributed by the platoon.

FUEL SECTION

6-16. The fuel section of the fuel and water platoon receives, stores, and issues bulk petroleum to the SBCT. The entire section is fully mobile, and the modular tankrack fuel farm gives the fuel section the ability to displace even when it contains fuel.

6-17. The fuel section has HEMTT fuelers equipped with a modular fuel farm consisting of fuel tankracks, PLS trailers, and pump/filtration modules.

6-18. The concept of operations calls for the HEMTT fuelers to conduct retail fuel support to the SBCT through LOGPAC operations, while the modular fuel farm remains in the BSA. The modular fuel farm will receive fuel from military or commercial vehicles and issue bulk fuel to the HEMTT fuelers. Retail operations can also be conducted at the modular fuel farm for area support to units in the BSA. The BSB SPO tasks the distribution company commander with fuel requirements. The company commander forwards requirements to the fuel and water platoon and ensures that vehicles and personnel are at the right place and time to conduct LOGPAC operations.

6-19. The HEMTT fuelers are the primary retail vehicles. However, the modular fuel farm also gives the platoon leader flexibility to move fuel tankracks forward if necessary. Fuel tankracks can be loaded on

the PLS trailers and be pulled with the HEMTT fuelers. They may also be pre-positioned forward to support operations.

WATER SECTION

6-20. The water section of the fuel and water support platoon purifies, stores, and distributes bulk potable water within the SBCT. This section operates one water point and provides storage and distribution of potable water to the SBCT. Water distribution is conducted as part of LOGPAC operations. The water section contains organic purification equipment, reverse osmosis water purification units (ROWPUs), which can operate up to 20 hours per day with four hours dedicated to maintenance. The two ROWPUs are scheduled to be replaced by one 1,500-GPH tactical water purification system (TWPS) and lightweight water purifier (LWP) systems.

6-21. The water section has HEMTT-LHS trucks and PLS trailers equipped with water flatrack tanks and one TWPS.

TRANSPORTATION PLATOON

6-22. The transportation platoon provides transportation support to the SBCT and is the primary source for all transportation operations. The transportation platoon assets will form the basis of the SBCT LOGPAC operations. The platoon provides for the movement of bottled water, Class I, II, III(P), IV, V, VI, IX, and limited Class VII support to the SBCT. The transportation platoon provides virtually all transportation support for the SBCT. It has a centralized lift capability that includes HEMTT-LHSs and PLS trailers.

6-23. The transportation platoon leader controls the SBCT distribution assets (HEMTT-LHS and PLS trailers) under the guidance of the distribution company commander. The transportation platoon headquarters provides coordinated supervision of the distribution of all classes of supply (less bulk fuel, bulk water, and Class IX) moving in and out of the BSA. It also retains responsibility for distributing bulk water and fuel in the form of 500-gallon blivets and bulk movement of bottled water to outlying battalions. The primary focus of the platoon leader in a tactical scenario is conducting LOGPACs to battalion level. Although the platoon leader works for the distribution company commander, the platoon leader receives taskings from the BSB SPO via daily logistics synchronization meetings, company operations cell, FBCB2, or MTS.

6-24. Flatracks are used and integrated into resupply and unit relocation operations within the SBCT to minimize load handling. The BSB transportation management cell within the SPO is the tasking authority for the transportation platoon assets.

DISTRIBUTION OPERATIONS

6-25. Distribution operations consist of distribution management (BSB SPO), C2 oversight (SBCT S4), and physical distribution assets. Distribution operations are the processes of synchronizing all elements of the logistics system to deliver the required resources in order to generate and sustain the military capability required by joint forces. Sustainment of the SBCT is planned by the SBCT S4 and executed by the BSB. To ensure clear linkage between planning and execution functions, the brigade S1 and S4 may be located close to the BSB headquarters. SBCT subordinate units will also locate combat trains command post (CTCP) elements in or close to the BSA.

6-26. Battalion S4s consolidate logistics status input and pass them via automated systems, such as BCS3, to the brigade S4 and BSB. Information is also provided to the SBCT S1 and S3 and the BSB distribution company so they have overall knowledge of activity within their respective area. The SBCT S4 and BSB SPO are then responsible for coordinating times and locations for sustainment distribution operations. Management of distribution operations may involve a combination of basic loads and regionally available sources for bulk fuel and water. Supported units are responsible for securing and conducting the distribution process as it occurs. In exceptional cases, the information may need to skip the chain of command, such as to redirect a specific truck to accomplish an emergency mission or

prevent damage to the assets or personnel. Under these conditions, FBCB2 and MTS provide both drivers and movement control personnel direct communications.

CLASS I (FOOD)

6-27. The SBCT will deploy with 72 hours of operational rations (MREs) in UBLs with additional MREs delivered in increments to the SBCT not later than 48 hours after aerial port of debarkation (APOD) closure. Increments delivered after APOD closure may be as small as 1 to 3 days of supply (DOS). Unitized group rations and/or regionally available rations will be available after military augmentation or contractor support is identified within the theater. DLA or the USAMC's AFSB may provide prime vendor support through a theater support or EAB support contract. Veterinary support is required to inspect foods for wholesomeness and quality and food sources for hygiene, regardless of whether foods are obtained through a U.S. or regional contractor.

6-28. The BSB provides food service support to the SBCT with containerized kitchens and containerized reefer units to transport rations. Once the SSA is established, it will maintain stockage of MREs and/or regionally approved rations to support the UBL.

6-29. The Class I strength reports should be rolled up by battalion/task force (BN/TF) sets by the battalion S4 before being forwarded to the BSB SPO. The BSB configures Class I with the LOGPAC and pushes them to the maneuver units. The BSB SPO coordinates with supported units for the location of resupply points. During replenishment operations, supplies will be loaded on flatracks/CROPs and delivered via LOGPACs by the transportation platoon.

WATER

6-30. BSB organic capability supports minimal water requirements for drinking and limited personal hygiene. The BSB has no organic capability to provide water for cooking and field services. The brigade will deploy with 72 hours of supplies carried by individuals/units. Typically, during the deployment phase, the primary source for water will be bottled, acquired through DLA theater support contract or USAMC AFSB managed contract sources.

6-31. The BSB distribution company will manage water distribution within the SBCT. Purification, storage, and distribution augmentation is required in arid environments. Every unit within the SBCT can store a minimum of one day supply of potable water. Infantry rifle companies have two 400-gallon water trailers. All other companies have one water trailer. In the future, the 400-gallon water trailers will be replaced with 450-gallon (trailer mounted) water pods which can carry two pods for a total capacity of 900 gallons. For the first few weeks of the operation, the SBCT consumes approximately 12,700 gallons per day (temperate climate). After the arrival of field feeding, laundry and showers, and MA augmentation, consumption rises to 37,000 gallons per day.

6-32. After the initial phase of the operation, purified water, supplemented with packaged water, per commander or operational guidelines, will be distributed via HEMTT-LHS with LHS tankrack to the SBCT unit water trailers. PVNTMED personnel are required to inspect all water and water sources.

CLASSES II, III (P), AND IV

6-33. SBCT units deploy from home station with a minimum of a 72-hour supply of Classes II, III(P), and IV. The BSB will maintain a very limited stockage of these items at the distribution company. The supply support platoon receives, stores, issues, and transloads supplies for the distribution company within the BSB. The supply support section of the BSB issues Classes II, III(P), and IV to units in the form of support packages. Supplies will be pushed forward with LOGPACs. Reconfiguration of loads for units may take place at the ISB or in other secure areas. Classes II, III(P), and IV supplies will be positioned on CROPs in support packages and delivered to each unit resupply point by the transportation platoon. Class II (CBRNE) and Class IV (barrier material) items will be configured at EAB support elements and called forward as needed. Limited stocks of Class II items—which may include PVNTMED and field hygiene items, weapons cleaning equipment, and special tools—will be available at the BSB.

6-34. Limited Class III(P) items include enough packaged petroleum products to maintain daily operations of vehicles and equipment and to support maintenance operations. Class III(P) will be available after sea LOC closure.

6-35. The limited stock of Class IV focuses on barrier material and survivability items (concertina wire, sandbags, pickets, and so forth). Items required beyond UBLs, such as Class IV construction material, will be locally procured or flown in. Critical items such as CBRNE equipment needed on an emergency basis may be distributed via aerial delivery. Other emergency requirements will be locally procured. Class IV requisitions and issues must be approved by the SBCT commander.

6-36. Units submit their requests for Classes II, III(P), and IV items through the appropriate STAMIS to the battalion S4. The battalion S4 submits the consolidated request to the supply support platoon using the appropriate STAMIS. The supply support platoon forwards the request to EAB support elements SPO (SARSS-2A; GCSS-Army SSA module [objective] for those items not in the ASL). The materiel element of the EAB support organization coordinates the delivery of supplies to the BSB. The supporting transportation activity or contractor delivers the supplies to the BSB distribution company.

CLASS III BULK

6-37. SBCT units deploy with three quarters of a tank of fuel in all vehicles, allowing them an average of 48 hours of supply once they arrive in theater. Upon arrival into theater, the SBCT depends on external fuel sources. The defense energy support center (DESC) is the primary source of bulk fuel through contracts. DESC will normally have a bulk fuel support source and system established as the SBCT enters the theater. DESC support includes already established contracts, new or modified contracts, and/or wartime reserve stocks pre-positioned in theater. DESC may arrange for support from a refinery requiring conversion of the fuel from commercial to military grade using the fuel section additive injector.

6-38. Other options for bulk Class III resupply include local purchase contracts procured through the supporting AFSB theater support contracting section or the use of an established LOGCAP source. An emergency method of bulk fuel supply is the use of aerial resupply in the form of bladder-bird, wet-wing, or air-dropped 500-gallon collapsible drums. Aerial resupply of bulk fuel is the least efficient method and would only be used when entering a theater where regional bulk fuel sources are not immediately available. (Distribution of fuel upon receipt in the SBCT area is discussed above in the section on the BSB fuel and water support platoon fuel section.)

CLASS V

6-39. Class V is received by the ATHP and is typically distributed according to the SBCT distribution plan by transportation platoon distribution assets.

6-40. The ATHP serves as a temporary distribution point, normally located within the BSA. EAB support element has the responsibility to deliver ammunition to the ATHP in SCLs on flatracks. The ATHP section has limited organic capability to reconfigure loads in the ATHP. The ATHP section organic materials handling equipment (MHE) and transportation assets are required for the transloading and movement of ammunition stocks within the ATHP and BSA. Organic assets will also be used to move the ATHP within the operational environment. The ATHP will accept ammunition turn-ins from the supported force, check the munitions for serviceability, and reissue as needed to support the SBCT requirements.

6-41. Ammunition is delivered to supported units primarily by the distribution company transportation platoon assets and is transloaded into combat platforms. Empty flatracks or partially empty flatracks are backhauled to the ATHP. As time and available resources permit, the ATHP section may consolidate the ammunition from the partially empty flatracks and make full loads for issue within the brigade. All empty flatracks will be temporarily stored at the ATHP. The ATHP also has limited capability to rig ammunition bundles for sling-load delivery.

6-42. If additional forces are task organized to the SBCT, the BSB should coordinate with the SBCT and EAB support elements for additional munitions support assets. The typical element for ATHP augmentation would be the ATP section in a medium lift platoon from an ammunition ordnance company.

CLASS VI

6-43. Class VI supplies include personal demand items such as hygiene products, writing material, snack food, beverages, cigarettes, batteries, and cameras. Initially the Soldier carries sufficient personal items to sustain him for 30 days. When the units are engaged in combat, the ration supplement HCP is usually issued with the Class I rations. After being deployed for 30 days and pending establishment of adequate service facilities, this packet is made available in AOs for issue on a gratuitous basis. When the situation permits and the OPTEMPO changes, tactical field exchange services will be provided to specified units or the entire theater by the theater commander. There are two types of HCP; type 1 is for all personnel, and type 2 is an augmentation for female personnel. The BSB will not deploy with Class VI items to support the brigade beyond what is provided with Class I (MRE) support packages.

CLASS VII

6-44. The SBCT depends on replacement Class VII end items to maintain operational readiness (OR). Using the replace forward/repair rear concept, many Class VII items which are COEI may not be repaired depending on the workload of the FMC, the unit battle rhythm, and the urgency of the requirement. Class VII end items will also be used to maintain OR. When any Class VII item is exchanged, the appropriate supply sergeant, S4, and property book personnel must be involved in the transaction in order to maintain accountability. When dealing with COMSEC equipment, the COMSEC custodian must also be involved in the transaction. Class VII spares will be maintained primarily by EAB support elements although some smaller nonend item equipment may be stored by the supply support platoon. Class VII items are intensively managed and command controlled. Class VII replacement losses are reported through command channels to the SBCT S3, S4, and BSB SPO. This permits the commander to remain aware of the operational status of subordinate commands and to direct the distribution of Class VII replacement items to those units having the most critical need. A predetermined amount of Class VII may be maintained and issued to SBCT organizations based on guidance from the ARMY FORCES commander.

6-45. The company/team rollups will be consolidated by the BN/TF S4s and submitted to the SBCT S4 using PBUSE with an information copy provided to the BSB SPO. The brigade S4 and BSB SPO will consolidate and submit battalion combat loss reports to the EAB support element SPO via GCSS-A, with information copies provided to the division G4.

CLASS IX

6-46. Class IX includes major assemblies such as engines, transmissions, tires, batteries, and circuit cards. Repair parts at the BSB consist of a limited ASL maintained by the distribution company and combat spares controlled by the FMC maintenance control section. The FMC MCS and CRTs will deploy with combat repair team stocks and limited bench stock (such as lubricants, seals, starters, and batteries). The MCS is responsible for maintaining shop stock and bench stock consisting of a broad but shallow inventory of high use, combat essential parts that support a replace-forward maintenance philosophy. Combat spares are limited repair parts located with the vehicle/system that the crew and operators can replace as necessary. Combat spares provide a buffer for the lead time it takes the distribution system to deliver a required part and also act as insurance against interruptions in the distribution system. There will also be preconfigured Class IX flyaway packages—maintained at EAB support element that will flow into the theater shortly after the closure of the SBCT. Logistics enablers and dedicated communications are essential to the requisitioning and tracking of Class IX. Class IX repair parts are prioritized based on the commander's priority of maintenance. Critical requirements may be delivered by air as far forward as tactically possible.

6-47. The BSB's distribution company maintains the SBCT ASL. An operator identifies a fault, annotates the fault, and notifies the CRT. The CRT will diagnose the fault, identify the repair part(s) required, and forward the request to the MCS of the FMC. The MCS will issue the part if it is on hand, or it will pass the requisition on to the Class IX section of the distribution company via SAMS1-E. If the part is on hand in the ASL of the distribution company, it is released. If the requested repair part is not on hand, the repair parts section will process the requests via SARSS-1 and forward the request to the EAB support element. The EAB support element fills requisitions from other ASLs or passes requisitions to strategic level where requisitions are filled from other sources of supply [SSAs, depot, or vendors]. Upon receipt of a requisition, the EAB support element SARSS-2A will conduct a subordinate search of all SSAs in the AO to locate the requested repair part. Once SARSS-2A identifies the location of the repair part, the EAB support element materiel manager will coordinate for delivery of the part to the requesting unit or nearest APOD. Once in theater, supplies will be throughput to the distribution company of the BSB who will deliver it to the CRT via LOGPAC.

MUNITIONS SUPPORT

6-48. The SBCT has utility in all operational environments against all projected future threats. The many possibilities for utilization require that the SBCT receive munitions support that ensures that the right types of munitions arrive in the right quantities at the right place and at the right time.

BRIGADE AMMUNITION OFFICER

6-49. The brigade ammunition officer (BAO) provides oversight for the ATHP operations. The BAO works with the ATHP to coordinate assets, monitor supply status on munitions stock at the ATHP, provide technical assistance, and monitor ammunition surveillance. The BAO consolidates brigade ammunition requirements, validates ammunition requests, and coordinates ammunition resupply for all units operating in the BSA. The BAO also maintains ammunition stock records and reports through Standard Army Ammunition System-Modernized (SAAS-MOD). When the SBCT is independently deployed, the BAO, normally a warrant officer, and an ammunition logistics NCO function as the brigade ammunition office responsible for Class V commodity management. (For more information, see FM 4-30.1.)

INITIAL SUPPORT

6-50. Initial munitions support is required to ensure that the SBCT deploys with the prescribed, combat-ready amount and type of munitions necessary to ensure successful decisive action. The SBCT must be prepared to deploy rapidly by air to a theater of operations within 96 hours. In order to be able to conduct effective combat operations upon arrival in the AO, the SBCT can deploy with a full combat load of ammunition.

6-51. The urgency of the deployment and the requirement for decisive action may dictate the necessity to initiate combat operations immediately upon APOD arrival without waiting for offloading, forward staging, positioning, and distribution from the APOD. This roll-off combat capability requires that the SBCT deploy with uploaded combat munitions. A combat load is the quantity of munitions and items authorized to be carried by unit personnel and combat vehicles (turret load). To-accompany-troops (TAT) munitions are those issued to Soldiers before departure from the aerial port of embarkation (APOE). Turret-load munitions are those authorized for transportation in vehicles for deployment purposes.

6-52. While an uploaded deployment will provide capability for immediate mobility and lethality, it will require assessment to determine the impact on maximum on ground (MOG) capacity at the APOE/APOD. Additional weight considerations of uploaded combat vehicles and increased safety risks may negatively impact airflow and ultimately impact the 96-hour deployment timeframe. International clearances and waivers must be carefully preplanned and coordinated through diplomatic and joint transportation channels for an uploaded deployment.

6-53. Upon arrival at the APOD, 463L pallets will be received by U.S. Army elements and transloaded onto container roll-on/roll-off platforms (CROPs) or flatracks. Munitions may have to be staged or

spotted and held briefly at a munitions holding area prior to transportation to the ATHP. It is essential that appropriate MHE be available at the APOD and the holding area to conduct offloading/staging and transportation missions. Due to the SBCT's limited amount of supplies and equipment, transportation capabilities will be limited. The SBCT will rely on EAB support element assets for movement of munitions from the APOD to the ATHP.

6-54. Upon arrival at the ATHP, munitions are checked for serviceability and receipted for in SAAS-MOD. Munitions are segregated into maneuver battalion/unit sets and held at the ATHP until called forward. Munitions must be periodically checked to ensure serviceability and safe storage. The safety guidance in DA Pam 385-64 should be used to develop SOPs.

REPLENISHMENT OF MUNITIONS

6-55. Replenishment of munitions beyond the combat load may be required. The munitions flow is based on required supply rate (RSR) and controlled supply rate (CSR). Follow-on munitions replenishment to the SBCT involves two basic functions: planning and execution. The planning function focuses on how to logistically support the tactical plan so that the right quantity and type of munitions are available at the right time and at the right place. The execution function is to monitor the distribution and flow of munitions and to determine the amount of munitions that are needed to support the SBCT.

6-56. Current and anticipated tactical operations drive SBCT munitions requirements. Munitions are provided to the brigade from EAB support elements. Requirements are determined by brigade S3 in coordination with the brigade S4, BAO, and BSB SPO. The S4 of each maneuver battalion requests munitions based on consolidated user requirements needed to support tactical operations. Based on the requests submitted by the battalions and CSRs, the BAO determines the type and numbers of munitions and submits these requirements to the EAB support element.

6-57. These munitions may be configured in CONUS, an ISB, or other location(s) within the theater of operations. The ATHP has very limited configuration capability based on available MHE and personnel. Typically, these munitions would be configured as required, documented, loaded, and organized on ready-to-deploy 463L pallets that can be moved forward quickly via strategic or intratheater transportation to the designated APOD. Procedures for transportation, handling, and accountability of munitions replenishment once they arrive at the APOD and ATHP are essentially the same as for receipt of initial munitions discussed above.

USER RESUPPLY

6-58. The S4 of each maneuver battalion requests munitions based on consolidated user requirements needed to support tactical operations. Users forward their statuses in the LOGSITREP to their battalion S4. The LOGSITREP should include on-hand quantities, critical shortages, and forecasted changes in munitions requirements based on command guidance. The maneuver battalion S4 consolidates the battalion ammunition requirements and submits them to the BAO within authorized quantities (CSR) if established. Each separate company within the SBCT will submit its status and requests through FBCB2 to the BSB BAO for consolidation. The SBCT service support annex to the OPORD would designate a battalion location for pickup or a separate company delivery site. The BAO verifies that the request is within the unit CSR and that the ATHP has the required types and amounts.

6-59. The BAO notifies the ATHP section of a pending resupply mission and identifies the type of SCL and quantity. The transportation platoon is tasked to move munitions and dispatches HEMTT-LHS to the ATHP. Loaded LHS flatracks are dropped at a designated battalion release point. Close coordination is required with supported units to establish location and time of delivery. Using units assume accountability upon receipt and will use their organic personnel/equipment assets to rearm. The BAO determines if on-hand stocks in the ATHP are sufficient to meet requirements or if munitions resupply from EAB will be required.

ATHP OPERATIONS

6-60. The ATHP is operated by the supply support platoon's ATHP section. The ATHP section receives mission guidance from the BAO in response to command priorities. The ATHP section is responsible for the following:

- Establishing the ATHP.
- Controlling the flow of vehicles to facilitate operations.
- Transloading munitions to BSB resupply transportation assets.
- Positioning battalion ammunition set configurations.
- Ensuring that operations are conducted efficiently and safely.
- Conducting vehicle inspections.
- Conducting limited maintenance operations.
- Providing limited stock configuration based on operational requirements or suspension notices.
- Keeping the BAO informed through daily reports and ensuring ATHP operations comply with SBCT SOPs.
- Maintaining ATHP ammunition records in SAAS.
- Maintaining STAMIS and operational communications with BAO, the supporting ASA, and other support operations sections.

6-61. The ATHP operates in two 12-hour shifts. The section chief will supervise shift operations, establish work schedules, ensure operational safety, and keep the BAO advised of operational problems that might affect support capability. During major combat operations (MCO), the ATHP section keeps type and quantity records of the balances of the munitions at the ATHP. Paperwork and reports received from users or sustainment resupply agencies are passed along to the BAO as well as reports on damaged munitions through communication channels or by way of SAAS-ASP. An ammunition inspector (quality assurance specialist ammunition surveillance [QASAS]) or logistics assistance representative (LAR) may be available to assist with munitions operations.

ATHP SITE LOCATION AND LAYOUT

6-62. The ATHP must be properly located to support munitions operations. The site should be located near MSR and established on firm ground with good drainage and easy access (such as a loop that allows for one-way traffic). Normally, the site should be located within a base cluster, at least 180 meters away from other unit configurations, for explosive safety reasons. When determining the ATHP site, security requirements should be established.

6-63. No standard configuration exists for an ATHP layout because it must be based on METT-TC factors. The ATHP should provide enough space to maneuver; it should be large enough to permit efficient transloading of munitions and limited storage, as necessary. The amount of supplies and equipment in the ATHP should be minimized. The signature of the ATHP should be reduced using terrain features for concealment, and special care should be taken not to disrupt the natural look of the area. The BAO should be consulted on site location and layout and should provide munitions-related technical information and suggestions. (DA Pam 385-64 explains the Army's safety criteria and standards for operations involving ammunition and explosives.)

