

Research Product 97-13

Task Analyses of Two Combat Service Support Critical Combat Functions as Accomplished by a Brigade

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14. ABSTRACT *(Maximum 200 words)*:

This research product presents task analyses of 2 of the 12 Critical combat functions (CCFs) that compose the Combat Service Support (CSS) Battlefield Operating System (BOS). These are: CCF 28, Provide Transport Services; and CCF 29, Conduct Supply Operations. These analyses are required by the brigade to achieve the outcomes necessary to provide supplies and transportation for a heavy brigade in compliance with the commander's concept and intent. These analyses identify the critical tasks and subtasks undertaken by the brigade commander, his staff, and the brigade's subordinate and supporting commanders and staffs. They reflect those activities performed during the planning, preparation, and execution phases of the battle. These analyses can be used by different functional specialists (e.g., training, combat and force developers). They will be especially of value where organizational interrelationships need to be considered in issues concerning combined arms integration, interaction, and synchronization. For example, the analyses provide information useful to training developers concerned with improving the proficiency with which transport and supply activities are coordinated and then integrated into combat mission planning, preparation, and execution.

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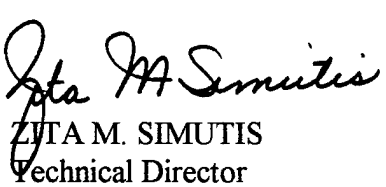
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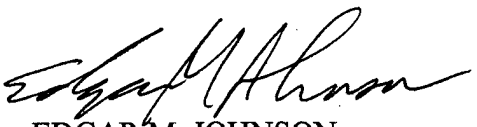
FOREWORD

One of the goals for the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) is to facilitate the development of training strategies that will serve the needs of the combined arms team today and into the 21st century. The indispensable foundations, the cornerstones, for meeting this goal are solid information and databases. One such database is a set of comprehensive descriptions of how soldiers accomplish their missions. Many task descriptions have been developed where the focus is on activities within a particular Battlefield Operating System (BOS); these are often further narrowed to one BOS element within one echelon. What has been lacking are task descriptions and analyses with a broader BOS perspective that focus not only on intra-BOS relationships, but also the relationships of that BOS with other BOSs in accomplishing the overall mission. It is this latter perspective that is needed, for example, to define training requirements and strategies for combined arms operations.

This work is one in a series of efforts to develop necessary combined arms task information databases. It has been conducted under the Force XXI Training Program. It provides detailed descriptions and task analyses of 2 of the 12 CCFs that comprise the combat service support (CSS) BOS. The two CCFs are: CCF 28, Provide Transport Services; and CCF 29, Conduct Supply Operations. The task descriptions and analyses pertain to brigade combat teams and their interdependent relationships, both internal to the CSS BOS and externally with other BOSs (e.g., brigade staff, forward support battalion, military intelligence). The depiction of this combat force can be used by civilian and military trainers and training developers when assessing performance or developing enhanced training programs. ARI is using this work in structured training for the force of the future.



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While there have been many advocates of the Critical Combat Functions (CCFs) methodology, MG Lon Maggart stands out for his vision and insight to capture the concept and expand it well beyond the original intent. He provided solid direction to LTC William Martin, then head of the Force XXI Training Program (FXXITP) at Fort Knox, to embrace the CCF concept and include it as a foundation in the ongoing development of the FXXITP. Without their continual support of the CCF concept, the completion of the effort would have been much "more" difficult.

The research and the preparation of this report benefited immeasurable from the assistance provided by members of the Army Research Institute. Specifically, the author would like to acknowledge Dr. Kathy Quinkert for her continual support and guidance. As Contracting Officer's Representative, she interfaced with the FXXITP and the Army audience continually, allowing the provision of the program intent. Additionally, Mr. John Hayes and Mr. Douglas Dressel are acknowledged for serving as formal peer reviewers for the final version of the product. Combined, they offered constructive comments that have improved both the content and the style of the report. Also, special recognition is given to Ms. May Throne, a Consortium Research Fellow from the University of Louisville assigned at Fort Knox, and Ms. Evette Morgan. Their never ending efforts to assist in the formal production of this report and laying the groundwork for the reports that follow will not soon be forgotten.

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Finally, a large debt of gratitude is owed to BG (Ret.) Bill Mullen for guidance and support on the product. He provided the program management that ensured this product is well "synched" with past products as well as those of the future. His and his staff's continual attention to details will provide the Army with a truly unique document.

TASK ANALYSES OF TWO COMBAT SERVICE SUPPORT CRITICAL COMBAT FUNCTIONS AS ACCOMPLISHED BY A BRIGADE

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TASK ANALYSES OF TWO COMBAT SERVICE SUPPORT CRITICAL COMBAT FUNCTIONS AS ACCOMPLISHED BY A BRIGADE

OVERVIEW

This overview provides the user with necessary and relevant information concerning the development of critical combat functions (CCF): CCF 28, Provide Transport Services, and CCF 29, Conduct Supply Operations, as performed by a brigade. A CCF is defined as: "an integration (i.e., interrelationship) among participants and tasks that represents a force multiplier with a definable outcome." Participants and organizational structure identified in this analysis are based on table of organization and equipment (TOE) 87042L100, dated 10/05/95. Field Manual (FM) 71-3, The Armored and Mechanized Infantry Brigade, January 1996, was used to identify special staff positions.

These analyses of a brigade's performance of the CCFs, which compose the Combat Service Support (CSS) Battlefield Operating System (BOS), are a product of the process of developing a training strategy for the brigade. The analyses describe tasks, participants, products, and processes required by the brigade to achieve outcomes necessary to provide supplies and transportation for a heavy brigade in compliance with the commander's concept and intent.

Synchronization of CCFs provides commanders at tactical echelons with a definable outcome that materially affects the battle. Without this synchronization, it is doubtful that a commander's concept and intent will be achieved.

Many changes to the Army are occurring in the areas of digitization, new systems, organizational redesign, and other initiatives. These CCF task analyses provide a baseline against which the impacts of changes - for example, on staffing or training requirements - can be assessed and modifications made to reflect changes, as necessary. Force XXI will, for example, use this baseline for continuing training development within the context of change. The baseline conditions are:

a. Conventional unit (i.e., not digitized);

b. Heavy division brigade;

c. Covers the mission phases of Plan, Prepare, and Execute;

d. Assumes that the performance of CCFs for offense and defense missions is generally the same. Where there were exceptions known between mission type, they are noted.

These analyses identify the critical tasks and subtasks undertaken by the brigade commander, staff, and the brigade subordinate/supporting commanders and staffs. They reflect those activities performed during the planning, preparation, and execution phases of the battle. The activities in these analyses are initiated by the brigade beginning at a point when the brigade has completed a mission and is in position about to receive its next mission and ending after the battle as the brigade consolidates, reorganizes, and begins to transition into the next mission. The level of detail and the tasks selected by the analyst were those determined to be appropriate in meeting the training development objective as well as meeting the requirement for baseline

task data described above. Compliance with branch training strategies and proficiency at Army Training and Evaluation Program - Mission Training Plans (ARTEP-MTP) tasks and subtasks are recognized to be the responsibility of subordinate commanders. However, some subordinate unit tasks and subtasks are critical to brigade success; these, then, are included in this analysis because the brigade commander may wish to emphasize them in their training guidance.

The battle phases of plan, prepare, and execute relate to the entire brigade combat team battle vice phasing for these particular CCFs. The provision of transportation services and supplies is a continuous function. There are no transportation assets in the brigade which are available for general support transportation or for the delivery of supplies. Like most brigade functions, the brigade's activities in providing transportation, as well as those in providing supplies and equipment to the battalion task forces (Bn TF) and other subordinate units, are mostly coordination, integration, and synchronization. Within the brigade, there is a continuous flow of requests, reports, and actions necessary to coordinate for supplies and equipment for, and their transport to and from, the subordinate units. Only in rare situations, such as a complete prepositioned material configured in unit sets (POMCUS) draw, would a brigade initiate these functions from a standing start. Both of these analyses begin with sustainment operations in assembly areas simultaneous with the brigade's receipt of the division order. The analyses describe the planning phase and continue through the preparation of the brigade for battle and the coordination for supplies and transportation support during the ensuing engagement during the execution phase. The analyses include support of consolidation and reorganization of the brigade's units with supplies, equipment, and transportation in preparation for a continuation or change of mission. The tasks from other CCFs that interact with tasks in Brigade CCF 28 and CCF 29 are identified in separate sections of each task analysis.

These analyses identify the tasks that the brigade commander, the brigade staff, the forward support battalion (FSB), and key officers and non-commissioned officers (NCOs) must perform to accomplish the functions of Brigade CCF 28 and CCF 29. The focus of the CCF 28 task analysis is on the identification of requirements for transportation beyond the capabilities of transportation assets within the brigade's Bn TFs and other subordinate units or when those assets have been lost or destroyed. The focus of the CCF 29 task analysis is the identification of requirements for supplies and equipment. For both CCFs, coordination is made with the FSB in the brigade support area (BSA) to satisfy those requirements. The establishment of the BSA is essential to the provision of CSS to all units in the brigade area. The CCFs 28 (Transport), 29 (Supply), 30 (Personnel), 31 (Maintenance), and 33 (Battlefield Casualty Treatment and Evacuation) are all encompassed under the CSS BOS. In the Bn TF CCFs, the establishment and defense of the task force trains was addressed in the analysis for Bn TF CCF 29. The establishment and operation of the BSA are primarily functions performed by the FSB and are addressed in the functional analyses of CCFs developed for that unit. Further, the defense of the BSA is an integral part of the rear battle and is managed by the FSB commander. Planning for BSA defense is addressed in FSB CCF 18. Execution of BSA defense will be addressed in other brigade and FSB CCF. In this research product, some coordinating tasks relating to both supply and BSA operations and defense have been identified.

Additionally, the CCF 29 analysis has been expanded beyond the supply function to address three areas of general logistics requirements common to the CSS BOS. The first is the preparation of the logistics portion of the brigade operations order. The logistics portion of the operations order described in the task analysis of CCF 29 is an overall logistics plan and includes links to all logistics functional areas (manning, arming, fueling fixing, moving, and sustaining). The second general area concerns the command posts' role of updating products and maintaining status. The information displays described in CCF 29 tasks identify information required for command and control of all CSS functions, not just for the supply function. The third common area is logistics rehearsals. The rehearsal tasks listed in CCF 29 describe general CSS rehearsals, linking all CSS functions into the rehearsals.

The task analyses for both CCF 28 and CCF 29 include the FSB supply or transportation activities, since the brigade has no capability to actually provide supplies or transportation support without involving the FSB. The brigade's subordinate units do have an organic supply organization and the transportation assets with which to move personnel and supplies. The subordinate units' supply and transportation functions are addressed in the CCF analyses for Bn TF.

An effort was made to identify specific task titles taken directly from the appropriate ARTEP-MTP. The wording of each task in this task analysis is sometimes a direct quote from the MTP. Generally, the wording of the tasks is an integration of tasks and requirements derived from the ARTEP-MTPs, applicable FMs, and other related documents. Those tasks not taken from the ARTEP-MTPs are: a) derived titles that may apply only to a part of an ARTEP-MTP sub-task or some other element of the ARTEP-MTP; b) multiple subtasks from several different, but related ARTEP-MTP tasks; or c) tasks that are not directly stated in the ARTEP-MTP, but are implied by other tasks or requirements in an applicable FM or other related document.

These CCF task analyses reflect current and emerging Army doctrine. They are based primarily on FM 71-123, *Tactics and Techniques for Combined Arms Heavy Forces: Armored Brigade*, September 1992; FM 71-3, *The Armored and Mechanized Infantry Brigade*, January 1996; ARTEP 71-3-MTP, *Mission Training Plan for the Heavy Brigade Command Group and Staff*, October 1988; and TOE 87042L100, 10/05/95. One discrepancy identified between the different sources is the treatment of the brigade Civil-Military Operations (S5) position. The TOE for the heavy brigade does not reflect an S5 officer on the staff. In FM 71-3 it is stated that an S5 is assigned when needed. ARTEP 71-3-MTP contains specific tasks for the S5 to perform. In these analyses, the tasks for the S5 were examined and determined to be valid requirements if the brigade has any civil affairs responsibilities. For this reason, the tasks were retained and were identified as being performed by the S5. If no S5 is assigned, these tasks would have to be performed by one, or several, of the other brigade staff officers.

The major source for tasks related to the FSB headquarters and FSB support operations section, which were extrapolated to tasks for the brigade Supply/Logistics Officer (S4) staff section, was the MTP for the Forward Support Battalion for Light Infantry Division, ARTEP 63-216-MTP. The use of the MTP as a source is a result of the author's discussions with the United States Army (USA) Combined Arms Support Command (CASCOM) Training Directorate in

July 1995 which revealed that the FSB headquarters MTPs are being updated and are currently not published. According to the CASCOM Training Directorate, the ARTEP 63-216-MTP is the most accurate and current MTP; it is being used as the base document for the rewrite of a combined MTP for all FSB headquarters.

USER'S GUIDE

Section 1 - Background on Functional Approach to Training and Critical Combat Functions

Given the task-based nature of Army training, the tools for identifying, structuring, and organizing tasks critical for combat effectiveness are essential to realizing goals of Army training for the 21st century. Providing such tools has been a persistent effort in structuring assessment and planning of collective training. Army Training and Evaluation Program Mission Training Plans (ARTEP-MTPs), which list tasks by mission, represent one approach to provide that structure. A complementary approach has emerged in the use of functional areas.

Several initiatives have considered tasks in relation to functional areas rather than missions. One such approach was adopted at the Combat Training Centers (CTCs). The specific approach developed in the mid-1970s used Battlefield Operating Systems (BOSs) as the framework for after action reviews (AARs) and take home packages. The BOSs are seven functional areas which encompass tactical operations.

In addition, to enhance the utility of the BOS structure, the USA Training and Doctrine Command (TRADOC) developed the Blueprint of the Battlefield (U.S. Army TRADOC, 1993). That work used the BOS structure as a framework to describe the tactical level of war in terms of operating systems, functions, and generic tasks. While the functional hierarchy in the Blueprint of the Battlefield provided finer granularity than the BOS, the Blueprint of the Battlefield did not describe battlefield processes, critical sequences of events, procedural steps, and many of the tasks that must be accomplished.

This research product (RP) is part of an effort to improve further the functional structure for planning and assessing collective training through the identification and analysis of Critical Combat Functions (CCFs). Like the Blueprint of the Battlefield, the CCFs orient on functions (activities and processes that occur over time) while retaining granularity that supports task-based training. The CCF analyses extend the Blueprint of the Battlefield in two ways:

- Identify relationships among BOSs, echelons, tasks, and people required to achieve identified outcomes, thus improving representation of battlefield processes and sequences of events.

- Provide explicit ties from BOSs to tasks derived from ARTEP-MTPs and doctrine, tactics, techniques, and procedures described in doctrinal manuals, applied at CTCs, or identified by experienced field commanders, thus improving representation of procedural steps and tasks that must be accomplished.

Task analyses (TAs) of CCFs have been conducted at a level of detail that supports a functional approach to training. The functional approach uses battlefield functions performed by units as the basis for assessing proficiency and planning training. The CCF TAs provide content

and a framework to apply the functional approach to training. Thirty-nine CCFs[1] are relevant to tactical operations at echelons from battalion through corps. Association of specific CCFs to particular type units indicates that those CCFs are germane to the unit's training program.

Section 2 - Overview of Components to the Research Product

This RP was completed as part of the overall project, CCFs for the Force XXI Training Program. The RP contains nine (8) components, including this User's Guide. The components facilitate the use of the RP for a variety of purposes, some of which are described in Sections 3 and 4 of this User's Guide component. The title and a brief description of each of the 8 components follow.

User's Guide: Descriptions are provided of the background of CCFs and the Functional Approach to training (Section 1), the components of an RP (in this section), and approaches to exploit the flexibility of the TAs to support multiple Army uses and users (Sections 3 and 4).

Task List Summary: The tasks which are described in detail in the Task List are summarized and numbered. The numbers allow cross referencing among RP subcomponents.

Task Analyses: Each TA consists of nine subcomponents:

Purpose and Outcomes: The overall end result which the CCF is supposed to accomplish, termed the purpose, is identified. This component also identifies the end states or bottom line results necessary to achieve the purpose, termed outcomes. As a consequence, this component of the analysis defines the end states that performance of the tasks must accomplish.

Flow Chart: This graphical description portrays the sequence of CCF tasks within the framework of tactical battle phases (i.e., planning, preparation, execution). This component describes the flow of tasks during each battle phase, the vertical task linkages (to higher and lower echelon units), and horizontal linkages to other CCFs for the echelon being analyzed. It also depicts the information flow which affects the tasks.

Task Linkages to Other CCFs/Units: Tasks performed in other CCFs or by other units are described as they relate (i.e., are linked) to the tasks of the CCF being analyzed. These descriptions provide verbal details of the relationships portrayed graphically by the Flow Chart. The purpose of this component is to allow the user to incorporate related tasks and participants into a training exercise for this CCF. Tasks which link to this analysis have been extracted for CCFs or units for which

[1] See Component 6, the Index of Critical Combat Functions, for a listing of the relevant CCFs.

TAs have been accomplished and extrapolated for TAs which have not yet been developed.

Key Participants by Task: The participants required to perform the tasks are identified. Identification is based on the appropriate echelon/type unit table of organization and equipment (TOE). It includes special staff members who are critical for task accomplishment.

Key Inputs and Outputs: The critical information required and generated by participants to successfully accomplish the CCF is identified. Where information results from the performance of the CCF tasks, CCF information output is identified. One CCF's information output normally is provided as another CCF's input. Critical input and output are organized by the specific part of the doctrinal product or means used to communicate it. The source of critical information is specific only to the CCF echelon and function being analyzed, and is not intended to reflect all the information the product may contain. The linkages of inputs and outputs to specific tasks are depicted in the Flow Charts component.

Task List: Tasks and supporting tasks necessary to perform the function are listed by battle phase. Normally, the task identifies the primary participants responsible for performing the tasks. The tasks have been extracted from the appropriate ARTEP-MTPs, echelon and functional area field manuals (FMs), and proponent school special texts. The specific reference sources for each task and subtask are shown in brackets [ ] following the task. Tasks derived from ARTEP-MTPs are referenced with the ARTEP-MTP number and task/subtask number, such as [ARTEP 5-145-MTP, Task 05-1-0002/1]. Tasks derived from FMs are referenced with the FM number and page number, such as [FM 5-71-3, p. 2-11]. Tasks identified during interviews with TRADOC school proponent subject matter experts (SMEs), CTC Operations Groups, and Army Forces Command units are referenced as field notes (FN) and the source is reflected, such as [FN-National Training Center (NTC) CSS observer-controllers (OCs)]. Tasks derived from the Center for Army Lessons Learned (CALL) are referenced with the notation LL for lessons learned; the CALL publication number and page number are included, such as [LL-CALL Newsletter 95-6, p. 16]. In some cases, the analysis of the CCF resulted in identification of tasks for which no doctrinal references could be identified. Such tasks were selected based on author experience and relevant doctrine. These tasks are referenced as author notes [AN]. The references facilitate review of original source material for further detail and context.

Lessons Learned Integrated into the Task List: The lessons learned extracted from the CALL publications relevant to performing this CCF are identified. They are organized and listed by the appropriate task from the Task List component. The purpose of this component is to provide the user with recent tactics, techniques, and procedures (TTP) associated with the performance of the tasks in this CCF.

Gate Tasks: Critical individual or collective tasks which CCF participants must be able to perform prior to engaging in the identified CCF tasks are listed so that the training can be conducted efficiently and safely.

Tasks Organized by Outcomes: Tasks and supporting tasks necessary to perform the function are listed by outcome. The outcomes are those listed in the first subcomponent on page 4a-1. This subcomponent supports analysis of performance related to outcomes to identify tasks for sustainment or remediation training.

References: The references and sources used by the analyst are identified.

Acronyms and Abbreviations: The acronyms and abbreviations used in the analysis are listed. The acronyms and abbreviations were taken from relevant doctrinal references.

Index of Critical Combat Functions: The 39 CCFs relevant to Army tactical echelon units, organized by the BOS they compose, as derived from TRADOC Pamphlet 11-9, Blueprint of the Battlefield, are identified.

Structure of Critical Combat Functions: Definitions for the 39 CCFs and BOSs they compose are provided.

CCFs Listed by Echelon: The occurrence of CCFs relevant to training according to echelon/type units is listed. This list is subject to change as CCF research continues.

Section 3 - Use of the CCF Task Analysis

The analysis of a function contained in each RP TA can support a variety of purposes. General purposes and information needs will be suggested for force developers, material developers, doctrine developers, training developers, and unit commanders.

- Force Developers: Develop personnel systems and organizational structures to support the force. The Purpose and Outcomes and Task List subcomponents, for example, could support identification of required capabilities and tasks that a particular unit or organization must be able to perform. The Flow Chart subcomponent could support delineation of a new organizational design.

- Materiel Developers: Develop requirements for new systems to support performance activities of soldiers and to accomplish new battlefield requirements. Through the identification of requirements, new technologies and processes can be applied to support force needs. The Flow Chart subcomponent, for example, could be used to illustrate opportunities to revise procedures to take advantage of enhancements in areas such as information dissemination.

- Doctrine Developers: Develop new and modify existing doctrine to integrate emerging technologies and to implement changing Army missions and priorities. The TTP will evolve to meet new battlefield conditions and requirements as well as to guide combined arms, joint service, and multinational operations. The emphasis in CCF TAs on interrelationships can identify gaps in task coverage which should be addressed through revisions to publications such as FMs and ARTEP-MTPs.

- Training Developers: Develop new and modify existing training programs to support new doctrine, emerging technologies, changes in organization, and reduced resources and training environments. Potential uses of a CCF TA to support areas such as development of training support packages (TSPs) and development of training aids, devices, simulators, and simulations (TADSS) are discussed in Section 4.

- Unit Commanders: Assess training effectiveness, develop training plans, and execute training. CCF TA support for training assessment and planning training events is discussed in Section 4.

Developers and commanders often begin by performing or examining one or more front end analyses (FEAs) to gain an understanding of a relevant issue. Whether they perform FEAs themselves or draw from available analyses (like the CCF TAs), information is sought on many topics. Likely topics include the following (with relevant CCF TA subcomponents):

- What are the objectives/missions of the system? (Purpose and Outcomes)

- What are the vertical and horizontal linkages between elements, and what are the information inputs and outputs associated with these? (Flow Chart, Task Linkages to Other CCFs/Units, and Key Inputs and Outputs)

- What are the processes and tasks being performed within each element? (Task Lists, Tasks Organized by Outcomes, and Flow Chart)

- Who are the players and/or target audience? (Key Participants by Task)

- What enabling and objective knowledge and skills are required? (Gate Tasks)

- Are there any experiences and lessons learned that would be helpful? (Task Lists and Lessons Learned Integrated into the Task List)

Two detailed examples of TA usage are presented in Section 4 below. These examples demonstrate how unit commanders training developers can use TAs. The examples should serve as a guide for potential TA users in that generic information within the TA is transferable to the other applications.

Section 4 - Unit Commander and Training Developer Use of a CCF Task Analysis

Unit Commanders

Unit commanders use published Army doctrine as contained in FM 25-100, Training the Force, and FM 25-101, Battle Focused Training to assess training effectiveness and to plan training events. The RP TAs provide relevant information for assessment and planning within the intent of those documents. The added information supports functional training which uses proficiency related to functions as the basis for identifying tasks to be trained and structuring training on those tasks. The TAs supplement the training and assessment systems and processes already in use by commanders.

1. Conduct Training Assessment

The commander assesses the mission-essential task list (METL) to identify functions that require attention, to select outcomes for training focus, and to provide specific guidance for training. This functional training assessment allows the commander to perform an analysis across several layers with a successively narrow focus:

a. METL tasks.

b. Each BOS for each METL task that requires remediation or sustainment.

c. Relevant CCFs for each BOS that requires remediation or sustainment.

d. Relevant outcomes for each CCF that requires remediation or sustainment.

The commander assesses CCF performance in the context of the unit METL and the BOS by using the Purpose and Outcomes component. To support the assessment, commanders could develop and complete a worksheet which relates CCFs and the outcomes to the METL and BOS, as depicted in Figure 1, which presents a completed assessment worksheet for one of the TAs included in this RP.

CCF 28 Outcomes:

1. The brigade plans for timely transportation of needed personnel, supplies, and equipment to and from all subordinate elements.
2. The brigade staff coordinates and implements plans so that necessary personnel, supplies, and equipment are transported in a timely manner.

<table>
<tr><td rowspan="4">Mission Essential Task</td><td colspan="3">CURRENT TRAINING STATUS</td><td rowspan="4">Overall METL Status</td></tr>
<tr><td colspan="3">BOS: Combat Service Support</td></tr>
<tr><td colspan="3">CCF: 28- Provide Transport Services</td></tr>
<tr><td rowspan="2">Outcomes</td><td>1</td><td>2</td></tr>
<tr><td>Defend</td><td>P</td><td>P</td><td>P</td></tr>
<tr><td></td><td colspan="3"><u>Outcome 1</u>: Too few assets identified to move heavy equipment to locations for barrier construction.
<u>Outcome 2</u>: Weak coordination of link-up with guides for through-put of engineer barrier material.</td></tr>
<tr><td rowspan="2">Attack; Movement to Contact</td><td></td><td>P</td><td>U</td><td>P</td></tr>
<tr><td colspan="3"><u>Outcome 1</u>: Underestimated transportation requirements to reposition ammunition (CL V) forward.
<u>Outcome 2</u>: Lacked coordination for transportation to move engineer equipment on objective during consolidation and reorganization.</td></tr>
<tr><td colspan="2">Overall CCF Status: CCF 28 = P</td><td colspan="2">BOS Status = P</td></tr>
</table>

Note: Italics indicate entries made by hypothetical commander.

Figure 1. Example of worksheet relating CCFs and the outcomes to the METL and BOS.

2. **Plan Training Events**

The TA supports four tasks related to planning a training event. The use of RP TAs to perform each of these tasks is described below.

a. <u>Selecting Tasks and Supporting Tasks To Be Trained</u>

1) <u>Selection of tasks by outcome or battle phase</u>. When the training assessment identifies outcomes to be achieved, trainers can focus their attention on particular tasks that support the outcome. This process can be streamlined by referring to the Tasks Organized by Outcomes subcomponent of a CCF TA. Tasks related to the first outcome of the CCF 28 TA are listed in Figure 2.

Outcome 1
The brigade plans for timely transportation of needed personnel, supplies, and equipment to and from all subordinate elements.

2. The brigade receives an order initiating a new mission from higher headquarters.
3. The brigade commander and staff conduct mission analysis.
4. The brigade prepares and issues a brigade warning order.
5. The brigade commander issues initial planning guidance.
6. The brigade commander and staff prepare estimates.
7. The brigade commander and staff develop course(s) of action.
8. The brigade commander and staff analyze course(s) of action (war game).
9. The brigade staff compares courses of action.
10. The brigade commander announces decisions.
11. The brigade staff prepares the operations order or fragmentary order.
12. The brigade commander and staff issue the operations order or fragmentary order.
19. The brigade S4 responds to brigade commander directed changes in operations during brigade preparation for the battle.
27. The brigade S4 responds to brigade commander's directed changes in the operation during brigade execution of the battle.

Figure 2. Example of tasks relevant to one of the outcomes for the CCF 28 TA.

If trainers have no basis for identifying an outcome within the CCF or if the training is to focus on a single battle phase, they can select tasks from the Task List Summary component. Since this component is organized by the battle phases of plan, prepare, and execute, it is supported by the Flow Chart. Figure 3 shows the planning tasks from the Task List Summary component from the CCF 28 TA contained in this RP.

1. The brigade rear command post monitors and directs transportation operations during planning.
2. The brigade receives an order initiating a new mission from higher headquarters.
3. The brigade commander and staff conduct mission analysis.
4. The brigade prepares and issues a brigade warning order.
5. The brigade commander issues initial planning guidance.
6. The brigade commander and staff prepare estimates.
7. The brigade commander and staff develop course(s) of action.
8. The brigade commander and staff analyze course(s) of action (war game).
9. The brigade staff compares courses of action.
10. The brigade commander announces decisions.
11. The brigade staff prepares the operations order or fragmentary order.
12. The brigade commander and staff issue the operations order or fragmentary order.

Figure 3 Example of planning tasks.

2) Selection of supporting tasks. Trainers must also select supporting tasks. Supporting tasks are blocks of performance required by the task. Each task and supporting task is structured to describe actions to be performed (e.g., steps) or the end states of the task (i.e., aspects of the standard). The detailed description for each task and supporting task is contained in the Task List subcomponent. Excerpts from that subcomponent for the CCF 28 TA contained in this RP are shown in Figure 4 (the Task List includes more detail for the supporting tasks)..

6. **The brigade commander and staff prepare estimates.**
   a. The brigade S4 determines the brigade's transportation situation. [ARTEP 71-3-MTP, Task 71-3-4001/3a].
      1) The brigade S4 coordinates with the FSB support operations section to obtain transportation information. [ARTEP 63-216-MTP, Task 63-1-1013/4].
      2) The brigade S4 determines the brigade's transportation status and capabilities. [FM 101-5, p. C-42].

Figure 4. Example of the Task List subcomponent.

3) Identification of references. As Figure 4 also illustrates, the doctrinal source (publication number and task number or page number), in brackets, is included with the listing of each task and supporting task. Trainers can refer to the References component to: (a) determine the doctrinal publication title and publication date; and (b) refer to doctrinal source material for further detail and context, if desired. Figure 5 provides examples of the reference component contained in this RP which support Figure 4.

Field Manuals (FMs)

55-2 Division Transportation Operations, Jan 85
101-5 Command and Control for Commanders and Staff, Jan 96

Army Training and Evaluation Program (ARTEP) Mission Training Plans (MTP)

71-3-MTP Mission Training Plan for Heavy Brigade Command Group and Staff, Oct 88
63-216-MTP Mission Training Plan for Battalion Headquarters, Forward Support Battalion, Light Infantry Division, Nov 92

Figure 5. Examples of the Reference component.

4) Identification of techniques and useful training information. As part of the task selection process and the planning of the training event, trainers can refer to the Lessons Learned Integrated into the Task List subcomponent. This subcomponent identifies LL extracted from the CALL publications. This component also provides information not necessarily contained in the applicable doctrinal references but determined to be relevant to

training of the function based on performance history of brigades at the CTCs. In other cases, LL at CTCs may provide a clearer definition of how tasks should be performed and the conditions under which they must be performed. An excerpt from that subcomponent for the CCF 28 TA component is shown in Figure 6.

6.	**The brigade commander and staff prepare estimates.**
	LL - **Push vs. Pull System of Supply (Class III, IV, & V):**
	Logisticians must be proactive, anticipating needs and pushing supplies forward to sustain subordinates in continuous operations. The same is proving true for brigade and division logisticians now that we are conducting brigade operations. Experienced S4s can frequently be overheard saying something like the following to inexperienced company commanders, "Tell me what you have. I will then tell you what you are going to get based upon the established priorities." [CALL Newsletter No. 88-3: Heavy Forces — Fall 88, p 31]

Figure 6. Examples of Lessons Learned subcomponent.

b. Selecting the Training Audience. After determining which tasks must be trained, trainers should next identify the training audience. The Key Participants by Task subcomponent of the TA component supports that analysis. This subcomponent, based on the unit's TOE, specifies the participants required to perform the tasks selected for training. One potential result of this review is that trainers may have to coordinate (through the appropriate commanders) with external units to have a specific special staff member participate in the training event. Figure 7 depicts an example of that subcomponent for the CCF 28 TA.

6.	**The brigade commander and staff prepare estimates.**	Bde Cdr, Bde XO, Bde S3, Bde S4, Asst Bde S4, Bde S4 Sec, Bde S5, battalion task force (Bn TF) S4s, FSB support operations officer (Spt Ops Off), FSB Spt Ops Sec

Figure 7. Example of Key Participants by Task subcomponent.

c. Identifying Task Training Sequences and Products To Support Training. Unit trainers must also decide which products and information sources must be replicated or emulated to introduce external stimuli to the training events. The Flow Chart and Key Inputs and Outputs subcomponents help determine that information

The flow chart is used to determine: (a) the flow of tasks during each battle phase; (b) vertical task linkages (to higher and lower echelon units); (c) horizontal task linkages (to tasks in other CCFs for the echelon being analyzed); and (d) information input and output which affect relevant tasks. The flow chart provides a graphical description of tasks as they are sequenced within the framework of the battle phases. Although the sequencing of tasks throughout each

battle phase is intended to reflect the flow of tasks, tasks may be performed concurrently or may interact with preceding or subsequent tasks.

The Input section of the Key Inputs and Outputs subcomponent contains critical information, organized by the doctrinal product or means used to communicate it, required by participants to achieve the purpose of the CCF. The information and products described must be replicated to drive training events. The Lessons Learned Integrated into the Task List subcomponent can also support identification of conditions to be replicated.

The Outputs section of the Key Inputs and Outputs subcomponent describes information which results from the performance of the CCF tasks. The Outputs should be covered by performance standards and should usually be covered during the AAR. An excerpt from the Key Inputs and Outputs subcomponent for the CCF 28 TA is shown in Figure 8.

KEY INPUTS

D-1 Division warning order (WARNO)

a. Mission, intent, and commander's critical information requirements (CCIR) of division commander.
b. Area of operations.
c. Enemy situation.
d. Task organization.

KEY OUTPUTS

Bde-3 Brigade WARNO

a. Mission, intent, and CCIR of brigade commander.
b. Graphics.
c. Enemy situation.
d. Task organization or changes to task organization .
e. Immediate (non-routine) transportation requirements.

Figure 8. Example of Key Inputs and Outputs subcomponent.

d. Determining Prerequisite Training Tasks. If units are to obtain full benefit from training, participants must have previously achieved a level of proficiency in the individual and collective tasks required to enable safe and effective training of the selected tasks. Identification of such prerequisite tasks is accomplished by analyzing the Gate Tasks subcomponent. Trainers use this information to provide focus for individual training, subordinate echelon collective training, and staff training. An excerpt from the Gate Tasks subcomponent for the CCF 28 TA contained in this RP is shown in Figure 9.

6. **The brigade commander and staff prepare estimates.**	**Bde S4, Asst Bde S4s.** [STP 55-88 II-MQS, Transportation] - Develop a concept of support for a brigade level combat operation [01-9253.00-0001] - Assess unit capabilities to support proposed operations [S3-5101.00-0229] - Determine aircraft requirements to move cargo, equipment, and personnel [01-7320.70-0460]

Figure 9. Example of Gate Tasks subcomponent.

Training Developers

The TRADOC service schools (proponents) develop training materials to guide individual and collective training. Training development is conducted within the framework of the systems approach to training. The CCF TAs support the systems approach for collective training by identifying not only the tasks for each type of unit, but also horizontal and vertical relationships within each BOS, relationships among BOS, and relevant details about the relationships. The descriptions of interrelationships, which describe the scope of required synchronization plus details about tasks and supporting tasks, provide training developers with information about the content of training which they are supporting.

Within TRADOC, current training development supports Force XXI. The CCF TAs are especially germane to the WARFIGHTER XXI (collective) emphasis. The information in each CCF TA can be applied within each of the five WARFIGHTER XXI components:

- Standard Army Training System (SATS)
- TSPs
- TADSS
- Standard After Action Review System (STAARS)
- Army Training Digital Library (ATDL)

1. **Standard Army Training System**

The SATS is a computer-based software system that automates training management doctrine. The most direct connection of CCF TAs to SATS is through the Combined Arms Training Strategy (CATS). This is the mechanism for establishing long- and short-range unit training strategies. Each CATS identifies tasks, drills and exercises, TADSS, and resources to support training for each unit type. The CCF TA components help developers identify tasks to

be addressed by the strategy; the TAs are especially useful for identifying staff tasks that are not currently included in ARTEP-MTPs. In addition, CCF TAs directly support two elements of CATS--Training Unit Audience and Prerequisite Training Gates. Training developers can extract information about the audience for training from the Key Participants by Task subcomponent. They can find prerequisites for the tasks in the Gate Tasks component. Figure 10 shows extracts from the CATS for the Armor Battalion Task Force that were based on the CCF TAs for the battalion task force.

Training Unit Audience	Prerequisite Training Gates
MOVEMENT TO CONTACT	
Full TF, including Slice (includes Fire Support Officer (FSO)/Fire Support Element (FSE), Combat Electronic Warfare Intelligence (CEWI) Assets, Engineer, Air Defense Artillery (ADA), Tactical Air Control Party (TACP), TF Combat/Field Trains (BSA))	**TF Command Posts, Staff and Slice (Attached units, staff elements, and LNOs)** - Assessed at "T" level task proficiency in the performance of BOS functions and supporting tasks: 7-1-3003, 4, 5, 6, 7, 8, 9, 14, 15, 18, 19, 21, 22, 23 24, 27. . .

Figure 10. Extracts from the CATS for the Armor Battalion Task Force.

2. Training Support Packages

A TSP for collective training integrates training products, materials, and information necessary to train one or more tasks. The CCF TAs support development of unit preparation materials, tactical materials, and trainer materials. Examples of how its subcomponents can contribute to development of TSPs include:

- The Task List subcomponent or Tasks Organized by Outcomes subcomponent can be a useful first draft for a training and evaluation outline. Since both lists may include tasks that are not explicitly described in ARTEP-MTPs, they are especially valuable in designing staff training.

- Training developers can augment the training and evaluation outline by providing TTPs, drawn from Lessons Learned Integrated into the Task List subcomponent.

- Several subcomponents work together to specify conditions that must be replicated for realistic training. The Flow Chart and Key Participants by Task subcomponents show the type of horizontal and vertical interactions that should be built into the scenario. The Task Lists and Key Inputs and Outputs subcomponents describe the scope of those

interactions. The inputs and outputs can be especially useful in packaging required information to train particular tasks.

- In addition to setting out the conditions, the Purpose and Outcomes and Key Inputs and Outputs subcomponents can be the basis for building "A Way" demonstrations of how the various units, sections, and individuals are synchronized during the operation and what results the event/exercise should produce.

- The Purpose and Outcomes subcomponent can be a guide for organizing an AAR. Once an O/C identifies an outcome to be sustained or improved, the Tasks Organized by Outcomes subcomponent can be used to identify particular tasks and supporting tasks to address in the AAR.

3. Training Aids, Devices, Simulators, and Simulations

The CCF TAs support TADSS development by defining requirements in terms of tasks which should be performed. In other words, the CCF TAs describe the "what" of training so that TADSS developers can develop the "how." The TAs are especially valuable for specifying interactions between echelons and among units. Three components give such information: Flow Chart, Task Linkages to Other CCFs/Units, and Key Participants by Task.

4. Standard After Action Review System

The STAARS will be linked to live, virtual, and constructive exercises and operations with the intent of translating lessons learned into leader development and collective training concepts, methods, and strategies. Since CCF TAs structure assessments at successively detailed levels (mission, BOS, CCF, outcome, and task), they would be well suited to an automated feedback system. The CCF TAs can also provide a useful level for aggregating CTC-based lessons learned between the task and BOS levels. In the same way that the Purpose and Outcomes sub-component can facilitate AARs by CTC OCs, the information in that component can structure lessons learned.

5. Army Training Digital Library

The ATDL is a repository of digital information related to training. The CCF TAs are somewhat compatible with ATDL formats and some TAs have been formatted into ASAT (McIlroy, 1996). The ATDL makes it possible to share the information from CCF TA components with commanders in the field through the interactive electronic "library without walls" that provides digitized access to training information. In addition, the CCF and outcome structure could be useful in organizing task-related information within ATDL.

TASK LIST SUMMARY
PROVIDE TRANSPORT SERVICES (BRIGADE CCF 28)

This component provides a summary of the first level of tasks on the task list.

PLANNING TASKS

1. The brigade rear command post monitors and directs transportation operations during planning.

2. The brigade receives an order initiating a new mission from higher headquarters.

3. The brigade commander and staff conduct mission analysis.

4. The brigade prepares and issues a brigade warning order.

5. The brigade commander issues initial planning guidance.

6. The brigade commander and staff prepare estimates.

7. The brigade commander and staff develop course(s) of action.

8. The brigade commander and staff analyze course(s) of action (war game).

9. The brigade staff compares courses of action.

10. The brigade commander announces decisions.

11. The brigade staff prepares the operations order or fragmentary order.

12. The brigade commander and staff issue the operations order or fragmentary order.

PREPARATION TASKS

13. The brigade Adjutant/Personnel Officer (S1) and the brigade S4 maintain communications to coordinate transportation and sustain brigade operations from the brigade rear command post.

14. The brigade staff acquires transportation information during brigade preparation for the battle.

15. The brigade staff evaluates transportation information during brigade preparation for the battle.

16. The brigade rear command post updates products and maintains operations and combat service support status during brigade preparation for the battle.

17. The brigade staff coordinates transportation operations during brigade preparation for the battle.

18. The brigade staff communicates transportation information during brigade preparation for the battle.

19. The brigade S4 responds to brigade commander-directed changes in operations during brigade preparation for the battle.

20. The brigade rehearses transportation operations.

EXECUTION TASKS

21. The brigade rear command post maintains communications to coordinate transportation and sustain brigade operations during brigade execution of the battle.

22. The brigade staff acquires transportation information during brigade execution of the battle.

23. The brigade staff evaluates transportation information during brigade execution of the battle.

24. The brigade rear command post updates products and maintains operations and combat service support status during brigade execution of the battle.

25. The brigade staff coordinates transportation operations during brigade execution of the battle.

26. The brigade staff communicates transportation information during brigade execution of the battle.

27. The brigade S4 responds to brigade commander's directed changes in the operation during brigade execution of the battle.

28. The brigade S4 coordinates transportation support for brigade consolidation and reorganization.

TASK LIST SUMMARY
CONDUCT SUPPLY OPERATIONS (BRIGADE CCF 29)

This component provides a summary of the first level of tasks on the task list.

PLANNING TASKS

1. The brigade rear command post coordinates brigade sustainment and protection of logistics operations and activities from its current location during planning.

2. The brigade receives an order initiating a new mission from higher headquarters.

3. The brigade commander and staff conduct mission analysis.

4. The brigade prepares and issues a brigade warning order.

5. The brigade commander issues initial planning guidance.

6. The brigade commander and staff prepare estimates.

7. The brigade commander and staff develop course(s) of action.

8. The brigade commander and staff analyze course(s) of action (war game).

9. The brigade staff compares courses of action.

10. The brigade commander announces decisions.

11. The brigade staff prepares the operations order or fragmentary order.

12. The brigade commander and staff issue the operations order and fragmentary order.

PREPARATION TASKS

13. The brigade S1 and S4 move and establish the brigade rear command post where it can coordinate combat service support and sustain brigade operations.

14. The brigade staff acquires logistics information during brigade preparation for the battle.

15. The brigade staff evaluates logistics information during brigade preparation for the battle.

16. The brigade rear command post updates products and maintains operations and combat service support status during brigade preparation for the battle.

17. The brigade staff coordinates logistics operations during brigade preparation for the battle.

18. The brigade staff communicates logistics information during brigade preparation for the battle.

19. The brigade S4 responds to brigade commander-directed changes in operations during brigade preparation for the battle.

20. The brigade rehearses logistics operations.

EXECUTION TASKS

21. The brigade rear command post maintains communications to coordinate combat service support and sustain brigade operations during brigade execution of the battle.

22. The brigade staff acquires logistics information during brigade execution of the battle.

23. The brigade staff evaluates logistics information during brigade execution of the battle.

24. The brigade rear command post updates products and maintains operations and combat service support status during brigade execution of the battle.

25. The brigade staff coordinates logistics operations during brigade execution of the battle.

26. The brigade staff communicates logistics information during brigade execution of the battle.

27. The brigade S4 responds to brigade commander's directed changes in the operation during brigade execution of the battle.

28. The brigade S4 coordinates supply support for brigade consolidation and reorganization.

29. The brigade conducts weapons systems replacement operations.

TASK ANALYSIS
FOR

PROVIDE TRANSPORT SERVICES
(CCF 28)

AS ACCOMPLISHED BY A BRIGADE

PURPOSE AND OUTCOMES
PROVIDE TRANSPORT SERVICES (BRIGADE CCF 28)

This component identifies what the CCF is supposed to accomplish overall, which we term as the purpose. This component also identifies the end states or bottom line results necessary to achieve the purpose, which we term outcomes. As a consequence, this component of the analysis defines the end states that performance of the tasks will accomplish.

PURPOSE

To move cargo, equipment, and personnel by surface or air so that they arrive at the time, location, and in condition to support the tactical plan and the brigade commander's intent.

OUTCOMES

1. The brigade plans for timely transportation of needed personnel, supplies, and equipment to and from all subordinate elements.

2. The brigade staff coordinates and implements plans so that necessary personnel, supplies, and equipment are transported in a timely manner.

FLOW CHARTS (PLAN, PREPARE, EXECUTE)
PROVIDE TRANSPORT SERVICES (BRIGADE CCF 28)

This component provides a graphical/pictorial description of CCF tasks as they are sequenced within the framework of tactical battle phases (e.g., planning, preparation, execution). The purpose of this component is to describe: the flow of tasks during each battle phase; vertical task linkages (to higher and lower echelon units) and horizontal task linkages (to other CCF tasks for the echelon being analyzed); and to depict information input and output which affect each task. Although the sequencing of tasks throughout each battle phase is intended to reflect the flow of tasks, tasks may be performed concurrently or may overlap with preceding or subsequent tasks.

Each echelon is described by the echelon on the left of the flow chart; a horizontal line depicts the flow of tasks by sequence, reading left to right. The horizontal line for the echelon being analyzed is thicker than all other echelon horizontal lines.

Tasks from the CCF task list are applied to the echelon line in the sequence in which they occur. The tasks are depicted in a task box. Inside and to the upper left of each task box is placed the task number of the appropriate task as listed in the task list.

The linkages of tasks, both vertically and horizontally, are depicted with lines. Arrowheads are placed on lines to depict linkages or interaction with other tasks. The linkage or interaction between these tasks is detailed in the Task Linkages to Other CCFs/Units, Key Participants by Task, and Key Inputs and Outputs subcomponents.

Figure 11 illustrates the battalion (Bn) or battalion task force (Bn TF) task contributing to or otherwise supporting the brigade (Bde) task.

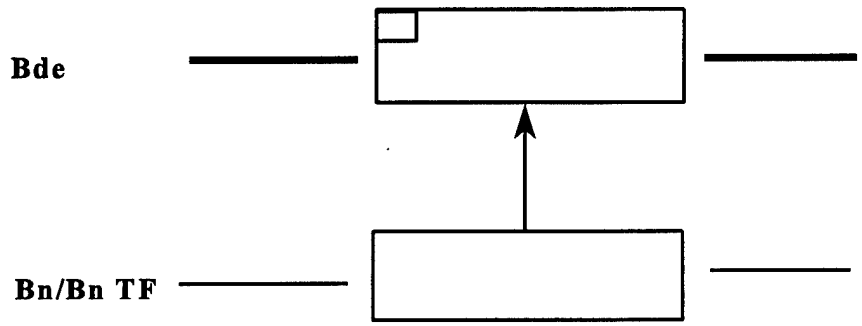


Figure 11. Battalion or battalion task force task supporting the brigade task.

Figure 12 illustrates the Bde task contributing to or otherwise supporting the Bn or Bn TF task.

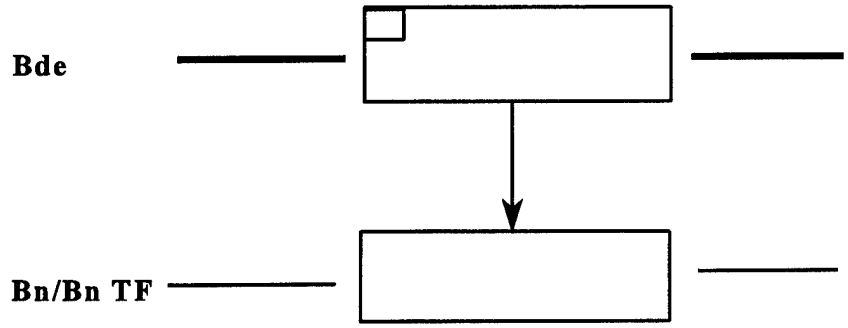


Figure 12. Brigade task supporting the battalion or battalion task force task.

Figure 13 illustrates both Bde and Bn or Bn TF tasks contributing to or otherwise interacting with each other.

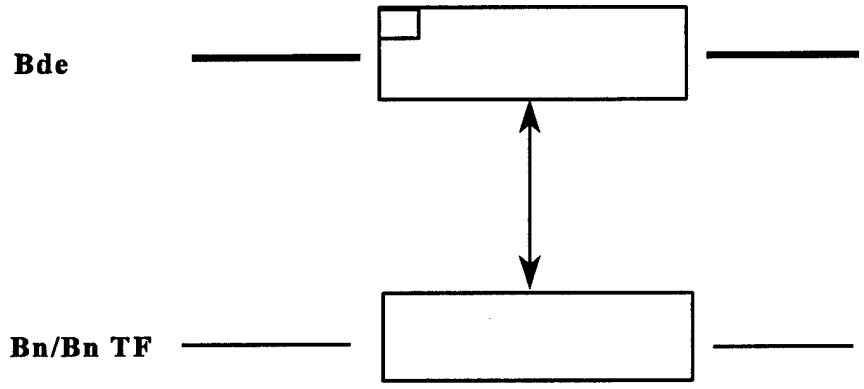


Figure 13. Brigade and battalion or battalion task force tasks interacting with each other.

Lines with no arrowheads reflect a task and its subordinate sub-tasks. Figure 14 illustrates this association.

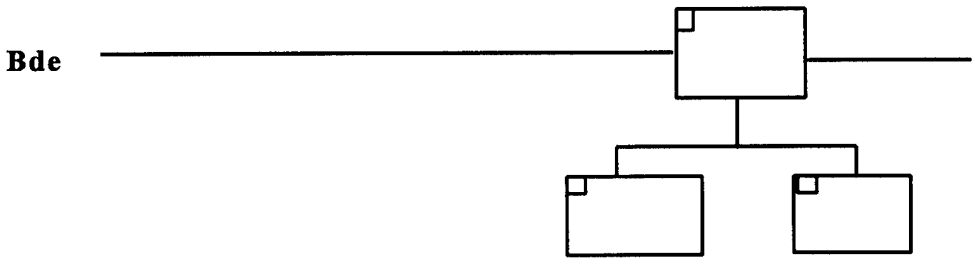


Figure 14. Example of a task and its subordinate sub-tasks.

Inputs, outputs, or both, as contained in the "Key Inputs and Outputs" subcomponent (section 5) of this CCF TA are also reflected on the flow charts. The relevant input and/or output letter listed in the "Key Inputs and Outputs" component is listed on the outside upper right of the task box. Information input and output for each relevant task is depicted to demonstrate input information which is required to perform the task and output information which is produced as a result of performing the task. Figure 15 illustrates how inputs and outputs are depicted.

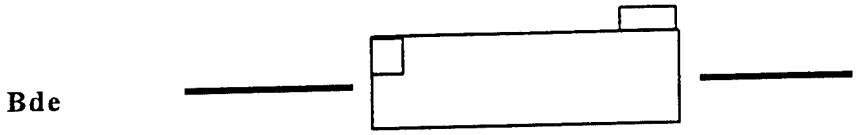


Figure 15. Example of how inputs and outputs are depicted.

Tactical standing operating procedures (TSOPs) are depicted on the flow charts. Although TSOPs are inputs, they are relevant to the performance of all tasks. Because of this relevancy, they are illustrated differently than all other inputs (as described in figure 15). The TSOPs are illustrated as separate boxes, located before the first task on the echelon line. Figure 16 illustrates the placement of TSOPs boxes.

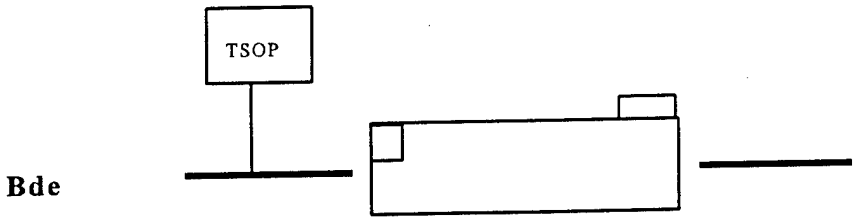
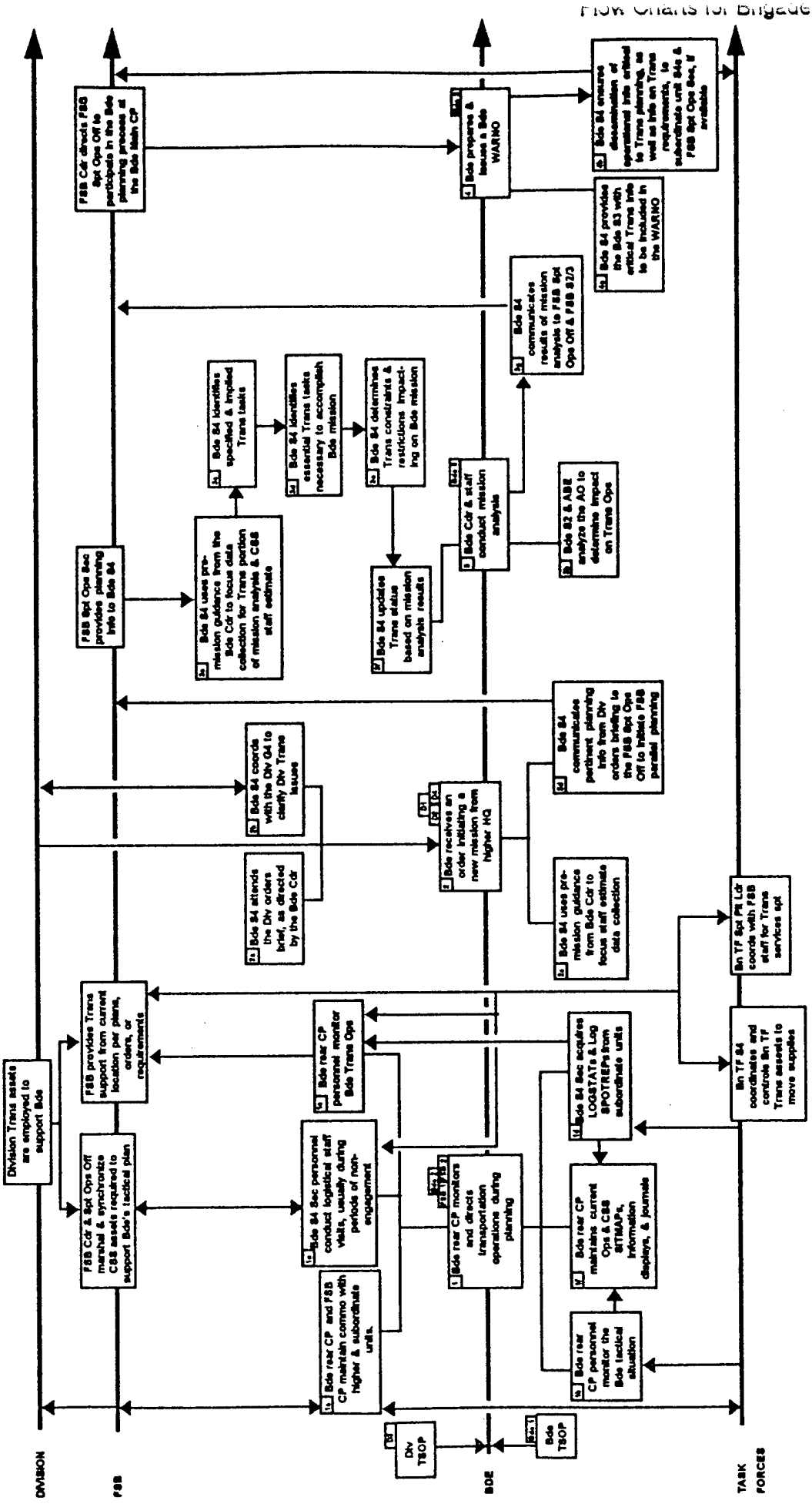
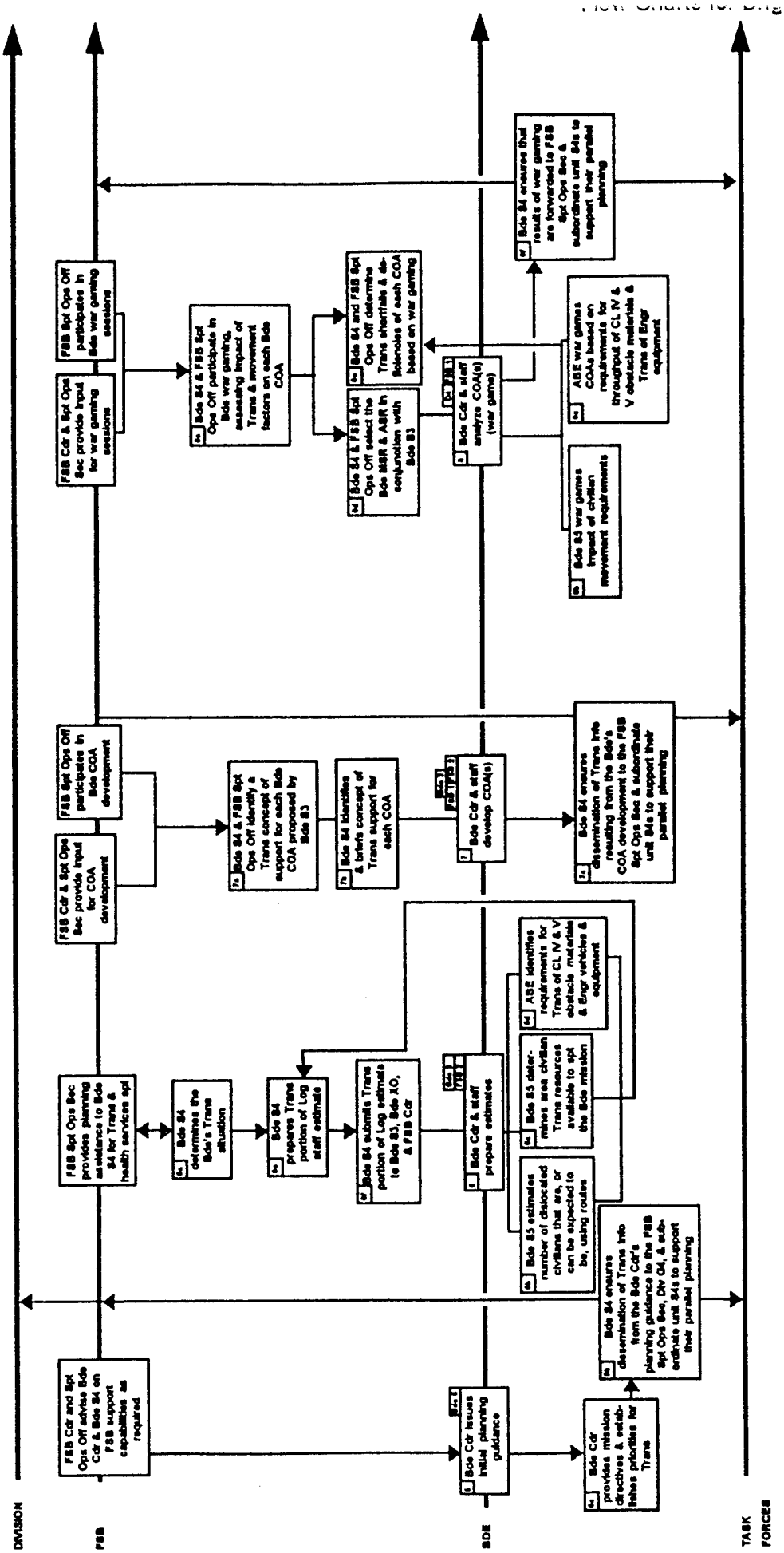


Figure 16. Placement of TSOPs boxes.