AUTOMATION/COMMUNICATIONS

6-64. The SAAS-MOD, to be replaced by GCSS-Army Ammunition Module, gives commanders and munitions managers the capability to produce accurate and timely Class V information. It provides management and stock control for conventional ammunition, guided missile, and large rockets. SAAS-MOD supports retail managers at three functional levels in a theater of operations (materiel management center [MMC], ammunition supply point [ASP], and BAO).

6-65. While all three functional levels can perform general core operations, the munitions materiel inventory and management functions are performed only at TSC and sustainment brigade levels. These functions relate to overall management of authorizations, requirements, and redistribution of ammunition assets within the theater. Doctrinally, the TSC is the prime interface between the theater and the CONUS sustaining base (DLA, NICP, and USAMC) and communicates with the operational movement control agency. These functions may be performed at a lower level when authorized.

6-66. The functions of managing munitions requirements are doctrinally performed at the SAAS-MOD BAO operational level in conjunction with the ATHP. These functions include maintaining munitions requirements, visibility, and distribution.

6-67. SAAS-MOD can presently interface with the following systems: Training Ammunition Management Information-Redesigned (TAMIS-R), Commodity Command Standard System (CCSS), Worldwide Ammunition Reporting System (WARS), and PBUSE (to be replaced by GCSS-Army Supply/Property Module).

6-68. The effective use of SAAS-MOD (GCSS-A Ammunition Module) begins with communications from the ATHP. Brigade support battalion ATHPs are resourced with CAISI to provide STAMIS communications links to supporting organizations. The limited range of CAISI makes placement of the ATHP within the BSA critical to assured communications. SAAS communication can also be passed with magnetic media is a secondary means of communications.

6-69. The SINCGARS will provide FM communications for coordinating Class V operations with other ammunition nodes on the battlefield. The mobile subscriber radiotelephone terminal (MSRT) will provide MSE area communications support to the ATHP section while mobile.

6-70. By way of small-unit radios or per unit SOP, using the LOGSITREP, the operators communicate ammunition status to the 1SG. The 1SG consolidates requests and forwards to the battalion S4 using FBCB2. (FBCB2 is not compatible with SAAS-MOD.) The battalion S4 transmits the requirements to the BAO. The BAO then transmits the requirements through SAAS-MOD (GCSS-A Ammunition Module) to the ATHP and by FBCB2 to the BSB SPO that coordinates with the transportation platoon for movement.

6-71. The BAO transmits replenishment requirements to the supporting sustainment brigade using SAAS-MOD (GCSS-Army Ammunition Module). The sustainment brigade executes munitions resupply missions as directed by materiel release orders (MROs) transmitted through SAAS.

MORTUARY AFFAIRS

6-72. Unit commanders are responsible for unit-level search, recovery, evacuation, and inventory of human remains and personal effects. There is no capability within the SBCT to conduct MA operations, to include the refrigerated storage of remains. MA augmentation from an EAB quartermaster collection company is required to provide casualty collection, processing, and evacuation.

6-73. A well-organized MA program in the SBCT helps to ensure the following:

- Prompt and effective recovery of all remains from the SBCT AO.
- Prompt tentative identification of the remains.
- Prompt recovery, inventory, and security of personal effects found on remains.
- Evacuation of remains, with their personal effects secured to them out of the SBCT AO to the mortuary affairs collection point (MACP).
- Prompt, accurate, and complete administrative recording and reporting.
- Prompt and adequate care for deceased allied and threat personnel according to current United Nation (UN) agreements.
- Reverent handling of remains and adequate ceremonies and services for deceased.

FORCE PROVIDER

6-74. A force provider package is a deployable field living complex that can support up to 3,300 troops in the field. The package can provide environmentally controlled billeting, fuel storage, laundry, showers, food service, MWR facilities, first aid, water and waste management, and power generation. For extended operations (120 days or more), a force provider package will be considered to support the SBCT. Assets to establish and operate the force provider facilities are external to the SBCT.

Appendix A

Echelons Above Brigade Logistic Support

SUPPORTING SUSTAINMENT BRIGADE

A-1. All logistics requirements (less medical) beyond the BSB's ability are either furnished by or coordinated through the supporting sustainment brigade. Like the other BCTs, the sustainment brigade supports the SBCT on an area basis. When properly task organized, the sustainment brigade is capable of supporting SBCT requirements for all classes of supplies (less Class VIII), maintenance, field services, contracting, and other logistics requirements. Through its distribution capability, the sustainment brigade normally provides distribution of supplies to the SBCT BSB in support packages. The sustainment brigade operates ATHPs for the distribution of Class V. The sustainment brigade SPO is the POC for SBCT logistics requirements above the capacity of the SBCT BSB.

A-2. The sustainment brigade is a modular, task-organized unit which will have assigned to it the types and numbers of logistics organizations required to accomplish its assigned mission. Some of the logistics units which may be assigned to the sustainment brigade supporting a SBCT and their capabilities are discussed below.

FINANCIAL MANAGEMENT COMPANY

A-3. The financial management company provides financial management (financial management operations and resource management) support using existing structures under the C2 of the brigade troops battalion (BTB). The financial management company—

- Develops funding requirements to support currency requirements for all financial management units in the AO.
- Provides procurement support for contracting officers
- Makes disbursements by check, cash, and electronic fund transfer.
- Accounts for financial transactions, receipts, exchanges, collections, and currency controls.
- Provides limited pay support for military, civilians, and foreign nationals.
- Establishes banking relationships and procedures.
- Provides C2 for three to seven financial management detachments.

The financial management SPO within the sustainment brigade SPO section may provide technical coordination, planning, and staff oversight of financial management operations for the financial management company.

HUMAN RESOURCES

A-4. Human resources (HR) companies, platoons, or teams will support the AO using existing structures under the C2 of the BTB. HR units, platoons, or teams will retain their technical linkages and supervision from the HR company, the sustainment brigade HR operations cell, and ARMY FORCES-level HR elements (G1/human resources sustainment center [HRSC]). HR units, platoons, or teams aligned under the BTB may include the HR company – R5, the HR company (postal), an R5 team, a postal platoon, or a combination of one or more elements. The HR company primarily provides postal and R5 support on an area basis. MWR support and other essential personnel functions and capabilities—to include awards and decorations, evaluations, promotions, identification documents, transfers and discharges, line of duty investigations, and so forth—are embedded in the S1/G1. Casualty operations are conducted by unit S1/G1 and supporting casualty liaison teams.

COMBAT SUSTAINMENT SUPPORT BATTALIONS (CSSBs)

A-5. Three to seven CSSBs may be assigned to a single sustainment brigade depending on the brigade's mission. The CSSB is under the C2 of the sustainment brigade commander. It is the base organization from which sustainment force packages are tailored for each operation. Through task organization, the CSSB is capable of providing sustainment support during all phases of operations. The CSSB is structured to optimize the use of sustainment resources (through SU and COP) and, therefore, minimize the amount of supplies and equipment in the AO. The mission of the CSSB is to C2 organic and attached units, provide training and readiness assistance, and provide sustainment technical advice, equipment recovery, and mobilization assistance to supported units. The headquarters detachment provides unit administration and logistical support to the battalion staff sections.

AMMUNITION ELEMENTS

A-6. Ammunition lift platoons or companies assigned to the CSSB operating an ASP provide for the receipt, storage, issue, and reconfiguration of ammunition items. These elements provide flexibility and can be tailored to support all types of operations ranging from high intensity major combat operations (MCO) to low intensity stability operations, to include transitions between types of operations. The modular-designed ammunition platoons can be attached as needed to meet surge requirements. Bulk class V is received by the TSC at the seaport of debarkation (SPOD). The ammunition element of the TSC configures class V within its ammunition storage activity (ASA). Then it is transported via throughput methods directly to using units or shipped to the tactical sustainment brigade ASA and to ammunition transfer and holding points (ATHP) for distribution to supported units as required.

TRANSPORTATION ELEMENTS

A-7. Transportation elements of the CSSB provide mobility of personnel and all classes of supplies (less Class VIII). When the CSSB is assigned to a sustainment brigade tasked to provide theater distribution capabilities, it will be heavily weighted with transportation assets. At the operational level, the CSSBs transportation assets will operate between the theater and the tactical sustainment brigade when loads cannot be throughput to the BSBs. At the tactical level, the CSSBs transportation assets will provide mobility from the CSSB base to the BSB.

MAINTENANCE ELEMENTS

A-8. Maintenance assets of the CSSB provide maintenance based on the two-level (field and sustainment) maintenance concepts. At the field maintenance level, maintenance is focused on component replacement and rapid return of the repaired item to the user. Damaged but repairable components are then repaired by CSSB maintenance elements at the sustainment maintenance level. Repaired components are returned to the supply system. CSSB maintenance elements are designed with the capacity to send slice elements forward to support a maintenance surge or to help clear maintenance backlogs at the BSBs.

SUPPLY AND SERVICES ELEMENTS

A-9. Supply and services assets of the CSSB provide all classes of supplies (less Class VIII) and quality of life operations for personnel assigned or transiting the AO. Supply involves acquiring, managing, receiving, storing, and issuing all classes of supply (less Class VIII). Field services involve feeding, clothing, and providing personnel services to Soldiers (clothing exchange, laundry and shower support, textile repair, mortuary affairs, preparation for aerial delivery, food services, billeting, and sanitation).

MOVEMENT CONTROL BATTALIONS

A-10. The movement control battalion (MCB) controls the movement of all personnel, units, and materiel in the assigned area of responsibility. It commands and controls between three and ten movement control teams. In the modular force, an MCB will be under the tactical control (TACON) or

administrative control (ADCON) of a sustainment brigade operating in either the corps or numbered Army area of operations. The MCB is directly responsible and accountable to the TSC for the execution of the movement program and performance of the theater transportation system.

OTHER AGENCIES AND ORGANIZATIONS

A-11. The sustainment brigade may be supported by a variety of other agencies and organizations. These will vary in both size and capability depending on the mission. They may require linkage into communications and data networks and must be considered in the planning and execution processes.

THEATER SUSTAINMENT COMMAND

A-12. When the sustainment brigade lacks the capacity to meet SBCT logistics requirements, it coordinates with the TSC for required support. When the TSC receives the requirement, all resources in theater are options to meet the requirement. The TSC can cross-level between sustainment commands in theater or, using ITV, it can divert incoming cargo to meet demand. Requirements that cannot be met within the capability of the TSC are passed back to the CONUS logistics base.

ARMY MATERIEL COMMAND SUPPORT

A-13. AMC support to deployed Army forces is executed through its ASC AFSBs which, when fully operational, will be responsible to plan for and control all Army acquisition, technical logistic support, and technology (ALT) functions, to include contingency contracting, in the operational area.

A-14. The AFSB is assigned to the AMC ASC and provides integrated and synchronized ALT support to Army forces in the AO. It is the ALT integrator in the field and is focused to serve as the bridge between the generating force and the operational force for ALT support. The AFSB is regionally aligned and will provide planning and command and control for all AMC and any Assistant Secretary of the Army ALT elements that deploy into the AO. It is a hybrid TOE and table of distribution and allowances (TDA) organization and is capable of split-based operations in support of the expeditionary force. The AFSB provides multiple capabilities in theater. The AFSB—

- Serves as the single point of contact for Army ALT support in the AO.
- Integrates and synchronizes ALT support to the ARMY FORCES operating in the AO.
- Provides command and control over subordinate AMC elements providing direct support to tactical commanders.
- Administers the Logistics Assistance Program (LAP) in the AO.
- Administers the Logistics Civilian Augmentation Program (LOGCAP) in the AO.
- In coordination with the ASCC PARC, plans for and administers theater support contracting through ASC contingency contracting battalions and teams.
- Coordinates all external ALT support from Army and DOD strategic partners.
- Assists ARMY FORCES units during deployment preparation and accounts for DA contractors and arranges deployment/redeployment support for it.
- Provides common Joint, multinational, and interagency ALT support when directed by the Joint force commander and ASCC commander.

A-15. The AFSB is OPCON to the Army's regionally focused TSCs while maintaining a technical relationship to AMC and applicable PEO/PM offices. The AFSB is also capable of deploying an EEM, and even another AFSB, under the operational control of the designated Expeditionary Sustainment Command (ESC) when necessary. Most ALT support is provided in a general support (GS) manner controlled by the AFSB or its subordinate EEM. However, SBCTs retain their organic LAP logistic support element as discussed below.

A-16. Each SBCT has a direct support AMC BLST. The Stryker BLST is composed of 15 personnel, 12 of which provide various technical functions such as ammunition, supply, communications, electronics, missile, armament, and automotive support. Once deployed, the BLST is attached to the regionally focused AFSB and provides DS technical support to the SBCT's fully fielded equipment. It normally

reports to, and coordinates with, a designated division or corps logistic support element (LSE) for internal USAMC issues (for example, personnel status), contractor accountability, and to arrange for any required “call-forward” technical support as necessary. Its primary interface with the SBCT is through BSB SPO maintenance captain and CRT chiefs. The SBCT BLST will be incorporated into the SBCT force protection and movement plans and will be provided life support from the BSB HHC.

EAB SUPPORT FOR MEDICAL AND CLASS VIII

A-17. Army Health System support beyond the SBCT BSMC capabilities are provided by EAB medical units. (See FM 4-02, FM 4-02.1, FM 4-02.12, FM 4-02.21 and FM 4-02.121 for definitive information on EAB medical units and AHS operations.)

Appendix B

Logistics Report

B-1. The following charts are examples from the logistics report discussed in chapter 1 of this manual. Instructions are generally included in the chart.

PART 1: PERSONNEL		COMMANDER'S COMMENTS										Key			
UNIT: 1-18 INF BN		Ready to roll										GREEN			
AS OF DTG: 020800ZDEC05												AMBER			
												RED			
												BLACK			
UNIT ASSESSMENT		UNIT ASSESSMENT										CL VIII (G)	CL IX (H)	TRANSPORTATION (I)	MAINTENANCE (J)
UNIT (A)	CL I (B)	H2O (C)	CL II, III(P), IV (G)	CL V (E)	CL VII (F)										
1-18 INF BN	G	G	G	G	G							A	G	G	A
PART 1A: UNIT STRENGTH BREAKDOWN															
UNIT (A)	ASSIGNED STRENGTH (B)	FEEDING HEADCOUNT (C)	NEXT 24 HRS (D)	NEXT 48 HRS (E)	NEXT 72 HRS (F)										
1-18 INF															
A Co	110	110	110	110	110										
B Co	109	109	109	111	111										
Totals:	219	219	219	221	221										
REMARKS															
Part 1A. Instructions Unit Level															
Unit Strength Breakdown: Units are required to enter Headcounts current and forecasted 24/48/72 hours out															
1a. Units Strength TOTALS are automatically calculated. Units will be required to fill in columns A through F forecasted 24/48/72 hours out															
List all units under task organization down to unit level (unless elements are operating at different locations)															
1b. Unit strength should be based on Task Organization plus any attached personnel.															
1c. Enter Feeding Headcount - Those personnel Dining with the unit during that time period.															

PART 2: CLASS I (Rations)										
Ration Cycle = A-M-A		Required DOS MREs (per	3	UGR	0	B	0.5	1	ICE	1
PART 2A: CLASS I (MRE)										
UNIT (A)	REQUIRED (B)	O/H BALANCE (C)	O/H DOS (D)	REQUIRED NEXT 24 HRS (E)	FORECAST NEXT 48 HRS (F)	FORECAST NEXT 72 HRS (G)				
1-18 INF										
A Co										
B Co										
Totals:	0	0	0	0	0	0				
Not critical										
Part 2. Instructions for CL I (Ration)										
Class I Directions: Units are required to account for subsistence by Modules/Cases on hand (UGRs/MREs). Bottled Water, HCP, and other listed rations. Units are only required to fill in columns C (unless circumstances required). All remaining information can be calculated based on formulas. The methodology is annotated with comments. See particular cells/ rows for specific instructions.										
PART 2B: CLASS I (UGR-H&S BREAKFAST (50 MEALS PER MOD))										
UNIT (A)	REQUIRED (B)	O/H BALANCE (C)	O/H DOS (D)	REQUIRED NEXT 24 HRS (E)	FORECAST NEXT 48 HRS (F)	FORECAST NEXT 72 HRS (G)				
1-18 INF										
A Co										
B Co										
Totals:	0	0	0	0	0	0				
Not critical										
Part 2. Instructions for CL I (Ration)										
Class I Directions: Units are required to account for subsistence by Modules/Cases on hand (UGRs/MREs). Bottled Water, HCP, and other listed rations. Units are only required to fill in columns C (unless circumstances required). All remaining information can be calculated based on formulas. The methodology is annotated with comments. See particular cells/ rows for specific instructions.										
PART 2C: CLASS I (UGR-H&S DINNER (50 MEALS PER MOD))										
UNIT (A)	REQUIRED (B)	O/H BALANCE (C)	O/H DOS (D)	REQUIRED NEXT 24 HRS (E)	FORECAST NEXT 48 HRS (F)	FORECAST NEXT 72 HRS (G)				
1-18 INF										
A Co										
B Co										
Totals:	0	0	0	0	0	0				
Not critical										
Part 2. Instructions for CL I (Ration)										
Class I Directions: Units are required to account for subsistence by Modules/Cases on hand (UGRs/MREs). Bottled Water, HCP, and other listed rations. Units are only required to fill in columns C (unless circumstances required). All remaining information can be calculated based on formulas. The methodology is annotated with comments. See particular cells/ rows for specific instructions.										

PART 2D: CLASS I (UGR-A DINNER (50 MEALS PER MOD))						
UNIT (A)	REQUIRED (B)	O/H BALANCE (C)	O/H DOS (D)	REQUIRED NEXT 24 HRS (E)	FORECAST NEXT 48 HRS (F)	FORECAST NEXT 72 HRS (G)
1-18 INF						
A Co						
B Co						
Totals:	0	0	0	0	0	0
Not critical						
Part 2. Instructions for CL I (Ration)						
Class I Directions: Units are required to account for subsistence by Modules/Cases on hand (UGRs/MREs). Bottled Water, HCP, and other listed rations. Units are only required to fill in columns C (unless circumstances required). All remaining information can be calculated based on formulas. The methodology is annotated with comments. See particular cells/ rows for specific instructions.						
PART 2E: CLASS I (B-RATIONS (100 SOLDIERS PER UI))						
UNIT (A)	REQUIRED (B)	O/H BALANCE (C)	O/H DOS (D)	REQUIRED NEXT 24 HRS (E)	FORECAST NEXT 48 HRS (F)	FORECAST NEXT 72 HRS (G)
1-18 INF						
A Co						
B Co						
Totals:	0	0	0	0	0	0
Not critical						
Part 2. Instructions for CL I (Ration)						
Class I Directions: Units are required to account for subsistence by Modules/Cases on hand (UGRs/MREs). Bottled Water, HCP, and other listed rations. Units are only required to fill in columns C (unless circumstances required). All remaining information can be calculated based on formulas. The methodology is annotated with comments. See particular cells/ rows for specific instructions.						
PART 2F: CLASS I (KOSHER MEALS (12 PER CASE))						
UNIT (A)	REQUIRED (B)	O/H BALANCE (C)	O/H DOS (D)	REQUIRED NEXT 24 HRS (E)	FORECAST NEXT 48 HRS (F)	FORECAST NEXT 72 HRS (G)
1-18 INF						
A Co						
B Co						
Totals:	0	0	0	0	0	0
Not critical						
Part 2. Instructions for CL I (Ration)						
Class I Directions: Units are required to account for subsistence by Modules/Cases on hand (UGRs/MREs). Bottled Water, HCP, and other listed rations. Units are only required to fill in columns C (unless circumstances required). All remaining information can be calculated based on formulas. The methodology is annotated with comments. See particular cells/ rows for specific instructions.						

PART 2G: CLASS I (HALLAL MEALS (12 PER CASE))							
UNIT (A)	REQUIRED (B)	O/H BALANCE (C)	O/H DOS (D)	REQUIRED NEXT 24 HRS (E)	FORECAST NEXT 48 HRS (F)	FORECAST NEXT 72 HRS (G)	
1-18 INF							
A Co							
B Co							
Totals:	0	0	0	0	0	0	
Not critical							
Part 2. Instructions for CL I (Ration)							
Class I Directions: Units are required to account for subsistence by Modules/Cases on hand (UGRs/MREs), Bottled Water, HCP, and other listed rations. Units are only required to fill in columns C (unless circumstances required). All remaining information can be calculated based on formulas. The methodology is annotated with comments. See particular cells/ rows for specific instructions.							
PART 3A: Bulk Water							
Required DOS	5						
Planning Factor	3.5						
UNIT (A)	REQUIRED (B)	STORAGE CAPABILITY (C)	BULK WATER O/H (GALLONS) (D)	BULK WATER O/H DOS (E)	REQUIRED NEXT 24 HRS (GALLONS) (F)	FORECAST NEXT 48 HRS (GALLONS) (G)	FORECAST NEXT 72 HRS (GALLONS) (H)
1-18 INF	0.00				0		
A Co	385.00	1000	900	2.34	100	500	500
B Co	381.50	1000	880	2.31	120	500	500
Totals:	766.5	2000	1780	2.32	220	1000	1000
REMARKS							
Not critical							
Part 3A. Instructions Bulk Water (Less Bottled Water)							
The intent here is to capture unit requirements for water usage. This section is not intended for units that produce and store water as part of their mission. Units should capture what they actually consume for showers, latrines, washing clothes, A/C washing, decontamination, personal consumption, medical, etc. If you have containers > 400 gallons, then enter the data here. This data will help capture the true water requirements including contracted support.							
a. This column is flexible based on unit displacement on the battlefield.							
b. The daily requirement is automatically calculated based on the unit headcount multiply by planning factor.							
c. Enter an estimate of the water storage capability your unit has (>400 gallons).							
d. Enter an estimate of the number of gallons of water on hand							
e. Enter the number of days of supply.							
f. Enter the number of gallons required in the next 24 hrs.							
g. Enter the number of gallons you forecast you will need in the next 48 hrs							
h. Enter the number of gallons you forecast you will need in the next 72 hrs							
SOURCES OF POTABLE WATER: M149A2 Trailers, 3000 gallons Onion Skin Bags, Latrines Barrels, Unit Showers, Unit contracted water trucks, etc							

PART 3B: Bottled Water (1.5 LITERS)									
Required DOS	Water Planning Factor (BOT /man /day)		REQUIRED (B)	BOTTLED WATER O/H (1.5 LITERS) (C)	BOTTLED WATER O/H DOS (D)	REQUIRED NEXT 24 HRS (1.5 LITERS) (E)	FORECAST NEXT 48 HRS (1.5 LITERS) (F)	FORECAST NEXT 72 HRS (1.5 LITERS) (G)	
	5	6	0			0			
1-18 INF			660	1050	1.59	0	225	225	
A Co			654	900	1.38	0	250	250	
B Co									
Totals:			1314	1950	1.48	0	475	475	
REMARKS									
3rd PLT need push of bottled water									
Part 3B. Instructions Bottled Water									
The intent here is to capture unit requirements for water usage.									
a. This column is flexible based on unit displacement on the battlefield.									
b. Enter the number of bottles of water required daily									
c. Enter the number of bottles of water on hand									
d. The number of days of supply is automatically calculated based on your bottles of water on hand divided by your daily required									
e. Enter the number of bottles of water required in the next 24 hrs									
f. Enter the number of bottles of water you forecast you will need in the next 48 hrs									
g. Enter the number of bottles of water you forecast you will need in the next 72 hrs									
PART 4A: CLASS II									
UNIT (A)	NSN (B)	NOMENCLATURE (C)	QTY (D)	UI (E)	DSU's DOC # (F)	REMARKS (G)			
REMARKS									
Part 4A. Class II Instructions - Units enter data according to the following definitions below.									
If the item is managed or order by a STAMIS or other means, enter the documents, if you require higher HQ to action your requirement, please provide remarks									
a. Unit: This report should include all units assigned to your task organization. If it excludes a major unit please annotate in comments space below									
b. Enter the NSN for the critical item.									
c. Enter the Nomenclature for the critical item.									
d. Enter the quantity of that critical item.									
e. Enter the unit of issue for that critical item.									
f. Enter the document number of the critical item.									