As stated earlier, while the sequencing of tasks in this task analysis, and the resulting flow charts, is intended to reflect the flow of tasks, tasks may be performed concurrently or may overlap with preceding or subsequent tasks. Specifically, there are tasks identified during the preparation and execution phases of this analysis for the brigade staff to acquire, evaluate, and communicate information; maintain status based on the information; and make recommendations or coordinate activities as a result of action taken based on the information. These tasks are performed simultaneously and continuously, but they are listed and displayed sequentially in the task list and flow charts.

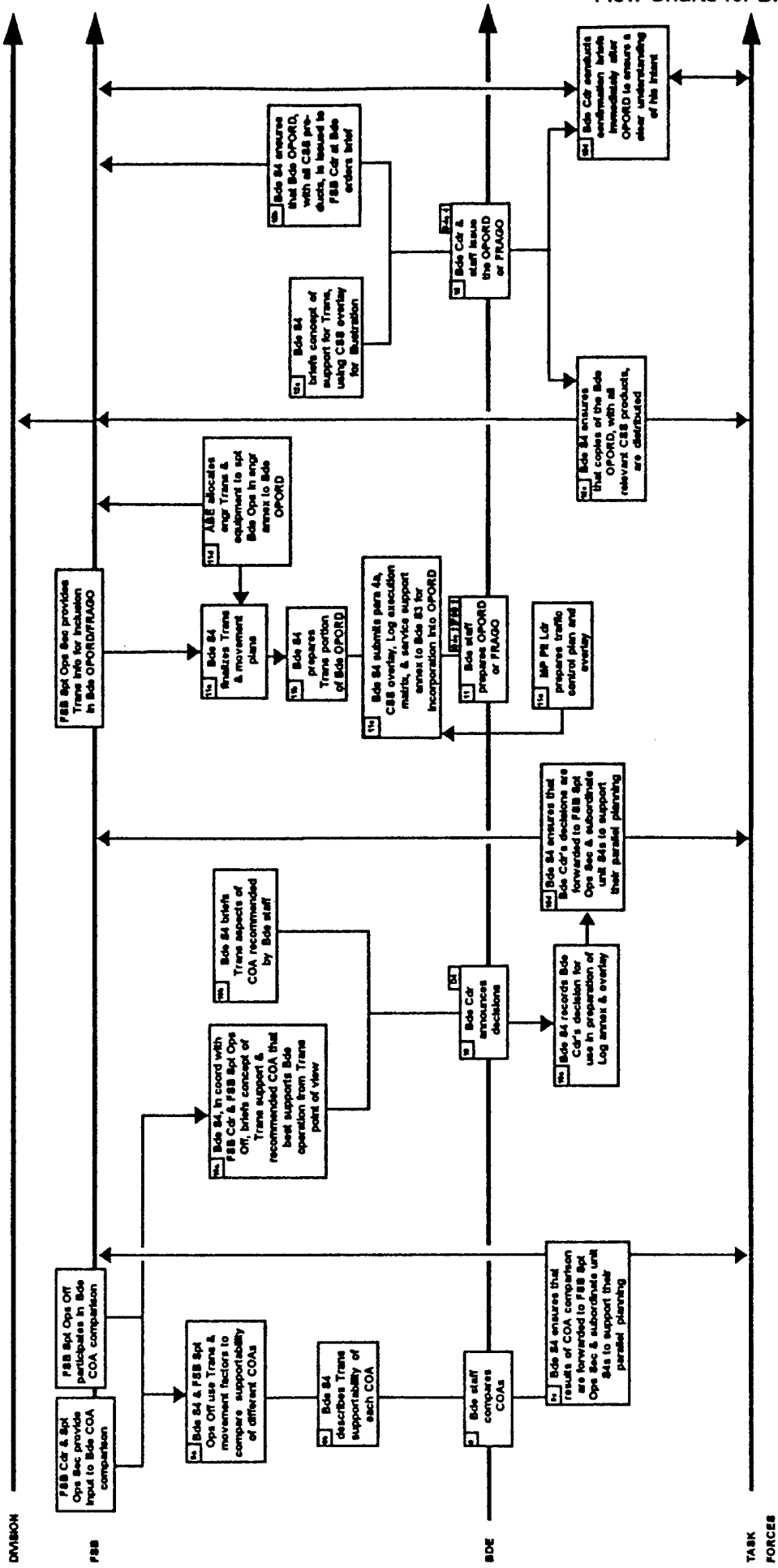

Brigade CCF 28 - Provide Transport Services
TASK FLOW PLAN
DIVISION
FSB
BDE
TASK FORCES
Division Trans assets are employed to support Bde
FSB provides Trans support from current location per plans, orders, or requirements
FSB Cdr & Spt Ops Off marshal & synchronize CSS assets required to support Bde's tactical plan
Bde rear CP and FSB CP maintain comm with higher & subordinate units.
Bde rear CP personnel monitor Bde Trans Ops
Bde S4 Sec personnel conduct logistical staff visits, usually during periods of non-engagement
Bde rear CP monitors and directs transportation operations during planning
Bde S4 Sec acquires LOGSTATs & Log SPOTREPs from subordinate units
Bde rear CP maintains current Ops & CSS SITMAPs, information displays, & journals
Bde rear CP personnel monitor the Bde tactical situation
Bn TF S4 coordinates and controls Bn TF Trans assets to move supplies
Bn TF Spt Pl Ldr coords with FSB staff for Trans services spt
Div TSOP
Bde TSOP
FSB Cdr directs FSB Spt Ops Off to participate in the Bde planning process at the Bde Main CP
FSB Spt Ops Sec provides planning info to Bde S4
Bde S4 coords with the Div G4 to clarify Div Trans issues
Bde S4 attends the Div orders brief, as directed by the Bde Cdr
Bde receives an order initiating a new mission from higher HQ
Bde S4 uses pre-mission guidance from Bde Cdr to focus staff estimate data collection
Bde S4 communicates pertinent planning info from Div orders briefing to the FSB Spt Ops Off to initiate FSB parallel planning
Bde S4 uses pre-mission guidance from the Bde Cdr to focus data collection for Trans portion of mission analysis & CSS staff estimate
Bde S4 identifies specified & implied Trans tasks
Bde S4 identifies essential Trans tasks necessary to accomplish Bde mission
Bde S4 determines Trans constraints & restrictions impacting on Bde mission
Bde S4 updates Trans status based on mission analysis results
Bde Cdr & staff conduct mission analysis
Bde S2 & ABE analyze the AO to determine impact on Trans Ops
Bde S4 communicates results of mission analysis to FSB Spt Ops Off & FSB S3/3
Bde prepares & issues a Bde WARNO
Bde S4 provides the Bde S3 with critical Trans info to be included in the WARNO
Bde S4 ensures dissemination of operational info critical to Trans planning, as well as info on Trans requirements, to subordinate unit S4s & FSB Spt Ops Sec, if available

TASK FLOW
PLAN
(Continued)



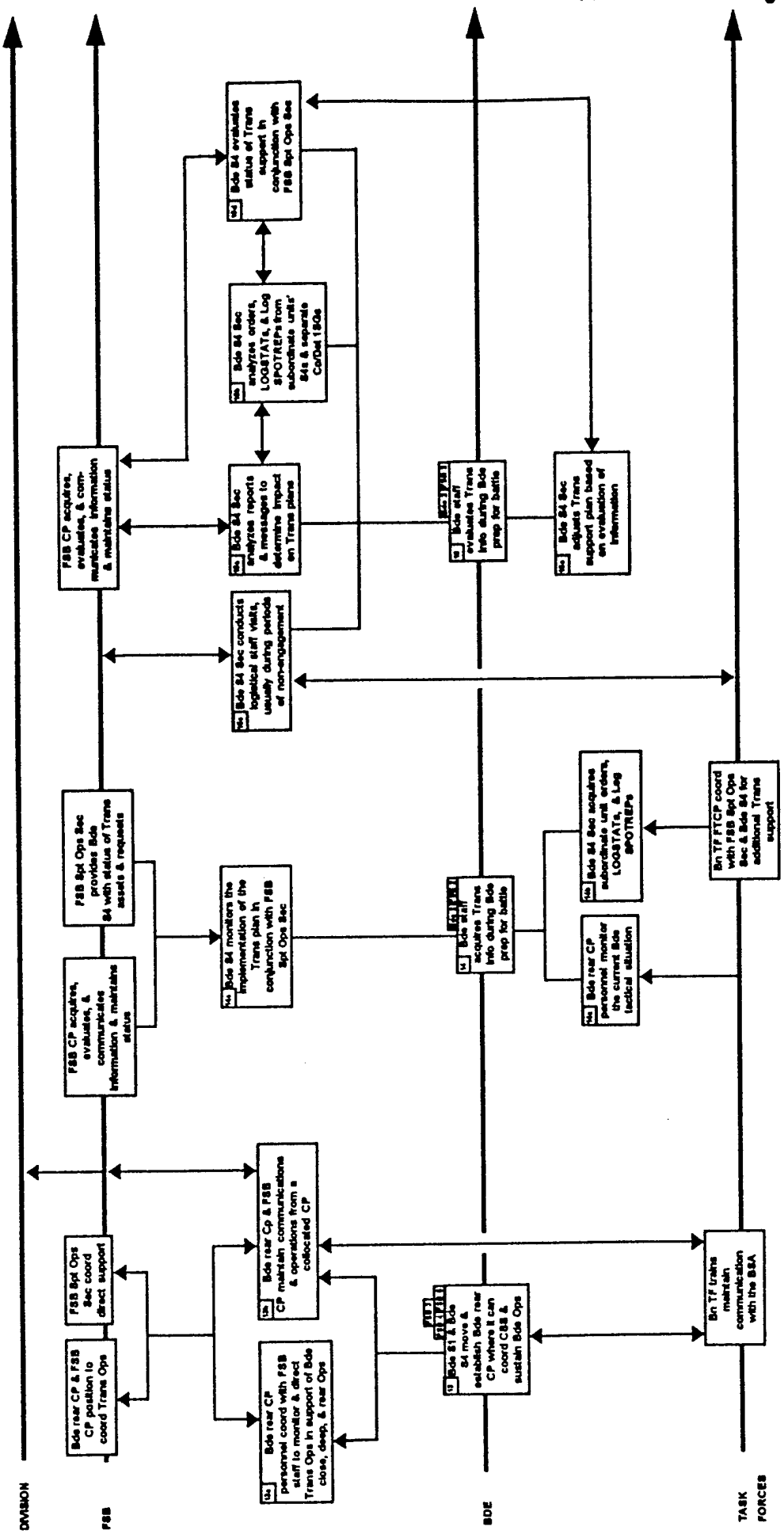
Brigade CCF 28 - Provide Transport Services

TASK FLOW PLAN (Continued)

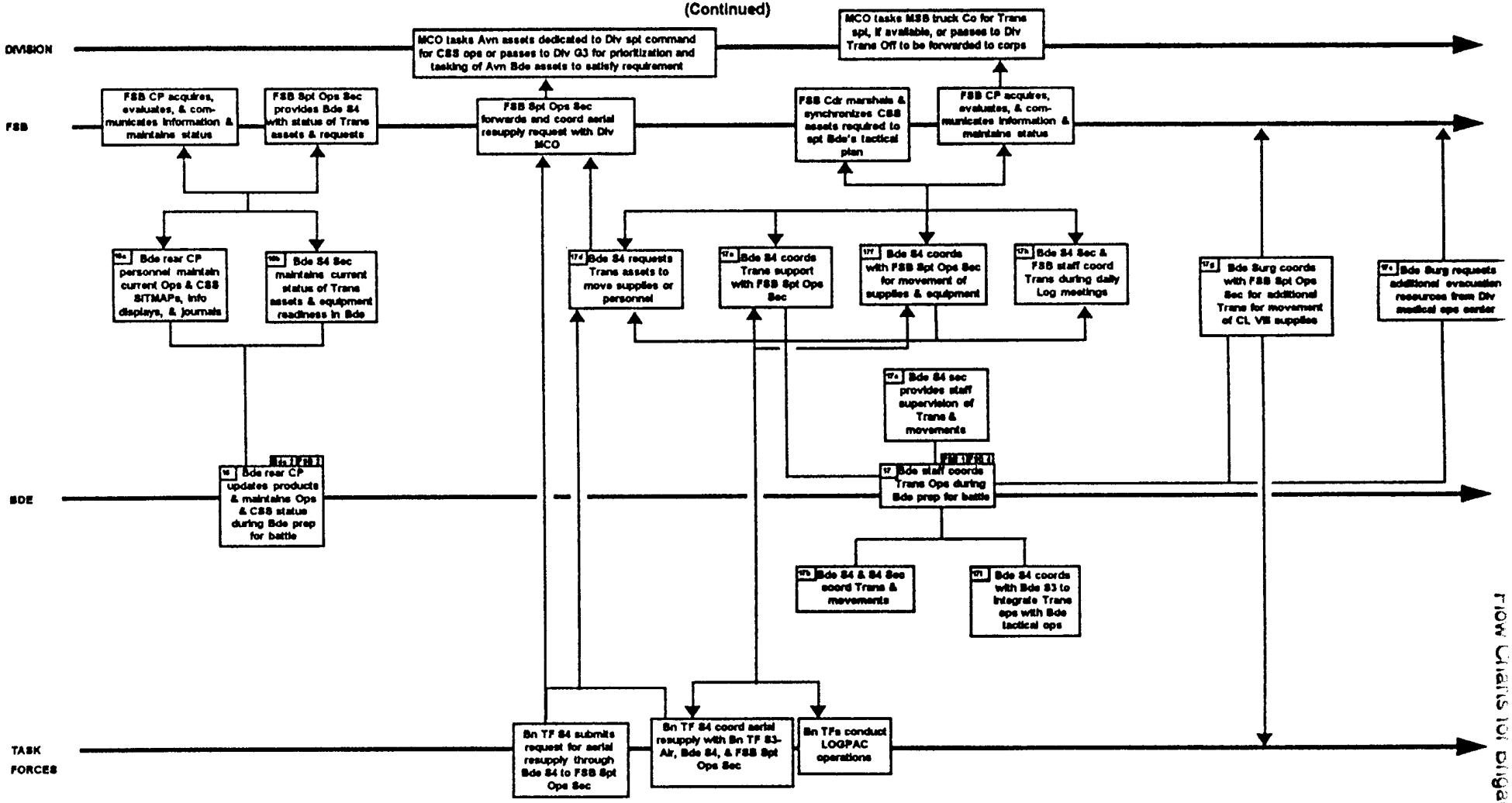


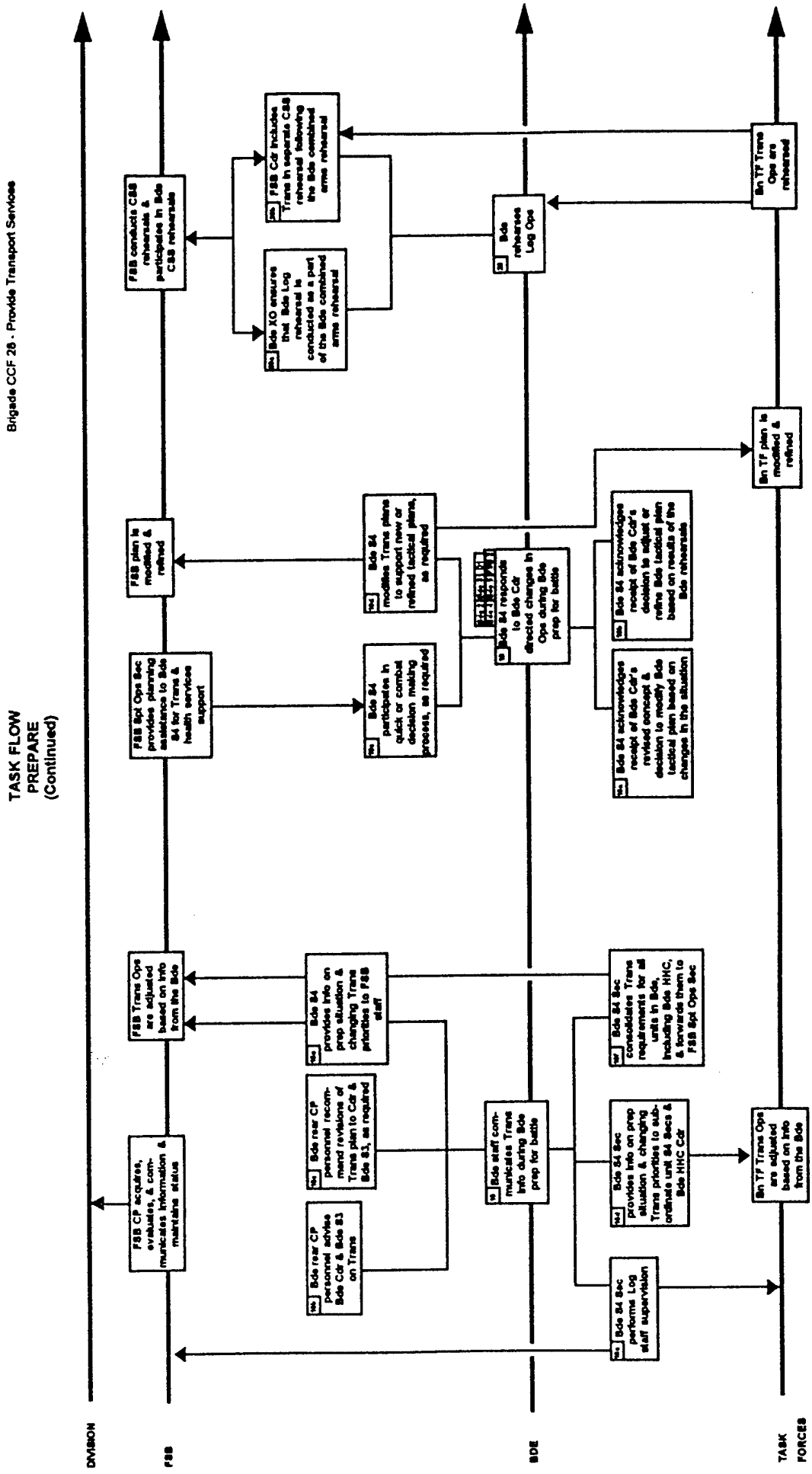
Brigade CCF 28 - Provide Transport Services

TASK FLOW
PREPARE



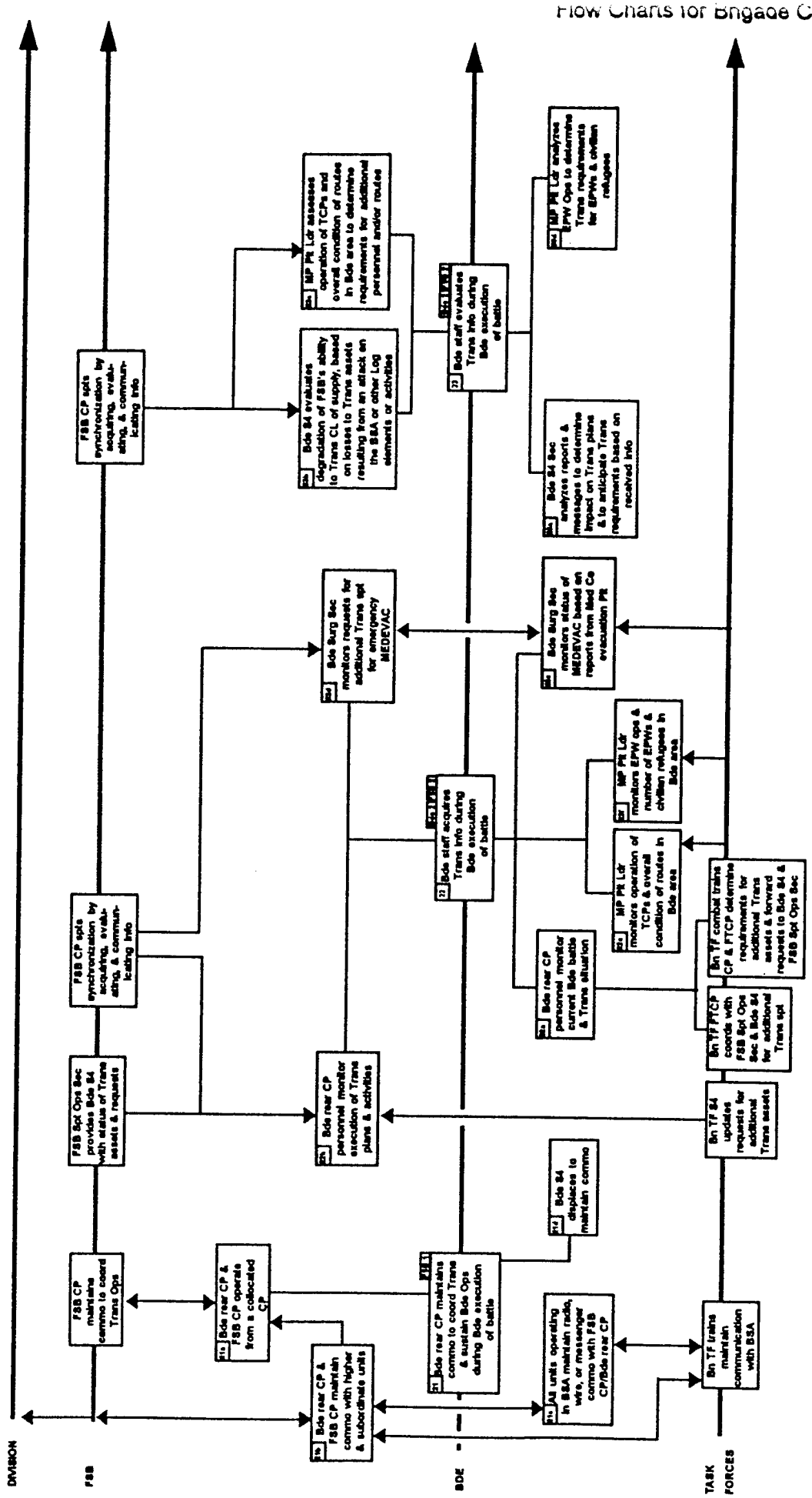
TASK FLOW
PREPARE
(Continued)



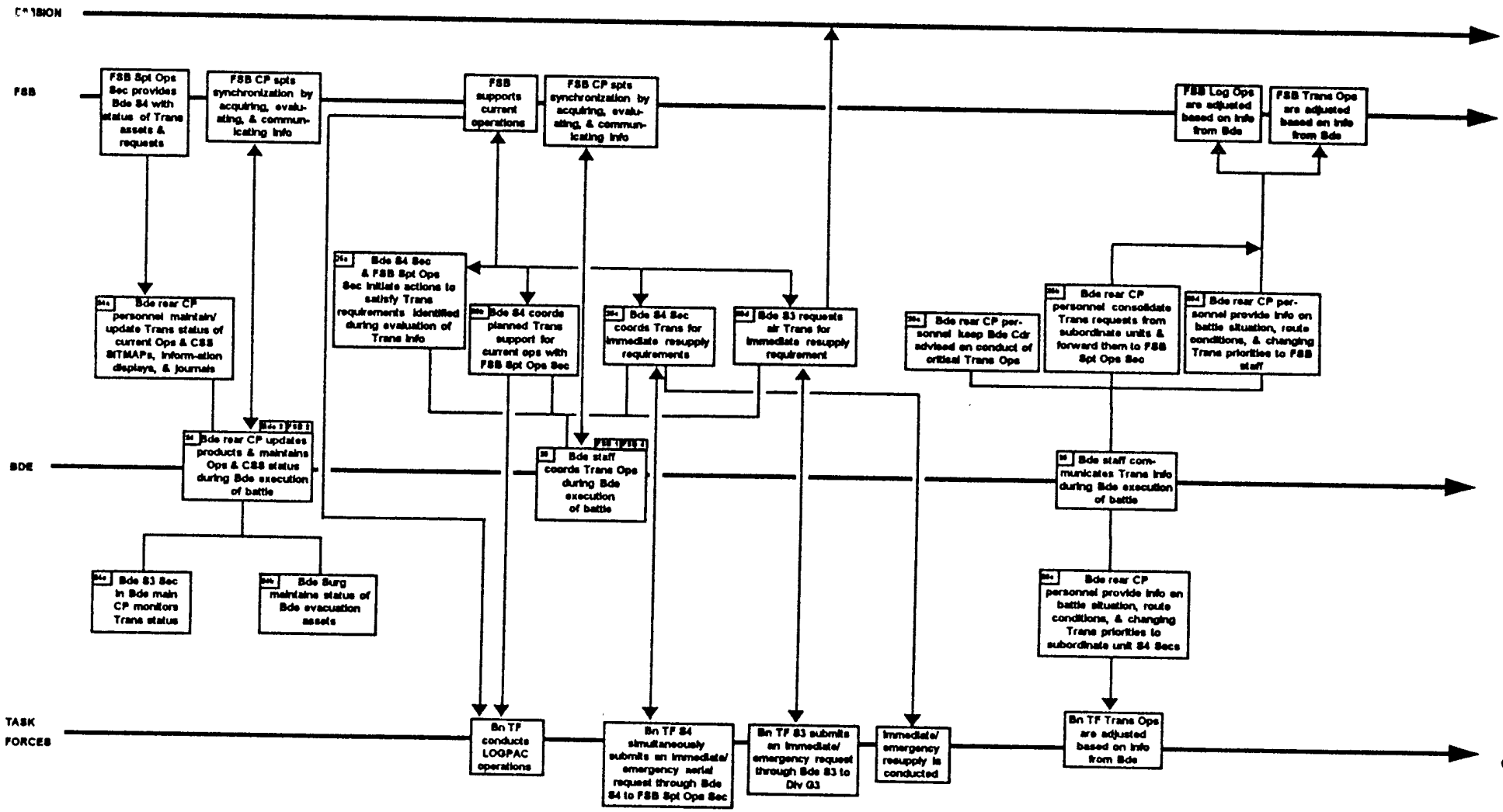

Brigade CCF 28 - Provide Transport Services
TASK FLOW
PREPARE
(Continued)
DIVISION
FSB
BDE
TASK FORCES
FSB conducts CSS rehearsals & participates in Bde CSS rehearsals
FSB plan is modified & refined
FSB Spt Ops Sec provides planning assistance to Bde S4 for Trans & health services support
FSB Trans Ops are adjusted based on info from the Bde
FSB CP acquires, evaluates, & communicates information & maintains status
Bde rear CP personnel advise Bde Cdr & Bde S3 on Trans
Bde rear CP personnel recommend revisions of Trans plan to Cdr & Bde S3, as required
Bde S4 provides info on prep situation & changing Trans priorities to FSB staff
Bde S4 modifies Trans plans to support new or refined tactical plans, as required
Bde S4 participates in quick or combat decision making process, as required
Bde staff communicates Trans info during Bde prep for battle
Bde S4 responds to Bde Cdr directed changes in Ops during Bde prep for battle
Bde S4 Sec performs Log staff supervision
Bde S4 Sec provides info on prep situation & changing Trans priorities to subordinate unit S4 Secs & Bde HHC Cdr
Bde S4 Sec consolidates Trans requirements for all units in Bde, including Bde HHC, & forwards them to FSB Spt Ops Sec
Bde S4 acknowledges receipt of Bde Cdr's revised concept & decision to modify Bde tactical plan based on changes in the situation
Bde S4 acknowledges receipt of Bde Cdr's decision to adjust or refine Bde tactical plan based on results of the Bde rehearsals
Bde rehearses Log Ops
Bde XO ensures that Bde Log rehearsal is conducted as a part of the Bde combined arms rehearsal
FSB Cdr includes Trans in separate CSS rehearsal following the Bde combined arms rehearsal
Bn TF Trans Ops are rehearsed
Bn TF plan is modified & refined
Bn TF Trans Ops are adjusted based on info from the Bde

Brigade CCF 28 - Provide Transport Services

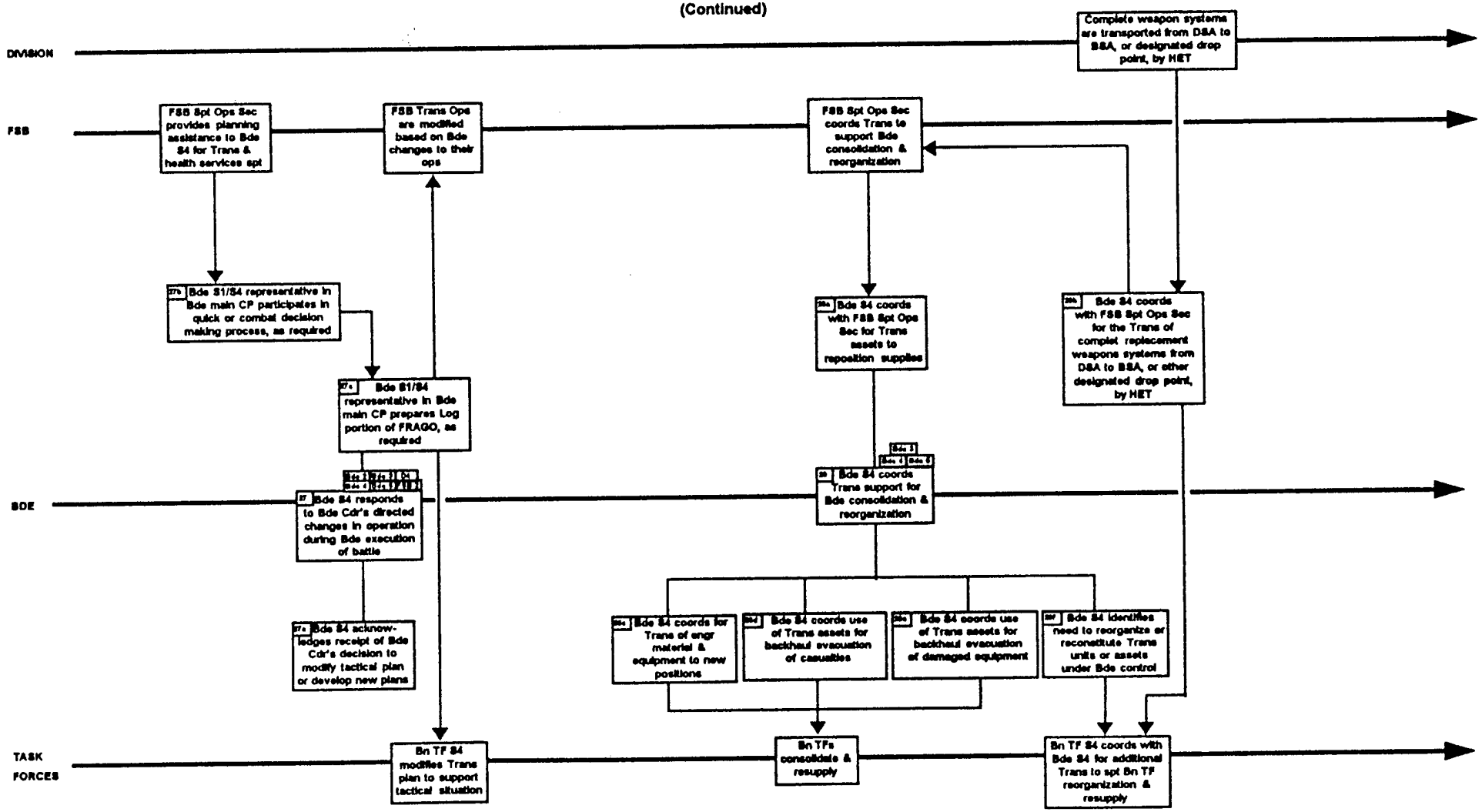
TASK FLOW
EXECUTE



TASK FLOW
EXECUTE
(Continued)



TASK FLOW
EXECUTE
(Continued)



TASK LINKAGES TO OTHER CCFs/UNITS
PROVIDE TRANSPORT SERVICES (BRIGADE CCF 28)

This component links the tasks performed as a part of this function with the tasks performed in other CCFs or by other units. The purpose of this component is to allow the trainer or training developer to incorporate related tasks and participants into a training exercise for this CCF. Tasks which link to this analysis have been extrapolated for CCFs/type units for which TAs have not been accomplished. For tasks extracted from published CCF TAs, the task numbers are provided.

PLANNING TASKS	LINKS TO OTHER CCFs/UNITS
1. The brigade rear command post monitors and directs transportation operations during planning.	Division (Div) CCF 28. - Task: Division transportation assets are employed to support the brigade. Brigade CCF 18. - Task 1: The brigade commander and brigade staff direct and lead the brigade during planning for the battle. Brigade CCF 29. - Task 1: The brigade rear command post (CP) coordinates brigade sustainment and protection of logistics operations and activities from its current location during planning. Forward Support Battalion (FSB) CCF 18. - Task: The FSB commander and support operations officer marshal and synchronize the combat service support (CSS) assets required to support the brigade's tactical plan. FSB CCF 28. - Task: The FSB provides transportation support from current location per plans, orders, or requirements. Bn TF CCF 28. - Task 1a: Bn TF support platoon leader coordinates and controls Bn TF transportation assets to move supplies.

	- Task 1b: The Bn TF S4 coordinates with the FSB staff for transportation services support.
2. The brigade receives an order initiating a new mission from higher headquarters.	Brigade CCF 18. - Task 2: The brigade receives an order initiating a new mission from higher headquarters.
3. The brigade commander and staff conduct mission analysis.	Brigade CCF 18. - Task 3: The brigade commander and staff conduct mission analysis. FSB CCF 18. - Task: FSB support operations section provides planning information to the brigade S4.
4. The brigade prepares and issues a brigade warning order.	Brigade CCF 18. - Task 4: The brigade executive officer directs the brigade staff in the preparation and issuance of a brigade warning order. FSB CCF 18. - Task: The FSB commander directs FSB support operations officer to participate in the brigade planning process at the brigade main command post.
5. The brigade commander issues initial planning guidance.	Brigade CCF 18. - Task 5: The brigade commander issues initial planning guidance. FSB CCF 18. - Task: The FSB commander and support operations officer advise the brigade commander and brigade S4 on FSB support capabilities as required.
6. The brigade commander and staff prepare estimates.	Brigade CCF 18. - Task 6: The brigade commander and brigade staff prepare estimates.

	FSB CCF 18. - Task: The FSB support operations section provides planning assistance to the brigade S4 for transportation and health services support.
7. The brigade commander and staff develop course(s) of action.	Brigade CCF 18. - Task 7: The brigade commander and staff develop course(s) of action (COAs). FSB CCF 18. - Task: The FSB commander and support operations section provide input for COA development. - Task: The FSB support operations officer participates in brigade COA development.
8. The brigade commander and staff analyze course(s) of action (war game).	Brigade CCF 18. - Task 8: The brigade commander and staff analyze COAs. FSB CCF 18. - Task: The FSB commander and support operations section provide input for war gaming sessions. - Task: The FSB support operations officer participates in brigade war gaming sessions.
9. The brigade compares courses of action.	Brigade CCF 18. - Task 9: The brigade staff compares COAs FSB CCF 18. - Task: The FSB commander and support operations section provide input for brigade COA comparison. - Task: The FSB support operations officer participates in brigade COA comparison.
10. The brigade commander announces decisions.	Brigade CCF 18.

- Task 10: The brigade commander announces decisions.

11. The brigade staff prepares the operations order or fragmentary order.

Brigade CCF 18.
- Task 11: The brigade staff prepares the operations order (OPORD)/fragmentary order (FRAGO).
- Task 11: The brigade Operations and Training Officer (S3) approves terrain use for the BSA and other brigade rear units.

FSB CCF 18.
- Task: The FSB support operations section provides transportation information for inclusion in the brigade OPORD/ FRAGO.

12. The brigade commander and staff issue the operations order or fragmentary order.

Brigade CCF 18.
- Task 12: The brigade commander and staff issue the OPORD or FRAGO.

PREPARATION TASKS

LINKS TO OTHER CCFs/UNITS

13. The brigade S1 and the brigade S4 maintain communications to coordinate transportation and sustain brigade operations from the brigade rear command post.

Brigade CCF 19.
- Task 5: The brigade employs tactical command and control.

Brigade CCF 29.
- Task 13: The brigade S1 and the brigade S4 move and establish the brigade rear CP where it can coordinate CSS support and sustain brigade operations.

FSB CCF 19.
- Task: The brigade rear CP and the FSB CP position to coordinate transportation operations.
- Task: The FSB support operations section coordinates direct support.

Bn TF CCF 29.

- Task 6: The Bn TF trains maintain communication with the BSA.

14. The brigade staff acquires transportation information during brigade preparation for the battle.

Brigade CCF 19.
- Task 1: Brigade CPs acquire, evaluate, and communicate information and maintain status.

Brigade CCF 29.
- Task 14: The brigade staff acquires logistics information during brigade preparation for the battle.

FSB CCF 19.
- Task: The FSB CP acquires, evaluates, and communicates information and maintains status.
- Task: The FSB support operations section provides the brigade S4 with the status of transportation assets and requests.

Bn TF CCF 28.
- Task 16c: The Bn TF field trains command post (FTCP) coordinates with the FSB support operations section and the brigade S4 for additional transportation support.

15. The brigade staff evaluates transportation information during brigade preparation for the battle.

Brigade CCF 19.
- Task 1: Brigade CPs acquire, evaluate, and communicate information and maintain status.

Brigade CCF 29.
- Task 15: The brigade staff evaluates logistics information during brigade preparation for the battle.

FSB CCF 19.
- Task: The FSB CP acquires, evaluates, and communicates information and maintains status.

16. The brigade rear command post updates products and maintains operations and combat service support status during brigade preparation for the battle.

Brigade CCF 19.
- Task 1: Brigade CPs acquire, evaluate, and communicate information and maintain status.

FSB CCF 19.
- Task: The FSB CP acquires, evaluates, and communicates information and maintains status.
- Task: The FSB support operations section provides the brigade S4 with the status of transportation assets and requests.

17. The brigade staff coordinates transportation operations during brigade preparation for the battle.

Div CCF 28.
- Task: The Movement Control Officer (MCO) tasks the main support battalion truck company for transportation support, if available, or passes to the division transportation officer to be forwarded to corps.
- Task: The MCO tasks aviation assets dedicated to division support command for CSS operations or passes to the division Operations Officer (G3) for prioritization and tasking of aviation brigade assets to satisfy the requirement.

Brigade CCF 19.
- Task 1: Brigade CPs acquire, evaluate, and communicate information and maintain status.

Brigade CCF 29.
- Task 17: The brigade staff coordinates logistics operations during brigade preparation for the battle.
- Task 17b: The brigade S4 coordinates support during preparation for current operations with the FSB support operations section.
- Task 17i: The brigade S4 coordinates with the FSB support operations section for unit distribution of selected

supplies.

FSB CCF 19.
- Task: The FSB CP acquires, evaluates, and communicates information and maintains status.

- Task: The FSB commander marshals and synchronizes the CSS assets required to support the brigade's tactical plan.
- Task: The FSB support operations section forwards and coordinates aerial resupply requests with the division MCO.

Bn TF CCF 28.
- Tasks 1a, 4c: The Bn TF S4 coordinates aerial resupply with the Bn TF S3-Air, the brigade S4, and the FSB support operations section.
- Task 23: The Bn TF S4 submits request for aerial resupply through the brigade S4 to the FSB support operations section.

Bn TF CCF 29.
- Task 18: The Bn TFs conduct logistics packages (LOGPAC) operations.

18. The brigade staff communicates transportation information during brigade preparation for the battle.

Brigade CCF 19.
- Task 1: Brigade CPs acquire, evaluate, and communicate information and maintain status.

Brigade CCF 29.
- Task 18: The brigade staff communicates logistics information during brigade preparation for the battle.

FSB CCF 19.
- Task: The FSB CP acquires, evaluates, and communicates information and maintains status.

	FSB CCF 28. - Task: The FSB transportation operations are adjusted based on information from the brigade. Bn TF CCF 28. - Task: The Bn TF transportation operations are adjusted based on information from the brigade.
19. The brigade S4 responds to brigade commander-directed changes in operations during brigade preparation for the battle.	Brigade CCF 19. - Task 3: The brigade commander directs changes to the operation or plan. FSB CCF 19. - Task: The FSB support operations section provides planning assistance to the brigade S4 for transportation and health services support. - Task: The FSB plan is modified and refined. Bn TF CCF 28. - Task 19: The Bn TF plan is modified and refined.
20. The brigade rehearses transportation operations.	Brigade CCF 19. - Task 4: The brigade commander directs and leads subordinate forces. FSB CCF 19. - Task: The FSB conducts CSS rehearsals and participates in brigade CSS rehearsals. Bn TF CCF 28. - Task 18a: The Bn TF transportation operations are rehearsed.
EXECUTION TASKS	**LINKS TO OTHER CCFs/UNITS**
21. The brigade rear command post maintains communications to coordinate transportation and sustain	Brigade CCF 20. - Task 5: Brigade CPs manage means of communication and maintain

brigade operations during brigade execution of the battle.	command, control, and communications. Brigade CCF 29. - Task 21d: The brigade S4 displaces to maintain communications. FSB CCF 20. - Task: The FSB CP maintains communications to coordinate transportation operations. Bn TF CCF 29. - Task 6: The Bn TF trains maintain communication with the BSA.
22. The brigade staff acquires transportation information during brigade execution of the battle.	Brigade CCF 20. - Task 2: Brigade CPs support synchronization by acquiring, evaluating, and communicating information. Brigade CCF 29. - Task 22: The brigade staff acquires logistics information during brigade execution of the battle. FSB CCF 20. - Task: The FSB CP supports synchronization by acquiring, evaluating, and communicating information. - Task: The FSB support operations section provides the brigade S4 with the status of transportation assets and requests. Bn TF CCF 28. - Task 16c: The Bn TF FTCP coordinates with the FSB support operations section and the brigade S4 for additional transportation support. - Task 27a: The Bn TF combat trains CP and FTCP determine requirements for additional transportation assets and

	forward requests to the brigade S4 and the FSB support operations section. - Task 28: The Bn TF S4 updates requests for additional transportation assets.
23. The brigade staff evaluates transportation information during brigade execution of the battle.	Brigade CCF 20. - Task 2: Brigade CPs acquire, evaluate, and communicate information and maintain status. Brigade CCF 29. - Task 23: The brigade staff evaluates logistics information during brigade execution of the battle. FSB CCF 20. - Task: The FSB CP supports synchronization by acquiring, evaluating, and communicating information.
24. The brigade rear command post updates products and maintains operations and combat service support status during brigade execution of the battle.	Brigade CCF 20. - Task 2: Brigade CPs acquire, evaluate, and communicate information and maintain status. FSB CCF 20. - Task: The FSB CP supports synchronization by acquiring, evaluating, and communicating information. - Task: The FSB support operations section provides the brigade S4 with the status of transportation assets and requests.
25. The brigade staff coordinates transportation operations during brigade execution of the battle.	Brigade CCF 29. - Task 25: The brigade staff coordinates logistics operations during brigade execution of the battle. - Task 25b: The brigade S4 coordinates support of current operation with the FSB support operations section.

- Task 25c: The brigade S4 coordinates with the FSB support operations section for immediate resupply.

FSB CCF 20.
- Task: The FSB CP supports synchronization by acquiring, evaluating, and communicating information.
- The FSB supports current operations.

Bn TF CCF 28.
- Task 23: The Bn TF S3 submits an immediate/emergency request through the brigade S3 to the division G3.
- Task 23: The Bn TF S4 simultaneously submits an immediate/emergency aerial resupply request through the brigade S4 to the FSB support operations section.

Bn TF CCF 29.
- Task 18: The Bn TF conducts LOGPAC operations.
- Task 36: Immediate/emergency resupply is conducted.

26. The brigade staff communicates transportation information during brigade execution of the battle.

Brigade CCF 20.
- Task 2: Brigade CPs support synchronization by acquiring, evaluating, and communicating information.

Brigade CCF 29.
- Task 26: The brigade staff communicates logistics information during brigade execution of the battle.

FSB CCF 28.
- Task: The FSB transportation operations are adjusted based on information from the brigade.

FSB CCF 29.

	- Task: The FSB logistics operations are adjusted based on information from the brigade. Bn TF CCF 28. - Task: The Bn TF transportation operations are adjusted based on information from the brigade.
27. The brigade S4 responds to brigade commander's directed changes in the operation during brigade execution of the battle.	Brigade CCF 20. - Task 4: The brigade commander directs changes to the operation or plan. FSB CCF 18. - Task: The FSB support operations section provides planning assistance to the brigade S4 for transportation and health services support. FSB CCF 20. - Task: The FSB transportation operations are modified based on brigade changes to their operations. Bn TF CCF 28. - Task 29b: The Bn TF S4 modifies the transportation plan to support the tactical situation.
28. The brigade S4 coordinates transportation support for brigade consolidation and reorganization.	Div CCF 28. - Task: Complete weapon systems are transported from the division support area to the BSA, or designated drop point, by heavy equipment transporters. Brigade CCF 20. - Task 6: The brigade consolidates and reorganizes. Brigade CCF 29. - Task 28c: The brigade S4 coordinates with the FSB support operations section to resupply Bn TFs and other

subordinate units.

- Task 28c1: Repositions all critical classes of supply in response to the tactical situation.

FSB CCF 20.

- Task: The FSB support operations coordinates transportation to support brigade consolidation and reorganization.

Bn TF CCF 28.

- Task 30a: The Bn TF S4 coordinates with the brigade S4 for additional transportation to support Bn TF reorganization and resupply.

Bn TF CCF 29.

- Task 37: The Bn TF consolidates and resupplies.

KEY PARTICIPANTS BY TASK
PROVIDE TRANSPORT SERVICES (BRIGADE CCF 28)

This component identifies the training audience for training events for the related tasks. It is based on the appropriate echelon/type unit TOE and includes special staff (as per appropriate doctrinal reference) critical for the task accomplishment. The purpose of this component is to help commanders and trainers to identify the training audience required for a training event.

	PLANNING TASKS	KEY PARTICIPANTS
1.	The brigade rear command post monitors and directs transportation operations during planning.	Bde S4, Bde S1, Bde S4 Section (Sec), Bde S1 Sec, Bde signal officer (BSO), Bde S4, Assistant (Asst) Bde S4, Bde Civil-Military Operations (S5), FSB Spt Ops Sec, FSB Intelligence Officer (S2)/S3 Sec
2.	The brigade receives an order initiating a new mission from higher headquarters.	Bde commander (Cdr), Bde S3, Bde executive officer (XO), Bde S4, Asst Bde engineer (ABE)
3.	The brigade commander and staff conduct mission analysis.	Bde XO, Bde S3, Bde S4, Bde S1, Bde S4 Sec, Bde S1 Sec, Bde S2, Bde S4, ABE, Asst Bde S4, Bde S5, FSB Spt Ops Sec, FSB S2/3 Sec
4.	The brigade prepares and issues a brigade warning order.	Bde S4, Bde S1, Bde S2, ABE
5.	The brigade commander issues initial planning guidance.	Bde Cdr, Bde S4, Bde S1, FSB Cdr, FSB Spt Ops Off
6.	The brigade commander and staff prepare estimates.	Bde Cdr, Bde XO, Bde S3, Bde S4, Asst Bde S4, Bde S4 Sec, Bde S5, Bn TF S4s, FSB Spt Ops Off, FSB Spt Ops Sec
7.	The brigade commander and staff develop course(s) of action.	Bde XO, Bde S3, Bde S4, Asst Bde S4, FSB Spt Ops Off
8.	The brigade commander and staff analyze course(s) of action (war game).	Bde S3, Bde S3 Sec, Bde S4, Asst Bde S4, Bde S2, Bde S5, MP platoon leader (Plt Ldr), ABE, FSB Cdr, FSB Spt Ops Off
9.	The brigade staff compares courses of action.	Bde XO, Bde S3, Bde S4, Asst Bde S4, Bde S2, Bde S1, FSB Spt Ops Off

10.	The brigade commander announces decisions.	Bde Cdr, Bde XO, Bde S3, Bde S4, ABE, Bde S1
11.	The brigade staff prepares the operations order or fragmentary order.	Bde Cdr, Bde XO, Bde S3, Bde S4, Asst Bde S4, Bde S4 Sec, Bde S1, Bde S5, ABE, MP Plt Ldr, Bn TF Cdrs
12.	The brigade commander and staff issue the operations order or fragmentary order.	Bde Cdr, Bde XO, Bde S3, Bn TF Cdrs, Bde S4, Bde S1, ABE, FSB Spt Ops Off, FSB Cdr
	PREPARATION TASKS	
13.	The brigade S1 and the brigade S4 maintain communications to coordinate transportation and sustain brigade operations from the brigade rear command post.	Bde S4, Asst Bde S4, Bde S4 Sec, Bde S1, Bde S1 Sec, BSO, FSB Spt Ops Off, FSB Spt Ops Sec, FSB S2/3 Sec
14.	The brigade staff acquires transportation information during brigade preparation for the battle.	Bde S3, Bde S4, Asst Bde S4, Bde S4 Sec, Bde S1, Bde S1 Sec, FSB Spt Ops Sec, Bn TF S4s, headquarters and headquarters company (HHC) Cdrs
15.	The brigade staff evaluates transpiration information during brigade preparation for the battle.	Bde S1, Bde S5, MP Plt Ldr, Bde surgeon, Bde S4, Asst Bde S4, Bde S4 Sec, Bn TF S4s, FSB Spt Ops Sec, FSB Spt Ops Off, Bn TF S4s
16.	The brigade rear command post updates products and maintains operations and combat service support status during brigade preparation for the battle.	Bde S1, Bde S5, MP Plt Ldr, Bde surgeon, Bde S4, Asst Bde S4, Bde S4 Sec, FSB Spt Ops Sec, FSB Spt Ops Off, Bn TF S4s
17.	The brigade staff coordinates transportation operations during brigade preparation for the battle.	Bde S4, Asst Bde S4, Bde S4 Sec, MP Plt Ldr, ABE, Bde S2, Bde S3, Bde surgeon, Bn TF S4s, Div MCO, Div transportation officer (DTO), Div material management center (DMMC), FSB S2/3, FSB Spt Ops Off, FSB Spt Ops Sec
18.	The brigade staff communicates transportation information during brigade preparation for the battle.	Bde XO, Bde S4, Asst Bde S4, Bde S4 Sec, Bde S1, Bde S1 Sec, MP Plt Ldr, ABE, Bn

	TF S4s, FSB Cdr, FSB Spt Ops Off, FSB Spt Ops Sec, DTO
19. The brigade S4 responds to brigade commander directed changes in operations during brigade preparation for the battle.	Bde XO, Bde S4, Asst Bde S4, Bde S3, Bde S1, Bde S5, Bde Engr, MP Plt Ldr, FSB Cdr, FSB Spt Ops Sec, FSB Spt Ops Off
20. The brigade rehearses transportation operations.	Bde Cdr, Bde S3, Bde S1, Bde S4, Asst Bde S4, FSB Cdr, FSB Spt Ops Off, FSB Staff, Bn TF Cdrs and S4s
EXECUTION TASKS	
21. The brigade rear command post maintains communications to coordinate transportation and sustain brigade operations during brigade execution of the battle.	Bde S4, Asst Bde S4, Bde S4 Sec, Bde S1, Bde S1 Sec, BSO, FSB Spt Ops Off, FSB Spt Ops Sec, FSB S2/3 Sec
22. The brigade staff acquires transportation information during brigade execution of the battle.	Bde S4, Asst Bde S4, Bde S4 Sec, Bde S1, Bde S1 Sec, ABE, Bde surgeon, Bn TF surgeons, FSB Spt Ops Off, FSB Spt Ops Sec, subordinate unit S4s, HHC Cdrs
23. The brigade staff evaluates transportation information during brigade execution of the battle.	Bde S1, Bde S5, MP Plt Ldr, Bde surgeon, Bde S4, Asst Bde S4, Bde S4 Sec, Bn TF S4s, FSB Spt Ops Sec, FSB Spt Ops Off
24. The brigade rear command post updates products and maintains operations and combat service support status during brigade execution of the battle.	Bde S1, Bde S5, MP Plt Ldr, Bde surgeon, Bde S4, Asst Bde S4, Bde S4 Sec, Bn TF S4s, FSB Spt Ops Sec, FSB Spt Ops Off
25. The brigade staff coordinates transportation operations during brigade execution of the battle.	Bde S4, Asst Bde S4, Bde S4 Sec, Bde surgeon, FSB Spt Ops Off, FSB Spt Ops Sec, Bde S3, Bde Operations and Training Officer-Air Operations (S3-Air), Bde air liaison officer, Div G3 Air, Bn TF S4s, Div ammunition officer, MCO, DTO
26. The brigade staff communicates transportation information during brigade execution of the battle.	Bde S4, Asst Bde S4, Bde S4 Sec, Bde surgeon, FSB Spt Ops Off, FSB Spt Ops Sec, Bn TF S4s, Bn TF surgeons

27.	The brigade S4 responds to brigade commander's directed changes in the operation during brigade execution of the battle.	Bde Cdr, Bde XO, Bde S4, Asst Bde S4, Bde S3, Bde S1, Bde S5, Bde Engr, MP Plt Ldr, FSB Cdr, FSB Spt Ops Sec, FSB Spt Ops Off
28.	The brigade S4 coordinates transportation support for brigade consolidation and reorganization.	Bde S4, Asst Bde S4, Bde S4 Sec, Bde S3, FSB Spt Ops Off, FSB Spt Ops Sec, MCO, DMMC

KEY INPUTS AND OUTPUTS
PROVIDE TRANSPORT SERVICES (BRIGADE CCF 28)

This component identifies critical input information required by participants to successfully accomplish the critical combat function (CCF). Where information results from the performance of the CCF tasks, CCF information output will be identified. One CCF's information output normally is provided as another CCF's input. Critical input and output information is organized by the specific part of the doctrinal product or means used to communicate it. The source of critical information identified is specific only to the CCF echelon and function being analyzed, and is not intended to reflect all the information the product may contain. The purpose of this component is to identify information required to drive a training exercise for this CCF and to establish standards for measuring the performance of CCF tasks resulting in information output.