PART 5A: CLASS III (Bulk Petroleum) - JP8										
Required DOS	1									
UNIT (A)	STORAGE CAPABILITY (B)	DAILY REQUIREMENT (C)	JP-8 O/H (GALLONS) (D)	JP-8 DOS O/H (E)	REQUIRED NEXT 24 HRS (GALLONS) (F)	FORECAST NEXT 48 HRS (GALLONS) (G)	FORECAST NEXT 72 HRS (GALLONS) (H)			
1-18 INF					0					
A Co	2000	1500	1700	1.13	300	1500	1500			
B Co	2000	1500	1550	1.03	450	1500	1500			
Totals:	4000	3000	3250	1.08	750	3000	3000			
REMARKS										
PART 5B: CLASS III (Bulk) - MOGAS										
UNIT (A)	STORAGE CAPABILITY (B)	DAILY REQUIREMENT (C)	MOGAS O/H (GALLONS) (D)	MOGAS DOS O/H (E)	REQUIRED NEXT 24 HRS (GALLONS) (F)	FORECAST NEXT 48 HRS (GALLONS) (G)	FORECAST NEXT 72 HRS (GALLONS) (H)			
1-18 INF					0					
A Co	50	10	15	1.50	35	10	10			
B Co	50	10	38	3.80	12	10	10			
Totals:	100	20	53	2.65	47	20	20			
REMARKS										
1 PLT short										
PART 5C: CLASS III (Bulk) - DF-2										
UNIT (A)	STORAGE CAPABILITY (B)	DAILY REQUIREMENT (C)	DF-2 O/H (GALLONS) (D)	DF-2 DOS O/H (E)	REQUIRED NEXT 24 HRS (GALLONS) (F)	FORECAST NEXT 48 HRS (GALLONS) (G)	FORECAST NEXT 72 HRS (GALLONS) (H)			
1-18 INF					0					
A Co	1000	350	800	2.29	200	350	350			
B Co	1000	350	950	2.71	50	350	350			
Totals:	2000	700	1750	2.50	250	700	700			
REMARKS										
2nd PLT needs push of DF-2										
PART 5A, B, & C. Instructions Class III Bulk Petroleum - Storage, Issues, and Forecast										
This is only meant for bulk petroleum products.										
a. This column is flexible based on unit displacement on the battlefield.										
b. Enter the amount of storage capability for CL III(B) in the unit										
c. Enter the amount of CL III(B) required daily										
d. Enter the amount of CL III(B) on hand										

<p>e. The number of days of supply is automatically calculated based on your fuel in gallons on hand divided by your average daily requirement. f. Enter the amount of CL III(B) required the next 24 hours g. Enter the amount of CL III(B) you forecast you will need in the next 48 hours h. Enter the amount of CL III(B) you forecast you will need in the next 72 hours</p>							
PART 5D: CLASS III(P)							
UNIT (A)	NSN (B)	NOMENCLATURE (C)	QTY (D)	UI (E)	DSU'S DOC # (F)	REMARKS (G)	
REMARKS							
<p>Part 5D. Class III(P) Instructions - Units enter data according to the following definitions below. If the item is managed or order by a STAMIS or other means, enter the documents, if you require higher HQ to action your requirement, please provide remarks a. Unit: This report should include all units assigned to your task organization. If it excludes a major unit please annotate in comments space below b. Enter the NSN for the critical item. c. Enter the Nomenclature for the critical item. d. Enter the quantity of that critical item. e. Enter the unit of issue for that critical item. f. Enter the document number of the critical item.</p>							
PART 6: CLASS IV CONSTRUCTION MATERIALS							
UNIT (A)	NSN (B)	NOMENCLATURE (C)	QTY (D)	UI (E)	DSU'S DOC # (F)	REMARKS (G)	
REMARKS							
<p>Part 6. Class IV Instructions - Units enter data according to the following definitions below. If the item is managed or order by a STAMIS or other means, enter the documents, if you require higher HQ to action your requirement, please provide remarks a. Unit: This report should include all units assigned to your task organization. If it excludes a major unit please annotate in comments space below b. Enter the NSN for the critical item. c. Enter the Nomenclature for the critical item. d. Enter the quantity of that critical item. e. Enter the unit of issue for that critical item. f. Enter the document number of the critical item.</p>							

PART 7: CLASS V STATUS REPORT (AMMUNITION)						
UNIT (A)	NOMENCLATURE (B)	DODIC (C)	AUTH (D)	ON HAND (E)	REQUIREMENT (F)	
1 PLT C CO 1-18 INF	.50 CAL	A576	1300	1300	1500	
1 PLT C CO 1-18 INF	CTG 40 MM HEDP	B546	350	330	350	
2 PLT C CO 1-18 INF	.50 CAL	A576	1300	1250	1500	
2 PLT C CO 1-18 INF	CTG 40 MM HEDP	B546	350	312	350	
3 PLT C CO 1-18 INF	.50 CAL	A576	1300	1100	1500	
3 PLT C CO 1-18 INF	CTG 40 MM HEDP	B546	350	320	350	
REMARKS						
NEED 9MM						
Part 7. Class V Expenditure Reporting - Instructions - Units enter data according to the following definitions below. If you have additional DODICs to add - please insert accordingly. Enter items A through E according to definitions below: a. Unit: This report should include all units assigned to your task organization. If it excludes a major unit please annotate in comments space below b. Enter the Nomenclature or noun or common name of the Critical item. c. Enter the DODIC for the CL V item. d. Enter the Amount of that CL V item authorized for your unit. e. Enter the amount of that CL V item on hand. f. Enter the requirement your unit has from higher.						
PART 8: BATTLE LOSS REPORT (CLASS VII)						
PART 8: CLASS VII BATTLE LOSS REPORT						
UNIT (A)	NOMENCLATURE (B)	LIN (C)	NSN (D)	QTY (E)	DSU's DOC # (F)	REMARKS (G)
REMARKS						
Part 8. Instructions Class VII Battle Loss Report The intent of this part is to list your absolute critical items. The item managers at the MMC can expedite everything, but they can't expedite everything, if you keep this to the essentials the item managers may be able to help with expediting depending on the item. a. Enter the unit requiring assistance. b. Enter the Nomenclature or noun or common name of the Critical item. c. Enter the LIN the Battle Loss. d. Enter the NSN of the item. e. Enter the quantity required. f. Enter the Direct Support Unit's Document Number (DON). g. Enter any remarks concerning the battle loss.						

PART 9: CLASS VIII MEDICAL						
UNIT (A)	NOMENCLATURE (B)	NSN (C)	AUTH (D)	ON HAND (E)	REQUIRED (F)	DOC # (G)
1 PLT C CO 1-18 INF	DRESSING FLD 1ST AID	6510001594883	35	11	24	DN988373
2 PLT C CO 1-18 INF	DRESSING FLD 1ST AID	6510001594883	35	13	22	DN239892
REMARKS						
3rd Platoon needs critical supplies						
Part 9. Instructions Class VIII Report						
The intent of this part is to list your critical issues with CL VIII. Although it can be used to indicate requirements for a higher HQ to order or fill.						
a. Enter the unit requiring assistance.						
b. Enter the Nomenclature or noun or common name of the Critical item.						
c. Enter the NSN of the item.						
d. Enter the amount authorized.						
e. Enter the quantity on hand.						
f. Enter the amount required.						
g. Enter the document number if available.						
PART 10: CLASS IX CRITICAL ITEMS						
UNIT (A)	ITEM (B)	DOC # (C)	WHY IS IT CRITICAL (D)			
REMARKS						
Part 10. Instructions Class IX Report						
The intent of this part is to list your critical issues with CL IX. It can be used to indicate requirements for a higher HQ to order or fill. (Usage is discouraged unless absolutely necessary).						
a. Enter the unit requiring assistance.						
b. Enter the Nomenclature or noun or common name of the Critical item.						
c. Enter the document number of the item.						
d. Enter the reason the item is critical.						

PART 11: OTHER						
UNIT (A)	NOMENCLATURE (B)	NSN (C)	AUTH (D)	O/H (E)	REQUIRED (F)	REMARKS (G)
REMARKS						
Part 11. Instructions (Other)						
The intent of this part is to list any issues that may not have been covered in any of the previous sections.						
Additionally, higher commands may necessitate the tracking of specific item at specific times, use this section for that specific tracking.						
a. Enter the unit requiring assistance.						
b. Enter the nomenclature or noun or common name of the Critical item .						
c. Enter the NSN of the item.						
d. Enter the amount authorized.						
e. Enter the quantity on hand.						
f. Enter the amount required.						

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Appendix C

Logistics Enablers and Digitized Technology

C-1. The SBCT uses digitized technology and logistics enablers to enhance the ability of the SBCT to execute operations more efficiently and effectively. Logistics enablers assist the BSB in providing required resources to the maneuver commander to meet the OPTEMPO. The following is a brief overview of the logistics enablers and digitized technology available to Soldiers in the SBCT. This list is not all-inclusive; as technological advances, allow new and improved systems to be considered. Future enablers may render present technology obsolete. The key concept is the development of flexible logistics operations that leverage the advancements in technology.

HEMTT-LHS

C-2. The HEMTT-LHS M1120 is a standard M977 or M985 HEMTT chassis equipped with a PLS-variant load handling system. The LHS is for loading/unloading demountable cargo beds (flatracks) and 8 x 8 x 20 foot ISO containers/shelters on flatracks. These flatracks are interchangeable with all fielded PLS flatracks. This system introduces the capability to handle flatracks and tankracks at the maneuver brigade level and has the capability to transport all classes of supply (minus water, unless water tankrack is attached, and Class III[B]) in a tactical environment.

CHU

C-3. The container handling unit (CHU) is a configuration of lifting, sliding, stowing, and locking apparatus configured onto the HEMTT-LHS that enables it to self-load/unload 20-foot (or equivalent) containers. With this CHU configuration, the HEMTT-LHS interfaces with ISO-conforming containers without the use of a flatrack. The CHU has the ability to adjust to container height variants and retains full flatrack interoperability with minimal reconfiguration required.

CROP

C-4. The CROP is a cargo-carrying platform (or flatrack) which may be rolled into and out of a container. It is suitable for repeated use throughout the PLS and LHS mission profiles. This improved design flatrack is a critical enhancement to transportation operations, a key enabling system to battlefield distribution, and the cornerstone to sustainment supply velocity in the distribution system.

MSD

C-5. The maintenance support device (MSD) is a rugged, compact, lightweight man-portable, general purpose automatic tester used to verify the operational status of systems and isolate faults. It is also used to load, restore, and verify software on weapons systems. MSD supports testing requirements of Army weapon systems.

MTV

C-6. The family of medium tactical vehicles (MTV) consists of two weight classes of vehicles and trailers: 2 ½-ton light medium tactical vehicles (LMTV) and 5-ton MTV with trailers. The vehicles share common design and components to the maximum extent of feasible commonality, including the central tire inflation system, onboard crane availability option, and C-130 transportability. The SBCT BSB, however, only has the 5-ton MTVs.

SATS

C-7. The standard automotive tool set (SATS) provides a complete base set of tools and equipment needed to perform field level maintenance of military vehicles and ground support equipment. The SATS will be transported (towed) by a tactical cargo truck from the family of medium tactical vehicles (FMTV) and is C130 deployable. The SATS consists of an ISO transport container, 8 x 8x 20, with integrated government furnished electric power generator, environmental control unit (ECU), and signal entry panel (SEP).

FRS

C-8. The FRS is a maintenance enclosure mounted on a component flatrack. The prime mover for SBCT and other light units is the HEMTT-LHS (M1120). The prime mover for all other units is the PLS (T40999). It has onboard lift capability to perform maintenance tasks requiring heavy lift and the payload capacity to carry all the necessary tools, repair parts, and equipment to support two-level maintenance. The FRS will be used to repair battle damaged and inoperative platforms in the battle area. It also boasts a 5.5-ton capacity crane for lifting engines/power packs and other major assemblies.

SEW

C-9. The shop equipment, welding (SEW) provides the entire spectrum of welding capabilities throughout the battlefield. Repairs may be performed in all weather, climatic, and light conditions. The SEW is a trailer-mounted, self-contained welding shop consisting of an enclosure mounted on an M103A3 and is towed by a tactical cargo truck from the FMTV.

SECM

C-10. The shop equipment contact maintenance (SECM) consists of a fabricated enclosure mounted on a separately authorized M1113/M1152 HMMWV. The SECM is a maintenance multiplier that mobilizes mechanics and maintenance equipment to repair damaged light, medium, and heavy combat and combat support systems. The SECM provides forward mobile maintenance and repair, which allows the return of combat, tactical, ground support, and aviation equipment in maneuver and supporting units to operational condition or allows them to leave the battlefield for comprehensive repair.

LHS WATER TANKRACKS

C-11. The load handling system (LHS) water tankrack, commonly called the "hippo," is a 2,000-gallon potable water tank mounted on an ISO tankrack. The LHS truck and trailer combination has the capability of hauling 4,000 gallons of potable water by pulling two tanks. It has filling stands for 5-gallon cans on both sides and a 50-foot hose reel that can be used with the 125 GPM pump for filling water trailers.

UNIT WATER POD SYSTEM (CAMEL)

C-12. The Camel has add-on heating and chilling capabilities for operation in all climates. The pod will be equipped with filling stands for filling 5-gallon cans and canteens. The Camel holds 900 gallons and is mounted on a M1082 cargo trailer.

MTS

C-13. MTS is a stand-alone, satellite-based communication system that provides near real time ITV of distribution vehicles equipped with the system. MTS uses vehicular-mounted personal computer-based hardware packages with mapping software and commercial satellite assets. MTS combines global positioning system (GPS) and satellite communication technologies to provide automatically updated position location and two-way digitized message capability between mobile units and control stations. MTS provides specific cargo information via interrogation of the accompanying radio frequency identification RFID tag, thereby improving overall ITV capabilities within the unit.

RF-AIT

C-14. The RF-AIT is a group of commercial off-the-shelf equipment that uses radio frequency tags with embedded data that include container contents, shipment data, and vehicle identification. The tags are placed on containers or vehicles at the source (such as a shipping depot or supply point) and can then be read by fixed interrogators placed at various in transit points—such as ports of embarkation (POEs), ports of debarkation (PODs), installations, and at the eventual destination. The receiving SSA, using a portable data collection device (PDCD), gains quick information as to the contents of each shipment. (The PDCD also aids in the rapid processing of supplies into SARSS SAAS-MOD/GCSS-A and subsequent delivery to the requesting unit.)

STAMIS

C-15. The logistics community has developed functional information management systems that increase the productivity of the individual Soldier and effectiveness of the unit. These logistics STAMIS provide the logistics automated infrastructure required for any military ground operation. The goal is to establish a seamless and interoperable network. The network involves the integration and communication software used by all STAMIS systems. Components of the system primarily include SAMS-E, PBUSE, and SARSS. In addition to the above mentioned systems, the STAMIS interim transmission equipment consists of RF modems, CAISI wireless LAN, MSE, and tactical terminal adapters (TTAs).

C-16. Most of the STAMIS communication software uses file transfer protocol (FTP) via transmission control protocol/internet protocol (TCP/IP). Each functional proponent will detail in its manuals the various STAMISs that may be used.

MAINTENANCE STAMIS

C-17. Standard Army Maintenance Systems-Enhanced (SAMS-E) consists of a collection of applications that provide Army users and logistics personnel access to the readiness status and maintenance and repair parts status of weapon systems and subcomponents. SAMS-E applications are part of the Army's portfolio of Automated Logistics and Integrated System (ALIS). SAMS-E supports the warfighter by providing Army logistics personnel with one-stop interface access to the systems that help track and maintain weapons systems and supplies.

SUPPLY STAMIS

C-18. Standard Army Retail Supply System (SARSS) is the STAMIS for Army retail supply operations and management. It provides commanders and their staffs with the capability to manage supplies and allocate resources to sustain their forces.

C-19. PBUSE is the Army's web-based logistics property accountability system for the Army. It automates the property accountability requirements of AR 710-2 and the asset reporting procedures of AR 710-3. It incorporates Unit Level Logistics System (ULLS-S4) and Standard Property Book System-Redesign (SPBS-R) functions and replaces local unique systems and manual property books. The system has been developed and fielded to satisfy the following objectives:

- Standardize automated property accountability procedures Armywide.
- Eliminate the need to retrain personnel moving from one property book to another.
- Provide a user-friendly system which requires minimal specialized computer training.
- Enhance supply responsiveness through automated interfaces with other supply and asset reporting systems.

AMMUNITION STAMIS

C-20. SAAS-MOD provides information regarding conventional ammunition assets to tactical commanders during wartime conditions. The system is used by all ammunition support activities in the Active Army and Reserve Components. SAAS-MOD manages all conventional ammunition, guided missiles, and large rockets (GMLR) and their related components, as well as packaging materials. This

automated system can pass and receive near real-time information on all conventional munitions resources at all levels of operations.

TRANSPORTATION STAMIS

C-21. Transportation Coordinator's Automated Information for Movements System II (TC-AIMS II) is a joint program to provide an integrated transportation AIS capability for deployment, sustainment, and redeployment/retrograde operations. TC-AIMS II assists warfighters in rapidly identifying unit equipment and personnel necessary to support combatant commanders' requirements.

MEDICAL STAMIS

C-22. The MC4 system is the Army component of the Joint Theater Medical Information Program (TMIP). Residing on MC4 hardware, TMIP software applications will enable digital documentation of health care, medical surveillance, individual medical readiness, unit medical readiness, and medical logistics throughout the spectrum of health care. Medical information will be stored on local databases at the BAS, the BSS, BSMC, and BSB. This information will be accessible to the brigade surgeon, commander, and brigade SPO to assist in planning and executing AHS operations and to provide commanders with medical situational awareness.

C-23. The current TMIP software applications that will enable the medical business functionalities in theater are presented in the following paragraphs. Pursuant to a spiral acquisition strategy, current TMIP capabilities will be improved and more capabilities added in future increments.

- Battlefield Medical Information System Tactical–Joint (BMIST-J). This application resides on a handheld computer and provides a capability to record demographic and limited clinical encounter information required during the initial health encounter. This application is the primary system used by combat medics at the treatment and evacuation team level.
- Armed Forces Health Longitudinal Technology Application (AHLTA). This commercial off-the-shelf (COTS) application provides clinical encounter functionality that allows healthcare providers to document outpatient care at health care levels I through IV. It will provide data for theater medical surveillance and trend analysis. This application will be used primarily by the battalion aid station and BSMC.
- Armed Forces Health Longitudinal Technology Application–New Technology (AHLTA-NT). This application provides limited order entry (pharmacy, lab, and x-ray) and patient administration functionality. This application will be used primarily in CSH and troop medical clinics.
- Joint Medical Workstation II (JMeWSII). This application provides medical surveillance capability. Tools are available in JMeWSII to provide medical treatment facility patient visibility, along with support for predefined status reporting and epidemiology monitoring. A JMeWSII server provides a central collection and dissemination point for brigade, division, and corps surgeons. JMeWSII will receive data from CHCS II-T and BMIST-J.
- MICROMEDEX. This application serves as the medical reference component and provides a medical reference library for theater use. MICROMEDEX is a COTS medical information database that provides information on drugs, poisons, and illnesses.

C-24. The MC4 product management office will be responsible for acquiring and fielding interim solutions for the Army until TMIP can accommodate the capabilities. Current systems fielded by MC4 are—

- Theater Army Medical Management Information System (TAMMIS) Theater Customer Assistance Module (TCAM). This application provides a capability to perform basic customer-level medical supply functions such as ordering, receiving, managing due-in, and inventory control. TCAM is the primary means for Roles 1 and 2 customers to submit Class VIII orders to supporting MEDLOG elements of units.
- Joint Patient Tracking Applications (JPTA). This is a web-based system that collects, manages, analyzes, and reports healthcare data and information on patients evacuated from health care Role 3 to Role 4. Currently, JPTA is planned to be used at Role 2 through Role 4.
- Remote Information Data Entry System (RIDES). RIDES is a stand-alone MS Office Access™ database that provides medical protection system (MEDPROS) users a remote capability to capture individual medical readiness, immunization, and pre- and post-deployment health assessment data. It captures data when access to the MEDPROS mainframe is not available, either because connectivity is not available or Internet access is interrupted.

C-25. Deployable Teleradiology System (DTRS). This system was developed by the U.S. Army Medical Research and Materiel Command. In the future, the system will transition to MC4. This system provides the capability to transmit memory intensive x-rays, computed tomography (CT), ultrasound, or magnetic resonance digital images between deployed MTFs and specialized healthcare expertise supporting deployed mission needs.

C-26. The Transportation Command (TRANSCOM) Regulating and Command and Control Evacuation System (TRAC2ES) is a joint system that will provide and document strategic medical evacuation C2 and patient regulation between theater and supporting base hospitals. TRAC2ES will also provide patient ITV during the evacuation from level III to the sustaining base.

C-27. The MC4 system will use Army communications systems to transmit and receive medical information to and from theater databases and the sustaining base.

C-28. The MC4 product management office is responsible for integrating medical information requirements into current and emerging Army C2 and sustainment systems, such as BCS3 and GCSS-A.

PERSONNEL STAMIS

C-29. Defense Integrated Military Human Resources System (DIMHRS) is a DOD initiative to deploy a single integrated, web-centric, personnel and pay system across all the military Services.

C-30. Tactical Personnel System (TPS) is an automated tactical strength management system. It provides the field with an application that can serve as a deployment-manifesting platform for all military and civilian personnel. TPS fills the current void within the personnel automation architecture and provides the essential personnel functionality to support a commander's tactical decisionmaking process. TPS builds a deployed personnel database.

C-31. Defense Casualty Information Processing System (DCIPS) and DCIPS-Forward DCIPS is the DOD central database and application that serves all casualty and MA case management for the armed services. DCIPS-Forward allows case managers to manage casualty cases in forward areas on laptop computers.

C-32. Replacement Operations Automated Management System (ROAMS) tracks personnel from designated points of origin to ultimate destinations and coordinates individual training at each replacement center/company/section as determined by METT-TC factors.

C-33. VSAT provides the HR provider with dedicated access into the NIPRNET.

C-34. Enlisted Distribution and Assignment System (EDAS) is a near real time, interactive, automated system which supports the management of the enlisted force. Assignment and distribution managers in HRC-Alexandria use EDAS to create requisitions and process assignments

C-35. DTAS is software for providing personnel accountability in a TOPNS.

C-36. eMILPO is a web-based application that provides the U.S. Army with a reliable, timely, and efficient mechanism for performing personnel actions and managing personnel accountability.

C-37. iPERMS is a repository of the official military personnel file (OMPF) legal artifacts for all active Army personnel (includes Active duty, Reserve, and National Guard).

C-38. My Promotion File is a Soldier self-service application which allows enlisted Soldiers scheduled for a centralized board to review and certify the documents which go before the board.