KEY INPUTS

D-1 DIVISION WARNO

a. Mission, intent, and CCIR of division commander.

b. Area of operations.

c. Enemy situation.

d. Task organization.

e. Mission type and activities for the brigade.

f. Tentative mission timeline.

g. Concept of transportation support to the scheme of maneuver.

D-2 DIVISION OPORD

a. Five paragraph order.

1) Corps commander's intent.

2) Division commander's intent.

3) Division commander's CCIR.

4) Concept of the operation.

a) Maneuver.

(1) Tactical scheme of maneuver.

(2) Designation of routes, axes of advance, or defensive positions/sectors.

(3) Types and duration of combat operations.

(4) Main and secondary effort.

(5) Priorities.

b) Fires.

5) Priority intelligence requirements, essential elements of friendly information, friendly forces information requirements.

6) Rehearsal/backbrief timelines.

7) Paragraph 4a, concept of support.

a) An overall visualization of the concept of support, before, during, and after operations, describing transportation support for the operation.

b) A brief synopsis of the support mission.

c) Locations of division support command (DISCOM) headquarters and areas.

d) Locations of corps logistics bases.

e) Corps support priorities and where the division fits in those priorities.

f) Corps CSS units supporting the division.

g) Priorities of support for before, during, and after the operation.

h) Significant, critical, unusual, and non-TSOP CSS issues that might impact on the overall operation.

i) Support of nondivision elements directed by corps.

j) Significant risk to the operation presented by any logistics functional area.

(1) General areas of interest.

(a) Support boundaries, areas, and relationships.

(b) Programmed locations and projected displacements of logistics support units and areas.

(c) Transportation support provided by/to higher or adjacent units.

(d) Transportation actions in support of security and/or deception operations.

(e) Host nation transportation support arrangements.

(f) The CSS task organization.

(g) Unusual and/or critical impact of weather, terrain, and security on transportation operations.

(h) Extended operations (e.g., long distances, extended time periods).

(2) Priorities.

(a) By unit.

(b) For personnel replacements.

(c) By commodity.

(d) Route use.

(3) Manning.

(4) Arming.

(a) Ammunition transfer point (ATP) and ammunition supply point general locations.

(b) Distribution methods.

(5) Fueling.

(a) Current status.

(b) Anticipated requirements.

(c) Priorities for fuel.

(d) Fuel allocations.

(e) Displacement of fuel and refueling assets.

(f) Significant risks.

(6) Fixing.

(a) Weapon systems replacement operations (WSRO) procedures.

(b) Distribution methods for classes (CL) VII and XI.

(c) Priorities for maintenance and evacuation, by unit and by system.

(d) Locations and displacements of maintenance and repair part supply units.

(e) Evacuation procedures.

(7) Moving.

(a) Transportation requirements, logistic versus tactical.

(b) Priorities for movement and route use, by unit, commodity, or both.

(c) Traffic control requirements.

(d) Transportation unit/asset displacements.

(e) Throughput operations.

(f) Security of lines of communication (LOCs).

(g) Supply routes.

(h) Route maintenance requirements.

(i) Heavy equipment transport (HET) priorities.

(j) Backhaul priorities.

(k) Extended movement distances.

(l) Allocation of transportation assets.

(8) Sustaining.

(a) Reconstitution.

(b) The CL of supply I, II, IV, VI, and VIII.

(c) Distribution methods.

(d) Transportation support from other sources.

(e) Locations of medical treatment facilities.

b. Task organization including effective times.

c. Intelligence annex with graphics/overlays.

1) Situation template.

2) Modified combined obstacle overlay (MCOO).

3) Event template.

d. Operations overlays/concept of operation.

1) Graphics.

2) Mission timelines.

3) Decision support template (DST)/synchronization matrix.

e. Fire support annex.

1) Commander's guidance for fire support.

2) Fires allocated to route protection.

f. Engineer annex.

1) Transportation requirements for construction and barrier material (CL IV) and CL V (obstacle) distribution.

2) Requirements to transport special equipment for engineer mobility, countermobility, survivability operations.

g. Service support plan/annex.

1) Supply distribution plan.

a) Availability/allocation of classes of supply.

b) Repair parts and components (CL IX) availability and priorities.

c) Command regulated supply items.

2) Transportation plan.

a) Transportation priorities by unit/mission/type supply.

b) Maintenance priorities by unit and type equipment.

c) Availability and priority of air assets for resupply missions.

d) Transportation support for medical evacuation.

e) Host nation transportation support.

f) Traffic control measures.

3) Main supply route (MSR), alternate supply route (ASR), and HET line.

4) Division rest and fuel/refuel-on-the-move (ROM) sites.

5) The CSS overlay of division support area (DSA) with all supply points identified.

6) Transportation requirements of division "slice" elements.

7) Augmentation/reinforcement of the FSB with transportation assets (e.g., trucks from the division transportation company, HETs) and priorities for use.

8) Allocation of DISCOM transportation assets.

9) Allocation, availability, and priority of air assets for logistics operations.

h. Army airspace command and control (A2C2) annex.

1) Routes and corridors.

2) Restricted areas.

i. Signal operations annex.

1) Concept of signal operations (including priorities).

2) Tasks to subordinate and supporting signal units/elements.

j. Operational security (OPSEC) annex.

1) Enemy capabilities.

2) Tasks to subordinate units.

k. Deception annex.

1) Concept of deception operations (including the deception story).

2) Tasks to subordinate and supporting units.

l. Nuclear, biological, and chemical (NBC) defense operations annex/graphics.

1) Enemy NBC capabilities.

2) Known/suspected contaminated areas.

3) Operational exposure guide (OEG).

4) Mission-oriented protective posture (MOPP) guidance.

5) Decontamination sites.

m. Civil affairs annex.

1) Concept for civil affairs (including priorities).

2) Civil affairs tasks to subordinate and supporting units.

3) Coordinating instructions.

n. Movements annex.

1) The MSRs.

2) Routes and schedules.

3) Traffic flow and control.

4) Rest and refuel areas.

o. Military police (MP) annex.

1) Concept of MP operations (including priorities).

2) Tasks to subordinate units.

3) Coordinating instructions.

a) Traffic control operations.

b) Battlefield circulation and control.

p. Rear operations annex.

1) Enemy threat (capabilities and levels).

2) Concept for rear area combat operations (RACO) and area damage control (ADC) including graphics.

3) Tasks to subordinate and supporting units.

4) Route protection measures.

D-3 DIVISION TSOP

a. Tactical movements procedures.

b. Assembly area occupation procedures.

c. Signal procedures.

d. Fire support procedures.

e. Army aviation procedures.

f. Transportation procedures.

1) Organization and operation of division transportation company in the main support battalion.

2) Convoy requirements.

3) Traffic control measures.

g. The MP procedures for traffic control and regulation.

h. Civil-military operations procedures.

D-4 GUIDANCE AND INFORMATION FROM THE DIVISION COMMANDER AND STAFF

a. Division commander's verbal or written guidance.

b. Division FRAGOs.

c. Operational situation reports.

d. Periodic personnel report.

e. Periodic intelligence report.

f. Periodic operations report.

g. Periodic logistics report.

h. Periodic civil affairs report.

i. Engineer reports.

j. Other reports of planning or critical combat information of interest to the brigades.

Bde-1 BRIGADE TSOP

a. Battle command procedures.

b. Control procedures.

1) Liaison officer procedures.

2) Brevity codes.

3) Terrain index reference system.

4) Recognition techniques.

5) Signals.

6) Alarms and warnings.

7) Readiness conditions.

8) Fixed call signs.

c. Tactical movements procedures.

d. Assembly area occupation procedures.

e. Other tactical operations procedures.

f. Air defense procedures.

1) Air defense warnings.

2) Local air defense warnings.

3) Weapons control status/guidance.

4) Hostile aircraft criteria.

5) Rules of engagement.

g. The A2C2 procedures.

h. Signal procedures.

i. Intelligence and security procedures.

j. The NBC procedures.

1) The MOPP guidance.

2) Required NBC teams.

3) Alarms and warnings.

4) Reporting and marking procedures.

k. Engineer procedures.

l. Fire support procedures.

1) Target numbering.

2) Calls for fire.

m. Army aviation procedures.

1) Priorities.

2) Supported unit responsibilities.

3) Landing zone (LZ)/pickup zone (PZ) selection/preparation.

n. Procedures for attachments/detachments.

o. Logistics procedures.

1) Reports.

a) Logistics status report requirements, formats, and times.

b) Logistics spot report (SPOTREP) requirements, formats, and times.

2) Reorganization/reconstitution.

3) Supply.

4) Services.

5) Transportation.

a) Convoy procedures and requirements.

b) Traffic control measures for MSR and ASR.

c) Priorities and procedures for recovery of damaged equipment.

d) Priorities and procedures for augmentation of organic transportation assets for resupply.

e) Procedures for rigging supplies delivered by ground vehicles, helicopters, and fixed wing aircraft.

6) ROM.

p. Personnel procedures.

q. The MP traffic control regulation operations and procedures.

r. Civil-military operations procedures.

Bde-2 REPORTS AND INFORMATION FROM BRIGADE ELEMENTS AND OTHER UNITS

a. The SPOTREPs.

b. Commander's situation reports.

c. Intelligence reports.

d. Logistics reports.

e. Personnel reports.

f. Engineer reports.

g. Closing reports.

h. Meaconing, intrusion, jamming, and interference (MIJI) reports.

i. Patrol reports.

j. Enemy prisoner of war (EPW) or captured materials reports.

k. The NBC reports.

l. Other reports as specified in the TSOP or as needed.

FSB-1 FSB TSOP

a. Battle command procedures.

b. The S2/3 intelligence section responsibilities.

1) Battle tracking.

2) The OPSEC procedures.

3) Weather data.

c. The S2/3 operations section responsibilities.

1) Tactical operations center setup and operations.

2) Movements.

a) Ambush procedures.

b) Air attack procedures.

3) Rear area protection.

a) Command and control.

b) Route protection measures.

c) Reaction force.

d) Vulnerability analysis.

e) The BSA occupation and layout.

f) Call for fires.

g) Air defense.

h) Engineer mobility/counter mobility/survivability (M/CM/S).

i) The MP.

4) Communications.

a) Battalion communications.

b) The BSA communications.

5) NBC.

a) The NBC warning and reporting system.

b) The NBC teams.

c) Decontamination.

d) The OEG.

d. Support operations section responsibilities.

1) Supply.

2) Maintenance.

3) Transportation.

4) Medical.

5) Field services.

6) Brigade liaison.

e. Medical support.

1) Ambulance exchange point (AXP).

2) Mass casualties.

3) Patient evacuation.

f. Emergency displacement procedures.

g. Logistics release point (LRP) procedures.

h. External CSS procedures.

1) Subsistence items (CL I), personal demand items (CL VI), and water.

2) Individual equipment, clothing, tool sets, housekeeping supplies (CL II), petroeum, oils, lubricants (CL III), IV, and major end items (CL VII).

3) CL III Bulk.

4) CL V.

5) Medical material (CL VIII).

6) CL IX.

7) Maintenance.

8) Transportation.

a) Risk assessment.

b) Driver briefs.

c) Driver support package (e.g., strip maps, compass, rations).

d) Driver rest.

e) Assistant driver requirements.

f) Driver maintenance procedures.

9) Medical.

10) Field services.

i. Reports.

FSB-2 REPORTS AND INFORMATION FROM SUBORDINATE UNITS

a. The SPOTREPs.

b. Commander's situation reports.

c. Intelligence reports.

d. Logistics reports.

e. Personnel reports.

f. Engineer reports.

g. Closing reports.

h. The MIJI reports.

i. Reconnaissance and surveillance reports.

j. The EPW or captured materials reports.

k. The NBC reports.

l. Other reports as specified in the TSOP or as needed.

FSB-3 FSB WARNO

a. Mission and intent of the FSB commander.

b. Graphics.

c. Concept of support to achieve the intent of the brigade and DISCOM commander.

d. Enemy situation.

e. The BSA defense and force protection.

f. Task organization.

FSB-4 FSB OPORD

a. Five paragraph order.

1) Written concept of operations.

a) Concept of support.

b) Concept of BSA defense and force protection.

c) Intelligence.

d) Priority of support.

e) Relocation of ATP.

f) Location and repositioning of forward logistics elements (FLEs).

g) Location of AXPs.

2) Coordinating instructions.

3) Task organization and effective times.

4) Communications and frequency hopping.

5) Rehearsal schedule.

6) The OPSEC requirements.

7) Mission timelines.

8) Rehearsal/backbrief timelines.

b. Intelligence annex/overlays.

c. Fire support annex.

1) Commander's guidance for fire support.

2) Target list and numbers.

3) Fire support execution matrix.

4) Fire support coordination measures.

5) Close air support.

6) Field artillery support.

d. Engineer annex/overlays.

1) Time schedule for use of engineer assets.

2) Brigade commander's priority for engineer support to route maintenance.

e. The BSA rear operations annex/overlay.

1) Enemy threat (capabilities and levels).

2) Enemy avenues of approach.

3) Concept for RACO and ADC including graphics.

4) Tasks to subordinate and supporting units.

5) Location of base clusters.

6) Routes to be protected.

7) Location of critical CSS assets.

f. Administration/logistics annex/overlay.

1) Location and disposition of the BSA.

2) The CSS overlay with critical information about:

a) The MSR/ASRs.

b) Location (current and planned) for supply points.

(1) CL I/VI and water.

(2) CL II, III, IV, and VII.

(3) CL III bulk.

(4) CL V.

(5) CL VIII.

c) Location (current and planned) for FLEs.

d) Location of medical assets.

(1) Casualty collection points.

(2) The AXPs.

(3) Battalion aid stations.

e) Location of LRPs.

f) Location of maintenance collection points.

g) Location of HET evacuation points.

h) Location of provided services (laundry and bath, etc.).

i) Location of grave registration points.

3) Information and guidance concerning:

a) Supply.

b) Medical.

(1) Medical evacuation plan (ground and air to include frequency and call signs for communicating with air ambulances).

(2) Mass casualty plan.

c) Maintenance.

(1) Maintenance timelines.

(2) Maintenance priorities.

(3) Established control exchange procedures.

d) The HET evacuation points.

e) Services.

f) Transportation plan and schedule.

g) The WSRO.

h) Reconstitution plan.

g. Air defense annex.

1) Concept of air defense operations.

2) Active air defense guidance.

3) Passive air defense guidance.

4) Weapons control status.

5) Air defense warning system.

h. The NBC operations annex/graphics.

1) Enemy NBC capabilities.

2) Known/suspected contaminated areas.

3) The OEG.

4) The MOPP guidance.

5) Decontamination sites.

i. The MP annex.

1) Concept of MP operations (including priorities).

2) Coordinating instructions.

a) Traffic control and regulation operations.

b) Battlefield circulation and control.

j. Civil affairs annex.

1) Concept for civil affairs (including priorities).

2) Civil affairs tasks to subordinate and supporting units.

3) Coordinating instructions.

k. The OPSEC annex.

1) Enemy capabilities.

2) Concept of OPSEC.

3) Tasks to subordinate units.

4) Counter measures.

5) Counter intelligence.

6) Coordinating instructions.

l. Movement annex.

1) The MSRs.

2) Routes and schedules.

3) Traffic flow and control.

4) Rest and refuel areas.

5) Recovery procedures.

6) Communications.

7) Defense of convoys.

8) Coordinating instructions.

m. The DSTs.

1) Enemy events, activities, and targets.

2) Friendly events, activities, scheme of maneuver, and control measures (from synchronization matrix and operations overlay).

3) Commander's CCIR.

4) Time estimates to implement decisions which lead to critical decision requirements.

n. The CSS execution/synchronization matrix.

FSB-5 FSB MOVEMENT ORDER (when not included as a movements annex to an operations order)

a. Concept of movement.

b. Tasks to subordinate units.

c. Detailed timings.

d. Order of march.

e. Routes.

f. Vehicle density per march unit.

g. March units per serial.

h. Open road speed.

i. Choke point speed.

j. Maximum catch up speed.

k. Method of movement.

l. Defense on the move.

m. Start, release, and critical points.

n. Choke points.

o. Rest/maintenance halts.

p. Instructions for halts.

q. Lighting.

r. Air support.

s. Artillery support.

t. Traffic control.

u. Recovery.

v. Medical.

w. Refueling.

x. Water.

y. Communications.

KEY OUTPUTS

Bde-3 BRIGADE WARNO

a. Mission, intent, and CCIR of brigade commander.

b. Graphics.

c. Enemy situation.

d. Task organization or changes to task organization.

e. Immediate (nonroutine) transportation requirements.

B-4 BRIGADE OPORD

a. Five paragraph order.

1) Division commander's intent and CCIR.

2) Brigade commander's intent and CCIR.

3) Written concept of the operation.

a) Maneuver.

b) Fires.

c) Intelligence.

4) Designation of routes, axis, areas, sectors, or battle positions.

5) Designation of main and supporting efforts.

6) Coordinating instructions.

7) Task organization and effective times.

8) Communications and frequency hopping.

9) Rehearsal schedule.

10) The OPSEC requirements.

11) Mission timelines.

12) Rehearsal/backbrief timelines.

13) Paragraph 4a, concept of support.

a) An overall visualization of the concept of support, before, during, and after operations, describing transportation support for the operation.

b) A brief synopsis of the support mission.

c) Locations of support headquarters and areas.

d) Locations of DISCOM logistics bases.

e) Division support priorities and where the brigade fits in those priorities.

f) Division CSS units supporting the brigade.

g) Priorities of support for before, during, and after the operation, if they remain the same throughout the operation.

h) Significant, critical, unusual, and non-TSOP CSS issues that might impact on the overall operation.

i) Transportation support of nonbrigade elements directed by division.

j) Significant risk to the operation presented by any logistics functional area.

(1) General areas of interest.

(a) Support boundaries, areas, and relationships.

(b) Programmed locations and projected displacements of logistics support units and areas.

(c) Transportation support provided by/to higher or adjacent units.

(d) Transportation for unusual support arrangements, such as ROM, FLE, brigade LRP, etc.

(e) Host nation transportation support arrangements.

(f) The CSS task organization.

(g) Unusual and/or critical impact of weather, terrain, and security on transportation operations.

(h) Extended operations (e.g., long distances, extended time periods).

(2) Priorities.

(a) By unit.

(b) By commodity

(c) Maintenance and/or recovery and evacuation, by unit and equipment type.

(d) Route use.

(3) Arming.

(a) Distribution methods.

(b) Emergency resupply procedures.

(4) Fueling.

(a) Current status (in vehicles and in bulk carriers or storage).

(b) Anticipated requirements.

(c) Priorities for fuel.

(d) En route requirements and operations.

(e) The ROM.

(f) Distribution plan and methods.

(g) Displacement of fuel and refueling assets.

(h) Significant risks.

(5) Fixing.

(a) The WSRO procedures.

(b) Distribution methods for CL VII and XI.

(c) Priorities for maintenance and evacuation, by unit and system.

(d) Locations and displacements of maintenance and repair part supply units.

(e) Evacuation procedures.

(6) Moving.

(a) Transportation requirements, logistic versus tactical.

(b) Priorities for movement and route use, by unit, commodity, or both.

(c) Traffic control requirements.

(d) Transportation unit/asset displacements.

(e) Throughput operations.

(f) Security of LOCs.

(g) Supply routes.

(h) Route maintenance requirements.

(i) The HET priorities.

(j) Backhaul priorities.

(k) Extended movement distances.

(l) Allocation of means of movement.

(7) Sustaining.

(a) Reconstitution.

(b) Distribution methods, such as supply point or unit.

(c) Support from other sources.

(d) Locations of medical treatment facilities.

b. Intelligence annex/overlays.

1) Situation template.

2) Terrain analysis.

3) Weather analysis.

4) Event template.

5) The MCOO.

c. Fire support annex.

1) Commander's guidance for fire support.

2) Target list.

3) Priority of fires and targets for route protection.

d. Engineer annex/overlays.

1) Time schedule for use of engineer assets.

2) Brigade commander's priority for engineer support to route maintenance and repair.

3) Transportation requirements for CL IV and V (obstacle) distribution.

4) Requirements to transport special equipment for engineer M/CM/S operations.

e. Operations overlay.

1) Maneuver scheme and concept of the operation.

2) Maneuver control measures.

3) Mission and objectives.

4) Main and supporting efforts.

5) Force protection operations.

6) Movement plan.

f. Administrative/logistics annex/overlay.

1) Concept of logistics support for the brigade.

a) Plan to synchronize supply and CSS with tactical scheme of maneuver.

b) Special logistics considerations due to weather, terrain, or security requirements.

c) Listing of peculiar or unusual support requirements.

2) Location and disposition of the BSA.

3) The CSS overlays with critical information about:

a) MSR/ASR and traffic flow plan.

b) Location and internal organization of BSA.

c) Location of battalion task force combat trains and unit maintenance collection points.

d) Locations of the maneuver battalions being supported.

e) LRP locations.

f) Cache sites.

g) Mobile pre-positioning locations/routes.

h) LZ/PZ/drop zone, airfield locations.

i) Location of mortuary activities (graves registration site).

j) Locations (current and planned) for supply points.

k) Medical positions (casualty collection points, brigade and battalion aid stations, AXPs).

l) Maintenance unit locations.

4) Transportation plan and schedule.

a) The ROM requirements.

b) Details of and priorities for transport by class, item, unit, location, and type equipment.

c) Logistics package organization, configuration, and transportation schedule.

d) Transportation shortfalls, constraints, limitations.

e) Requirements for external transportation support (helicopter and vehicle).

f) Maintenance time guidelines and priorities.

g) Critical CL IX and high demand prescribed load list items.

h) Sleep and rest plan guidance for drivers.

i) Special considerations due to weather, terrain, or security requirements.

j) Identification of additional transportation assets from external sources.

k) Transportation requirements for special equipment (mine rollers/plows) for engineer operations.

l) Conditions of MSR/ASR and other routes.

5) Supply plan and schedule.

6) Maintenance priorities by unit, type of weapons system/vehicle/equipment.

7) Medical evacuation plan.

8) The CSS execution matrix.

g. Air defense annex.

1) Concept of air defense operations.

2) Active air defense guidance.

3) Passive air defense guidance.

h. The NBC defense operations annex/graphics.

1) Enemy NBC capabilities.

2) Known/suspected contaminated areas.

3) The OEG.

4) The MOPP guidance.

5) Decontamination sites.

i. The A2C2 annex.

1) Routes and corridors.

2) Restricted areas.

j. Army aviation annex.

1) Aviation concept of operation.

2) Aviation support for logistics operations.

k. Signal operations annex.

1) Concept of signal operations (including priorities).

2) Tasks to subordinate and supporting signal units/elements.

3) Coordinating instructions.

l. Rear operations annex.

1) Enemy threat (capabilities and levels).

2) Concept for RACO and ADC including graphics.

3) Tasks to subordinate and supporting units.

4) Coordinating instructions.

a) Route defense and protection.

b) Civil-military.

c) Fire support coordination.

m. The MP annex.

1) Concept of MP operations (including priorities).

2) Tasks to subordinate units.

3) Coordinating instructions.

a) Coordination and cooperation with civil authorities.

b) Rear operations.

c) The EPW operations.

d) Refugee control operations.

e) Traffic regulation and control measures.

f) Battlefield circulation and control.

n. Civil affairs annex.

1) Concept for civil affairs (including priorities).

2) Civil affairs tasks to subordinate and supporting units.

3) Refugee support and control operations.

o. The OPSEC annex.

1) Enemy capabilities.

2) Concepts of OPSEC.

3) Tasks to subordinate units.

4) Countermeasures.

5) Counterintelligence.

6) Coordinating instructions.

p. Movements annex.

1) The MSRs.

2) Routes and schedules.

3) Traffic flow and control.

4) Rest and refuel areas.

q. Psychological operations annex.

r. The DST.

1) Enemy events, activities, and targets.

2) Friendly events, activities, scheme of maneuver, and control measures (from synchronization matrix and operations overlay).

3) Commander's CCIR.

4) Time estimates to implement decisions which lead to critical decision requirements.

5) Reflects: named areas of interest, time-phased lines (TPL), decision points, targeted areas of interest, and triggers (event to cause action).

s. Synchronization matrix.

1) Decision at each TPL.

2) Enemy actions and activities.

3) Friendly dispositions and actions.

Bde-5 GUIDANCE AND INFORMATION FROM BRIGADE COMMANDER AND STAFF

a. Brigade commander's verbal or written guidance and reports.

b. Operations reports.

c. Personnel reports.

d. Intelligence reports.

e. Logistics report.

f. Reports as required (see pp. H-79 to H-83 of FM 71-3).

g. The NBC reports.

h. Other reports of planning or critical combat information of interest to subordinate, higher, and adjacent units.

TASK LIST
PROVIDE TRANSPORT SERVICES (BRIGADE CCF 28)

The purpose of this component is to identify, organize, and list in logical sequence all of the tasks and subtasks necessary to perform this function. Normally, the primary participants responsible for performing the task are identified. The tasks were extracted from the appropriate doctrinal publications and sources. The specific sources of reference for each task and subtask are shown in brackets [ ] following the task.

In many instances, the wording of the task has been changed from the text found in the ARTEP-MTP or FM to add clarity, context, or meaning. The references allow the user to refer to the original source material for further detail and context, if desired.

For tasks selected from an ARTEP-MTP, the task number has been expanded with a slash (/) to identify the subtask and standard reflected in the ARTEP-MTP task. To illustrate: a task referenced as [ARTEP 71-3-MTP, 71-3-4001/4c] was derived from ARTEP 71-3-MTP, the Mission Training Plan for the Heavy Brigade Command Group and Staff, and identifies brigade S4 section task "71-3-4001, Conduct Logistical Planning," subtask "4," "Prepares plans and orders," standard or sub-element "c."

For tasks derived from an FM, the FM number and page number have been provided as a reference. For example, the reference for a task "The brigade commander demonstrates understanding of mission and higher commander's intent during confirmation briefing to the division commander" would be [FM 101-5, p. 1-9].

Some tasks and subtasks needed to define the function are not contained in ARTEP-MTPs, nor can they be derived from FMs. Tasks and subtasks were identified to fill such gaps and were developed during coordination visits with various Army schools, Forces Command (FORSCOM) units, and CTCs. These tasks are listed as field notes [FN] and are annotated with their source. For example, tasks identified by CSS OCs at the NTC would be referenced as [FN-NTC CSS OCs]. Still other tasks and subtasks were identified based on review of newsletters and other documents published by the CALL, which capture lessons learned from Army units relevant to doctrine, tactics, techniques, and procedures (DTTP). Tasks derived from CALL publications are referenced as Lessons Learned [LL] with the appropriate document and page number provided. For example, a task extracted from CALL Newsletter 95-6, "National Training Center's 'Fighting with Fires'" is referenced as [LL-CALL Newsletter 95-6, p. 16].

In some cases, the analysis of the CCF resulted in the identification of tasks for which no doctrinal references could be determined. Such tasks were selected based on author experience and a careful study of relevant doctrine. These tasks are referenced as author notes [AN].

Full references for all the source material are listed in the reference section.

The majority of tasks in this task list which identify specific coordination between the brigade S4 and the FSB support operations section or officer were initially identified in ARTEP 63-216-MTP for the FSB. These tasks were determined to also be tasks necessary for the

brigade S4, even though they were not found in a doctrinal source for the brigade. While the tasks have been substantially rewritten or reworded to apply to the brigade S4 or brigade S4 section for this CCF, the reference from the original source was retained.

Brigade CCF 18 (Plan for Combat Operations) tasks have been integrated into this task analysis as the primary logistics planning tasks because they reflect the command and control aspects of the brigade planning process. Subtasks listed under the tasks reflect those actions or events which are critical to the coordination, synchronization, and integration of brigade activities for planning transportation.

PLANNING

1. **The brigade rear command post monitors and directs transportation operations during planning.**

   a. The brigade rear CP and the FSB CP maintain communications with higher (DISCOM, corps) and subordinate (e.g., Bn TFs, direct support [DS] artillery Bn, combat engineer Bn, ADA battery, MP Plt, brigade HHC, etc.) units. [ARTEP 71-3-MTP, Task 71-3-4004/1d].

      1) The brigade rear CP maintains contact with higher, subordinate, and adjacent movement control elements (e.g., division movement control center [MCC]). [ARTEP 71-3-MTP, Task 71-3-4005/3a].

      2) The brigade rear CP places a representative in the brigade main CP as a CSS planner, normally an assistant brigade S4. [FN-NTC CSS OCs].

   b. The brigade rear CP personnel (brigade S4 and brigade S1 sections) monitor the brigade tactical situation. [ARTEP 71-3-MTP, Task 71-3-4004/2; 4002/1; 1012/3].

      1) Continuously monitor brigade command, operations and intelligence (O&I), and administrative/logistics (A/L) radio nets. [ARTEP 71-3-MTP, Task 71-3-1012/3b].

      2) Collect and analyze brigade SPOTREPs, situation reports (SITREPs), intelligence summaries (INTSUMs), and periodic intelligence reports (PERINTREPs). [FM 71-3, p. H-79].

         a) Identify potential threats to MSR. [AN].

         b) Identify potential threats to other rear area transportation activities or functions (e.g., convoys). [AN].

      3) Exchange information with the brigade S1/S4 representative in the brigade main CP. [AN].

a) Provide information to the brigade S1/S4 representative for the brigade S3 on rear area combat operations transportation requirements or issues. [AN].

b) Provide requirements to the brigade S1/S4 representative for additional security for other logistics activities or functions (e.g., MSR, convoys). [AN].

c) Receive current information from the brigade S3 on ongoing actions or operations that impact on transportation activities. [AN].

d) Receive current information from the brigade S2 on enemy activities or changes in weather that impact on transportation activities. [AN].

4) The brigade S4 or his representative attends daily staff meetings at the brigade main CP. [AN].

c. The brigade rear CP personnel monitor brigade transportation operations. [AN].

1) Subordinate unit logistics operations to ensure that transportation requirements are being met. [AN].

2) Throughput operations from division or corps support elements. [AN].

3) The MP traffic control operations. [AN].

4) Status of requests for additional air or ground transportation that FSB has forwarded to the DISCOM MCO. [AN].

5) Status of MSR and alternate supply routes (ASRs). [AN].

a) Trafficability. [AN].

b) Traffic flow. [AN].

c) Enemy activity. [AN].

d. The brigade S4 section acquires logistics status reports (LOGSTATs) and logistics SPOTREPs from subordinate units. [FM 71-3, pp. H-60, 79].

1) Subordinate units identify transportation requirements by submitting their LOGSTATs through their field trains CPs to the brigade S4. [FN-NTC CSS OCs].

2) The brigade S4 section reviews LOGSTATs to identify transportation requirements. [ARTEP 63-216-MTP, Task 63-1-1033/1b].

3) The brigade S4 section consolidates transportation requirements for all brigade units (including the brigade HHC) and forwards them to the FSB support operations section. [FN-NTC CSS OCs].

e. The brigade S4 section personnel conduct logistical staff visits, usually during periods of non-engagement. [FN-NTC CSS OCs].

1) The brigade S4 or his representative conducts daily staff visits with subordinate unit S4s and battalion maintenance officers (BMOs) in subordinate unit field trains, combat trains, unit maintenance collection points (UMCPs) to: [FN-NTC CSS OCs].

a) Verify status of transportation assets on hand. [FN-NTC CSS OCs].

b) Verify status of transportation requests. [AN].

c) Verify timely receipt of transportation support requested. [AN].

2) The brigade S4 or his representative conducts staff visits with the FSB support operations section to: [FN-NTC CSS OCs].

a) Confirm availability of transportation assets. [AN].

b) Confirm additional transportation requirements from subordinate units. [AN].

f. The brigade rear CP maintains current operations and CSS situation maps (SITMAPs), information displays, and journals. [ARTEP 71-3-MTP, Task 71-3-3003/2].

1) Maintains current operational readiness (OR) status of transportation assets and equipment within the brigade. [ARTEP 71-3-MTP, Task 71-3-4003/2; 4002/1a].

2) Posts transportation status of subordinate units on the appropriate information display/status boards. [AN].

3) Updates the status of transportation assets through unit LOGSTATs and daily logistics meetings. [AN].

4) Posts MSR status on the appropriate information display/status boards. [AN].

a) Trafficability. [AN]

b) Traffic status. [AN].

c) Enemy activity. [AN].

2. **The brigade receives an order initiating a new mission from higher headquarters.**

a. The brigade S4 attends the division orders brief, as directed by the brigade commander. [AN].

b. The brigade S4 coordinates with the division Logistics Officer (G4) to clarify division transportation issues. [AN].

1) Priorities for transportation and movements. [AN].

2) Movement requirements, times, and security measures. [AN].

3) Task organization of air and ground transportation assets to support the brigade. [AN].

4) Availability of additional air and ground transportation assets from division or corps. [AN].

5) The MSRs. [AN].

6) Traffic control/regulation measures. [AN].

7) Division commander's critical information requirements for transportation. [AN].

c. The brigade S4 uses pre-mission guidance from the brigade commander to focus staff estimate data collection. [FN-NTC CSS OCs].

d. The brigade S4 communicates pertinent planning information from the division orders briefing to the FSB support operations officer to initiate FSB parallel planning. [AN].

3. **The brigade commander and staff conduct mission analysis.**

a. The brigade S4 uses pre-mission guidance from the brigade commander to focus data collection for the transportation portion of mission analysis and the CSS staff estimate. [FN-NTC CSS OCs].

b. The brigade S2 and the ABE analyze the area of operations (AO) to determine impact on transportation operations. [ARTEP 71-3-MTP, Task 71-3-2001/2b; 8005/2].

   1) The brigade S2 and the ABE identify LOC and transportation in the brigade AO. [ARTEP 71-3-MTP, Task 71-3-2001/2b4; 8005/2a].

   2) The brigade S2 and the ABE determine trafficability and condition of road network in the brigade AO. [ARTEP 71-3-MTP, Task 71-3-2001/2b5; 8005/2e; FN-CASCOM Training Directorate].

   3) The brigade S2 determines the impact of current and forecasted weather on both on-road and off-road trafficability in the brigade AO. [ARTEP 71-3-MTP, Task 71-3-2001/2c2].

   4) The brigade S2 determines enemy capabilities in the brigade AO that could disrupt transportation operations. [ARTEP 71-3-MTP, Task 71-3-4005/2b].

c. The brigade S4 identifies specified and implied transportation tasks. [ARTEP 71-3-MTP, Task 71-3-4001/2a].

   1) Division movement plans involving the brigade. [AN].

      a) Ground. [AN].

      b) Air. [AN].

      c) Rail. [AN].

   2) Division-directed brigade movements. [AN].

   3) Division-directed or reserved routes. [AN].

   4) Division movement control measures. [AN].

d. The brigade S4 identifies essential transportation tasks necessary to accomplish the brigade mission. [ARTEP 71-3-MTP, Task 71-3-4001/2b].

   1) Requirements for transportation and critical times, in addition to normal sustainment operations (e.g., requirement to move large quantity of barrier material to new area prior to preparation for the defense). [AN].

   2) Availability of routes suitable for mission support. [AN].

   3) Implied tasks impacting on transportation requirements or capabilities (e.g., movement of the BSA). [AN].

e. The brigade S4 determines transportation constraints and restrictions impacting on the brigade mission. [ARTEP 71-3-MTP, Task 71-3-4001/2c].

1) Transportation sustainment controls established by the DISCOM MCO. [ARTEP 63-216-MTP, Task 63-1-1013/4c; FN-Command and General Staff College (CGSC) CSS SMEs].

2) Division-directed brigade support of division movements. [AN].

3) Enemy activity in the brigade rear area. [AN].

4) Weather and road conditions in the brigade AO. [AN].

5) Sufficiency of allocation of air and ground transportation assets from division to accomplish transportation requirements. [AN].

f. The brigade S4 updates transportation status based on mission analysis results. [AN].

1) Division priorities for allocation of transportation assets based on information from the MCO. [ARTEP 63-216-MTP, Task 63-1-1013/4d; FN-CGSC, CSS SMEs].

2) Transportation units/assets under division control. [AN].

3) Transportation units/assets under brigade control. [AN].

4) Type of units task organized to the brigade. [AN].

g. The brigade S4 communicates results of mission analysis to the FSB support operations officer and FSB S2/3. [FN-NTC CSS OCs].

4. **The brigade prepares and issues a brigade warning order.**

a. The brigade S4 provides the brigade S3 with critical transportation information to be included in the WARNO (e.g., any critical transportation information known to the S4 prior to the WARNO, based primarily on his experience and the mission analysis). [AN].

1) Times and schedules. [AN].

2) Distances and locations. [AN].

3) Control measures. [AN].

4) Special requirements (e.g., requirement to transport dozers to Bn TF defensive areas). [AN].

5) Additional transportation assets to be made available. [AN].

b. The brigade S4 ensures the dissemination of operational information critical to transportation planning, as well as information on transportation requirements, to subordinate unit S4s and the FSB support operations section, if available. [AN].

1) Task organization. [AN].

2) Subordinate unit missions and locations. [AN].

3) Timeline for operations. [AN].

5. **The brigade commander issues initial planning guidance.**

a. The brigade commander provides mission directives and establishes priorities for transportation. [FM 71-3, p. 8-20].

1) Unit priorities for transportation. [AN].

2) Priorities for movement by class of supply, type of equipment, personnel. [AN].

3) Maintenance priorities for transportation assets. [AN].

4) Routes and priorities for use. [AN].

5) Air versus ground transportation to satisfy selected requirements. [AN].

6) Traffic regulation. [AN].

7) Security of routes and convoys. [AN].

b. The brigade S4 ensures the dissemination of transportation information from the brigade commander's planning guidance to the FSB support operations section, the division G4, and subordinate unit S4s to support their parallel planning. [AN].

6. **The brigade commander and staff prepare estimates.**

a. The brigade S4 determines the brigade's transportation situation. [ARTEP 71-3-MTP, Task 71-3-4001/3a].

1) The brigade S4 coordinates with the FSB support operations section to obtain transportation information. [ARTEP 63-216-MTP, Task 63-1-1013/4].

a) Current status of transportation systems in the brigade area, such as: [ARTEP 63-216-MTP, Task 63-1-1007/4m].

(1) All transportation assets within the FSB. [AN].

(a) Types of carriers. [AN].

(b) Locations of carriers. [AN].

(2) Capabilities of transportation assets, by bulk and weight. [ARTEP 63-216-MTP, Task 63-1-1007/4m].

(3) Problems or restrictions to capabilities. [ARTEP 63-216-MTP, Task 63-1-1007/4m].

(a) Low OR rate. [AN].

(b) Shortage of drivers. [AN].

(c) Conflicting requirements or prior commitments. [AN].

(4) Transport distances. [ARTEP 63-216-MTP, Task 63-1-1007/4m].

(5) Highway and trafficability conditions. [ARTEP 63-216-MTP, Task 63-1-1007/4m].

(a) Restrictive terrain (i.e., hills, curves, narrow passes). [AN].

(b) Road surface conditions (i.e., asphalt, dirt, mud, snow, ice). [AN].

(c) Restrictive structures (i.e., bridge width and capabilities). [AN].

b) Availability and status of transportation assets from other DISCOM units. [AN].

c) Modifications to procedures for requesting of surface and airlift transportation. [ARTEP 63-216-MTP, Task 63-1-1013/4f].

d) Modifications to policies and procedures for requesting airdrop. [ARTEP 63-216-MTP, Task 63-1-1034/2a].

2) The brigade S4 determines the brigade's transportation status and capabilities. [FM 101-5, p. C-42].

a) Analyzes input from the FSB support operations section. [AN].

b) Analyzes LOGSTATs and reports for operational status of transportation assets. [FN-CGSC, CSS SMEs].

c) Obtains and analyzes input from the brigade S3 on changes in the brigade's task organization. [AN].

d) Determines transportation capabilities of all subordinate units, to include operational control (OPCON), or DS units (e.g., Bn TFs, DS artillery Bn, engineer Bn). [AN].

e) Obtains and analyzes input from the brigade S3-Air and aviation liaison officer (LO) on availability of rotary wing assets for transportation of supplies, equipment, or personnel. [AN].

f) Obtains and analyzes input from the brigade air liaison officer (ALO) on availability of fixed wing (United States Air Force (USAF)) assets for transportation of supplies, equipment, or personnel. [AN].

g) Reviews applicable intelligence preparation of the battlefield input from the brigade S2 to determine: [ARTEP 71-3-MTP, Task 71-3-4001/3a4].

(1) Locations of routes and LOCs suitable for MSRs. [AN].

(2) Impact of weather, both current and forecasted, in the brigade AO on trafficability of roads and terrain. [ARTEP 71-3-MTP, Task 71-3-2001/2c2].

(a) If routes available for resupply will be passable, from a road or surface condition standpoint, for resupply vehicles at the logistics trigger points specified in the plan. [LL-CALL Newsletter No. 92-5, p. 9].

(b) Whether new routes need to be constructed. [LL-CALL Newsletter No. 92-5, p. 9].

(c) Whether sections of the routes need improvement. [AN].

(3) Trafficability based on road conditions, restrictions, and weather. [AN].

(4) Enemy capabilities to disrupt transportation. [AN].

h) Coordinates with the brigade S2 to identify transportation-related information requirements and priority information requirements. [AN].

i) Reviews input from the brigade S3-Air, ALO, and aviation LO to determine impact of weather on use of aircraft for transportation of personnel, equipment, or supplies. [AN].

j) Reviews input from the brigade S5 to determine availability of civilian transportation assets or support; identifies: [ARTEP 71-3-MTP, Task 71-3-4001/3a4].

(1) Operating characteristics. [AN].

(2) Operator training. [AN].

(3) Maintenance requirements. [AN].

(4) Load capacity. [AN].

(5) Availability of civilian operators. [AN].

k) Performs time, distance, fuel calculations to determine: [AN].

(1) Distances that can be traveled based on fuel availability and consumption rates. [AN].

(2) Volume and weight of cargo that can be transported based on transportation asset capabilities. [AN].

l) Identifies transportation essential elements of friendly information based on enemy capabilities that could have major impact on transportation activities for recommendation to the brigade S2 (e.g., transportation activities that, if observed by the enemy, could disclose brigade plans or concept of maneuver). [ARTEP 71-3-MTP, Task 71-3-4002/3b].

m) Coordinates with the brigade S1 to identify personnel status that could impact on logistical transportation support to the brigade. [ARTEP 71-3-MTP, Task 71-3-4002/2a].

(1) Availability and number of qualified and licensed drivers on hand in the brigade. [AN].

(2) Requirements for additional personnel to satisfy transportation needs. [AN].

(3) Number of personnel with transportation critical military occupational specialties (MOS) available and due in. [AN].

n) Coordinates with the brigade MP platoon leader to identify traffic circulation and highway regulation requirements. [AN].

o) Analyzes adequacy of potential routes and logistics areas based on: [FM 101-5, p. C-43].

(1) Weather. [AN].

(2) Trafficability. [AN].

(3) Conditions. [AN].

(a) Surface composition. [LL-CALL Newsletter No. 92-5, pp. 1-2].

(b) Tunnels. [LL-CALL Newsletter No. 92-5, pp. 1-2].

(c) Overhead obstructions. [LL-CALL Newsletter No. 92-5, pp. 1-2].

(d) Bridge weight limits. [LL-CALL Newsletter No. 92-5, pp. 1-2].

(e) Traffic circulation rates. [LL-CALL Newsletter No. 92-5, pp. 1-2].

4) Terrain. [AN].

5) Number of routes. [AN].

6) Locations. [AN].

7) Access to potential logistics node locations. [AN].

b. The brigade S5 estimates the number of dislocated civilians that are, or can be expected to be, using the routes. [ARTEP 71-3-MTP, Task 71-3-5004/1a].

1) Determines their means of transportation. [ARTEP 71-3-MTP, Task 71-3-5004/1d].

2) Determines their direction of travel. [ARTEP 71-3-MTP, Task 71-3-5004/1e].

3) Estimates the increase or decrease of dislocated civilians within the next 48 hours. [ARTEP 71-3-MTP, Task 71-3-5004/1g].

c. The brigade S5 determines area civilian transportation resources available to support the brigade mission. [ARTEP 71-3-MTP, Task 71-3-5001/2c].

1) Identifies routes which must be reserved for logistics transportation reasons to ensure that civilian movement can be coordinated with the traffic control plan. [ARTEP 71-3-MTP, Task 71-3-5004/2e4].

2) Determines requirements for military transportation to move dislocated civilians for recommendation to the brigade S3. [ARTEP 71-3-MTP, Task 71-3-5004/2e5].

3) Determines civilian transportation assets available to the brigade. [ARTEP 71-3-MTP, Task 71-3-5001/2c; AN].

d. The ABE identifies requirements for transportation of Classes IV and V obstacle materials and engineer vehicles and equipment (e.g., bulldozers). [ARTEP 71-3-MTP, Task 71-3-8005/2c; FM 90-7, p. C-9].

e. The brigade S4 prepares the transportation portion of logistical staff estimate. [ARTEP 71-3-MTP, Task 71-3-4001/3].

1) Considers the brigade commander's planning guidance. [ARTEP 71-3-MTP, Task 71-3-4001/2d].

2) Ensures that the estimate provides an accurate and up-to-date assessment of the brigade's current and projected transportation situation, capabilities, and limitations, which includes: [FM 101-5, p. C-9].

a) Current and potential locations for CSS units and logistics sites. [FM 101-5, p. C-42].

b) Current and projected transportation status and capabilities: [FM 101-5, p. C-43].

(1) Adequacy and limitations of routes. [FM 101-5, p. C-43].

(2) Time, distance, and fuel factors. [FM 101-5, p. C-43].

(3) Transportation asset availability and haul capability. [FM 101-5, p. C-43].

f. The brigade S4 submits the transportation portion of the logistics estimate to the brigade S3, brigade XO, and the FSB commander. [ARTEP 71-3-MTP, Task 71-3-4001/3c].

7. **The brigade commander and staff develop course(s) of action.**

a. The brigade S4 and FSB support operations officer identify a transportation concept of support for each brigade COA proposed by the brigade S3. [ARTEP 71-3-MTP, Task 71-3-4001/3b].

1) Determine current brigade requirements for transportation support. [AN].

a) Review and analyze all brigade staff estimates to determine the impact on transportation. [ARTEP 71-3-MTP, Task 71-3-4005/1a].

b) Continuously collect and analyze LOGSTATs from subordinate units to identify tentative requirements. [FN-NTC CSS OCs].

c) Review input from the brigade S5 to determine impact of civilian traffic on use of available routes. [ARTEP 71-3-MTP, Task 71-3-4001/3a4].

d) Forecast and examine transportation requirements based on the tactical situation and the status of transportation assets, in terms of: [ARTEP 71-3-MTP, Task 71-3-4001/1c].

(1) Movement distances, routes, and required delivery times to work sites/supply points. [AN].

(2) Type and quantities of materials required to be moved. [AN].

e) Determine specific transportation requirements, based on requirements and forecasts, that can be identified at this point. [ARTEP 71-3-MTP, Task 71-3-4001/1a].

(1) Determine projected transportation requirements based on the type of operations and the potential location of BSA. [ARTEP 63-216-MTP, Task 63-1-1013/4b].

(a) Movement of Classes IV and V obstacle materials and engineer equipment to designated work sites or supply points by the required times. [ARTEP 71-3-MTP, Task 71-3-8005/2c ; FM 90-7, p. C-9].

(b) Evacuation of enemy material and personnel. [ARTEP 71-3-MTP, Task 71-3-4002/3d].

(2) Determine projected transportation requirements to support anticipated surge requirements, such as: [AN].

(a) Movement of Class III to support unexpected success/pursuit of enemy. [AN].

(b) Movement/repositioning of Class IV, Class V, and engineer equipment to support hasty defense. [AN].

(c) Mass casualty situation. [AN].

(3) Identify transportation required if logistics facilities need to be repositioned. [AN].

(4) Determine if extended operations or LOCs create an unacceptable level of risk due to driver/operator rest factors. [AN].

(5) Determine if terrain or extended operations create extra OR problems. [AN].

(6) Determine general transportation requirements based on type of cargo or cargo characteristics, if possible (e.g., requirement to reposition an ATP forward for a specific COA). [AN].

(a) Weight of cargo (short tons). [FM 55-2, p. 7-1].

(b) Volume of cargo (cubic feet). [AN].

(c) Dimensions. [FM 55-2, p. 7-1].

(d) Any unusual characteristics. [FM 55-2, p. 7-1].

(e) Dangerous characteristics (e.g., flammable, explosive, poisonous, etc.). [FM 55-2, p. 7-1].

f) Determine transportation support requirements for specific tactical operations. [ARTEP 63-216-MTP, Task 63-1-1013].

(1) Support of offensive operations. [ARTEP 63-216-MTP, Task 63-1-1013/8].

(a) Aerial resupply. [ARTEP 63-216-MTP, Task 63-1-1013/8d].

(b) The ROM operations. [AN].

(c) Movement of supplies to sustain offensive operations. [AN].

(2) Support of defensive operations. [ARTEP 63-216-MTP, Task 63-1-1013/9e].

(a) Movement of special equipment (e.g., bulldozers). [AN].

(b) Class IV and Class V items and associated transportation requirements. [ARTEP 63-216-MTP, Task 63-1-1013/9e].

(c) Evacuation of supplies and equipment to planned fallback points. [ARTEP 63-216-MTP, Task 63-1-1013/10c].

(d) Evacuation of medical units with alternate means of transportation. [ARTEP 63-216-MTP, Task 63-1-1013/10e].

2) Coordinate with the brigade S1 to identify required transportation support to the brigade personnel replacement and evacuation systems. [ARTEP 71-3-MTP, Task 71-3-4002/2c].

a) Coordinate mass casualty evacuation requirements with the FSB support operations section and brigade surgeon. [ARTEP 63-216-MTP, Task 63-1-1013/5c].

b) Coordinate with the FSB support operations section on location(s) for graves registration (GRREG) collection points. [ARTEP 63-216-MTP, Task 63-1-1013/7b].

c) Identify procedures for evacuation of remains to collection point(s) in the BSA. [ARTEP 63-216-MTP, Task 63-1-1013/7c].

d) Coordinate for pickup of replacement personnel in DSA and movement forward. [AN].

3) Coordinate with the brigade S5 to identify civilian evacuation considerations for each COA. [ARTEP 71-3-MTP, Task 71-3-5004/2c].

a) Tactical requirements to control civilian traffic. [ARTEP 71-3-MTP, Task 71-3-5004/2c8].

b) Routes to be used for evacuation of civilian personnel. [ARTEP 71-3-MTP, Task 71-3-5004/2c9].

c) Need for evacuation of refugees. [ARTEP 71-3-MTP, Task 71-3-5004/2c10].

d) Reservation of routes to prevent civilian movements from interfering with transportation of brigade logistics. [ARTEP 71-3-MTP, Task 71-3-5004/2e4].

e) Need for military transportation to move dislocated civilians. [ARTEP 71-3-MTP, Task 71-3-5004/2e5].

f) Availability of civilian transportation to move dislocated civilians. [ARTEP 71-3-MTP, Task 71-3-5004/2e5].

4) Coordinate with the brigade MP to identify requirements for evacuation of EPWs. [AN].

5) Prepare an outline transportation support plan for each COA. [ARTEP 71-3-MTP, Task 71-3-4001/3b1].

a) Apply the brigade commander's logistics guidance and information from the logistics estimate to allocate transportation assets to meet air and ground transportation requirements. [FN-NTC CSS OCs].

b) Determine capability to satisfy requirements for transportation support for each COA. [FN-CGSC, CSS SMEs].

(1) Analyze information on assets available to support operation received from the FSB support operations. [FN-NTC CSS OCs].

(2) Collect and analyze LOGSTATs from subordinate units to identify capabilities. [AN].

(3) Determine possible need to use civilian or captured enemy transportation assets. [AN].

c) Identify probable MSR and ASRs for each COA. [AN].

b. The brigade S4 identifies and briefs concept of transportation support for each COA. [ARTEP 71-3-MTP, Task 71-3-4001/3d].

c. The brigade S4 ensures the dissemination of transportation information resulting from the brigade's COA development to the FSB support operations section and subordinate unit S4s to support their parallel planning. [AN].

8. **The brigade commander and staff analyze course(s) of action (war game).**

a. The brigade S4 and FSB support operations officer participate in the brigade war gaming, assessing the impact of transportation and movement factors on each brigade COA. [ARTEP 71-3-MTP, Task 71-3-4005/1].

1) Transportation needs in terms of: [FM 101-5, p. C-13].

a) Movement distances, routes, and required delivery times to work sites/supply points. [AN].

b) Type and quantities of materials required to be moved. [AN].

2) Specific capabilities are addressed for each COA, such as: [AN].

a) Whether Classes IV and V obstacle materials and engineer equipment can be moved to designated work sites or supply points by the required times. [ARTEP 71-3-MTP, Task 71-3-8005/2c; FM 90-7, p. C-9].

b) Whether enemy material and personnel will need to be evacuated. [ARTEP 71-3-MTP, Task 71-3-4002/3d].

c) Whether transportation is available to support offensive operations with: [ARTEP 63-216-MTP, Task 63-1-1013/8d].

(1) Aerial resupply. [ARTEP 63-216-MTP, Task 63-1-1013/9e].

(2) Forward positioning of Class III and Class V. [AN].

(3) Repositioning of other supplies forward. [AN].

(4) The ROM operations. [AN].

d) Whether transportation is available to support defensive operations with: [ARTEP 63-216-MTP, Task 63-1-1013/9e].

(1) Class IV and Class V items and engineer equipment for defensive preparation. [ARTEP 63-216-MTP, Task 63-1-1013/9e].

(2) Repositioning of Class IV and Class V items and engineer equipment to subsequent defensive positions. [ARTEP 63-216-MTP, Task 63-1-1013/9e].

(3) Evacuation of supplies and equipment to planned fallback points. [ARTEP 63-216-MTP, Task 63-1-1013/10c].

(4) Evacuation of medical units with alternate means of transportation. [ARTEP 63-216-MTP, Task 63-1-1013/10e].

e) Whether transportation is available to support anticipated surge requirements, such as: [AN].

(1) Movement of Class III to support unexpected success/pursuit of enemy. [AN].

(2) Movement/repositioning of Class IV, Class V, and engineer equipment to support hasty defense. [AN].

(3) Mass casualty situation. [AN].

f) Whether logistics facilities need to be repositioned. [AN].

g) Whether extended operations or LOCs create an unacceptable level of risk due to driver/operator rest factors. [AN].

h) Whether terrain or extended operations create extra OR problems. [AN].

i) Whether routes need improvement. [AN].

3) Suitability of routes that are available as MSRs and alternate supply routes, considering: [FM 101-5, p. C-13].

a) Enemy capabilities to interrupt routes. [ARTEP 71-3-MTP, Task 71-3-4005/2b].