C-39. NCO Evaluation Report Support System is a system that obtains and processes NCOERs in an accurate and timely manner. It also provides enlisted evaluation report (EER) information to DA Promotion/Selection Boards and PSC, Army Command, and DA activities with statistical data regarding the administration of the EER system.

FINANCIAL MANAGEMENT TACTICAL PLATFORM (FMTP)

C-40. FMTP systems are the field management automated systems for deployed operations. FMTP is an integrated standard system that uses COTS hardware combined with commercial and government-developed software. Software modules include support for disbursing, resource management, vendor support, travel, and military pay. Software modules operate in a network environment, but they can also be used in a stand-alone environment.

ARMY BATTLE COMMAND SYSTEM

C-41. The Army Battle Command System (ABCS) supports leaders and planners from tactical to strategic levels through an integrated digital information network designed to provide automated C2 and SU through seamless data architecture of existing and planned C2 systems. The ABCS includes the GCCS-A and the FBCB2 systems. These control systems are oriented toward combat operations and provide the commanders and staffs at corps and below with situational information and decision support in executing operational/tactical battle. Some of these systems include—

- MCS. The MCS is the maneuver component of ABCS. It is the primary information system supporting the battalion task force commander and staff.
- All Source Analysis System-Remote Workstation (ASAS-RWS). The ASAS-RWS is a functionally integrated intelligence support system component of ABCS. It manages sensors and other resources; collects, processes, and fuses intelligence data; stores, manipulates, and displays this data; and quickly disseminates information to the commander by providing SU of enemy activity.
- BCS3. The BCS3 is the logistics component of ABCS. BCS3 provides a concise picture of unit requirements and support capabilities by collecting, processing, and displaying information on key items of supplies, services, and personnel that the commanders deem crucial to the success of an operation.
- FBCB2. FBCB2 is the principal digital C2 system for the U.S. Army at brigade level and below. The system is an automated, network-enabled command and control system that provides brigade and below elements with a seamless battle command capability. The computer, along with associated communication and GPS equipment (BFT and Enhanced Position Location Reporting System [EPLRS]), allows each platform user in the network to send and receive information across the depth and breadth of the operational environment.

C-42. The ABCS integrates the five battlefield functional area disciplines: maneuver, fire support (FS), air defense, logistics, and intelligence. Each of these functional areas is supported by a control system designed to provide leaders and planners with information to effectively plan, coordinate, control, and direct the battle. These battlefield functional area (BFA) control systems (BFACS) are oriented toward

combat operations and provide the commanders and staffs at corps and below with situational information and decision support in executing operational/tactical battle.

BCS3

C-43. BCS3 receives data from the logistics business systems (STAMIS/GCSS-A), other BCS3 terminals, other ABCS devices, FBCB2, and manual input by operators.

C-44. Users of BCS3 are able to obtain C2 information (such as the friendly and enemy situations) from the other ABCS devices. Similarly, the other ABCS devices are able to view the friendly logistics status as shown on BCS3. This enables all ABCS users to have a COP.

GCCS-A

C-45. The GCCS-A supports Army strategic planners in the allocation, logistics, and deployment of operational/tactical forces to the combatant commands in response to strategic planning and policy guidance provided by the President of the United States or Secretary of Defense during crisis situations and operations from conventional conflict to stability operations and support operations.

FBCB2

C-46. FBCB2 is a hardware/software suite that digitizes C2 at brigade level and below. The system, positioned on specified platforms, will perform combat, CS, and logistics functions for the planning and execution of operations. FBCB2 represents a major paradigm shift for the logistics community. For the first time, the logistics organizations are digitally linked to the platforms and organizations that they support.

C-47. FBCB2 provides a COP enabling logistics providers to maintain the OPTEMPO set by maneuver commanders. The logistics functionality on FBCB2 includes LOGSITREPs, personnel situation report (PERSITREP), supply point and field services status reports, CTIL update message, and baseline resource item list (BRIL). It also fields a task management suite, which includes logistics call for service, logistics task orders (LTOs), logistics task synchronization, and logistics task management. Additional FBCB2 logistics reports include medical unit situation reports (SITREPs), MA reports, and logistical and tactical SU.

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Appendix D

Protection

D-1. Tactical logistics organizations are normally the units least capable of self-defense against a large, enemy combat force. Given the common operating environment (COE), they are also often the targets of enemy action. As the enemy threat increases, unit commanders cannot decrease logistics operations in favor of enhancing force protection. The supported commander and the logistics 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. Only then can logistics commanders and staffs plan accordingly. 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.

COMMANDER'S RESPONSIBILITY

D-2. The SBCT commander normally will assign the BSB commander the responsibility for BSA security. The SBCT commander also normally assigns to the BSB commander operational control of all elements located in the BSA in order to accomplish the defense mission. The SBCT commander and the BSB commander must communicate to protect the force and ensure that the units are able to conduct logistics operations.

D-3. The BSB commander's goal is to retain overall freedom of action for fighting military operations. This means—

- The MSRs are clear, unobstructed, and secure.
- Units can move quickly and in an orderly fashion throughout the brigade area.
- Logistics missions and associated activities continue without restriction.
- All logistics units can perform force protection operations against a level 1 threat.

D-4. The BSB commander's responsibility for force protection extends to convoys and other logistics actions occurring outside of the BSA. LOCs are not necessarily secure for all movements. Commanders and staffs must plan for and coordinate force protection for subordinate units and detachments located away from the headquarters.

PERIMETER DEFENSE

D-5. The BSB commander organizes a perimeter defense to protect the assigned area or provide security during logistics operations. All elements in or transiting the area assist with forming and defending the perimeter. Based on mission and terrain analyses, the BSB S2/S3 subdivides the area and assigns subordinate and tenant units to those subdivided areas. The S2/S3 receives from subordinate elements the battle position overlay and determines the best protection posture. The perimeter is broken into battle positions of individual, independent positions with interlocking fields of fire. The BSB S2/S3 is responsible for establishing and maintaining the tactical SOP, which will cover as many defense procedures as possible. The shape and size of the defensive perimeter is METT-TC dependent, meaning the perimeter does not necessarily coincide with the boundaries of the area assigned to the BSB. 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 sectors. The BSB S2/S3 is responsible for providing staff and subordinate commanders with the intelligence update and situational awareness. The BSB S2/S3 is also responsible for intelligence collection planning and management, including patrolling, outside of the perimeter. Intelligence collection management and execution is

highly important because, based on collected intelligence, the BSB commander may determine the most probable direction of enemy attack and then weight that part of the perimeter to cover that approach.

D-6. The BSB commander positions his/her forces and plans fire and movement so he or she 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 QRF centrally locates to react to a penetration of the perimeter at any point.

BASE PERIMETER DEFENSE PLANNING

D-7. The BSB S2/S3 assigns a sector to each unit in the BSA but should not factor medical units or medical personnel into the perimeter defense plan. The S2/S3 ensures each unit's sector of fire mutually supports the adjacent unit's sector, when feasible. The S2/S3 coordinates with unit commanders and confirms that units in the BSA have coordinated their boundaries and sectors of fire with their adjacent units. The S2/S3 section must synchronize direct and indirect fires, obstacles, patrols, OPs, and sensors to mitigate levels I, II, and III threats use of avenues of approach and infiltration lanes.

D-8. 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 ENCOORD and the brigade S3 for the overall plan. It 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 force protection of logistics elements that operate or move outside of the BSB's specifically assigned area.

D-9. The S2/S3 maintains all defensive plans. The defensive plan shows unit sectors of fire, locations of mines and obstacles, planned indirect fire coverage, OPs, listening posts (LP), patrol routes, and positions of automatic and antiarmor weapons. 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. 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. Since night vision devices are not always available, illumination plans must also be included in the overall BSA security plan. In anticipation of the need for QRF or tactical combat forces (TCF), the S2/S3 develops and rehearses procedures to hand-off the battle to arriving QRF, MP response forces, and TCF.

THREAT LEVELS

D-10. The key to protecting units and bases is to identify vulnerabilities based on the threat analysis (TA). The TOC determines the level of threat and issues an area of operation alert to all units.

D-11. The S2/S3 must ensure that all unit commanders understand the different threat levels and the associated actions. The SBCT commander must also be aware that the BSB is neither staffed nor equipped to continue support operations at normal levels while responding to increased levels of threat. Support will be degraded. How much and how long it is degraded will depend on the level of the threat and the effectiveness of the BSB's preparation and rehearsals.

Level I Threats

D-12. Level I threats normally involve the activities of snipers, agents, saboteurs, and terrorists. Typical level I considerations include—

- Fully manning OPs.
- Increasing guards and spot-checking vehicles.
- Tightening unit security, alerting defensive perimeter personnel, and increasing protection of key facilities.

The BSB commander can estimate that 75 percent of available assets will be engaged in support operations, while 25 percent will defend. This could rapidly change based upon METT-TC factors such as stability operations and support operations or a high threat. The TOC would likely require strict controlled access to all areas, reinforced perimeter defense, LPs/OPs prepared to withdraw, and the response force alerted.

Level II Threats

D-13. Level II threats are those beyond perimeter defense or multiple battle positions self-defense capabilities to be destroyed and need the assistance of a response force. The BSB can estimate that the 25 percent of available assets will be engaged in support operations, while 75 percent defend during a level II attack and up to 100 percent in defense (minus medical care of wounded) if it is a sustained level II attack. The level II attack can be destroyed by response forces (for example, MPs or combat units with supporting lethal fires). Actions taken by the BSA: the LPs/OPs will be withdrawn, QRF forces committed, the SBCT S3 notified, and support operations ceased.

Level III Threats

D-14. A tactical combat force provided by the SBCT commander is required to defeat a level III threat. The BSA would be at 100 percent manning of defensive positions (minus medical care of the wounded) in order to delay as best they can during a level III threat that has not allowed the BSA to displace prior to contact with the enemy. Actions taken by the BSA: the LPs/OPs will be withdrawn, QRF forces committed, the SBCT S3 notified, support operations ceased, and previously rehearsed battle hand-off procedures (to the TCF) executed on arrival of the TCF.

S2/S3 DUTIES

D-15. The S2/S3 should plan for emergency displacement procedures. If the BSB is under imminent danger from a level II or III threat, the commander will call for an emergency displacement of key BSA assets. Key elements should be identified in advance and be prepared to move to a designated site with minimum notice. These will likely include C2, ATHP, Class III, emergency medical treatment, and maintenance elements. Emergency destruction of equipment and supplies (excluding Class VIII) is performed to avoid enemy capture. Priority items for destruction will probably include communications security (COMSEC) items, fuel, ammunition, vehicles, communications equipment, and weapons.

D-16. Other duties of the S2/S3 are to identify primary and secondary entry points into the BSA and to designate preplanned landing zones for brigade reaction forces to use when required. Based on the tactical SOP (TSOP), the S2/S3 will also conduct regular (preferably daily) meetings or shift change briefings with base representatives to update the defensive plan and maintain situational awareness.

BSA DEFENSE CONSIDERATIONS

DEFENSE PLANNING

D-17. Whenever engineer assets are available, berms or deep-cut protective positions are dug to protect fuel tankers and drums. Natural terrain concealment and camouflage nets are also used. Traffic control must include measures to conceal movement at, to, and from supply points. At water points, control of spills and drainage is required to avoid standing pools of water, which reflect light. Proper fighting positions for individual and crew-served weapons are dug and integrated into the BSA defense. These include fighting positions for vehicles with mounted crew-served weapons or combat systems in the BSA for repair that are able to shoot. In the company areas, individual positions are prepared near billeting areas and on the periphery of workstations. Proper fighting positions, bunkers, or other shelters are constructed next to key shop operations for quick protection from artillery and air attacks. These include fighting positions for vehicles with mounted crew-served weapons or broken armored vehicles capable of firing their primary weapons systems. Ammunition should be acquired for these weapons systems and cached near the fighting positions.

SYNCHRONIZATION MEETINGS

D-18. The BSB S2/S3, or a representative, is a key attendee at support synchronization meetings that are hosted by the SPO. The S2/S3 ensures that the support operators are aware of any actual or probable enemy activities that may interfere with support execution. Likewise, the support operators keep the S2/S3 aware of their ongoing and future support actions or changes that may affect security. Both the S2/S3 and the support operations staff keep supported units and tenant unit staffs informed, particularly if the supported units or tenant unit staffs have not attended the support synchronization meetings.

D-19. The S2/S3 also coordinates rehearsals of security actions and reactions. This can be an especially burdensome task in view of conflicting needs of support operations. However, rehearsals are as essential to successful security operations as they are to successful support operations.

SBCT LEVEL II MEDICAL TREATMENT FACILITY

D-20. The BSB commander must carefully consider the placement and use of the BSMC in the BSA defense plan. The level II MTF may be located near the center of the BSA to be protected by surrounding battle positions. This increases the size of the BSA without adding any defenders to guard the perimeter. This also increases traffic movement in the middle of the BSA.

RECONNAISSANCE AND SURVEILLANCE (R&S) PLANNING

D-21. Given the SBCT's R&S plan that is implement by the BTB commander for the sustainment area or unassigned area, the BSB commander supplements the higher and controlling headquarters R&S plan. The BSB sets out LPs/OPs, establishes mounted and dismounted patrols, debriefs convoy leaders, and analyzes spot reports from units on the BSA perimeter.

SOURCES OF INTELLIGENCE INFORMATION ON THE BATTLEFIELD

D-22. The BSB is both a user and a provider of intelligence. All intelligence information gathered and possessed within the brigade should be used by the S2/S3 and subordinate units to plan for defense operations. The S2/S3 receives information from SBCT S2 channels, local authorities, dislocated civilians, and local civilians, which are all valuable intelligence sources. Information may also be obtained from unit and convoy commanders within the BSA. Information should flow laterally as well as vertically.

BSA LAYOUT

D-23. The location of the BSA is METT-TC dependent. Location of EAB logistics units and the combat battalions' support areas must also be evaluated to ensure that there will be no interruption of throughput. The brigade commander approves the location of the BSA based upon recommendations from the BSB commander and brigade staff.

D-24. The composition of BSA elements will not remain static. 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 TOC. They will coordinate movement routes, positioning for units locating in the BSA, communications, support requirements and procedures, and security responsibilities and arrangements. Guards at entry control points (ECP) going into the BSA will direct representatives of entering units to the TOC. Also, unit commanders will notify the TOC of all support package arrivals and departures. Movement of displaced civilians and local civilians must also be controlled.

D-25. Personnel available for defense actions may be extremely limited within certain units. Unit commanders must keep the BSB S2/S3 informed of their situations. The BSB commander will identify a command post as the alternate for the BSA.

D-26. Locations of elements within the BSA will vary depending on METT-TC factors. The BSB commander and S2/S3 must use their best judgment in positioning units. They should consider the following general guidelines:

- Position the BSB TOC near the center of the BSA perimeter for C2 and security reasons.
- Ensure that units such as the BSB distribution company and the BSB FMC locate their CPs near the BSB's area of operation (closer to the TOC to enhance communications and protection of C2 facilities). Balance the advantages of dispersion (reduced destruction from a single enemy strike) with the disadvantages (C2 constraints and extended perimeter).
- 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 MTFs 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 EAB trailers bringing ammunition into the area do not clog up the MSR within the BSA. The ATHP requires sufficient area to perform transload operations without interfering with BSA traffic.
- Locate the ATHP at least 180 meters from other supplies and 620 meters from the nearest inhabited tent; due to its size, the ATHP will often be outside the BSA. This creates a security issue for the BSB commander that will often require forces from outside the BSA to provide protection. When the ammunition point is sufficiently large, it will be assigned its own area for defense and a security force will be attached.
- Position units with heaviest firepower along the most threatening avenue of approach.

INTERNAL SECURITY

D-27. Internal security of the BSA involves all Soldiers. The ability to identify the threat and timely reporting to the BSB TOC is the key to survivability in the BSA. Working as a team to coordinate force protection activities throughout the entire SBCT will allow all elements across all warfighting functions to achieve their mission. An effective perimeter defense system must accomplish the following four tasks: detection, delay, destruction, and communications.

Detection

D-28. Detection is the early warning of enemy infiltration attempts. Detection devices include day and night observation devices as well as communications, intelligence, radar, and sensor equipment. Chemical and radiological monitoring must also be used. Warning systems and procedures must be established and understood by all personnel. If an attack is unlikely, few people are involved in defensive operations. However, personnel will always guard LP/OPs and ECPs. If a threat is probable, defensive requirements will disrupt support operations but only to the extent discussed by the BSB and supported unit commanders. Alarms should be used to notify all personnel of alert postures. The S2/S3 informs all C2 elements within the BSA of threat warnings and the defensive posture within the BSA. Warning devices include sirens, pyrotechnics, and horns. The MPs or attached combat units may provide the BSA commander with a link for detection, early warning, and deployment against enemy attacks against the BSA. Information gathered by MP or other elements dispersed throughout the BSB AO helps apprise commanders of enemy activity near the BSA.

Delay

D-29. The defense system must be able to hinder the threat's progress to permit defense forces to react; this is especially true for level I and II threats. Obstacles covered by direct or indirect fires slow or canalize enemy movement. The S2/S3 must ensure a proposed minefield is coordinated with adjacent, higher, and subordinate units and according to current agreements that the National Command Authority is obligated to honor. It must also ensure limitations to friendly maneuver units are minimized and all requirements for reporting, marking, and recording are met.

Destruction

D-30. Units in the BSA should place machine guns and lightweight antiarmor weapons to cover obstacles and avenues of approaches. The BSB S2/S3 must have a clear understanding of the defensive capability and key weapons that each tenant unit possesses while preparing the BSA layout and security plan during the MDMP. This understanding enables proper planning and positioning of obstacles, weapons, reaction forces, and other combat power that will ensure destruction of level I threats and significant delays to level II threats. The commander may consider using weapon systems that are in the shop for repair if qualified operators are available.

Communications

D-31. Communications for BSA security will be conducted by FBCB2, wire, radio, signals, and personal contact. Each unit will be required to establish a linkup to the TOC. Other elements located in the BSA are responsible for laying wire from their CPs to the TOC. The alternate method for communications will be wire. If FBCB2, wire, or TOC FM communications are lost, units will monitor the BSB command net that will serve as the TOC radio net. If communications by these means are lost, the tenant activities are responsible for sending a messenger to the TOC to provide coordination.

D-32. The S2/S3 establishes readily recognizable signals that are easy to initiate. For example, the warning for a CBRNE attack could be a pyrotechnic signal, voice, siren, hand and arm, or horn signals. Similar signals should be specified in the SOP for air and ground attacks or to change frequencies. Detailed information and instructions would follow by radio, wire, or messenger. The all-clear signal would only be passed via command channels.

RESPONSE FORCE/QUICK REACTION FORCE

D-33. The S2/S3 ensures that the QRF is identified, trained, and equipped to perform its mission of reaction to threats against the BSA. The S2/S3 will have to continuously tailor the size and composition of the QRF based upon threat analysis. These ready reaction forces must be well rehearsed at a minimum in—

- Unit assembly.
- Friendly and enemy force recognition.
- Actions on enemy contact.
- Delaying operations.
- Call for fire (artillery, and rotary and fixed wing close air support [CAS]).
- Reconnaissance and surveillance/patrolling operations.
- Small unit tactics in conjunction with the MPs and a tactical combat force.
- Individual and crew-served weapons, antitank weapons, mines, pyrotechnics, armored vehicle weapons systems and operations, night vision device, global positioning system, familiarization and operations.
- Conduct of rehearsals.
- Antifratricide measures.
- Passage of lines.
- Challenge and password.
- Running password.
- Hand and light signals.
- Troop leading procedures.
- Time distance factors (enemy avenues of approach).
- Detainee procedures.
- Night operations.

D-34. The ready reaction forces must possess at a minimum—

- Friendly barrier plan.
- Friendly sector sketch.
- Preplanned fires—field artillery/mortar/attack helicopter/CAS.
- Medical evacuation procedures.

D-35. The ready reaction forces must be briefed at a minimum on—

- Specifics of the mission.
- Communication procedures.
- Special requirements/ROE.
- Completion of mission.
- Quick recovery and reports.
- Debriefing.

D-36. The QRF will be called upon when a unit's defenses cannot defeat the threat and when MPs and combat forces from the brigade are not immediately available. Depending upon the resources within the BSA, the reaction force should include personnel equipped with machine guns, grenade launchers, rifles, FM radios, and vehicles under the control of a qualified and designated leader 24 hours a day. The BSB S2/S3 must carefully equip the reaction force based upon the anticipated threat. Removal of assets such as machine guns from the defensive perimeter when the reaction force is assembled must be considered and integrated into the defense plan. During periods of increased readiness, the response force should be assembled for immediate action. It must be well rehearsed and able to react precisely and immediately. Rally points, battle positions, and detailed procedures must be planned and practiced in advance.

Composition

D-37. The response force provides the commander with the capability to repel a level I attack and assist with delaying a determined level II attack. The BSA commander determines the best use of the QRF while monitoring the battle. The QRF Soldiers are not integrated into the perimeter and have no conflicting defensive requirements. Although the actual composition of a team is METT-TC driven, an example of a platoon-sized team and its equipment would be—

- OIC (senior and most experienced lieutenant available).
- NCOIC.
- Squad leaders.
- Combat lifesavers.
- Radio/communications operator.
- Crew-served weapon operators (2 each).
- Two antiarmor weapons and operators.
- Two grenades.
- Hardened vehicle(s) for mobility.
- Communication capabilities for mounted and dismounted operations.
- Up armored HMMWVs or hardened gun trucks with machine gun mounts.
- Flak vests.
- Two times the combat load of Class V (for vehicle and Soldiers).
- Night vision devices.
- Communications equipment for each vehicle and for dismount operations.

Command and Control

D-38. The existence of a COP and the commander's SU are the keys to knowing how and when a response force will be needed. Separate unit defenses establish continuous communications with the SBCT command post to allow timely response and information dissemination.

D-39. The response force should have a copy of the BSA defense plan so that it can coordinate with the BSA once the force is activated for the response mission. This coordination occurs through the BSB TOC. The response force commander coordinates with the BSA to ensure that he or she understands the BSA defense plan, to include, but not exclusively—

- Call signs and frequencies to communicate with the BSB TOC.
- Positions of critical internal assets, external coordination points, and no-fire areas.
- Locations of any obstacles or mines near the BSA.
- Locations and direction of fire of crew-served weapons.
- Locations of target reference points and preplanned fires.
- Locations of OPs and friendly patrols, if employed by the BSA.
- Signal for final protective fires.
- How to obtain available fire support.

D-40. The response force commander designated for the BSA must have the capability to mass the effect of supporting fires and support third-country forces (TCF) operations (for more information on TCF, see paragraph D-72). The response force commander must know which fire support targets are approved for engagement and the locations of the nearest medical treatment facility, CBRNE decontamination site, and ammunition transfer/holding point. The commander must be able to communicate with any supporting artillery and Army aviation units tasked to respond, the TCF, and the BSB command post.

ENGINEERING SUPPORT FOR THE BSA

D-41. When engineer assets are available to the BSA, this information will be made known to the TOC. The BSB S2/S3 must be prepared to take advantage of assets as they become available. Planning for combat and general engineering support is conducted with engineer assistance.