(1) Ground threat to brigade routes. [FM 71-3, p. 8-8].

(2) Enemy air threat. [FM 71-3, p. 8-8].

(3) Likelihood the enemy will use persistent chemical agents on routes. [FM 71-3, p. 8-8].

b) Capability of routes to handle the heaviest vehicle in the brigade. [FM 71-3, p. 8-8].

c) Capability of routes to sustain two-way traffic. [FM 71-3, p. 8-8].

d) Vulnerabilities of routes (e.g., bridges that can be destroyed). [FM 71-3, p. 8-8].

e) Choke/congestion points on routes (e.g., towns and confusing intersections). [FM 71-3, Jul 95, p. 8-8].

f) Availability of alternate routes. [AN].

g) Availability of cross-over routes between routes. [FM 71-3, p. 8-8].

h) Requirement to reserve routes exclusively for military traffic. [ARTEP 71-3-MTP, Task 71-3-4002/4d].

(1) Confirm number of refugees using routes. [FM 71-3, p. 8-8].

(2) Determine possible conflict with partisan activity or refugee movement. [FM 71-3, p. 8-8].

i) Whether the designated routes will be passable, from an operational and traffic standpoint, for resupply vehicles at the logistics trigger points specified (e.g., not projected to be in use by a tactical unit for movement at the same time needed for a logistics convoy; projected tactical traffic will not be so heavy that it will interfere with logistics convoy operations). [LL-CALL Newsletter No. 92-5, p. 9].

4) Transport options. [FM 101-5, p. C-13].

a) Restrictions on modes of transportation caused by present and forecasted weather conditions, road conditions, and enemy activity. [ARTEP 71-3-MTP, Task 71-3-4002/3f].

b) Logistical airlift. [ARTEP 71-3-MTP, Task 71-3-4005/1e].

c) Aerial resupply. [ARTEP 63-216-MTP, Task 63-1-1013/8d].

d) Availability of captured enemy transportation assets. [ARTEP 71-3-MTP, Task 71-3-4002/3d].

(1) Operating characteristics. [AN].

(2) Operator training. [AN].

(3) Maintenance. [AN].

(4) Load capacity. [AN].

e) Possible acquisition of civilian transportation assets. [ARTEP 71-3-MTP, Task 71-3-4002/4c].

(1) Operating characteristics. [AN].

(2) Operator training. [AN].

(3) Maintenance. [AN].

(4) Load capacity. [AN].

(5) Availability of civilian operators. AN].

5) Requirements for protection and potential methods of protection available. [FM 101-5, p. C-13].

a) Defendability of routes (e.g., presence of vulnerable places to be continuously guarded, choke points, availability of overlooking terrain for security positions). [FM 71-3, p. 8-8].

b) Protection of transportation assets, activities, and functions (e.g., convoys, LRPs). [AN].

c) Requirement for transportation and movement during periods of limited visibility. [LL-CALL Newsletter 94-2, p. II-10].

d) Locations where division, brigade, and Bn TF responsibility for protection ends and begins. [FM 71-3, p. 8-8].

e) Requirements for brigade assets to defend the brigade portion of routes or transportation activities/functions. [FM 71-3, p. 8-8].

6) Comparison of requirements for transportation with available assets and capabilities of CSS units to determine: [FM 101-5, p. A-29].

a) The projected status and availability of transportation assets at times and places required in plan. [AN].

b) Whether the projected transportation assets have capability to deliver the required quantities of cargo at the required times and locations. [AN].

c) Whether transportation resources from external sources are available for support and what coordination is required to obtain them. [LL-CALL Newsletter No. 92-5, p. 9].

7) Summary of analysis of impact of transportation and movement factors organized into two sections for comparison of COAs: [FM 101-5, p. C-45].

a) Sufficiency of the area. [FM 101-5, p. C-44].

(1) Adequacy of routes in the area for CSS transportation operations. [FM 101-5, p. C-45].

(2) Security of the area. [CGSC Text 101-6, p. 1-11].

b) Resources: [FM 101-5, p. C-45].

(1) Maintenance (e.g., loss/maintenance projections of transportation assets). [AN].

(2) Transportation. [FM 101-5, p. C-45].

(a) Requirements for transportation by class of supply. [CGSC Text 101-6, p. 1-11].

(b) Impact of distances required. [CGSC Text 101-6, p. 1-11].

(c) Availability of assets to meet requirements. [CGSC Text 101-6, p. 1-11].

(d) Availability of special equipment (e.g., HET). [CGSC Text 101-6, p. 1-11].

b. The brigade S5 war games the impact of civilian movement requirements.

1) Identifies routes which must be reserved exclusively for military traffic, if required. [ARTEP 71-3-MTP, Task 71-3-4002/4d].

2) Identifies transportation requirements for movement of civilian refugees. [AN].

c. The ABE war games COAs based on requirements for throughput of Class IV and V obstacle materials and transportation of engineer equipment. [ARTEP 71-3-MTP, Task 71-3-8005/2c].

d. The brigade S4 and FSB support operations officer select the brigade MSR and ASR in conjunction with the brigade S3. [ARTEP 71-3-MTP, Task 71-3-4005/1d].

e. The brigade S4 and FSB support operations officer determine the transportation shortfalls and deficiencies of each COA based on the war gaming. [CGSC Text 101-6, p. 1-14].

f. The brigade S4 ensures that the results of war gaming are forwarded to the FSB support operations section and subordinate unit S4s to support their parallel planning. [AN].

9. **The brigade staff compares courses of action.**

a. The brigade S4 and FSB support operations officer use transportation and movement factors to compare supportability of different COAs. [AN].

1) Area trafficability. [FM 101-5, p. F-35].

2) Capacity of LOC. [FM 101-5, p. F-35].

3) Movement times and distance factors. [FM 101-5, p. F-35].

4) Availability of transportation assets. [AN].

b. The brigade S4 describes the transportation supportability of each COA. [FN-NTC CSS OCs].

c. The brigade S4 ensures that the results of COA comparison are forwarded to the FSB support operations section and subordinate unit S4s to support their parallel planning. [AN].

10. **The brigade commander announces decisions.**

a. The brigade S4, in coordination with the FSB commander and support operations officer, briefs concept of transportation support and recommended COA that best supports the brigade operation from the transportation point of view. [ARTEP 71-3-MTP, Task 71-3-4001/3e].

b. The brigade S4 briefs transportation aspects of COA recommended by the brigade staff. [AN].

1) Recommends MSR and ASRs, in conjunction with the FSB commander and the brigade S3. [ARTEP 71-3-MTP, Task 71-3-4005/1d].

2) Recommends transportation priorities, by unit and class of supply. [FM 101-5, p. 3-23].

3) Recommends air or ground transportation to satisfy specific transportation requirements. [AN].

4) Identifies requirements for additional transportation assets to augment brigade operations. [AN].

5) Identifies security requirements. [AN].

c. The brigade S4 records the brigade commander's decision for use in preparation of logistics annex and overlay. [AN].

1) Identifies transportation priorities for each supported unit and class of supply. [AN].

2) Responds to transportation questions from the brigade commander. [AN].

d. The brigade S4 ensures that the brigade commander's decisions are forwarded to the FSB support operations section and subordinate unit S4s to support their parallel planning. [AN].

11. **The brigade staff prepares the operations order or fragmentary order.**

a. The brigade S4 finalizes transportation and movements plans. [ARTEP 71-3-MTP, Task 71-3-4005/1].

1) Reviews and analyzes all brigade plans and orders to ensure that transportation requirements are satisfied. [ARTEP 71-3-MTP, Task 71-3-4005/1a].

a) Transportation assets are available at required times. [AN].

b) Transportation assets are sufficient to move required cargo. [AN].

c) Transportation assets are able to deliver required cargo at required times and locations. [AN].

2) Coordinates with brigade staff sections and subordinate units to determine specific transportation requirements, identified during war gaming. [ARTEP 71-3-MTP, Task 71-3-4001/1a; AN; FN-CGSC CSS SME].

a) Confirms operational aspects of transportation support with the brigade S3. [AN].

(1) Routes available for resupply. [LL-CALL Newsletter No. 92-5, p. 9].

(2) Designation of the brigade MSR and other supply routes. [FM 71-3, p. 8-6].

(a) Includes the MSR on the CSS overlay. [FM 71-3, p. 8-7].

(b) Plans for a sufficient number of traffic control points on the MSR. [FM 71-3, p. 8-7].

(3) Traffic control measures. [AN].

(4) Protection for the MSR. [AN].

(5) Transportation operations do not interfere with the brigade scheme of maneuver. [AN].

(6) Reservation of selected routes exclusively for military logistics use. [ARTEP 71-3-MTP, Task 71-3-4002/4d; FN-Battle Command and Battle Staff Training (BCBST) CSS SME].

(7) Subordinate unit priorities for routes and movement. [AN].

(8) Means of movement (i.e., vehicles, air, rail). [AN].

(9) Transportation aspects of risk assessment. [AN].

(a) Driver/operator rest. [AN].

(b) Assistant drivers. [AN].

(c) Operator maintenance. [AN].

(d) Weather, time of day, or terrain-related driving hazards. [AN].

(e) Extended operations or LOCs which create an unacceptable level of risk due to driver/operator rest factors. [AN].

(10) Measures to counter enemy capabilities that may interrupt transportation operations. [ARTEP 71-3-MTP, Task 71-3-4005/2b].

(11) Maintenance and repair of supply routes. [AN].

b) Confirms civilian evacuation requirements with the brigade S5 and brigade S3. [ARTEP 71-3-MTP, Task 71-3-5004/2c].

(1) Tactical requirements for control of civilian traffic. [ARTEP 71-3-MTP, Task 71-3-5004/2c8].

(2) Routes to be used for evacuation of personnel. [ARTEP 71-3-MTP, Task 71-3-5004/2c9].

(3) Need for evacuation of refugees. [ARTEP 71-3-MTP, Task 71-3-5004/2c10].

c) Confirms transportation support for engineer operations with the ABE. [AN].

(1) Throughput requirements for engineer Class IV and V. [AN].

(2) Transport of engineer equipment to and between Bn TF positions. [AN].

d) Identifies transportation requirements for decontamination supplies and equipment with the brigade chemical officer. [AN].

e) Confirms requirements for repositioning downloaded supplies during consolidation and reorganization. [AN].

f) Confirms any transportation requirements identified by subordinate units. [AN].

3) Develops movement plans as required [ARTEP 71-3-MTP, Task 71-3-4001/4f].

4) Assists the brigade S3-Air in planning for the use of logistical airlift. [ARTEP 71-3-MTP, Task 71-3-4005/1e].

5) Assists the brigade S3 in planning and preparing tactical motor marches. [ARTEP 71-3-MTP, Task 71-3-4005/1c].

6) Prepares movement orders and march tables for the brigade S3. [ARTEP 71-3-MTP, Task 71-3-4005/1c].

7) Incorporates civilian resources and requirements identified by the brigade S5. [AN].

8) Coordinates with the ABE to ensure that throughput to deliver Classes IV and V obstacle materials and transport to deliver required engineer equipment to designated supply points or work sites is planned and requested. [ARTEP 71-3-MTP, Task 71-3-8005/2c; FM 90-7, p. C-9].

9) Identifies measures to counter enemy capabilities that may interrupt transportation operations. [ARTEP 71-3-MTP, Task 71-3-4005/2b].

10) Plans for transportation and movement during periods of limited visibility to enhance protection of transportation operations. [LL-CALL Newsletter 94-2, p. II-10].

11) Coordinates with the division G4 for the evacuation and use of enemy transportation assets. [ARTEP 71-3-MTP, Task 71-3-4002/3d].

12) Determines measures to mitigate impact of weather conditions on transportation activities. [ARTEP 71-3-MTP, Task 71-3-4002/3f].

13) Coordinates with the brigade S5 for acquisition of civilian transportation assets to support brigade logistics requirements. [ARTEP 71-3-MTP, Task 71-3-4002/4c].

14) Confirms selection of routes to be reserved exclusively for military logistical activity with the brigade S5. [ARTEP 71-3-MTP, Task 71-3-4002/4d].

15) Coordinates with the MP platoon leader for establishment of traffic control posts (TCPs) and any other traffic control measures that may be required. [AN].

16) Coordinates with the FSB support operations section to complete plans for transportation operations. [FN-Battle Command Training Program (BCTP) Team (Tm) B, CSS Tm; FN-CGSC, CSS SMEs; ARTEP 63-216-MTP, Task 63-1-1013].

    a) Identifies resources to satisfy transportation requirements. [FN-CGSC, CSS SMEs].

    b) Finalizes plans for support of offensive operations. [ARTEP 63-216-MTP, Task 63-1-1013/8d].

        (1) Use of aerial resupply. [ARTEP 63-216-MTP, Task 63-1-1013/9e].

        (2) Use of ROM. [ARTEP 63-216-MTP, Task 63-1-1013/8b].

            (a) Determines the method of ROM to be used. [AN].

            (b) Determines unit priorities in conjunction with the brigade S3. [AN].

            (c) Determines times, locations, routes to be used, time on site for each group of vehicles, and amount of fuel, or time on pump, for each system. [AN].

        (3) Forward positioning of CL III and V during offense. [AN].

        (4) Repositioning of supplies forward in support of consolidation and reorganization. [AN].

    c) Finalizes plans for support of defensive operations. [ARTEP 63-216-MTP, Task 63-1-1013/9e].

(1) Increased demand for Class IV items and engineer equipment (e.g., bulldozers) and associated transportation requirements. [ARTEP 63-216-MTP, Task 63-1-1013/9e].

(2) Repositioning of CL IV and V items and engineer equipment to subsequent defensive positions. [ARTEP 63-216-MTP, Task 63-1-1013/9e].

(3) Evacuation of supplies and equipment to planned fallback points. [ARTEP 63-216-MTP, Task 63-1-1013/10c].

(4) Evacuation of medical units with alternate means of transportation. [ARTEP 63-216-MTP, Task 63-1-1013/10e].

d) Finalizes plans to support anticipated surge requirements, such as: [AN].

(1) Movement of Class III to support unexpected success/pursuit of enemy. [AN].

(2) Movement/repositioning of Class IV, Class V, and engineer equipment to support hasty defense. [AN].

(3) Mass casualty situation. [AN].

e) Finalizes plans for repositioning logistics facilities. [AN].

f) Finalizes plans for additional maintenance to counter problems created by terrain or extended operations. [AN].

g) Finalizes plans for use of transportation assets for backhaul evacuation of casualties. [LL-CALL Newsletter No. 94-2, p. III-4].

h) Finalizes plans for use of transportation assets for backhaul evacuation of EPW. [LL-CALL Newsletter No. 94-2, p. III-4].

i) Finalizes backhaul plan for evacuation of equipment and supplies to the BSA. [ARTEP 63-216-MTP, Task 63-1-1013/4h].

17) Requests transportation support through FSB support operations section to satisfy identified requirements which cannot be completed with internal assets. [AN].

18) Coordinates with DISCOM MCO. [ARTEP 71-3-MTP, Task 71-3-4005/1d].

a) Routes and traffic control. [AN].

b) Requests for additional transportation support. [AN].

b. The brigade S4 prepares the transportation portion of the brigade OPORD. [ARTEP 71-3-MTP, Task 71-3-4001/4].

1) The brigade S4 prepares the transportation portion of paragraph 4 (concept of support) of the brigade OPORD. [ARTEP 71-3-MTP, Task 71-3-4001/4d/4e; FN-NTC CSS OCs].

a) Uses general concept of support to address only critical, unusual, and non-tactical standing operating procedures transportation information. [FM 101-5, p. H-75; CGSC Text 101-6, p. 1-18].

b) Addresses the following in the general concept, under categories "before, during, and after," as applicable. [CGSC Text 101-6, p. 1-19].

(1) Transportation requirements to support logistic and tactical operations in terms of delivery of quantities and types of cargo to specified locations by designated times. [CGSC Text 101-6, p. 1-19].

(2) Priorities for movement and route use, by unit and by class of supply. [FM 101-5, p. H-76].

(3) Traffic control requirements. [CGSC Text 101-6, p. 1-19].

(4) Transportation unit/asset displacements. [CGSC Text 101-6, p. 1-19].

(5) Throughput operations. [CGSC Text 101-6, p. 1-19].

(6) Security of LOCs. [CGSC Text 101-6, p. 1-19].

(7) Supply routes. [CGSC Text 101-6, p. 1-19].

(8) Route maintenance requirements. [CGSC Text 101-6, p. 1-19].

(9) Route security requirements. [AN].

(10) The HET priorities. [CGSC Text 101-6, p. 1-19].

(11) Backhaul priorities. [CGSC Text 101-6, p. 1-19].

(12) Allocation of means of movement (e.g., vehicles, air, rail). [AN].

2) The brigade S4 prepares CSS overlay for incorporation into the brigade OPORD, which includes primary and alternate: [ARTEP 71-3-MTP, Task 71-3-4001/4g; FN-NTC CSS OCs].

   a) Routes from DSA to BSA. [CGSC Text 101-6, p. 1-24].

   b) Supply routes from BSA to LRPs. [CGSC Text 101-6, p. 1-24].

   c) Alternate/proposed BSA locations. [CGSC Text 101-6, p. 1-24].

   d) LRP locations. [FN-NTC CSS OCs].

   e) AXP locations. [FN-NTC CSS OCs].

   f) Decontamination point locations. [FN-NTC CSS OCs].

   g) ATP locations. [FN-NTC CSS OCs].

   h) Maintenance collection point locations. [FN-NTC CSS OCs].

   i) TCPs. [AN].

3) The brigade S4 prepares the logistics execution matrix for incorporation into the brigade OPORD, which addresses the CSS function of moving (in the context of manning, arming, fueling, fixing, moving, and sustaining) in the context of before, during, and after mission. [FN-NTC CSS OCs].

   a) Priorities. [CGSC Text 101-6, p. 1-25].

   b) Shifts in priorities. [CGSC Text 101-6, p. 1-25].

   c) Critical events. [CGSC Text 101-6, p. 1-25].

   d) Critical actions. [CGSC Text 101-6, p. 1-25].

   e) Critical times. [AN].

   f) Problem areas. [CGSC Text 101-6, p. 1-25].

4) The brigade S4 prepares the transportation portion of the brigade service support annex to the OPORD in coordination with the brigade S1 and FSB staff, which includes: [ARTEP 71-3-MTP, Task 71-3-4001/4b].

   a) Priority of supply, by unit, for all classes of supply. [FM 101-5, p. H-159].

b) Priority of movement, by unit, for all routes. [AN].

c) Priority/allocation of transportation assets. [AN].

d) Transportation critical shortages. [FM 101-5, p. H-159].

e) Traffic control measures. [FM 101-5, p. H-159].

f) MSRs and ASRs. [FM 101-5, p. H-159].

g) Composition and location of all key CSS elements, including: [FM 101-5, p. H-159].

(1) BSA. [FM 101-5, p. H-159].

(2) FLE. [FM 101-5, p. H-159].

(3) AXPs. [FM 101-5, p. H-159].

(4) Brigade rear CP. [FM 101-5, p. H-159].

(5) ROM sites. [AN].

(6) LRPs. [AN].

c. The brigade S4 submits paragraph 4a, the CSS overlay, the logistics execution matrix, and the service support annex to the brigade S3 for incorporation into the OPORD. [ARTEP 71-3-MTP, Task 71-3-4001/4c/4d/4e; FN-NTC CSS OCs].

d. The ABE allocates engineer transportation and equipment to support brigade operations in the engineer annex to the brigade OPORD. [ARTEP 71-3-MTP, Task 71-3-8002/3m].

e. The MP platoon leader prepares the traffic control plan and overlay containing: [ARTEP 71-3-MTP, Task 17-3-1201/1a2].

1) Locations for control operations. [FM 19-4, p. 166].

2) Locations of TCPs. [FM 19-4, p. 166].

3) Mobile patrol areas. [FM 19-4, p. 166].

4) Locations of temporary signs. [FM 19-4, p. 166].

5) Locations of other MP control functions. [FM 19-4, p. 166].

6) Locations for new control functions if alternate routes are activated. [FM 19-4, p. 166].

12. **The brigade commander and staff issue the operations order or fragmentary order.**

a. The brigade S4 briefs concept of support for transportation, using the CSS overlay for illustration. [CGSC Text 101-6, p. 1-23].

1) Presents a synopsis of transportation support to the operation which identifies actions to be accomplished before, during, and after the operation, and addresses transportation: [FM 101-5, p. H-75].

a) Priorities, by unit and class of supply. [FM 101-5, p. H-76].

b) Shifts in priorities. [CGSC Text 101-6, p. 1-23].

c) Critical events. [CGSC Text 101-6, p. 1-23].

d) Critical actions. [CGSC Text 101-6, p. 1-25].

e) Critical times. [AN].

f) Problem areas and solutions. [CGSC Text 101-6, p. 1-23].

2) Uses CSS overlay to provide primary and alternate locations and routes for critical logistics areas, assets, and routes such as: [CGSC Text 101-6, p. 1-24].

a) MSR from DSA to BSA. [CGSC Text 101-6, p. 1-24].

b) Supply routes from BSA to LRPs. [CGSC Text 101-6, p. 1-24].

c) Primary and alternate/proposed BSAs. [CGSC Text 101-6, p. 1-24].

d) LRPs. [FN-NTC CSS OCs].

e) AXPs. [FN-NTC CSS OCs].

f) Decontamination points. [FN-NTC CSS OCs].

g) ATPs. [FN-NTC CSS OCs].

h) Maintenance collection points. [FN-NTC CSS OCs].

b. The brigade S4 ensures that the brigade OPORD, with all CSS products, is issued to the FSB commander at the brigade orders brief. [FN-NTC CSS OCs].

c. The brigade S4 ensures that copies of the brigade OPORD, with all relevant CSS products, are distributed to: [AN].

   1) Division G4. [AN].

   2) Subordinate unit S4s, to include OPCON and DS units supporting the brigade (Bn TFs, MP platoon, DS artillery Bn, ADA battery, etc.). [AN].

d. The brigade commander conducts confirmation briefs immediately after the OPORD to ensure a clear understanding of his intent. [FM 101-5, p. 4-59].

   1) Ensures that critical transportation tasks and missions are addressed, as appropriate. [AN].

   2) Requires the brigade S4 to clarify transportation issues, as appropriate. [AN].

PREPARATION

13. **The brigade S1 and the brigade S4 maintain communications to coordinate transportation and sustain brigade operations from the brigade rear command post.**

a. The brigade rear CP personnel (brigade S4 and S1 section personnel) coordinate with the FSB staff to monitor and direct transportation operations in support of brigade close, deep, and rear operations. [ARTEP 71-3-MTP, Task 71-3-4004/1f].

b. The brigade rear CP and FSB CP maintain communications and operations from a collocated CP. [FM 71-3, p. 8-19].

1) Maintain communications with higher and subordinate units. [ARTEP 71-3-MTP, Task 71-3-4004/1d].

2) Maintain contact with division, subordinate, and adjacent movement control elements. [ARTEP 71-3-MTP, Task 71-3-4005/3a].

a) Bn TF S4s and support platoon leaders. [AN].

b) MP platoon TCPs and patrols. [AN].

c) Subordinate unit convoy commanders. [AN].

d) Division and corps transportation units providing transportation augmentation or throughput. [AN].

14. **The brigade staff acquires transportation information during brigade preparation for the battle.**

a. The brigade rear CP personnel monitor the current brigade tactical situation. [ARTEP 71-3-MTP, Task 71-3-4004/2; 4002/1; 1012/3].

1) Continuously monitor brigade command, O&I, and A/L radio nets. [ARTEP 71-3-MTP, Task 71-3-1012/3b].

2) Collect brigade SPOTREPs, SITREPs, INTSUMs, and PERINTREPs. [AN].

3) Exchange information with the brigade S1/S4 representative in the brigade main CP. [AN].

a) The brigade S1/S4 representative in the brigade main CP ensures that the brigade rear CP is immediately informed of any enemy activity that might impact on brigade transportation activities (e.g., MSR, convoys). [AN].

b) The brigade S1/S4 representative in the brigade main CP ensures that the brigade rear CP is immediately informed of any changes in the weather forecast that might impact on brigade transportation activities (e.g., MSR, convoys). [AN].

c) The brigade S1/S4 representative in the brigade main CP keeps the brigade main CP informed of the brigade transportation situation. [AN].

4) The brigade S1/S4 representative in the brigade main CP attends daily staff meetings at the brigade main CP. [AN].

b. The brigade S4 section acquires subordinate unit orders, LOGSTATs and logistics SPOTREPs. [FM 71-3, pp. H-60, 79].

1) Identifies subordinate unit transportation requirements. [AN].

2) Identifies status of subordinate unit transportation assets. [ARTEP 63-216-MTP, Task 63-1-1033/1b].

3) Identifies subordinate unit requirements for throughput of Class IV/V. [FN-NTC CSS OCs].

c. The brigade S4 section monitors the implementation of the transportation plan in conjunction with the FSB support operations section. [AN].

1) Obtains updates on traffic circulation and traffic control problems from the MP platoon leader. [AN].

2) Obtains updates on routine transportation and convoy operations from subordinate unit S4s. [AN].

3) Obtains transportation information during logistical staff visits. [AN].

4) Obtains reports and requests for route information from all units or convoys entering the brigade rear area. [AN].

5) Obtains updates from the brigade S3-Air and ALO on status of air operations and requests for air transportation. [AN].

6) Obtains updates on availability of transportation assets from the FSB support operations section. [AN].

7) Obtains updates on status of transportation augmentation from the FSB support operations section. [AN].

8) Obtains updates on status of convoy operations in the brigade area from the FSB support operations section. [AN].

9) Obtains closing reports for all convoy and throughput operations for brigade units. [AN].

10) Obtains updates on division transportation plans, routes, timelines, and augmentation from the DISCOM MCO. [AN].

15. **The brigade staff evaluates transportation information during brigade preparation for the battle.**

a. The brigade S4 section analyzes reports and messages to determine impact on transportation plans. [ARTEP 71-3-MTP, Task 71-3-4001/5b].

1) Analyzes brigade SPOTREPs, SITREPs, INTSUMs, and PERINTREPs. [FM 71-3, p. H-91].

a) Identifies adjustments or changes in transportation requirements based on friendly unit activities or changes in friendly situation. [AN].

b) Determines whether unit transportation requirements are being met and supplies are being delivered at appropriate times. [AN].

c) Identifies enemy activities or changes in enemy situation that could impact on transportation activities (e.g., convoys, MSR). [AN].

d) Identifies updates in weather forecasted for the AO that could impact on transportation operations or activities (e.g., reduced trafficability on MSR due to rain). [AN].

2) Assesses information received from the brigade S1/S4 representative in the brigade main CP. [AN].

a) Compares reports of transportation assets damaged or destroyed that are received from the brigade main CP with subordinate unit LOGSTATs. [AN].

b) Validates transportation equipment and personnel status from the brigade main CP with the equipment and personnel status in the brigade rear CP. [FN-NTC Commander's Memo, p. 17].

c) Compares enemy activity updates with information from the brigade S2 to determine/verify threat to transportation operations and activities. [AN].

b. The brigade S4 section analyzes orders, LOGSTATs and logistics SPOTREPs from subordinate units' S4s and separate company/detachment 1SGs. [FM 71-3, pp. 60, 79].

1) Reviews orders and LOGSTATS from subordinate units to compare the status of unit transportation assets with transportation requirements/requests. [AN].

2) Determines if supplies and equipment are being received when needed. [AN].

3) Verifies that time of establishment and location of Class IV/V points are identified on LOGSTATs from subordinate unit S4s. [FN-NTC CSS OCs].

4) Reviews logistics SPOTREPs for information to confirm the status of routes and areas in the brigade rear. [AN].

c. The brigade S4 section conducts logistical staff visits, usually during periods of non-engagement. [ARTEP 71-3-MTP, Task 71-3-4001/5c].

1) The brigade S4 or his representative conducts daily staff visits with subordinate unit S4s and BMOs in unit field trains, combat trains, and UMCPs to: [FN-NTC CSS OCs].

a) Verify transportation requirements and the status of ongoing transportation operations. [AN].

b) Verify that current transportation operations are satisfying unit needs. [AN].

c) Verify the status of transportation assets on hand. [AN].