D-42. Mobility operations in the defense focus on the ability to reposition forces, including unit displacement and the commitment of reserve forces. Priorities set by the maneuver brigade may specify some routes for improvement in support of such operations. Normally, however, all or most of the organic engineer assets will be allocated to the mobility and/or countermobility effort. The BSB S2/S3 plans and coordinates all mobility requirements of the BSA with the brigade engineer and brigade S3.

D-43. Survivability positions are prepared in the BSA to protect Class III(B) vehicles, major weapon systems, and critical assets of service, supply, and transportation as the BSB commander dictates.

D-44. Positions can be dug in and reinforced with overhead cover to provide crew-served weapons with protection against shrapnel from airbursts. Combat vehicles in the BSA for maintenance and other armored vehicles in the BSA should have vehicle-fighting positions constructed with both hull-defilade firing positions and turret-defilade observation positions. In addition, the BSB may use blade assets to dig in the ATHP ammunition at alternate, supplementary, or successive storage sites and in individual vehicle fighting positions.

D-45. The process of digging in a BSA requires many blade hours and may not occur without engineer augmentation to the brigade. The BSB S2/S3 with guidance from the commander must develop a plan for digging in the BSA.

D-46. The S2/S3 NCOIC prepares the BSA for the arrival of the blades by marking vehicle positions and designating guides for the engineer vehicles. The BSB commander must prioritize the survivability effort; for example, they may only have time to dig in positions that have the least amount of natural cover and concealment. Soil composition should also be a consideration in battle position (BP) selection; sites to be avoided include those where the soil is overly soft, hard, wet, or rocky.

D-47. Planning countermobility in the defense, the BSB commander may integrate individual obstacles into both direct and indirect fire plans, taking into account the intent of each obstacle group. At the battalion level, obstacle intent consists of the target of the obstacle group, the desired effect on the target, and the relative location of the group. In addition, like artillery and mortar employment, obstacle emplacement must have a clear task and purpose. The purpose will influence many aspects of the

operation, from selection and design of obstacle sites to actual conduct of the defense. (Refer to FM 90-7 for additional information on obstacle planning, siting, and turnover.)

D-48. Tactical and protective obstacles are constructed primarily at company level and below. Small unit commanders ensure that observation and fires cover all obstacles to hinder breaching. Deliberate protective obstacles are common around fixed sites. Protective obstacles are a key component of survivability operations. They are tied in with final protective fires and provide the friendly force with close-in protection. Commanders at all echelons track defensive preparations.

D-49. Construction of personnel shelters throughout the billeting, administrative, and maintenance area provides individual protection against standoff attacks. These shelters may vary in construction. Shipping containers, dugouts, and double-walled plywood shelters with sand or gravel fill, all with sandbag reinforcement and overhead cover, provide acceptable protection. These shelters are close to the billets and work areas to permit rapid access.

D-50. Units may construct fighting positions or prefabricate and then move them into position for assembly. These bunkers are constructed to withstand a direct hit by a medium antitank missile on the front and sides and a direct hit by a mortar on the top. Installing chain link fences around these positions can prematurely detonate shaped-charge warheads.

D-51. Constructing revetments for critical resources provides protection against mortar or rocket fragmentation. These revetments may be sand-filled, double-walled construction with either plywood or steel plate sides. Units within the BSA provide overhead cover for critical facilities and functions when possible. The BSA commander's preventive measures to avoid or minimize effects of enemy attacks also contribute to his/her area damage control (ADC) efforts by providing units, Soldiers, facilities, and supplies on the BSA protection from major accidents and natural disasters as well.

PROTECTIVE OBSTACLES

D-52. Companies within the BSA are responsible for coordinating and employing their own protective obstacles to protect their battle positions. To be most effective, these should be tied into existing obstacles. The BSB companies may use mines and wire from its combat load or pick up additional assets from the engineer Class IV/Class V supply point. The BSB companies may also be responsible for any other required coordination, for recovery of the obstacle, or for its destruction.

D-53. The commander uses tactical wire barriers within the perimeter to limit and canalize penetrations by enemy groups or individuals. These interior barriers can be as simple as a single roll of concertina wire. Generally, the commander should place them to prevent a direct approach to vital facilities within the BSA and should make provisions to cover these barriers by automatic weapons. The BSA should construct inconspicuous barriers and periodically relocate them to prevent counterplanning by the enemy. Further, the barriers should not be so intensive as to preclude freedom of movement by the reaction or reserve force. These forces, as well as all Soldiers, should be familiarized with the location of all barriers through daylight and night drills.

D-54. After planning for protective obstacles, the commander evaluates the potential threat to the BSA's position and then employs the appropriate system to counter that threat. For example, an antitank system is best used on mounted avenues of approach, although it does have some antipersonnel applications; on the other hand, wire obstacles may be most effective when employed on dismounted avenues. (FM 90-7 provides detailed planning guidance for protective obstacle emplacement.)

D-55. All logistics assets may be responsible for actions related to lanes through obstacles. These duties may include marking lanes in an obstacle, reporting locations of the start and end points of each lane, manning contact points, providing guides for elements passing through the obstacle, and closing the lane.

Note: FM 90-7 provides additional information about obstacles and obstacle integration, such as planning factors relating to emplacing obstacles and obstacle function versus lethality. It also describes the methods and essential principles for planning protective obstacles.

TRAINING AS PREPARATION

D-56. BSA defense training is an essential element of preparing to conduct a BSA defense. BSA defense requires integrating all defensive forces and the emergency augmentation by all units in the BSA. Because they rarely function together, the commander can form an efficient fighting entity only through proper training. The BSB commander carefully coordinates the training of BSA units for BSA defense operations with the support operations of the BSA. All individuals receive training to allow them to participate, at least to a limited degree, in the BSA's defense. All units receive training to provide at least limited local security for the facilities they operate. Conducting rehearsals that test the BSA defense plan is an essential part of BSA defense training. Some equipment deemed necessary for BSA defense or for training purposes may not be available. The BSB commander must use his/her initiative to overcome these shortfalls.

D-57. Information regarding live fire exercises to prepare logistics units for tactical operations can be accessed using your Army Knowledge Online (AKO) password on the Combined Arms Support Command's (CASCOM) website: <https://www.cascom.army.mil/private/TD/Multifunctional/Live-Fire/index.htm>. This information gives a logistics unit commander and his/her subordinate leaders a document to assist them in designing, developing, coordinating, and executing live-fire exercises.

EXECUTING A BSA DEFENSE

D-58. The preferred way to conduct a BSA defense is as an offensive operation designed to clear the area of enemy forces. Forces engaged solely in BSA defense operations conduct aggressive patrols, develop and occupy defensive positions within their assigned AOs, and provide security forces to counter enemy attacks. These actions may be multiservice or multinational depending on the composition of the BSA.

D-59. The BSB commander requests ground maneuver forces to use when the net effect of enemy activities in the echelon's rear area is beyond the limited defensive capabilities of his/her resources. If a threat exceeds the BSA's ability to defend itself, the BSA commander requests response force support.

D-60. The conduct of BSA defensive operations against a ground attack is the same as for conducting a perimeter defense. The paragraphs below discuss those execution considerations unique to BSA defense.

PATROLS

D-61. BSA defense operations used to counter small enemy forces include aggressive, frequent patrolling by squad- and platoon-sized forces to detect and capture or destroy small enemy bands. Host-nation personnel are well suited to assist BSA patrols. Their knowledge of the terrain, inherent ability to operate effectively in the environment, language skills, and familiarity with local customs increases the effectiveness of these patrols.

D-62. Small, highly mobile units conduct patrols by moving on foot or by land, water, or air vehicles during daylight and darkness. They search populated areas contiguous to the BSA and establish surprise checkpoints along known or suspected routes used by enemy forces.

D-63. The BSA's units guard dug-in or concealed night ambush sites located outside of the BSA's external barrier system on a random basis. Host-nation security personnel should accompany patrols traveling through populated areas. The BSA develops fire support targets to support the ambush according to availability and the ROE. If the area adjacent to the BSA perimeter is a free-fire area, it is seldom necessary to occupy ambush sites there. When local restrictions preclude establishing a free-fire area, ambush sites are manned forward of the perimeter and the elements providing defense of the BSA are prepared to assist those elements conducting the ambush as necessary.

D-64. Patrols can install sensors in locations where enemy forces threatening the BSA would cross to provide early warning of enemy movements. Such patrols also observe and report enemy activities (such as assembling personnel; moving weapons, ammunition, or other supplies; and preparing firing positions for indirect-fire weapons). In addition to the acquisition of specific targets, patrols may confirm or deny the presence of enemy activity in named areas of interest located near the BSA.

D-65. During BSA security operations, the BSA commander monitors the location of friendly troops and their relationship to friendly fires. The BSA commander must be constantly aware of the relative location of enemy, friendly, and neutral personnel. Subordinate elements, such as patrols, must understand the importance of accurately reporting their positions. Automation and navigation aids, such as the GPS tied to combat net radios, assist in maintaining a common operational picture. When employing artillery, mortars, and air support, the commander must exercise positive control, whereby an observer must be able to see the target area. Unit SOPs at all levels must address specific procedures for clearing indirect fires directed against identified targets located within the rear area.

STATIC POSITIONS

D-66. The static positions of the BSA defense consist primarily of the bunkers and METT-TC dependent towers forming the BSA's defensive positions. The BSA commander establishes communications between the TOC, the command posts of the units occupying the BSA and the BSA's bunkers, towers, and reserve. In addition, each node must be able to communicate laterally with adjacent units and defensive positions.

Bunkers

D-67. Although full-time observation and all-around defense of the BSA are essential, the BSB commander may reduce the number of Soldiers conducting static defense mission by designating key bunkers around the perimeter to be manned at all times, with the remainder to be fully manned during periods of reduced visibility and increased enemy threat. The unit prepares individual fighting positions near the bunkers to provide supporting fires. Night vision devices, binoculars, automatic weapons, grenade launchers, and hand grenades are commonly available within the bunker positions, and antitank systems cover possible ground vehicle approaches.

Towers

D-68. The BSA commander's decision to use towers is a result of his/her analysis of the METT-TC factors. For example, the commander must decide if the additional security they provide is worth the effort to construct them in a fluid situation or the risk that they will attract additional enemy attention to the BSA.

REACTION OPERATIONS

D-69. Reaction operations are operations conducted by the response force under the control of the BSB TOC, operating from the BSA or from positions outside the BSA, for countering local enemy activities. They are offensive in nature and conducted as either spoiling attacks or counterattacks.

D-70. Reaction operations are simple, planned, and rehearsed because the majority of actions are often required at night. Designating primary and alternate checkpoints within the BSA facilitates response to multiple contingencies. Within security limitations, the force uses actual checkpoints during rehearsals to promote familiarity with the area and the reaction plan.

SBCT Response Force and Tactical Combat Force (TCF) Operations

D-71. Response force operations are offensive operations conducted by the response force to counter level II attacks. The response force moves quickly to counter enemies before they can extensively damage the BSA. The BSA commander lifts or shifts BSA defense fires to support the maneuver of the response force. The response force attempts to delay and disrupt the threat until the SBCT response force or TCF arrives if it cannot destroy or deter the enemy. The BSA commander notifies the SBCT TOC, if the BSA defense and its response forces engage an enemy they cannot defeat. They maintain contact with the enemy force until the SBCT response force or, if a level III attack, until the TCF arrives. The TCF commander has OPCON of all BSA and response forces within his/her designated AO on commitment of the TCF.

Host Nation and Third-Country Forces

D-72. The SBCT commander or higher level commander decides when to integrate available host nation and third-country forces into the overall BSA defense effort. Particular emphasis is placed on integrating host-nation forces in patrol and population control activities. Both host nation and third-country forces provide local security for their own units. However, to ensure maximum benefit, all such local plans should be coordinated with and integrated in the BSA defense plan. The actual degree of host nation and third-country force participation in BSA defense depends on the orders and guidance of their respective governments and the personal relationship their commanders have with the BSA commander.

Defense Against an Enemy Conducting an Attack by Fire

D-73. Enemies may conduct attacks by fire against a BSA when they know that they are unable to penetrate the BSA perimeter. They want to place a large volume of fire on the BSA to inflict casualties and destroy resources. Such an attack is normally of short duration, from 10 to 20 minutes. They may also direct harassing fires toward the BSA to accomplish the same purpose. The weapon systems delivering these attacks normally displace after completing their mission to prevent their destruction by friendly maneuver, direct fires, and counterfires.

D-74. Units in the BSA develop an aggressive reconnaissance and surveillance plan to detect the infiltration of enemy mortars, artillery, rockets, and antitank systems and to locate firing positions. The BSB or subordinate unit commanders in the BSA consider likely firing positions and route to them, intelligence reports and available resources when formulating this plan. They plan offensive operations to locate and destroy the enemy force prior to, during, and after such attacks and passive defensive actions to reduce friendly casualties and damage associated with them.

D-75. Primary active measures employed against these types of attack are using airborne observers, establishing a critical friendly zone (CFZ) over the BSA, and using response forces. The airborne observer orbits the BSA area, checking likely or suspected positions and noticeable changes in the terrain.

D-76. Units in the BSA act against an enemy weapon system upon its discovery by employing fire support systems or maneuver forces against it. A CFZ over the BSA allows friendly counterfires against the enemy weapon system as soon as it attacks the BSA. In the absence of radar coverage, units in the BSA may use visual observation of the muzzle blast from two or more points to provide an intersection. This requires these observation posts to have properly oriented azimuth boards so the direction of sightings can be rapidly determined and reported to the BSB TOC. Using a reaction force deployed by helicopter or tactical vehicle to engage and destroy the enemy weapon system is a primary consideration. The response force must be careful to prevent establishing a pattern, such as always using the same route or landing zone. If enemies are aware of the pattern, they can set up an ambush to destroy the reaction force.

Sniper Teams

D-77. Sniper teams are useful when forces come under harassing small-arms fire by a small enemy element firing from, among, or near areas where civilians or cultural monuments protect it from the return fires of more nondiscriminating weapons. These teams allow the BSB commander to fix the enemy and move other BSA security elements into positions where they can engage the enemy without endangering civilian lives or causing excessive collateral damage. The commander can employ smoke and, if authorized, riot-control agents to aid in this maneuver. If the force cannot engage the enemy without endangering civilian life or property, the BSB commander can try to disengage his/her forces and move them to positions that block the enemy's escape routes. However, the BSB commander must use all available means to protect his/her forces in the BSA, even when it may place civilians at risk.

D-78. Sniper teams may be provided from infantry units. Alternatively, this capability may be provided by giving special training to selected BSB Soldiers to maximize the capabilities of their assigned individual weapons or specialized equipment provided to them.

Passive Defensive Measures

D-79. Passive defense measures are always practiced within the confines of the BSA. In addition, the commander employs CA and PSYOP programs to ensure the cooperation of the local civilian population. The BSB TOC evaluates all patrol, guard, and intelligence reports indicating an attack. Preparation of firing or assault positions, movement of weapons or ammunition, unusual actions or movement of the civilian population, and reports by host-nation personnel may be indications of an attack.

Area Damage Control

D-80. When an attack occurs, the objective is to resume operations, including maintaining or restoring control, evacuating casualties, isolating danger areas, and reducing personnel and materiel losses. The BSA commander conducts an immediate survey of the damage and reports his/her assessment to the SBCT CP. Simultaneously, the BSA commander initiates actions to isolate the danger areas and prevent extension or continuation of the damage, such as fighting fires and minimizing flooding.

D-81. Casualties receive self-aide, buddy aide, and first aid care. If possible, medical personnel and vehicles evacuate casualties. However, timely transportation of casualties is important. The situation may require using nonmedical vehicles for mass casualties. If possible, medical personnel accompany those patients being transported in nonmedical vehicles to provide en route patient care.

D-82. The BSA establishes traffic control using MP or other elements to ensure that fire-fighting equipment gains access to the area and ambulances and evacuation vehicles clear the area. The BSB TOC notifies the BTB TOC and the SBCT CP of blocked routes and necessary traffic diversions. The element conducting traffic control can also temporarily provide for controlling displaced civilians and stragglers and provide a degree of local security for the damaged area.

D-83. The BSB TOC coordinates for engineer support to restore critical facilities and any specialized fire fighting capabilities required. Engineer support is normally needed to clear debris and rubble to support the BSA damage control mission and extinguish extensive fires. The BSB TOC also coordinates for any necessary EOD and decontamination support.

D-84. The BSA commander takes precautions by maintaining local security and interior guard posts when receiving ADC support from host-nation resources to ensure the security of the BSA. The commander cannot afford confusion surrounding the BSA's damage control efforts to provide an opportunity for saboteurs and other hostile personnel to penetrate the BSA perimeter.

CONVOY PROTECTION

D-85. All convoys conducted on today's modern asymmetrical battlefield are combat operations. They include large vehicles loaded with supplies essential to the troops operating on the battlefield. While their purpose may be to deliver supplies or equipment from one location to another, the convoy commander or planner must assume some form of enemy contact. By interdicting these supplies, the enemy can dramatically reduce the combat power they face by applying minimal force against a poorly prepared convoy.

D-86. Every unit executing convoys must emphasize the importance of maintaining a combat posture from SP to RP. Every Soldier in the convoy must be in full uniform and maintain vigilance. Poorly disciplined convoys become a target. Therefore, a convoy should be planned and prepared using the same troop leading procedures (TLPs) used in any combat arms operation. These TLPs have been proven in combat to provide leaders with detailed and effective procedures for developing, issuing, and preparing for a sound tactical plan. Using TLPs will ensure that all key tasks are accomplished, making maximum use of the leader's most critical resource—time.

D-87. Convoys should be planned, briefed, and rehearsed as a combat operation prior to being conducted. Planning and battle drills should include—

- Actions in the event of air attack.

- Actions on receiving indirect fire.
- Convoy reaction to contact while maintaining movement.
- Convoy reaction to contact when forced to stop.
- Procedures for calling for fire support.
- Latest intelligence reports and analysis concerning the IED threat. Personnel should know how to identify possible IEDs and where to watch for them along the route.
- Convoy reaction to explosive hazards.
- Actions when encountering vehicle borne IED (VBIED), either moving or static.
- Actions in the event of a vehicle accident.
- Actions upon halting the convoy.
- Actions on recovery of broken or damaged vehicles.
- MEDEVAC procedures (both air and ground).
- Integration of TCN or civilian contract vehicles into the convoy. Having communications between and with these vehicles is essential.
- Actions in the event of CBRNE attack.

D-88. Basic troop leading procedures apply to planning and conducting convoys—receive the mission, issue the warning order (WARNO), begin movement, plan/prepare, conduct reconnaissance, conduct the convoy briefing, and supervise. Commanders should also perform a thorough risk assessment prior to conducting convoys.

GUN TRUCKS

D-89. Logistics convoys are inviting targets for an enemy force. Convoys cannot always depend on military police support or added firepower. Such support is often not available because of other priorities. To provide more firepower for a convoy, units may employ a hardened gun truck. The purpose of a gun truck is to—

- Provide a mobile firing platform.
- Help counter enemy attacks.
- Increase survivability of the convoy.

D-90. The gun truck is equipped with one or more crew-served weapons systems, and it is deployed in the convoy where it can best provide the needed firepower. If adequate communications are available, they should be located with the gun truck and the convoy commander. This enables the convoy commander to call the gun truck forward when needed. (A predesignated signal is used to call the gun truck forward and inform the crew of the enemy location.) If communications assets are not adequate, pyrotechnics or other means may be used to signal the gun truck to move forward. Gun truck personnel should be present for the convoy brief and final rehearsals to ensure complete synchronization of effort.

INTELLIGENCE

D-91. One of the most important considerations for all convoys is the gathering and dissemination of critical intelligence. Intelligence, in order to be effective as a combat multiplier, must be distributed to every Soldier engaged in a convoy. This is done at the convoy briefing just prior to the SP. Providing current intelligence allows the Soldiers to anticipate, correct, and respond to threats while ensuring cargoes are delivered.

CONVOY DEFENSE TECHNIQUES

D-92. The convoy commander must ensure that his/her troops are trained in convoy defense techniques. The payoff is reduced vulnerability to hostile action and successful mission accomplishment. The damage a convoy incurs when attacked depends on the adequacy of convoy defense training. It also depends on the adequacy of the planning, briefing, and rehearsal that convoy personnel receive before the operation.

D-93. If available, a mix of crew-served weapons should be distributed throughout the convoy. For example, an M-2 .50 caliber machine gun is an excellent weapon, but it may be too much firepower for some targets. Distribute light crew-served weapons (such as the M-240B) along with heavy weapons. Organize the convoy with the most experienced senior drivers and NCOs in key positions. Critical key positions include the pacesetter, gun truck commanders, and the trail vehicle commander. Apply standardized load plans to convoy vehicles to facilitate rapid access to needed items during or after a fire fight.

D-94. The most important step in convoy planning and preparation is rehearsal. Units with well-rehearsed crew and battle drills have a much better survival rate under fire than units that do not rehearse.

D-95. Some elements of convoy defense training are routine. The key is to train to react rapidly to any situation. Successful accomplishment of your mission and your life depend on it. This section covers a broad range of convoy defense techniques to be employed against a variety of threats. (Detailed information on convoy defense techniques can be found in FM 4-01.45.)

AIR ATTACK

D-96. The air threat varies from unmanned UASs, cruise missiles, and armed helicopters to high-performance aircraft. Convoys face the greatest danger of an air attack while moving along open roads or during halts where there is little or no overhead cover.

D-97. An air attack is a type of ambush. Accordingly, many of the procedures used during a ground ambush also apply to the air attack. For example, the convoy commander must—

- Give instructions for actions to take when under attack.
- Prescribe actions to take in the absence of orders.
- Ensure that defense procedures are rehearsed.
- Review the procedures with convoy personnel before the convoy moves out.

D-98. Enemy pilots will fly at a low, terrain masking altitude when attacking a convoy. If they attack from higher than 350 meters, small arms fire will have no effect against them, but air defense weapons can be used against them effectively. Enemy pilots will also fly at high speed to make air defense weapons and small arms fire less effective.

ACTIVE DEFENSE

D-99. The amount of fire a convoy can bring to bear on attacking aircraft is limited to the number of vehicles with mounted machine guns and the individual weapons of operators and passengers. Although the convoy is not totally defenseless, it is no match for a skilled pilot in a modern ground attack jet aircraft. The convoy's capability to defend itself is slightly better against the slower and sometimes more vulnerable ground attack helicopter. At best, the convoy without air defense protection is extremely limited in its ability to defend against air attack.

D-100. The key to effective small arms fire against aircraft is volume. Put up a large volume of fire with small caliber weapons. Volume small arms fire comes from knowing the effectiveness of small arms fire on low-flying aircraft. Methods of engaging aircraft with small arms should be briefed and rehearsed. Training ensures accuracy and builds confidence.

PASSIVE DEFENSE

D-101. For a convoy that is normally without significant air defense firepower, passive measures are most effective. The key is to minimize the effects of attacks by hostile aircraft.

Dispersion

D-102. The formation used by the convoy is a type of passive defense. The convoy commander must decide whether to use an open or closed column. The distance between vehicles must not be fixed. It

should vary from time to time during a march. Factors influencing selection of the best vehicle distance include—

- Mission.
- Cover and concealment along the route.
- Length of the road march.
- Type of road surface.
- Types of vehicles.
- Nature of cargo.
- Enemy threat (ground and air).
- Available defense support.
- Small arms potential.

Open Column

D-103. Open column convoys generally maintain an 80 to 100 meter distance between vehicles. This formation offers an advantage of fewer vehicles damaged by air-to-ground rockets, cannon, or cluster bomb units. However, open columns make control more difficult for the convoy commander when it is necessary to give orders to stop, continue, disperse and seek concealment, or engage aircraft. The column may be more susceptible to attack. It is exposed for a longer period and, if attacked, its defense is less effective since its small arms fire is less concentrated.

Close Column

D-104. Close columns maintain a distance of less than 80 meters between vehicles. This formation has none of the disadvantages noted for the open column formation, but a close column presents an inviting target for an enemy pilot. However, this is offset somewhat in that small arms fire can be more easily concentrated from a close column convoy. Where an air attack is likely, it may be wise for the convoy commander to move close column convoys only at night.

Cover and Concealment

D-105. Cover and concealment techniques make it more difficult for the enemy to spot the convoy. Not much can be done to change the shape of a vehicle moving down the road, but the type of cargo can be disguised or concealed by covering it with a tarpaulin. Bulk fuel transporters (tankers) are usually priority targets. Rigging tarps and bows over the cargo compartment conceals the nature of the cargo from the enemy pilot. The following are other effective passive measures:

- The operator should look for a bush, tree, or some other means of concealment to break the outline of the vehicle as seen from the air.
- Smooth surfaces and objects (such as windshields, headlights, and mirrors) will reflect light and attract the pilot's attention. Camouflage or cover all shiny items before the convoy moves out.
- If vehicles are not already painted in a pattern to blend with the terrain and to break the outline, mud and dust can be used to achieve this effect.

Air Guard Duties

D-106. Assign individuals as air guards throughout the convoy, and assign specific search areas to each guard. If the road march lasts more than an hour, Soldiers should take shifts at air guard duty. Scanning for a long period dulls the ability to spot aircraft. Seeing the enemy first tips the odds in favor of the convoy, giving it time to react.

Communications Security

D-107. Today's communications equipment can be very useful for controlling convoys, but it can also help enemy pilots find you. Use the radio only when necessary and be brief. Enhanced SU with new

digital systems such as MCS, MTS, and FBCB2 also can be very useful for monitoring and controlling convoys. Using locally devised signals to avoid radio communication is also encouraged in the COE. These signals—smoke, flares, antenna flags, and so forth—can be very effective. Signals and their meaning should vary from unit to unit, and unit commanders should make periodic changes to make it difficult for the enemy to decipher them.

Passive Reactions

D-108. When aircraft are spotted or early warning is received, the convoy commander has three options: stop in place, continue to march, or disperse quickly to concealed positions.

Stop in Place

D-109. If the convoy commander chooses to halt the convoy, the vehicles simply pull to the shoulder of the road in a dispersed pattern. This technique has several advantages:

- It is harder for the enemy pilot to see the convoy when it is halted than when it continues to move.
- It is easy to continue the march after the attack.
- The volume and density of organic weapons will be higher than if the convoy disperses.

Note: A disadvantage to this option is that a convoy stopped on the open road makes a good target, and the enemy has a better chance of causing damage.

D-110. Most vehicles in convoys do not have radios, so the unit must develop a means to signal drivers that enemy aircraft are coming. Smoke is an effective method of signaling, as are flares. Smoke has the added advantage of obscuring the target. Smoke can cause the threat air to lose weapons lock or disrupt target acquisition long enough for convoy vehicles to find suitable concealed or dispersed positions.

D-111. Prepare for the attack by moving the vehicles to opposite sides of the road to seek cover: The lead vehicle goes to the right, the second vehicle pulls to the left, and so on. This technique is called “herringbone.” If possible, have vehicles drive 45 degrees off the road and move to a covered and concealed position. Once the convoy has assumed the herringbone formation, all personnel, except for vehicular-mounted weapon gunners, dismount and take up firing positions.

Note: While the herringbone formation is effective against air attack, its effectiveness against IED attack or small arms fire is very limited.

D-112. The mission and/or terrain may dictate that the march continues during an air attack. If this is the case, convoy speed should be increased. Continuing the march offers the advantage of presenting a moving target, making it more difficult for the enemy to hit. However, detection is easier and volume and density of small arms fire are reduced.

Disperse to Concealed Positions

D-113. A simple technique to disperse vehicles is for odd-numbered vehicles to move to the left and even-numbered vehicles move to the right. This makes two staggered lines instead of one long straight line. Drivers then seek cover near trees, bushes, or geographic features that will provide some degree of concealment. Once the convoy is dispersed, all personnel, except for vehicular-mounted weapon gunners, dismount and take up firing positions.

D-114. Advantages of this option are that it is more difficult for the enemy pilot to detect the vehicles and get multiple hits. However, this method has several disadvantages:

- It is easier for the enemy pilot to spot the convoy as it begins to disperse.
- The volume and density of small arms fire are reduced.
- Dispersion is very difficult to control and can easily become a confused rout.
- It takes longer to reorganize the convoy after the attack.

ARTILLERY OR INDIRECT FIRE

D-115. Enemy artillery units or indirect fire weapons may disrupt and destroy convoys, or harass and interdict movement of supplies and personnel. Artillery fires are either preplanned fires or fires called in and adjusted by a forward observer. Of the two, the adjusted fire presents the most complex problem as the artillery barrages are adjusted to follow the actions of the convoy. Some techniques to avoid being targeted by enemy artillery fire are—

- Attempt to conduct operations out of range of known enemy artillery positions.
- Use vehicle camouflage and routes that offer cover and concealment.
- Conduct convoy operations at night to deny enemy observation.
- Call for counterbattery fire support.
- Call for close air support
- If you can locate the forward observer, concentrate all fire on that position.

D-116. The best technique to counter enemy artillery fire is to drive away from the direction of fire until you are either out of sight of the observer or out of range of the artillery. The convoy commander should ensure that any casualties are picked up and given first aid while continuing convoy movement out of the engagement zone.

Response to Indirect Fire

A 10-vehicle convoy was on a night mission in an area where several recent attacks had occurred. Off to the side, the gunner saw several flashes but did not hear any gunshots. After carefully monitoring the area, the gunner did not see or hear anything out of the ordinary. The target was not engaged because the gunner was unsure of the source of the flashes.

D-117. During nighttime operations, the following actions must be taken upon seeing flashes of light:

- The gunner must have positive identification (PID) prior to engaging any target. The gunner cannot engage the flashes of light with fire at this point—it could be anything from nonhostile civilian activity, to lateral friendly forces, to an attack.
- The incident is reported to higher headquarters.
- The gunner must get eyes on the target prior to engaging.
- All convoy personnel must maintain and increase situational awareness. It could be an attack.

Note: Convoy personnel should have been briefed if friendly forces are in the area.

AMBUSH

D-118. The very nature of an ambush—a surprise attack from a concealed position—places the ambushed unit at a disadvantage. Although a convoy can avoid ambush, it is impossible to prevent one. Therefore, a convoy must take all possible measures to reduce its vulnerability. These are passive measures supplemented by active measures taken to defeat or escape an ambush.

D-119. No single defensive measure, or combination of measures, will prevent or effectively counter all ambushes in all situations. The effectiveness of counterambush measures is directly related to the state of training of troops and the leadership ability of the leaders.

D-120. Take the following actions to avoid an ambush:

- Use METT-TC factors and intelligence reports to select the best route.
- Conduct a thorough route reconnaissance using all three methods of reconnaissance (map, ground, and aerial), if possible.
- Identify likely ambush sites, such as chokepoints and locations that the enemy has used in the past.

- Obtain current intelligence information.
- Use OPSEC to deny the enemy foreknowledge of the convoy.
- Do not present a profitable target.
- Never schedule routine times or routes.
- Use electronic countermeasures, when available, to prevent IED attacks.

D-121. Take the following actions to reduce the effectiveness of an ambush:

- Harden vehicles.
- Cover loads.
- Space prime targets throughout the convoy.
- Wear protective clothing.
- Use assistant drivers.
- Ensure that all counter radio-controlled IED electronic warfare (CREW) devices are properly functioning and properly deployed.
- If conditions permit, periodically change the rate of speed and vary convoy formations to avoid predictability.
- Travel in the lane best suited to allow rapid travel.
- Use prearranged signals to warn the convoy of an ambush.
- Use escort vehicles (military police, tanks, armored vehicles) or gun trucks.
- Spread crew-served weapons throughout the convoy.
- Thoroughly brief and rehearse all immediate action drills.
- Maintain the prescribed interval between vehicles.
- If the ambush is identified before it starts, do not drive into it.
- Do not block the road.
- Rapidly respond to orders.
- Aggressively return fire.
- Counterattack with gun trucks/escort vehicles.
- Coordinate artillery and air support, if available.

Convoy Reaction to Direct Fire

A gunner on a nighttime convoy confirmed that his convoy was being engaged. He could see flashes and hear rounds hitting the vehicles. He was able to identify the general direction from where the rounds originated but had not fixed the point of origin. He was, however, reasonably certain that the source of the gunfire was a legitimate military target. As such, he fired in the direction of the incoming rounds.

D-122. When the convoy is engaged, the gunner—

- Cannot engage the target until he or she gets a PID, a reasonable certainty that the object of the attack is a legitimate military target.
- Must get a fix on the source of fire before he or she can engage the target. The gunner may engage the source of the muzzle flashes.
- Does not need absolute certainty for PID but does need a reasonable certainty.

D-123. In the event of ambush during night convoy operations under blackout drive, turn on service drive lights and increase speed to clear the kill zone and ambush area. Be aware that drivers wearing night vision goggles might be temporarily blinded when service drive is turned on. (This needs to be addressed during the convoy briefing.)

Ambush

A four-vehicle convoy was traveling on a major highway. Convoy members saw a flash behind them followed by a loud explosion as one of the nontactical vehicles NTVs in the convoy disappeared in a cloud of dust and smoke. Two males 200 meters away from the explosion mounted a motorcycle and sped away. At the same time, an orange sedan backed out of a driveway 150 meters south of the convoy and sped away. Three males in a roadside stand 100 meters up the road ran in to a nearby house, but the convoy started taking small arms fire from a different house 150 meters west of its position. The gunner responded to the hostile fire coming from the house with deadly force. The motorcycle, the car, and people fleeing from the scene were not engaged as there was no evidence to conclude that they were involved in the hostility. They may have been fleeing for their own safety. However, the convoy commander did detain people fleeing the scene in order to gather intelligence.

React to Contact—Maintain Movement

D-124. The decision to maintain movement or stop and fight depends on a variety of factors, the most significant being the makeup and armament of the convoy. While a convoy of armored vehicles is well equipped to face the enemy and fight, a convoy consisting of 10 military vehicles and 30 commercial trucks with unarmed contract drivers is not. The convoy commander must consider METT-TC factors in making the decision regarding action on contact.

D-125. Insurgents are seldom able to contain an entire convoy in a single kill zone. This is due to the extensive road space occupied by even a platoon-sized convoy and because security or lack of available forces may limit the size of the ambushing force. More often, only a part of a convoy is ambushed—the head, tail, or a section of the main body. The part of the convoy that is in the kill zone and receiving fire must exit the kill zone as quickly as possible if the road to the front is open. Gun trucks and escort vehicles must quickly maneuver to return suppress enemy fire, allowing vehicles to pass behind them.

D-126. Other actions that convoy personnel can take to neutralize the ambush force include—

- Call for artillery fire on enemy positions, if available.
- Call for reaction forces.
- Direct all crew-served weapons and nondriving personnel to place a heavy volume of fire on enemy forces as rapidly as possible as vehicles move out of the kill zone. (These fires should be coordinated in order to prevent fratricide in the event that gun trucks are maneuvering off road to engage the enemy.)
- Vehicles must keep their interval to reduce the number of vehicles in the kill zone.

D-127. If a vehicle becomes disabled, the entire convoy stops as if the road is blocked. Vehicles inside the kill zone should clear it if possible.

Road Blocked

D-128. When an element of a convoy is halted in the kill zone and is unable to proceed because of disabled vehicles or other obstacles, personnel will dismount, take cover, and return a maximum volume of fire on enemy positions. When dismounting, exit the vehicle away from the direction of enemy fire.

D-129. Any remaining personnel and vehicles will clear the kill zone while security forces engage the enemy. Vehicles outside the kill zone will not enter it. Personnel will dismount and take up defensive positions outside the kill zone and engage only if there is a clear target.

Note: If possible, do not use vehicles for cover. Vehicles draw fire, burn, and explode.

D-130. Gun trucks will maneuver and aggressively attack the ambush elements. Security/escort troops, if available, will dismount, maneuver, and lay down a base of fire on the ambush position. Reaction forces should be called in as soon as the ambush begins. All security forces, including the convoy escort, are under the command of the convoy commander.

D-131. In an ambush situation, immediate reaction and aggressive leadership are essential to limit casualties and damage to vehicles and cargo. If immediate air or artillery support is available, personnel will be restricted to a specified distance from the road to avoid casualties from friendly fire. In this situation, personnel in the kill zone and those outside the kill zone with a clear target establish a base of fire, while others take up defensive positions away from their vehicles and wait while supporting fire is called in on the enemy positions.

D-132. Fire in the kill zone may be from only one side of the road with a small holding force on the opposite side. To contain the convoy element in the kill zone, mines and IEDs are frequently placed on the holding force side. The security element must take care in assaulting the main ambush force as mines and IEDs are commonly used to protect its flanks.

D-133. When the enemy is dislodged, the road must be cleared and convoy movement resumed as soon as possible. Begin treatment and coordinate evacuation of wounded personnel immediately. When disabled vehicles cannot be towed, the cargo should be distributed among other vehicles if time permits. When it is not feasible to evacuate vehicles and/or cargo, they will be destroyed upon order of the convoy commander. Radios and sensitive items will be recovered or zeroized before the vehicles are destroyed. Under no circumstances will sensitive items be allowed to fall into enemy hands.

D-134. As quickly as possible following the ambush, the convoy will proceed to a designated rally point out of sight and range of the ambush site. There the convoy will consolidate and reorganize and await evacuation of wounded personnel.

EXPLOSIVE HAZARDS (EHs)

D-135. Explosive hazards such as mines, IEDs, and VBIEDs are frequently part of an ambush. Command-detonated mines or IEDs are often used to initiate an ambush. Mines and/or IEDs will also be planted along the shoulder of the road for harassment and interdiction. IEDs are not always on the ground but may be suspended from trees, poles, or overpasses and command-detonated when a vehicle passes. VBIEDs may be stationary or driven by a suicide bomber.

D-136. The following guidelines have proven effective in decreasing damage by IEDs or mines in convoy operations:

- Track the vehicle in front.
- Avoid driving on the shoulder of the road.
- Whenever possible, do not run over foreign objects, brush, or grass in the road.
- Avoid potholes and fresh earth in the road.
- Watch local national traffic and the reactions of people on foot. They will frequently give away the locations of mines or other explosive devices.
- When possible, arrange for a route clearance for the road immediately before the convoy is scheduled to move over it.
- Position more survivable vehicles such as tanks, in the lead of the convoy.
- Harden vehicles.
- Ensure CREW devices are properly deployed and functioning.
- Disperse vehicles and maintain intervals.
- Adjust driving speed based on the situation.
- Wear protective equipment.

POSSIBLE INDICATORS OF IEDS

D-137. The following items have been linked to IED attacks. Watch for—

- Damaged/abandoned vehicles.
- Containers or other items on or near the road that would not ordinarily be left lying about.
- Signs of digging, holes in the road, potholes, concrete removal, or puddles.
- Fresh concrete or asphalt on or near the road.
- Trash or debris on the side of the road, including discarded U.S. military items.
- Wires on the surface of the road.
- A visible antenna in an inappropriate location.
- Evidence of vegetation disturbance, wilting, or dead foliage.
- Newly placed items on or near the road that were not there on earlier trips.
- Irregularities in the color or texture of the ground.
- The presence of a media crew or an individual with a video camera.
- Avoidance of the area by local populace.
- Animal carcasses.
- Rocks or other stationary items arranged in columns or geometric designs or with painted markings.

D-138. Safety precautions.

- Stay alert and remain vigilant. Personnel who appear ready to fight back make bad targets.
- Be extra cautious at chokepoints such as broken down vehicles, congested areas, bridges, one-way streets, traffic jams, sharp turns.
- If something causes the convoy to stop, watch flanks for IEDs and/or ambush.
- Always use available CREW systems.
- Wear safety gear such as individual body armor IBA, helmets, goggles, and so forth at all times.
- Use seat belts. Ensure that seat belts are tight and as low on the stomach as possible.
- Rehearse actions on contact for an IED.

- Trust your instincts. If bystanders seem nervous or move away to avoid contact, that may be an indication of danger. Move away and report any suspicious behavior. If this situation does not “feel right,” exit the area.
- Watch for the presence of news crews or a single person with a video camera. Terrorists often record their actions and often tip off the local news media of an impending attack.

D-139. IED Procedures. If you see a suspected IED, do not stop unless forced to. Should the convoy have to stop, take the following steps:

- CONFIRM the suspected IED sighting and report to higher headquarters.
- CLEAR the area surrounding the IED (minimum 300 meters).
- CORDON off and secure the area. Post guards to prevent risk to vehicles and personnel.
- CONTROL entry and exit to the area around the IED. Establish an entry point, and allow no one but EOD personnel to enter the cordoned area.
- CHECK for secondary devices. Assume that there is at least one secondary device. Scan the side of the road out to 25 meters from the shoulder.

VBIED

D-140. VBIEDs may also be employed against a convoy in the form of a suicide attacker driving the VBIED into the convoy or portrayed as a broken down or parked car alongside the road. VBIEDs generally have the following characteristics:

- Car or a small truck.
- Appears heavily laden (rides low on the rear axle).
- Single occupant.
- Aggressive or erratic driving.
- May appear broken down or parked on the side of the road with no people standing around them.
- An old vehicle with new tires.
- If the convoy spots a stationary suspected VBIED and is forced to stop, the commander should position the convoy at least 300 meters from the vehicle and contact EOD.

D-141. If the VBIED is rapidly approaching the convoy and ignores warnings (such as light signals, warning shots), then convoy gunners may engage it. Rules of engagement will vary with the theater of operations and local policy.

Convoy Reaction to an Oncoming Vehicle

A 20-vehicle convoy was northbound on a busy highway. The convoy was forced to slow to 10 MPH due to traffic and road conditions. The convoy leader spotted a civilian vehicle about 150 meters away, approaching from the opposite direction at a high rate of speed. The convoy leader attempted to wave the vehicle off, but it continued to rapidly approach the convoy. At this point, it was evident that the intent of the civilian vehicle’s driver was hostile. The convoy lead vehicle changes lanes to avoid the oncoming vehicle. The oncoming vehicle also changed lanes in an attempt to collide with the lead vehicle. The lead gunner fired on the civilian vehicle, disabling it.

D-142. When approached by a vehicle in an aggressive manner, take the following steps:

- Maintain and increase situational awareness. This must be factored into the analysis.
- Change lanes if practical, and observe what the oncoming vehicle does.
- A vehicle passing a convoy is NOT by itself a hostile act or demonstration of hostile intent. However, if the vehicle is approaching from the wrong direction and has disregarded attempts to wave it off, this is hostile action. At this point, the graduated use of force is authorized, SHOUT and SHOW WEAPONS.

- When it is reasonably certain that the driver's intent is hostile, engage to disable the vehicle, and if necessary, to kill the driver.

Countermeasures

D-143. Since many IEDs are found to have been command detonated by a remote observer using radio transmitters (for example, cell phones, garage door openers, and so forth), countermeasures have been developed to jam radio frequencies and prevent detonation. The systems are called counter radio-controlled IED electronic warfare (CREW) systems.

D-144. Vehicles equipped with CREW can be strategically placed in the convoy to provide maximum protection for convoy vehicles. Convoy commanders should know the capabilities and limitations of their assigned CREW systems and should be intimately familiar with effective CREW placement in the convoy.

Civilians

D-145. While moving in convoys, troops must often negotiate densely populated, ambush/IED laden, built-up urban areas. During initial stages of engagements, it is difficult to discern between noncombatants and insurgents. Understanding and applying the correct ROE, TTPs, and methods of engagement for the given situation at hand is a vital component for mission success. Applying deadly force must be proportional to the level of threat. This is not easy to do when fighting insurgents in urban operations; rely on your training, rehearsed battle drills, and situational awareness. Attempt to avoid incidental loss of life and damage to property.

Overpass Hazard

A convoy passing through an urban area received word that a young adult male was throwing softball-sized rocks from an upcoming overpass. As the convoy approached the overpass, a gunner spotted a young man with what appears to be a large rock on the overpass. Also, there were 6 to 8 civilians walking in the same area as the rock thrower. The act was clearly hostile and the gunner had PID. The gunner was able to fire on the rock thrower and avoided hitting the civilians.

D-146. In situations where a convoy encounters hazards from an overpass, consider the following:

- If this is the last gun truck, the immediate threat is negated if the convoy can avoid the rock thrower.
- The risk of collateral damage. Can the target be engaged while minimizing damage to the surrounding noncombatants?
- What is the level of threat? Is engagement with lethal force proportionate to the threat?

Convoy Reaction to Direct Fire from a Crowd

A convoy driving through a village passed an outdoor market. Visible coalition forces were in the area as well as a number of local nationals in the market. A gunner observed several young men with weapons, who began to fire on the convoy. The gunner was able to clearly identify the men carrying weapons, but they were surrounded by a number of civilians who did not appear to be supporting the gunmen. The gunner had to make the decision whether or not to engage. The convoy was able to move out of the situation quickly, so there was no need to for the gunner to fire on the men.

D-147. When attacked by the enemy amid a crowd of civilians, consider the following:

- Is the act clearly hostile? Do you have PID?
- Do the current ROE allow you to engage?
- Will the risk of collateral damage to both local nationals and coalition forces be too great to justify engaging the targets under the circumstances?

D-148. Whatever the decision, maintain communications throughout the convoy and keep moving if possible.

Convoy Encounters an Armed Civilian

A convoy on the outskirts of a large city approached an overpass. A crowd began to gather in the area just beneath the overpass. Suddenly, a man was seen running in an alley toward the overpass with an AK-47. The gunner had to decide quickly how to handle the situation. The man with the gun was not running toward the convoy and did not seem to pose a threat. Therefore, the gunner held fire.

D-149. When encountering armed civilians—

- Attempt to identify the individual with the weapon
- Remember that some civilians may have small arms for protection. Possession of a weapon does not necessarily signify hostile intent.
- Consider the possible threat to unarmed civilians if an engagement occurs.
- Increase the aggressiveness of your posture.
- Use an escalation of force to negate the threat.
- Do not engage unless there are further indications of hostile intent or a hostile act.

CBRNE ATTACKS

D-150. Chemical agents can be disseminated by artillery fire, mortar fire, rockets, missiles, aircraft spray bombs, grenades, and land mines. Always be alert of the CBRNE threat because agents may already be present on the ground or in the air. Chemical agents can be found in gaseous, liquid, or solid form. To protect against a CBRNE attack, ensure Soldiers know how these agents may affect them if they are used. Take defensive measures according to local directives and SOPs. (For detailed information about defense against CBRNE attacks, see FM 3-11.)

VEHICLE HARDENING

D-151. As the nature of conflict changes, so does the threat to logistics units. Convoys are among the most vulnerable targets. Convoys of soft-skinned vehicles carrying vital (and often volatile) cargo are often strung out for miles along a deserted stretch of road or compressed in an urban environment.

D-152. Current threats include the use of command-detonated and pressure-sensitive IEDs placed on, above, or along the shoulders of roads traveled by military vehicles and the ambushing of convoys and harassment with sniper fire. Convoys are the enemy's target of choice. Convoy attacks are a highly effective and cheap way to disrupt military operations. This method of fighting often requires minimal time and labor, is easy to coordinate, and can be accomplished by an unsophisticated enemy.

D-153. To counter these threats, special vehicle-hardening techniques using sandbags and other improvised material have proved successful in protecting convoy personnel, equipment, and cargo. While hardening of vehicles provides a measure of protection, Soldiers should not be lulled into a false sense of security. All convoy members must be vigilant at all times.

HARDENED VEHICLES

D-154. A hardened vehicle is less vulnerable to the effects of explosives and small arms fire. Adding sandbags, armor plating, ballistic glass, and other protective devices hardens a vehicle. Hardening usually makes vehicle components and cargo less vulnerable. Its primary purpose, however, is to protect the occupants. The protection afforded is significant and often means the difference between life and death.

D-155. The vehicle-hardening techniques described here include improvised armor protection and the use of sandbags. Although effective, vehicle hardening techniques must be tailored to fit the specific

environment in which the motor transport units are operating. When an enemy threat exists, consider the following factors in determining the method and extent of hardening vehicles:

- **Nature of the Threat.** Consider the enemy's weapons, capabilities, and TTPs. Mines require more hardening on vehicle floorboards. IEDs are usually placed on or near the shoulder of the road and require more hardening to the front and sides of the vehicle.
- **Flexibility.** Harden vehicles to provide the degree of protection required while maintaining maximum flexibility in vehicle use. Harden the cargo beds of vehicles carrying troops with sandbags. Unless the cargo is highly sensitive, beds of vehicles carrying cargo are not normally hardened.
- **Weight.** All hardening of vehicles adds weight. One effect of added weight is to reduce proportionally the amount of cargo that can be carried. Another potential effect is added vehicle maintenance and durability problems. Consider the vehicle's payload capacity when deciding the extent of hardening. Weight also affects the speed, mobility, and overall operational capability. Hardening may change a vehicle's center of gravity and increase the likelihood of roll-over accidents. Drivers should test drive a newly hardened vehicle both empty and with a full load to determine performance potential and shortcomings.
- **Availability.** If it is necessary or desirable to fabricate armor kits, consider the availability of suitable materials and the time needed to complete the project.
- **Types of Roads.** To some extent, the roads traveled by motor transport unit vehicles can influence the decision to harden, as well as determination of the protection required. Hardtop roads, for example, generally present fewer hazards from mines than dirt roads. However, do not discount the possibility of ambush along any route. Consult the S2 for the most current information on the situation.
- **Maintenance.** Vehicle hardening normally increases the amount of vehicle maintenance needed and can cause mechanical or structural damage. The sandbags themselves, when used to harden vehicles, also require periodic removal and replacement. If too much weight is added to the vehicle, it may reduce the vehicle's mobility and operational capabilities.

D-156. Experience shows that using sandbags to harden vehicle cabs for protection against mine blasts saves lives (figure D-1). Normally, the cabs of all vehicles subject to detonating mines are hardened. These cautions, however, must be observed:

- Do not restrict the movement of foot pedals, levers, or controls.
- Do not interfere with the normal functions performed by the driver.
- Do not restrict driver vision.

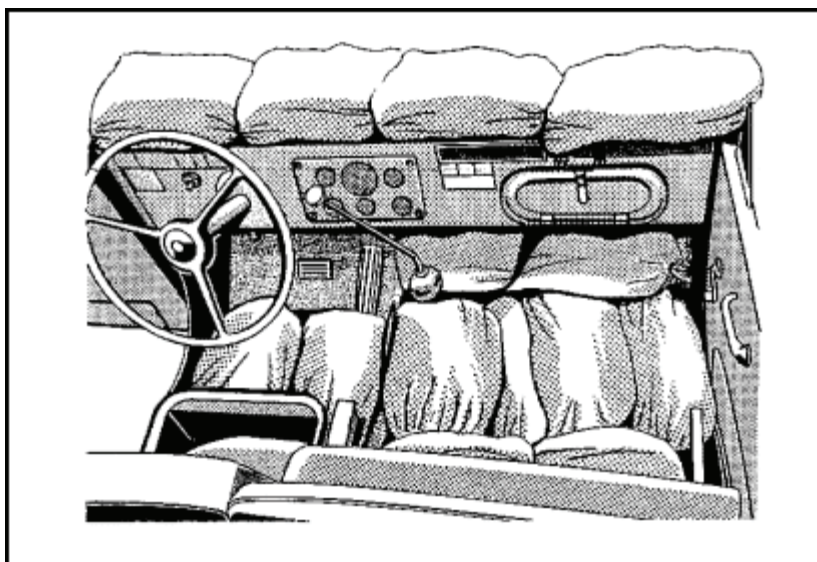


Figure D-1. Proper placement of sandbags in the cab

D-157. Sandbags are effective in reducing the effects of blasts, preventing fire from reaching the driver, and providing protection from small arms fire and fragmentation. Sandbags are usually readily available and do not permanently impair the flexibility of vehicles. They can easily be added or removed from the vehicle as the situation dictates but should be used as a temporary measure.

D-158. Sandbags can deteriorate rapidly. The resultant loose sand may blow into the faces of the vehicle occupants. If the vehicle is hit by an explosive device or projectile, the sand tends to become tiny secondary projectiles, causing injury. To reduce the sandblast effect when a mine is detonated near the vehicle, rubber mats may be placed on top of the floorboard sandbags. Wetting down the sandbags is also effective but contributes to deterioration of the metal and adds more weight. This compounds the problem of a vehicle that is already overloaded. Sandbags placed on the hood or in the cab of a vehicle can leak sand into the engine compartment. If the sand finds its way into the inner workings of the engine, it will cause serious damage. Therefore, in an environment where hardening of vehicles is required, sandbags should be replaced as quickly as possible with more permanent and effective hardening.

HARDENING THE CAB

Floor

D-159. To properly prepare the vehicle cab, double-stack sandbags under the passenger seat and on the cab floor. Stack the sandbags two high under the driver's seat. (In some vehicles this may not be possible). Remove the tools from the basic issue items storage compartment and place them inside the bed. Place sandbags in the storage compartment to give the driver the required protection. As an added precaution, place a heavy rubber or fiber mat over the sandbags. This reduces danger from fragments (such as stones, sand, and metal parts from the vehicle).

CAUTION

1. If the tools remain in the basic issue items storage compartment and the vehicle detonates a mine, the tools can become secondary projectiles that can injure the driver. If sandbags cannot be placed under the passenger seat because batteries are located there, stack the sandbags on the seat. Never place sandbags directly on the batteries.
2. The cab of a 5-ton M923 cargo truck requires about 14 to 20 sandbags.

Doors

D-160. For the doors and cab frame, attach ½-inch armor plate made from rolled steel or a similar nonfragmenting substance. All steel armor should be bolted on to prevent it from becoming a secondary projectile. Hardening of doors places heavy stress on the hinges. Periodically check hinges and attachment points for signs of wear.

Windows

D-161. Cover side windows and the front windshield with wire mesh to protect personnel from rocks and grenades. The convoy commander decides whether to have windshields removed, lowered, or left in place. If the windshield interferes with the use of weapons or blackout operations and must be lowered, place a single layer of sandbags under the windshield, lower the windshield onto the bags, place a second layer of sandbags over the windshield, and then cover both with canvas (figure D-2). Placing sandbags under the windshield ensures that—

- Constant vibrations of the vehicle do not damage the windshield.
- Sand is not blown into the driver's face.
- Glass will not shatter and injure the driver and passenger.

Note: Leaving the windshield in place protects occupants against rain, incoming grenades, and other foreign objects. It also protects occupants against decapitation from wire stretched across the road.

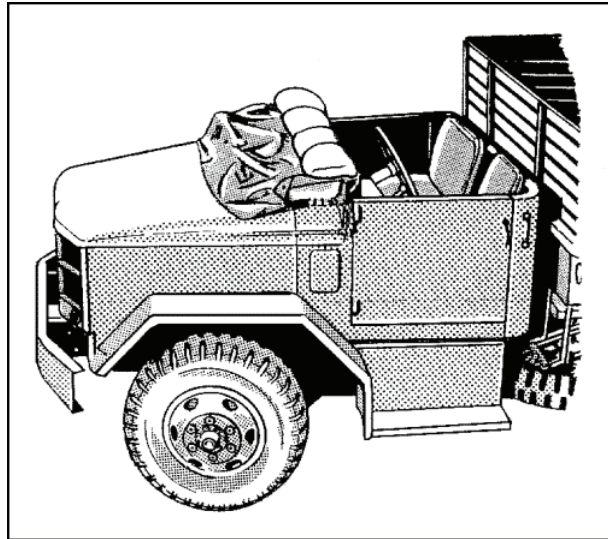


Figure D-2. Placing sandbags under the windshield of a truck

D-162. Depending on the type of load, the cargo bed may or may not be hardened. When troops are being transported, the bed needs to be hardened with a double layer of sandbags. The bags need to be properly fitted to the contours of the vehicle. Stack the bags to the top of the vehicle's drop sides to add protection. To hold the sandbags in place, construct a support structure and place it inside the bed of the vehicle. This structure can be made by using four-by-fours on the corners and two-by-sixes in between (figures D-3 and D-4).

Note: Ensure that the sandbags do not exceed the allowable weight of the vehicle bed. Double stacking the sandbags increases the possibility of exceeding the vehicle's payload capacity. The mission, coupled with the enemy threat, determines the extent of hardening (single- or double-layered sandbags). The bottom line is to ensure Soldier safety.

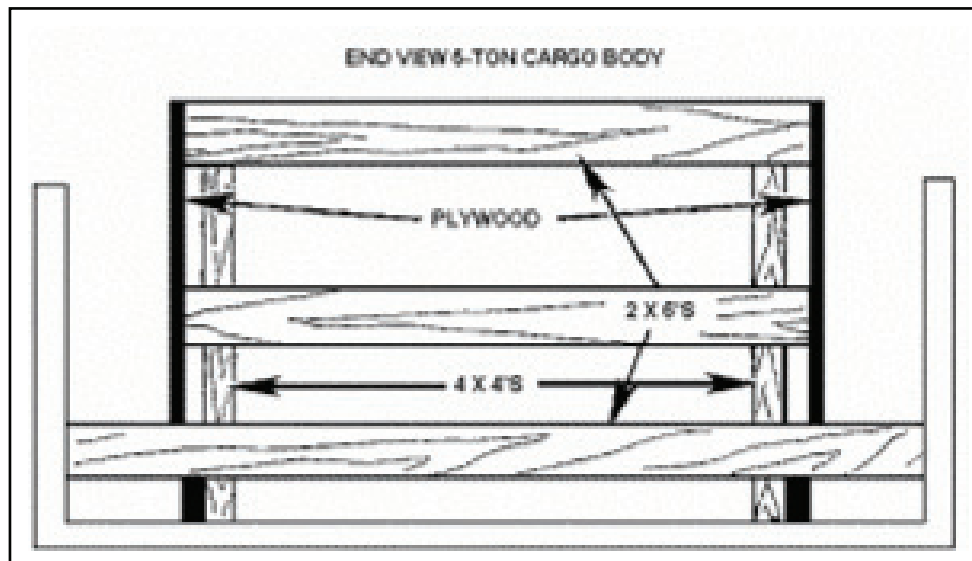


Figure D-3. Support structure for the bed of the truck—end view

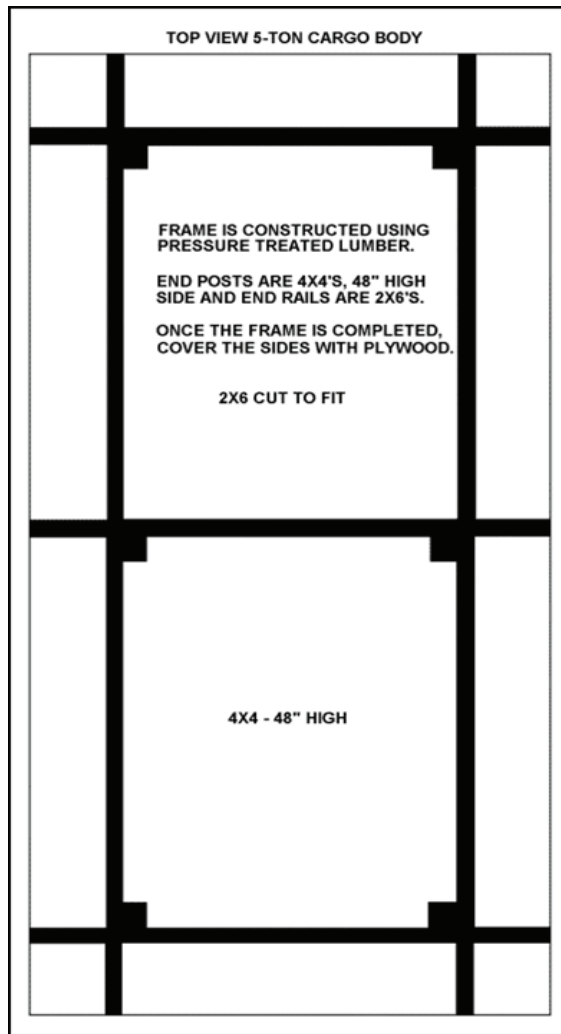


Figure D-4. Support structure for the bed of the truck—top view

D-163. It takes about 226 sandbags (dry and weighing about 40 pounds each) to prepare the bed of a 5-ton, M923 cargo truck, assuming sandbags are stacked five high on the sides and front. Distribution is as follows: 86 on the floor bed (single layer); 5 high on each side (50 per side = 100 bags); 20 in the front; and 20 in the rear of the bed.

Note: When stacking each side, do not count the floor bed layer in the 5 high total.

D-164. Protective plating around the fuel tank lessens the damage to the fuel tank when exposed to an explosion or small arms fire. It will also help to ensure that the fuel tank is not pierced and drained, thus immobilizing the vehicle. This protective measure becomes especially critical when a vehicle is caught in the kill zone of an ambush. An alternative solution to this problem is to hookup a 5-gallon can of fuel in a safe location for use as an auxiliary fuel tank. This will allow the vehicle to travel a safe distance outside the kill zone if all the fuel is drained from a damaged fuel tank.

Note:

1. A 5-ton M923 cargo truck requires about five sandbags to provide top protection of the fuel tank. Consider placing protective plating around the sides and bottom of the fuel tank to increase protection.
-

2. When putting sandbags or protective plating on or around the fuel tank, ensure that the hanger straps of the fuel tank do not crack or break.
3. Ensure that hardening of the fuel tank does not interfere with the performance of operator preventive maintenance checks and services (PMCS).

ARMOR PROTECTION FOR TACTICAL WHEELED VEHICLES

D-165. There are three levels of tactical wheeled vehicle (TWV) armor.

- **Level I armor** is built into the vehicle cab at the factory. It has a much higher level of armor protection. Vehicles with level I armor operate with the added weight of armor.
- **Level II armor** is additional protection added at the unit level to vehicles that are already in use. This type of armor is available in the form of HQDA-approved add-on kits. While most level II armor kits are designed for specific vehicles, the added weight will still have an effect on handling. Drivers must use caution when driving up-armored vehicles to avoid rollovers. Extra weight will also place added stress on the vehicle. Hardened vehicles will require more frequent maintenance checks.
- **Level III armor** is locally fabricated. Typical level-three efforts that are done in the combat zone are hardened doors, hardened side posts, and additional protection underneath and on the sides of the vehicle. Factors to consider include materials available, type of threat, and added weight to the vehicle. Safety is the principal issue. It is important that material used in improvised armor kit solutions protect Soldiers and not cause injury due to fragmentation.



Figure D-5. Level II – HQDA-approved add-on armor kits

IMPROVISED ARMOR

Materials

D-166. Selecting the right kind of steel is critical. The steel must be armor grade and not prone to fragmentation. Rolled homogenous armor (RHA) and high hard steel (HH or HHS) are the most effective steel armors.

Requirements

D-167. The type of threat will dictate what type of armor to use. Armor reacts differently to a ballistic threat versus fragmentation from an IED or a mine. An armor solution that provides protection from rifle fire does not necessarily protect against IED fragmentation. Harder steels stop rifle threats; softer steels slow down or stop fragments. In some cases, overlays of different steels can be very effective.

D-168. Table D-1 displays different material capabilities and respective levels of protection provided in operational applications. Application of the materials, under the threat specified, should result in the specified levels of protection.

Table D-1. Protection levels

<i>Option</i>	<i>Materials</i>	<i>Protection from Rifle Fire</i>	<i>Protection from IED</i>
A	3/8" RHA	Good	Good
B	1/4" High Hard Steel	Good	Medium
C	1/2" Mild Steel	Bad	Medium
D	1/4" RHA & 1/4" Mild Steel	Good	Good

Payload

D-169. Exceeding vehicle payload will most likely result in failure of drive line components. Ball joint mounting bolts, lug bolts, and wheel half bolts should be checked daily to ensure that they have not loosened. Additional weight will also affect mobility, transportability, vehicle handling characteristics, and sustainability. Soldiers must be aware of how the increased weight and change in center of gravity could affect the vehicle's steering and braking. When determining payload, the weight of cargo and passengers to be carried should be considered.

MAINTENANCE OF HARDENED VEHICLES

D-170. Hardening places abnormal stress on the vehicle that can result in early component failure. It is common for engine mounts, cab mount bushings, and bolts to loosen or crack. For this reason, they should be checked, tightened, and replaced regularly.

D-171. Sandbags become torn or punctured in day-to-day use. They also collect and hold water, which adds weight to the vehicle and causes metal surfaces to rust. Sandbags should be checked periodically and removed or replaced as needed. When the sandbags are removed, the vehicle's metal should be cleaned, painted (if necessary), and allowed to dry before the sandbags are replaced. Empty sandbags and ties should always be kept in the vehicle.

FORCE HEALTH PROTECTION

D-172. Force health protection (Army) encompasses those measures to promote, improve, or conserve the mental and physical well-being of Soldiers. These measures enable a healthy and fit force, prevent injury and illness, and protect the force from health hazards and includes the prevention aspects of a number of AMEDD functions (preventive medicine—including medical surveillance and occupational and environmental health surveillance—veterinary services—including the food inspection and animal care missions, and the prevention of zoonotic diseases transmissible to man), COSC prevention, dental services (preventive dentistry), and laboratory services (area medical laboratory support). Under the Joint Health

Service Support System when focusing on the joint force, the medical portion of protection is labeled force health protection (FHP) and is concerned with both the enemy threat and the health threat. The enemy threat produces combat casualties. This threat depends on the types of weapons used, the will of the enemy to fight, and other operational concerns. The health threat, which has historically caused the most significant combat ineffectiveness, consists of disease and nonbattle injuries. To counter the health threat, comprehensive medical surveillance activities, occupational and environmental health surveillance activities, preventive medicine measures, and field hygiene and sanitation must be instituted and receive command emphasis. Preventive medicine measures can include immunizations, pretreatments, chemoprophylaxis, and barrier creams. Field hygiene and sanitation combines with personal protective measures, to include correctly wearing the uniform and using insect repellent, sunscreen, and insect netting. Soldiers must practice these activities continuously during mobilization, predeployment, deployment, postdeployment, and demobilization. (See FM 4-02 for additional information.)

PREVENTIVE MEDICINE SERVICES

D-173. Preventive medicine (PVNTMED) services are essential in maintaining and sustaining the health of the force from garrison through deployment, to combat, and return to home station. These services primarily prevent disease and nonbattle injuries from affecting Soldiers. Personnel actively monitor area of operations for disease, conduct preventive services—such as immunizations and prophylaxes—and provide subject matter expert advice when Soldiers get exposed to hazards. Personnel provide assistance and subject matter expertise to control excessive occupational and environmental health exposure to hazards such as noise, toxic industrial materials, and climate extremes. They establish medical and occupational and environmental health screening. Through field sanitation team training and water assessments, personnel educate Soldiers in disease and nonbattle injury prevention. Preventive medicine services connect to everything our Soldiers do, and are a constant requirement, regardless of the enemy threat. See FM 4-02.17 for definitive information pertaining to PVNTMED services.

Medical Surveillance

D-174. Medical surveillance is the ongoing, systematic collection, analysis, and interpretation of data derived from instances of medical care or medical evaluation, and the reporting of population-based information for characterizing and countering threats to a population's health, wellbeing, and performance (JP 4-02). Medical surveillance is essential to planning, implementing, and evaluating public health practices, and closely integrated with the timely dissemination of data as required by higher authority. This program provides the commander a trend analysis vital to risk assessment for operations in an area of operations.

Occupational and Environmental Health Surveillance

D-175. Occupational and environmental health surveillance is an ongoing process. It is the regular or repeated collection, analysis, archiving, interpretation, and dissemination of occupational and environmental health-related data for monitoring the health of, or potential health hazard impact on, a population and individual personnel, and for intervening in a timely manner to prevent, treat, or control the occurrence of disease or injury when determined necessary (JP 4-02).

VETERINARY SERVICES

D-176. The focus of veterinary services mission is food safety, food security, and quality assurance of food during all stages of procurement, storage, and distribution; veterinary medical treatment for military working dogs; and veterinary preventive medicine. Veterinary personnel perform surveillance inspections of operational rations are trained to examine and inspect food, ice and bottled water sources for contamination. In the event of chemical, biological, radiological, and nuclear (CBRN) contamination, veterinary personnel can determine whether food sources, packaged or live, are consumable. Veterinary personnel perform surveillance inspections of all Service-owned subsistence received, stores, issued, sold, or shipped from/to military installations (including those items received from depots and supply points). See AR 40 -656 for definitive information on veterinary surveillance program. Veterinary

personnel provide complete care for military working dogs, limited care for DOD-animals and other government -owned animals when time and resources permit, and to indigenous animals, as directed. The veterinary PVNTMED mission includes prevention and control programs to protect Soldiers from foodborne diseases. It establishes animal disease prevention and control programs to protect soldiers and their families and other DOD and Allied personnel from zoonotic diseases. Veterinary personnel evaluate zoonotic disease data collected in the AO and advise PVNTMED elements and higher headquarters on potential hazard(s) to humans. They also perform investigation of unexplained animal deaths to include livestock and wildlife. See FM 4-02.18 for definitive information pertaining to veterinary services.

COMBAT AND OPERATIONAL STRESS CONTROL

D-177. All mental health sections are tasked with providing COSC for their supported units. In all units, COSC is accomplished through vigorous prevention, consultation, training, educational, and Soldier restoration programs. These programs are designed to provide behavioral health (BH) expertise to unit leaders and Soldiers where they serve and sustain their mission focus and effectiveness under heavy and prolonged stress. The mental health sections identify Soldiers with combat and operational stress reactions (COSRs) who need to be provided rest/Soldier restoration within or near their unit area for rapid return-to-duty (RTD). These programs are designed to maximize the RTD rate of Soldiers who are either temporarily impaired, have a diagnosed behavioral disorder, or have stress related conditions. Also the prevention of posttraumatic stress disorders (PTSD) is an important objective for brigades and echelons above brigade (EAB). For definitive information on COSC and behavioral health see FM 4-02.51.

MEDICAL LABORATORY SERVICES

D-178. The primary mission of the area medical laboratory (AML) focuses on the identification and evaluation of OEH hazards in the AO through accurate field confirmatory laboratory testing of suspect BW and CW agents, endemic disease, zoonotic disease and occupational and environmental agents.

PREVENTIVE DENTISTRY

D-179. Military preventive dentistry incorporates primary, secondary, and tertiary preventive measures taken to reduce or eliminate oral conditions that decrease a Soldier's fitness to perform his mission and cause absence from duty. The combination of dental care measures for all soldiers is described under a preventive dentistry umbrella known as the Dental Combat Effectiveness Program (DCEP). Before operational deployment, these preventive dentistry measures include the Basic Combat Training/Advanced Individual Training Dental Program (a program to treat dental Class 3 patients), the Soldier Readiness Program (described in AR 600-8-101), and the preventive dentistry programs described in AR 40-35. See Fm 4-02.19 for definitive information on dental services.

Oral Hygiene

D-180. It is vitally important to provide oral health information in the AO at every opportunity. When appropriate, both group and individual counseling should be used. Concepts to be covered include the importance of oral hygiene to combat fitness; the use of fluoridated toothpaste; alternative methods of hygiene in the absence of garrison-type facilities; and procedures to seek dental services in the Soldiers should also be informed that dental floss, toothbrush, and fluoridated toothpaste are available in the Ration Supplement, Sundries Pack, Type I. These and other oral hygiene aids are also available in the post exchange, when available.

Glossary

A2C2	Army airspace command and control
AAFES	Army and Air Force Exchange Service
ABCS	Army Battle Command System
ACO	airspace control order
ACWT	average customer wait time
ADC	area damage control
ADCON	administrative control
AELT	aeromedical evacuation liaison team
AFSB	Army field support brigade
AHLTA-NT	Armed Forces Health Longitudinal Technology Application – New Technology
AHLTA	Armed Forces Longitudinal Technology Application
AHS	Army Health System
AIFA	Army and Air Force Exchange Service imprest fund activity
AIS	automated information system
AKO	Army Knowledge Online
ALIS	Automated Logistics and Integrated System
AMEDD	Army medical department
AML	area medical laboratory
AMMH	annual maintenance man-hours
AO	area of operations
APO	advanced planning and optimization
APOD	aerial port of debarkation
APOE	aerial port of embarkation
ARNG	Army National Guard
ASA	ammunition storage area
ASA ALT	Assistant Secretary of the Army for Acquisition, Logistics, and Technology
ASAS	All Source Analysis System
ASAS-RWS	All Source Analysis System-Remote Workstation
ASC	Army Sustainment Command
ASCC	Army service component commander
ASL	authorized stockage list
ASP	ammunition supply point
ASR	alternate supply route
AT	anti tank
ATGM	anti tank guided missiles
ATHP	ammunition transfer and holding point
ATM	advanced trauma management
ATO	air tasking order
AXP	ambulance exchange point
BAO	brigade ammunition officer
BAS	battalion aid station
BCS3	Battle Command Sustainment Support System
BDAR	battle damage assessment and repair

Glossary

BFT	Blue Force Tracking
BH	behavioral health
BJA	brigade judge advocate
BLST	brigade logistic support team
BMO	battalion maintenance officer
BMSO	brigade medical supply office
BN	battalion
BOLT	brigade operational law team
BP	battle position
BRIL	baseline resource item list
BSA	brigade support area
BSB	brigade support battalion
BSMC	brigade support medical company
BSS	brigade surgeon section
BTB	brigade troops battalion
C&E	communications-electronics
C2	command and control
C4 OPS	command, control, communications, and computers
CA	civil affairs
CAB	combat aviation brigade
CAISI	Combat Service Support Automated Information System Interface
CAS	close air support
CASCOM	Combined Arms Support Command
CASEVAC	casualty evacuation
CBM	Combat Service Support Automated Information System Interface bridge module
CBRNE	chemical, biological, radiological, nuclear, and high-yield explosives
CCC	contractor coordination cell
CCI	controlled cryptographic items
CCIR	commander's critical information requirements
CCM	Combat Service Support Automated Information System Interface client module
CCSS	commodity command standard system
CDR	commander
CDS	containerized delivery system
CFS	call for support
CFZ	critical friendly zone
CHEMO	chemical officer
CHL	combat health logistics
CHU	container handling unit
CI	counterintelligence
Class III(P)	Class III (bulk)
Class III(P)	Class III (packaged)
CLS	contracted logistic support
CLT	casualty liaison team
CMAOC	casualty and memorial affairs operations center
CMO	civil-military operations
CMOC	civil-military operations center
CMT	contact maintenance team

COA	course of action
COE	common operating environment
COEI	components of end items
COMSEC	communications security
CONOPS	continuity operations
CONUS	continental United States
COP	common operating picture
COR	contracting officer's representative
COSC	combat operational stress control
COSR	combat operational stress reaction
COTS	commercial off-the-shelf
CP	command post
CPN	command post node
CREW	counter radio-controlled improvised explosive device electronic warfare
CROP	container roll-on/roll-off platforms
CRT	combat repair team
CSH	combat support hospital
CSM	command sergeant major
CSR	controlled supply rates
CSSAMO	combat service support automation management office
CSSB	combat service support battalion
CT	computed tomography
CTCP	combat trains command post
CULT	common user land transportation
CWT	customer wait time
DA	Department of Army
DC	dislocated civilian
DCAM	Defense Medical Logistics Standard System Customer User Module
DCIPS-CR	Defense Casualty Information Processing System-Casualty Reporting
DCIPS-FWD	Defense Casualty Information Processing System-Forward
DCO	deputy commanding officer
DCP	detainee collection point
DEERS-Rapid	Defense Eligibility Enrollment System
DESC	Defense Energy Support Center
DIMHRS	Defense Integrated Military Human Resources System
DLA	Defense Logistics Agency
DMC	distribution management center
DMSL	Distribution Manning Sublevel
DNBI	disease and nonbattle injury
DOD	Department of Defense
DODAAC	Department of Defense Activity Address Code
DOS	days of supply
DP	distribution point
DS	direct support
DTAS	Deployed Theater Accountability System
DTRS	deployable teleradiology system
EAB	echelons above brigade

Glossary

EBS	environmental baseline survey
ECP	entry control point
ECU	environmental control unit
EDAS	Enlisted Distribution and Assignment System
EEM	early entry module
EER	enlisted evaluation report
EH	explosive hazards
EHSA	environmental health site assessment
eMILPO	electronic military personnel office
EMT	emergency medical treatment
ENCOORD	engineer coordinator
EO	equal opportunity
EOD	explosive ordnance disposal
EPLRS	Enhanced Position Location Reporting System
EPS	essential personnel services
EPW	enemy prisoner of war
ESC	Expeditionary Sustainment Command
ETM-I	electronic technical manual–integrated
EW	electronic warfare
FA	field artillery
FBCB2	Force XXI Battle Command–Brigade and Below
FDP	forward distribution point
FFIR	friendly forces information requirements
FHP	force health protection
FM	field manual
FMC	field maintenance company
FMTF	financial management tactical platform
FMTV	family of medium tactical vehicles
FOB	forward operation base
FRAGO	fragmentary order
FRS	forward repair system
FS	field support
FSC	forward support company
FSCoord	fire support coordinator
FSMT	forward support medical evacuation team
FST	forward surgical team
FTP	file transfer protocol
G1	deputy chief of staff, personnel
GAMC	ground ambulance medical company
GCSS-A	Global Combat Support System—Army
GIG	global information grid
GMLR	guided missile and large rocket
GPH	gallon per hour
GPM	gallons per mile
GPS	Global Positioning System
GS	general support (legacy term now a portion of sustainment support)
GSE	ground support equipment

HBCT	heavy brigade combat team
HCP	health and comfort pack
HEMTT	heavy expandable mobility tactical truck
HEMTT-LHS	Heavy Expandable Mobility Tactical Truck-Load Handling System
HHC	headquarters and headquarters company
HHS	high hard steel
HMMWV	high mobility multipurpose wheeled vehicle
HN	host nation
HNS	host-nation support
HPT	high-payoff target
HR	human resources
HRC	Human Resources Command
HSS	health service support
HUMINT	human intelligence
HVT	high-value target
IBA	individual body armor
IBCT	infantry brigade combat team
ICRC	International Committee of the Red Cross
ICS	interim contracted support
ICW	in coordination with
IED	improvised explosive device
IETM	integrated electronic technical manual
IM	information management
INFOSYS	information systems
IO	information operations
IPB	intelligence preparation of the battlefield
iPERMS	Integrated Personnel Electronic Records Management System
IPI	indigenous population and institutions
IR	information requirements
ISB	intermediate staging/support base
ISO	international standardization organization
ISR	intelligence, surveillance, and reconnaissance
IT	information technology
ITV	in-transit visibility
JIM	joint, interagency, and multinational
JMeWSII	joint medical workstation II
JNN	Joint Network Node
JPTA	Joint Patient Tracking Application
KO	contracting officer
LAAWS	Legal Automation Armywide System
LAN	local area network
LAR	logistics assistance representative
LHS	Load Handling System
LMTV	light medium tactical vehicle
LNO	liaison officer
LOC	line of communications
LOD	line of duty

Glossary

LOGCAP	Logistics Civil Augmentation Program
LOGPAC	logistics package
LOGSITREP	logistics situation report
LOW	law of war
LRP	logistics release point
LRU	line replaceable unit
LSE	logistic support element
LST	logistic support team
LTO	logistics task order
LWP	lightweight water purifier
LZ	landing zone
MA	mortuary affairs
MACP	mortuary affairs collection point
MARC	manpower allocation requirements criteria
MC4	medical communications for combat casualty care
MCB	movement control battalion
MCC	movement control center
MCL	mission configured load
MCO	major combat operations
MCP	maintenance collection point
MCS	maintenance control section
MDMP	military decisionmaking process
MEDEVAC	medical evacuation
MEDLOG	medical logistics
MEDPROS	Medical Protection System
MEDSUP	medical support
METL	mission essential task list
METT-TC considerations	mission, enemy, terrain and weather, troops and support available, time available, civil
MEV	medical evacuation vehicle
MGS	Mobile Gun System
MH	mental health
MHE	materials handling equipment
MHS	military health system
MI	military intelligence
MITAS	missile improved target acquisition system
MLO	medical logistics officer
MMB	multifunctional medical battalion
MMC	materiel management center
MMRB	military operational specialty medical review board
MMS	maneuver and mobility support
MO	mobility officer
MOG	maximum on ground
MOPP	mission oriented protective posture
MOS	military occupational specialty
MP	military police
MPF	military personnel file

MRE	meal, ready to eat
MRR	maintenance readiness report
MSD	maintenance support device
MSE	mobile subscriber equipment
MSR	main supply route
MSRT	mobile subscriber radiotelephone terminal
MST	maintenance support team
MTF	medical treatment facility
MTS	Movement Tracking System
MTV	medium tactical vehicle
MUREP	munitions report
MWR	morale, welfare, and recreation
NBI	nonbattle injury
NCO	noncommissioned officer
NCOIC	noncommissioned officer in charge
NCS	net control station
NETOPS	network operations
NGO	non-governmental organization
NICP	national inventory control point
NICP	national inventory control point
NIPRNET	nonsecure internet protocol router network
NMC	nonmission capable
NOK	next of kin
NSC	network support company
NSN	National Stock Number
NTV	nontactical vehicle
OEG	operational exposure guidance
OIC	officer in charge
OP	observation post
OPCON	operational control
OPLAN	operation plan
OPLAW	operational law
OPORD	operations order
OPSEC	operations security
OPTEMPO	operating tempo
OR	operational readiness
ORF	operational readiness float
PA	physician's assistance
PAO	public affairs officer
PARC	principal assistant responsible for contracting
PASR	personnel accounting and strength reporting
PBO	property book officer
PBUSE	property book unit supply enhanced
PDCD	portable data collection device
PERSITREP	personnel situation report
PID	positive identification

Glossary

PIM	personnel information management
PIR	priority intelligence requirements
PLS	Palletized Load System
PM	provost marshal
PMCS	preventive maintenance checks and services
POC	point of contact
POD	port of debarkation
POE	port of embarkation
POL	petroleum, oils, and lubricants
PRM	personnel readiness management
PSYOP	psychological operations
PVNTMED	preventive medicine
QA/QC	quality assurance/quality control
QASAS	quality assurance specialist (ammunition surveillance)
QRF	quick reaction force
R&R	rest and recuperation
R&S	reconnaissance and surveillance
R5	reception, replacement, return to duty, rest and relaxation, redeployment
RBC	red blood cell
RC	reserve component
RCAS	reserve component automation system
RCVY	recovery
RDL	rucksack deployable law office library
REPOL	petroleum report
RF-AIT	radio frequency-automatic identification technology
RFID	radio frequency identification
RHA	rolled homogenous armor
RIDES	Remote Information Data Entry System
RLAS	regional level application software
ROAMS	Replacement Operations and Management System
ROE	rules of engagement
ROM	refuel/resupply on the move
ROWPU	reverse osmosis water purification unit
RP	release point
RS	religious support
RSOI	reception, staging, onward movement, and integration
RSR	required supply rates
RSTA	reconnaissance, surveillance and target acquisition
RTD	return to duty
RV	reconnaissance vehicle
S1	Personnel Staff Officer
S2X	Intelligence Staff Officer (CI & HUMINT)
S3	Operations Staff Officer
S4	Logistics Staff Officer
S6	Command, Control, Communications and Computer Operations (C4 Ops) Officer
S7	Information Operations Officer
S9	Civil-Military Operations Officer

SAAS-MOD	Standard Army Ammunition System–Modernized
SALUTE	size, activity, location, unit, time, and equipment
SAMS-2	Standard Army Maintenance System 2
SAMS-E	Standard Army Maintenance System-Enhanced
SARSS	Standard Army Retail Supply System
SATS	standard automotive tool set
SBCT	Stryker brigade combat team
SBU	sensitive but unclassified
SCATMINE	scatterable mines
SCL	strategic configured load
SEAD	suppression of enemy air defenses
SECM	shop equipment contact maintenance
SEP	signal entry panel
SEW	shop equipment, welding
SIGSEC	signals security
SINGARS	single-channel ground to air radio system
SIPRNET	SECRET Internet Protocol Router Network
SITREP	situation report
SJA	Staff Judge Advocate
SOP	standing operating procedure
SP	start point
SPBS-R	Standard Property Book System–Redesign
SPO	support operations officer
SPOD	seaport of debarkation
SRP	Soldier readiness processing
SRU	shop replaceable unit
SS	sustainment support
SSA	supply support activity
SSR	system service representative
STAMIS	Standard Army Management Information System
STANAG	standardization agreement
SU	situational understanding
TA	threat analysis
TAC CP	tactical command post
TACP	tactical air control party
TAMIS-R	Training Ammunition Management Information-Redesigned
TAMMIS	Theater Army Medical Management Information System
TAMMS	The Army Maintenance Management System
TAT	to accompany troops
TB	technical bulletin
TC-AIMS II	Transportation Coordinator’s Automated Information for Movement System II
TCAM	theater customer assistance module
TCF	tactical combat force
TCN	third-country national
TCP/IP	transmission control protocol/internet protocol
TDA	table of distribution and allowance
TDD	time definite delivery

TF	task force
TIC	toxic industrial chemical
TIM	toxic industrial material
TLM	two-level maintenance
TLP	troop leading procedure
TM	technical manual
TMDE	test, measurement, and diagnostic equipment
TMIP	theater medical information program
TOC	tactical operations center
TOE	table of organization and equipment
TOPN	theater of operations
TOW	tube launched, optically sighted, wire guided
TPS	Tactical Personnel System
TRAC2ES	Transportation Command Regulating and Command and Control Evacuation System
TSC	theater sustainment command
TSOP	tactical standing operating procedure
TTA	tactical terminal adapter
TTP	tactics, techniques, and procedures
TWPS	Tactical Water Purification System
UAS	unmanned aircraft system
UCMJ	Uniform Code of Military Justice
ULLS	Unit Level Logistics System
ULLS-S4	Unit Level Logistics System-S4
UMT	unit ministry team
UN	United Nations
USAMC	United States Army Materiel Command
USAR	United States Army Reserve
UXO	unexploded ordnance
VSAT	very small aperture terminal
WARNO	warning order
WARS	Worldwide Ammunition Reporting System
WFF	warfighting function
WVRP	wheeled vehicle repair platoon
XO	executive officer

ambulance exchange point

(DOD) A location where a patient is transferred from one ambulance to another en route to a medical treatment facility. This may be an established point in an ambulance shuttle system or it may be designated independently. Also called **AXP**.

Army airspace command and control

The Army's application of airspace control to coordinate airspace users for concurrent employment in the accomplishment of assigned missions. Also called **A2C2**.

Army service component command

The senior Army echelon in a theater and the Army component of a unified command. It includes the service component commander and all Army personnel, organizations, units, and installations that have been assigned to the unified command. Also called **ASCC**.

brigade support area

A designated area in which combat service support elements from division support command and corps support command provide logistic support to a brigade. Also called **BSA**.

civil-military operations

(DOD) The activities of a commander that establish, maintain, influence, or exploit relations between military forces, governmental and nongovernmental civilian organizations and authorities, and the civilian populace in a friendly, neutral, or hostile operational area in order to facilitate military operations, to consolidate and achieve U.S. objectives. Civil-military operations may include performance by military forces of activities and functions normally the responsibility of the local, regional, or national government. These activities may occur prior to, during, or subsequent to other military actions. They may also occur, if directed, in the absence of other military operations. Civil-military operations may be performed by designated civil affairs, by other military forces, or by a combination of civil affairs and other forces. Also called **CMO**.

combat repair team

A maintenance unit that provides the first line of maintenance support to armor and infantry companies. The combat repair team is a modular organization that provides dedicated and habitual support to the same unit both in a garrison and a tactical environment. As the task organization changes, a combat repair team moves with its supported unit. Also called **CRT**.

combat load

The standard quantity and type of munitions an individual weapon, crew-served weapon, or a weapons platform and its mtoe-designated munitions carriers are designed to hold. Combat loads for bulk munitions (example: grenades, signals, etc) are not associated with a weapon or weapon platform. Bulk munitions combat loads are assigned by standard resource code and reflect the quantity of munitions required to give units a realistic level of capability and flexibility. Combat loads support the initiation of combat operations and are the basic building blocks of army war reserve requirements.

combat spares

Combat spares include multiple supply class items carried on a platform and authorized by the commander or by the technical manual TM for the system. The intended uses of these items are to support the platform or crew on which the supplies are carried. These stocks are considered consumed for accountability purposes and are not required to be maintained on a STAMIS.

command and control

(DOD) The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. Command and control functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating, and controlling forces and operations in the accomplishment of the mission. (Army) The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of a mission. Commanders perform command and control functions through a command and control system. (FM 6-0) (Marine Corps) In Marine Corps usage, the means by which a commander recognizes what needs to be done and sees to it that appropriate actions are taken. Also called **C2**.

command post

A unit's or subunit's headquarters where the commander and the staff perform their activities. In combat, a unit's or subunit's headquarters is often divided into echelons; the echelon in which the unit or subunit commander is located or from which such commander operates is called a command post. Also called **CP**.

communications security

(DOD) The protection resulting from all measures designed to deny unauthorized persons information of value that might be derived from the possession and study of telecommunications, or to mislead unauthorized persons in their interpretation of the results of such possession and study. Communications security includes: cryptosecurity, transmission security, emission security, and

physical security of communications security materials and information. a. **cryptosecurity**—The component of communications security that results from the provision of technically sound cryptosystems and their proper use. b. **transmission security**—The component of communications security that results from all measures designed to protect transmissions from interception and exploitation by means other than cryptanalysis. c. **emission security**—The component of communications security that results from all measures taken to deny unauthorized persons information of value that might be derived from intercept and analysis of compromising emanations from crypto-equipment and telecommunications systems. d. **physical security**—The component of communications security that results from all physical measures necessary to safeguard classified equipment, material, and documents from access thereto or observation thereof by unauthorized persons. Also called **COMSEC**.

container delivery system

A system for aerial delivery of supplies and small items of equipment from low or high altitudes into a small area. Also called **CDS**.

disease and nonbattle injury casualty

(DOD) A person who is not a battle casualty but who is lost to the organization by reason of disease or injury, including persons dying of disease or injury, by reason of being missing where the absence does not appear to be voluntary, or due to enemy action or being interned. Also called **DNBI** casualty.

enemy prisoner of war

An individual or group of individuals detained by friendly forces in any operational environment who meet the criteria as listed in Article 4 of the Geneva Convention Relative to the Handling of Prisoners of War. Also called **EPW**.

in-transit visibility

(DOD) The ability to track the identity, status, and location of Department of Defense units and nonunit cargo (excluding bulk petroleum, oils, and lubricants) and passengers; medical patients; and personal property from origin to consignee or destination across the range of military operations. Also called **ITV**.

landing zone

(DOD, NATO) Any specified zone used for the landing of aircraft. Also called **LZ**.

line of communications

(DOD) A route, either land, water, and/or air, that connects an operating military force with a base of operations and along which supplies and military forces move. Also called **LOC**.

observation post

(DOD, NATO) A position from which military observations are made, or fire directed and adjusted, and which possesses appropriate communications; may be airborne. Also called **OP**.

port of debarkation

(DOD) The geographic point at which cargo or personnel are discharged. This may be a seaport or aerial port of debarkation; for unit requirements, it may or may not coincide with the destination. Also called **POD**.

port of embarkation

(DOD) The geographic point in a routing scheme from which cargo and personnel depart. This may be a seaport or aerial port from which personnel and equipment flow to a port of debarkation; for unit and nonunit requirements, it may or may not coincide with the origin. Also called **POE**.

rules of engagement

(DOD) Directives issued by competent military authority that delineate the circumstances and limitations under which United States forces will initiate and/or continue combat engagement with other forces encountered. Also called **ROE**.

spot report

A concise narrative report of essential information covering events or conditions that may have an immediate and significant effect on current planning and operations that is afforded the most expeditious means of transmission consistent with requisite security. Also called SPOTREP.

sustainment

The provision of logistics and personnel services required to maintain and prolong operations until successful mission accomplishment. (This term and its definition modify the existing term and its definition and are approved for inclusion in the next edition of JP 1-02.)

tactical air control party

(NATO) A subordinate operational component of a tactical air control system designed to provide air liaison to land forces and for the control of aircraft. See FM 3-52. (Marine Corps) In the Marine Corps, tactical air control parties are organic to infantry divisions, regiments, and battalions. Tactical air control parties establish and maintain facilities for liaison and communications between parent units and airspace control agencies, inform and advise the ground unit commander on the employment of supporting aircraft, and request and control air support. Also called **TACP**.

tactical command post

The forward echelon of a headquarters. The tactical command post consists of representatives from G2/S2 and G3/S3, fire support, tactical air control party, air defense artillery engineers, and combat service support liaison (G1/S1, G4/S4) elements. It is located well forward on the battlefield so that the commander has a command post near subordinate commanders and can directly influence operations. Also called **TAC CP**.

tactical operations center

(DOD) A physical group of those elements of general and special staff concerned with the current tactical operations and the tactical support thereof. Also called **TOC**.

unexploded explosive ordnance

(DOD, NATO) Explosive ordnance which has been primed, fused, armed, or otherwise prepared for action, and which has been fired, dropped, launched, projected, or placed in such a manner as to constitute a hazard to operations, installations, personnel, or material, and remains unexploded either by malfunction or design or for any other cause. Also called **UXO**.

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FM 4-90.7
10 September 2007

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