2) The brigade S4 or his representative conducts staff visits with the FSB support operations section to: [FN-NTC CSS OCs].

a) Confirm the availability of transportation assets. [AN].

b) Verify the status of transportation requests (e.g., requirements for additional transportation identified, requests satisfied from internal assets, requests forwarded to DISCOM MCO, requests already satisfied, requests being satisfied with ground transportation from MSB transportation company, requests being satisfied with air assets under DISCOM control, requests forwarded by DISCOM MCO to Corps MCO). [AN].

c) Verify the status of throughput operations (e.g., throughput identified that is coming from corps locations, throughput identified that is coming from DSA, designated contact points for each identified throughput, expected

arrival/contact times for each throughput, units designated to meet throughput vehicles or convoys at contact points). [AN].

d) Collect information on status of division transportation assets in the brigade area, and/or available to the brigade. [AN].

d. The brigade S4 section evaluates the status of transportation support in conjunction with the FSB support operations section. [AN].

1) Evaluates traffic circulation reports and projected movements to ensure that the road network will sustain movements. [AN].

2) Reviews convoy/movement timelines to ensure that potential conflicts with tactical movements and other convoys are resolved. [AN].

3) Compares subordinate unit reports on route status with the MP platoon reports on traffic circulation and route status to verify route conditions. [AN].

4) Compares the availability of transportation assets with planned movements to determine requirements to request additional assets, use other means of transport, or revise transportation plans. [AN].

5) Determines whether required supplies and equipment are being delivered to the required locations at the required times. [AN].

e. The brigade S4 section adjusts the transportation support plan based on evaluation of information. [AN].

16. **The brigade rear command post updates products and maintains operations and combat service support status during brigade preparation for the battle.**

a. The brigade rear CP personnel maintain current operations and CSS situation maps (SITMAPs), information displays, and journals. [ARTEP 71-3-MTP, Task 71-3-3003/2].

1) Friendly SITMAPs to ensure that battletracking reflects accurate, current situation. [ARTEP 71-3-MTP, Task 71-3-1012/3a; 4004/2b].

2) Enemy SITMAPs to ensure an accurate depiction of threat to rear area operations and routes. [AN].

3) Daily staff journals. [ARTEP 71-3-MTP, Task 71-3-4004/2a; 1012/2c].

4) Information displays to visually display critical data. [ARTEP 71-3-MTP, Task 71-3-4004/2c].

b. The brigade S4 section maintains the current status of transportation assets and equipment readiness in the brigade. [ARTEP 71-3-MTP, Task 71-3-4003/2].

1) Status of subordinate unit transportation assets. [ARTEP 63-216-MTP, Task 63-1-1033/1b].

2) Current maintenance status of subordinate units. [ARTEP 71-3-MTP, Task 71-3-4003/2b].

3) Record of battle losses to track Class VII replacement requirements for transportation assets. [ARTEP 63-216-MTP, Task 63-1-1029/3a].

4) Status of division transportation assets in the brigade area, and/or available to the brigade. [AN].

5) Status of the clearing of obstructions and repairing of routes in support of tactical and logistical plans. [ARTEP 71-3-MTP, Task 71-3-8005/1j].

17. **The brigade staff coordinates transportation operations during brigade preparation for the battle.**

a. The brigade S4 section provides staff supervision of transportation and movements. [ARTEP 71-3-MTP, Task 71-3-4005/3].

1) Ensures that the FSB has planned for quick response recovery (e.g., having mechanics, tools, and repair parts along the route or with the convoy) or replacement of supply vehicles to maintain timely delivery. [LL-CALL Newsletter No. 92-6, p. 9-10].

2) Ensures that MSR and alternate routes are properly and adequately marked with either standard route sign kits or temporary signs. [LL-CALL Newsletter 91-5, p. 17].

3) Ensures that vehicle speed, drivers' rest periods, vehicle maintenance, and other transportation safety requirements are published and followed. [LL-CALL Newsletter 91-5, p. 13].

4) Ensures that the FSB and subordinate units plan and prepare for transportation and movement during periods of limited visibility, as required. [LL-CALL Newsletter 94-2, p. II-10].

5) Ensures that the FSB and subordinate units properly equip and man vehicles for movement. [LL-CALL Newsletter 94-2, p. IV-1].

a) A leader with adequate communications is designated for each convoy/ movement. [AN].

b) Every vehicle is equipped with a map and a compass. [LL-CALL Newsletter 94-2, p. IV-1].

c) Drivers are provided an orientation on the current enemy and friendly situation. [AN].

d) Drivers are provided with appropriate graphics and strip/route maps. [AN].

e) Assistant drivers are present in vehicles, as required or needed. [LL-CALL Newsletter 94-2, p. IV-1].

b. The brigade S4 and brigade S4 section coordinate transportation and movements. [ARTEP 71-3-MTP, Task 71-3-4005/2; FM 71-3, p. 8-5].

1) Coordinate with the brigade S3 for security of transportation activities and functions (e.g., MSR critical points, convoys). [AN].

2) Coordinate routes with the MP platoon leader for highway control. [ARTEP 71-3-MTP, Task 71-3-4005/2a].

3) Coordinate with the brigade S2 for update of enemy capabilities and activities which may interrupt use of routes. [ARTEP 71-3-MTP, Task 71-3-4005/2b].

4) Coordinate routes, traffic control, and timetables with the division G4, FSB staff, and DISCOM staff. [ARTEP 71-3-MTP, Task 71-3-4005/2d].

5) Coordinate troop movement requirements (i.e., routes, traffic control, and timetables) with subordinate units. [ARTEP 71-3-MTP, Task 71-3-4005/2c].

6) Coordinate with the DISCOM MCO when additional assets are required and organic assets are unavailable or inappropriate for use. [ARTEP 71-3-MTP, Task 71-3-4005/2e].

7) Coordinate with the engineer representative for the throughput of engineer Class IV and V material to the supply point or engineer job sites. [ARTEP 71-3-MTP, Task 71-3-4002/1b; FM 90-7, p. C-9].

a) The brigade S4 forwards request through the FSB to the materiel management center (MMC). [FN-NTC CSS OCs].

b) The brigade S4 coordinates with the FSB support operations section on designation of contact points in vicinity of BSA. [AN].

c) The FSB support operations and FSB supply company notify the brigade S4 of the linkup point location when throughput Class IV and V arrives at BSA. [FN-NTC CSS OCs].

d) The brigade S4 ensures that link up between engineer Class IV and V convoy and unit representatives at the BSA occurs. [FN-NTC CSS OCs].

8) Coordinate with the brigade S1 for transportation support for personnel operations. [ARTEP 71-3-MTP, Task 71-3-1003/3b].

9) Coordinate with the MP platoon leader for: [AN].

a) Transportation required for EPW evacuation. [ARTEP 71-3-MTP, Task 71-3-1202/2/2c].

b) Identification of alternate routes if EPW evacuation will impede circulation along MSRs. [ARTEP 71-3-MTP, Task 71-3-1202/2/2c].

c. The brigade surgeon requests additional evacuation resources from the division medical operations center. [FM 71-3, p. 8-11; FN-CASCOM Training Directorate; FN-BCTP Tm B, CSS Tm].

d. The brigade S4 requests transportation assets to move supplies or personnel. [FM 55-10, p. 5-2; FN-BCTP Tm B, CSS Tm; FN-3/16 CAV].

1) The brigade S4 section develops requests containing the following information: [FM 55-2, p. 7-1].

a) Origin of cargo and point of contact at pick-up point. [FM 55-2, p. 7-1].

b) Destination where cargo is to be delivered and point of contact at the delivery point. [FM 55-2, p. 7-1].

c) Weight of cargo in pounds. [FM 55-2, p. 7-1].

d) Dimensions of cargo in inches. [FM 55-2, p. 7-1].

e) Description of cargo and any unusual characteristics. [FM 55-2, p. 7-1].

f) Dangerous characteristics of cargo (e.g., flammable, explosive, poisonous, etc.). [FM 55-2, p. 7-1].

g) Required time and date of delivery. [FM 55-2, p. 7-1].

2) The brigade S4 processes requests for ground transportation support. [FM 55-10, p. 5-2].

a) Based on identified requirements in brigade operational plans. [FN-BCTP Tm B, CSS Tm].

b) After planning, based on identified requirements to move personnel, equipment, etc. [FN-BCTP Tm B, CSS Tm].

c) Requests for transportation support are passed through the FSB support operations section to the DISCOM MCO. [FM 55-10, p. 5-2].

3) The brigade S4 processes requests for rotary wing air transportation support through the FSB support operations section to the DISCOM MCO. [FM 55-10, p. 5-2 , p. 10-11, p. 10-12].

4) The brigade S4 processes requests for fixed wing air transportation support. [FM 55-10, p. 5-2].

a) Requests for air airlift or airdrop are sent through the FSB support operations section to the DISCOM MCO. [FM 55-10, p. 10-16,10-17; FM 55-2, p. 7-6].

b) Simultaneously, the request is coordinated through the brigade S3-Air to the brigade ALO. [FM 55-10, pp. 10-16, 10-17].

e. The brigade S4 coordinates transportation support with the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1033].

1) The brigade S4 coordinates with the FSB support operations section for planned ground transportation support. [ARTEP 63-216-MTP, Task 63-1-1033/2].

a) Ensures that the FSB support operations section forwards requests for additional transportation from the brigade S4 to the DISCOM MCO. [ARTEP 63-216-MTP, Task 63-1-1033/2f].

b) Resolves transportation delays or problems through the FSB support operations with the DISCOM MCO. [ARTEP 63-216-MTP, Task 63-1-1033/2g].

2) The brigade S4 coordinates with the FSB support operations section for planned air transportation support. [ARTEP 63-216-MTP, Task 63-1-1033/3].

a) Monitors, in conjunction with the FSB support operations, the status of preplanned air support request with the DISCOM MCO to ensure the

approval or validation and transmission to the division transportation officer for additional assets. [ARTEP 63-216-MTP, Task 63-1-1033/3a ; FM 55-10, p. 10-11].

b) Coordinates delivery times and locations through the FSB support operations with the DISCOM MCO. [ARTEP 63-216-MTP, Task 63-1-1033/3c].

c) Monitors to ensure that: [ARTEP 63-216-MTP, Task 63-1-1033/3d].

(1) FSB supply company prepares supplies or personnel for air delivery. [AN].

(2) FSB supply company is prepared to load/rig cargo on aircraft. [AN].

(3) Receiving unit is prepared to establish and mark landing zone/drop zone. [FM 71-3, p. H-69].

(4) Receiving unit has plans for rapid recovery and return of air items which may accompany air delivered supplies or equipment. [LL-CALL CTC Bulletin No. 93-4, p. 13].

3) The brigade S4 coordinates with the FSB support operations section for transportation support in an NBC environment. [ARTEP 63-216-MTP, Task 63-1-1033/4].

a) Coordinates transportation of contaminated cargo with the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1033/4b; FN-BCTP Tm B, CSS Tm].

b) Disseminates information on contaminated routes and rerouting to all subordinate elements. [ARTEP 63-216-MTP, Task 63-1-1033/4c].

c) Requests information on contaminated routes and highway reconnaissance data from the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1033/4d].

d) Coordinates deliberate decontamination of transfer points through the FSB support operations with the DISCOM security, plans, and operations officer (SPO). [ARTEP 63-216-MTP, Task 63-1-1033/4e].

f. The brigade S4 coordinates with the FSB support operations section for movement of supplies and equipment. [ARTEP 63-216-MTP, Task 63-1-1033; 1026; 1027; 1028; 1029; 1030; 1034].

1) The brigade S4 coordinates with the FSB support operations section for movement of Class III supplies. [ARTEP 63-216-MTP, Task 63-1-1026/1].

   a) Throughput of bulk fuel products. [ARTEP 63-216-MTP, Task 63-1-1026/1g].

   b) Throughput of fog oil distribution. [ARTEP 63-216-MTP, Task 63-1-1026/3f].

   c) Bulk fuel airdrop or slingload resupply. [ARTEP 63-216-MTP, Task 63-1-1026/3g].

   d) Times, routes, and locations for ROM. [ARTEP 63-216-MTP, Task 63-1-1026/1g].

2) The brigade S4 coordinates with the FSB support operations section for movement of Class V supplies. [ARTEP 63-216-MTP, Task 63-1-1027/3].

   a) Movement of the ATP as far forward as possible for offensive operations. [ARTEP 63-216-MTP, Task 63-1-1027/3d; FN-Combined Arms Support Command (CASCOM) Training Directorate].

   b) Movement of Class V supplies to pre-stock positions for defensive operations. [AN].

   c) Evacuation of Class V supplies to planned fallback points for retrograde operations. [ARTEP 63-216-MTP, Task 63-1-1027/5e].

   d) Movement of pre-planned and pre-configured Class V push-packages. [ARTEP 63-216-MTP, Task 63-1-1027/3e].

   e) Airdrop or slingload Class V resupply. [ARTEP 63-216-MTP, Task 63-1-1027/3f].

   f) Movement of Class V at night and during periods of limited visibility. [ARTEP 63-216-MTP, Task 63-1-1027/5f].

3) The brigade S4 coordinates with the FSB support operations section for movement of Class IX supplies. [ARTEP 63-216-MTP, Task 63-1-1028/4b].

   a) Requirements for additional transportation to deploy maintenance elements and critical reparable equipment forward for offensive operations. [AN].

b) Consolidation of operations of different types of maintenance support teams to maximize use of available transportation assets for defensive operations. [ARTEP 63-216-MTP, Task 63-1-1028/4b].

c) Requirements for additional transportation to deploy maintenance elements and critical reparable equipment to the rear for retrograde operations. [ARTEP 63-216-MTP, Task 63-1-1028/5c].

4) The brigade S4 coordinates with the FSB support operations section for movement of Class II, IV, and VII supplies. [ARTEP 63-216-MTP, Task 63-1-1029].

a) Deliveries of Class II from corps to brigade subordinate units. [ARTEP 63-216-MTP, Task 63-1-1029/1c].

b) Emergency or air resupply of Class II during NBC intrusions. [ARTEP 63-216-MTP, Task 63-1-1029/1d].

c) Throughput of Class IV barrier material directly to the users in the forward area. [FM 71-3, p. 8-13].

d) Delivery schedules of Class IV. [ARTEP 63-216-MTP, Task 63-1-1029/2c].

e) Throughput of Class VII major end items directly to the user in the forward area. [FM 71-3, p. 8-13].

f) Delivery schedules of Class VII. [ARTEP 63-216-MTP, Task 63-1-1029/3c].

5) The brigade S4 coordinates with the FSB support operations section for movement of Class I, VI, and water. [ARTEP 63-216-MTP, Task 63-1-1030].

a) Air resupply of Class I and Class VI, as required. [ARTEP 63-216-MTP, Task 63-1-1030/1e].

b) Water deliveries from rear areas to the BSA. [ARTEP 63-216-MTP, Task 63-1-1030/2b].

6) The brigade S4 coordinates with the FSB support operations section for field services transportation support. [ARTEP 63-216-MTP, Task 63-1-1034].

a) Transportation to satisfy additional GRREG evacuation requirements. [ARTEP 63-216-MTP, Task 63-1-1034/1c].

b) Technical assistance on airdrop, rigging, and maintenance of airdrop equipment to the supported brigade and other BSA elements. [ARTEP 63-216-MTP, Task 63-1-1034/2b].

c) Ensures that airdrop requests are forwarded by the FSB support operations section to the DISCOM MCO. [ARTEP 63-216-MTP, Task 63-1-1034/2c].

7) The brigade S4 and FSB support operations section coordinate with the brigade S3 for additional security requirements for movement or storing of all classes of supplies, as required. [ARTEP 63-216-MTP, Task 63-1-1027/5g].

g. The brigade surgeon coordinates with the FSB support operations section for additional transportation for movement of Class VIII (medical) supplies. [ARTEP 63-216-MTP, Task 63-1-1031/2c].

h. The brigade S4 section and the FSB staff coordinate transportation during daily logistics meetings. [FN-NTC CSS OCs].

1) The brigade S4 or his representative conducts daily logistics meeting to address supply, transportation, and maintenance. [FN-NTC CSS OCs].

a) The FSB support operations officer, support operations maintenance officer, shop officer, technical supply officer, Bn TF XO or S4s, BMOs, maintenance chiefs, and/or HHC commanders attend the meeting. [Army Logistics Management Handbook 69-6932, p. N-5; FN-NTC CSS OCs].

b) Maintenance and overall status of equipment are reviewed and coordinated (i.e., on-hand, required, due up). [FN-NTC CSS OCs].

c) Meetings are scheduled to occur after routine reports are due and information has been processed and is available for review. [FN-NTC CSS OCs].

2) The FSB support operations section or FSB S2/3 section conducts a BSA tenant meeting daily to coordinate support for the next 24 to 48 hours. [FN-NTC CSS OCs].

a) The FSB company representatives, Bn TF HHC commanders or subordinate unit field trains commanders, brigade S4, and representatives from other tenants in the BSA attend the meeting. [FN-NTC CSS OCs].

b) The FSB support operations officer employs a CSS support matrix to orchestrate the meeting and coordinate and manage support for the next 24-48 hours, which includes: [LL-CALL Newsletter No. 94-2, p. II-4].

(1) All classes of supply, maintenance, and services. [LL-CALL Newsletter No. 94-2, p. II-4].

(2) Scheduled support during next 24 hours. [LL-CALL Newsletter No. 94-2, p. II-4].

(3) Grid locations for support activities (e.g., LRPs, ROMs). [LL-CALL Newsletter No. 94-2, p. II-4].

(4) Activation times for CSS nodes and sites. [AN].

(5) Priorities and unit of priority for transportation support. [LL-CALL Newsletter No. 94-2, p. II-4].

c) Subordinate unit representatives are prepared to discuss: [AN].

(1) Unit transportation requirements. [AN].

(2) The FSB status of transportation assets and/or requests. [AN].

(3) When and how units are receiving throughput from higher locations. [AN].

(4) Security. [AN].

(5) Safety. [AN].

i. The brigade S4 coordinates with the brigade S3 to integrate transportation operations with brigade tactical operations. [AN].

1) Use of routes and areas. [AN].

2) Security of MSR and logistical movements. [AN].

3) Confirmation that logistical movements will not interfere with tactical movements. [AN].

4) Confirmation that traffic control measures and routes are synchronized with tactical control measures. [AN].

18. **The brigade staff communicates transportation information during brigade preparation for the battle.**

a. The brigade S4 section performs logistical staff supervision. [ARTEP 71-3-MTP, Task 71-3-4001/5].

1) Ensures that transportation decisions are disseminated, understood, and executed. [ARTEP 71-3-MTP, Task 71-3-4001/5a].

2) Disseminates transportation information during logistical staff visits. [AN].

b. The brigade rear CP personnel advise the brigade commander and the brigade S3 on transportation. [AN].

1) Status of transportation plan execution. [ARTEP 71-3-MTP, Task 71-3-4001/5d].

2) Results of evaluation of transportation information and reports. [AN].

3) Notification to the brigade S3 when additional assets are required. [ARTEP 71-3-MTP, Task 71-3-4005/3c].

c. The brigade rear CP personnel recommend revisions of the transportation plan to the commander and brigade S3, as required. [ARTEP 71-3-MTP, Task 71-3-4001/5e].

1) Adjustments to transportation services based on assessment of current brigade tactical and logistics situation. [ARTEP 71-3-MTP, Task 71-3-4002/1g].

2) Adjustments to transportation services based on subordinate unit plans. [AN].

3) Designation of new MSRs based on assessment of current brigade tactical and logistics situation. [ARTEP 71-3-MTP, Task 71-3-4002/1f].

d. The brigade S4 provides information on preparation situation and changing transportation priorities to subordinate unit S4 sections and the brigade HHC commander. [ARTEP 71-3-MTP, Task 71-3-4002/1c].

e. The brigade S4 provides information on preparation situation and changing transportation priorities to the FSB staff. [ARTEP 71-3-MTP, Task 71-3-4002/1c].

f. The brigade S4 section consolidates transportation requirements for all units in the brigade, including the brigade HHC, and forwards them to the FSB support operations section. [FN-NTC CSS OCs; AN].

19. **The brigade S4 responds to brigade commander-directed changes in operations during brigade preparation for the battle.**

a. The brigade S4 acknowledges receipt of the brigade commander's revised concept and decision to modify the brigade tactical plan based on changes in the situation. [AN].

b. The brigade S4 acknowledges receipt of the brigade commander's decision to adjust or refine the brigade tactical plan based on results of the brigade rehearsals. [AN].

c. The brigade S4 participates in the quick or combat decision-making process, as required. [FM 101-5, pp. 4-48, 4-52].

1) Considers the brigade commander's new planning guidance. [ARTEP 71-3-MTP, Task 71-3-4001/2d].

2) Analyzes the brigade commander's new concept or refinements to determine new transportation tasks and requirements or required adjustments to the brigade transportation plan. [AN].

3) Reviews friendly situation based on: [ARTEP 71-3-MTP, Task 71-3-4001/3a1].

a) The brigade commander's guidance. [ARTEP 71-3-MTP, Task 71-3-4001/3a1].

b) Input from the brigade S3. [ARTEP 71-3-MTP, Task 71-3-4001/3a1].

c) The brigade rear CP battle tracking of brigade units. [LL-CALL Newsletter No. 92-5, p. 12].

4) Updates transportation portion of the logistical staff estimate. [ARTEP 71-3-MTP, Task 71-3-4001/3].

a) Obtains planning assistance and information from the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1013/1].

b) Uses assessment of transportation information to determine current and projected operational status of subordinate unit transportation assets. [AN].

c) Uses assessment of transportation information to determine division priorities for allocation of transportation assets. [ARTEP 63-216-MTP, Task 63-1-1013/4d; FN-CGSC, CSS SMEs].

d) Uses assessment of transportation information to determine current and projected capabilities and limitations of transportation system in brigade area. [ARTEP 63-216-MTP, Task 63-1-1007/4].

5) Develops transportation concept to support the brigade commander's new COAs, based on the updated logistics estimate. [AN].

a) Determines new transportation requirements generated by new COAs. [AN].

b) Determines projected transportation requirements based on changes to brigade operations and new locations for the BSA and other CSS nodes or activities. [AN].

c) Determines available and projected transportation assets and capabilities to satisfy new transportation requirements. [FM 71-3, p. 8-18].

6) Participates in COA analysis, war gaming, and briefing, as required. [FM 71-3, p. I-4].

a) Analyzes COAs to identify the best transportation support options for the brigade commander's changes. [AN].

b) Analyzes COAs with the brigade S1 to identify impact of changes in the personnel situation on new transportation support to the brigade. [ARTEP 71-3-MTP, Task 71-3-4002/2a].

c) Analyzes COAs with the brigade S2 to determine enemy capabilities that may interrupt use of new routes or other transportation activities. [ARTEP 71-3-MTP, Task 71-3-4005/2b].

d) Analyzes COAs with the brigade S3 to determine requirements for the use of logistical airlift. [ARTEP 71-3-MTP, Task 71-3-4005/1e].

e) Assesses the impact of present and forecasted weather conditions on new transportation activities (e.g., trafficability on new routes, weather conditions for air transportation). [ARTEP 71-3-MTP, Task 71-3-4002/3f].

f) Analyzes COAs with the brigade S5 to ensure adequate transportation support to dislocated civilians. [ARTEP 71-3-MTP, Task 71-3-5004/3].

(1) Provides for relief supplies to reach the dislocated civilian camps when required or directed. [ARTEP 71-3-MTP, Task 71-3-5004/3a].

(2) Provides for brigade transportation assets to move dislocated civilians, particularly the sick, injured, pregnant, and small children, when required or directed. [ARTEP 71-3-MTP, Task 71-3-5004/3b].

g) War games logistics COA(s) with the rest of the staff to synchronize with the plan. [FM 71-3, p. I-4].

h) Briefs the brigade commander on transportation COA. [AN].

(1) Recommends the COA that provides best transportation support. [AN].

(2) Recommends adjustments to transportation services based on the commander's decisions. [ARTEP 71-3-MTP, Task 71-3-4002/1g].

(3) Recommends new MSRs based on the changing concept of operation and tactical situation. [ARTEP 71-3-MTP, Task 71-3-4002/1f].

d. The brigade S4 modifies transportation plans to support new or refined tactical plans, as required. [AN].

1) Provides transportation input to all brigade FRAGOs issued subsequent to issue of the OPORD. [ARTEP 71-3-MTP, Task 71-3-4005/1b].

2) Prepares an updated transportation overlay to support the brigade FRAGO. [AN].

3) Prepares transportation portion of the CSS FRAGO and overlay for adjustments, as required. [AN].

4) Ensures that transportation aspects of logistics decisions are disseminated, understood, and executed. [ARTEP 71-3-MTP, Task 71-3-4001/5a].

a) Ensures the dissemination of modified transportation plan and new operational information critical to transportation operations to the FSB support operations section. [AN].

b) Ensures the dissemination of modified transportation plan and new operational information critical to transportation operations to subordinate unit S4s. [AN].

20. **The brigade rehearses transportation operations.**

a. The brigade XO ensures that a brigade logistics rehearsal is conducted as part of the brigade combined arms rehearsal. [FN-NTC CSS OCs].

1) The brigade S4 and FSB commander ensure that key transportation actions are integrated into brigade combined arms rehearsal. [FM 71-3, p. 3-27].

2) The brigade S4 briefs the concept of support. [FN-NTC CSS OCs].

a) Uses maneuver terms to brief transportation plans. [FN-NTC CSS OCs].

b) Links transportation activities to maneuver phases and phase lines. [FN-NTC CSS OCs].

c) Presents a synopsis of transportation support to the operation which identifies and addresses transportation: [FM 101-5, p. H-75].

(1) Priorities, by unit and class of supply. [FM 101-5, p. H-76].

(2) Shifts in priorities. [CGSC Text 101-6, p. 1-23].

(3) Critical events. [CGSC Text 101-6, p. 1-23].

(4) Critical actions. [CGSC Text 101-6, p. 1-25].

(5) Critical times. [AN].

(6) Problem areas. [CGSC Text 101-6, p. 1-23].

(7) Solutions. [CGSC Text 101-6, p. 1-23].

3) The FSB commander portrays CSS movements and locations for each phase of mission. [FN-NTC CSS OCs].

a) Conducts a walk through or rock drill with terrain model of the rear area to show transportation operations, the BSA location, and locations of resupply points within the BSA, routes, etc. [FN-BCTP Tm B, CSS Tm].

b) Briefs transportation for the mission preparation phase (CSS "before" phase, which includes all CSS activities up to line of departure (LD) time), including: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(1) Current locations of transportation assets and augmentation. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(2) Critical transportation activities within the next 24 hours. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(3) Critical transportation shortages. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(4) Throughput locations and times (e.g., ATPs, ROMs). [AN].

(5) Anticipated transportation operations prior to the brigade's LD time. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(6) Movement of the BSA and resultant impact on transportation operations. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(7) Road march and supply routes. [AN].

(8) TCPs and any critical points on routes. [AN].

(9) Contingency plans for protection, repair, or bypass of critical points on routes. [AN].

c) Briefs transportation for the entire execution phase (both CSS "during" and "after" phases) using concept of maneuver phasing, including: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(1) Maintenance and recovery of transportation assets. [AN].

(2) Location of all key transportation assets by phase and during missions. [AN].

(3) Where FSB assets are located for, and during, each phase of the mission. [FN-NTC CSS OCs].

(4) What CSS activities/nodes are activated, where, and when (triggered by time or event). [FN-NTC CSS OCs].

(5) Tactical triggers for transportation activities (e.g., Class III/V resupply) linked to maneuver activities. [AN].

(6) Transportation activities in the Bn TF areas. [AN].

(7) Transportation activities in other subordinate unit areas. [AN].

d) Briefs transportation for execution phase (CSS "during" phase, LD time through accomplishment of the commander's intent), including: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(1) Transportation support for hasty displacement plans. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(2) Alternate routes and locations. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(3) Response to rear area threats and those to transportation operations. [AN].

(4) Use of aerial resupply. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(5) Use of aerial evacuation. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(6) Security measures for transportation operations and convoys. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(7) Traffic control. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

e) Briefs transportation for actions on the objective during execution phase (CSS "after" phase, logistics actions on the objective), including: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(1) Transportation support for recovery of combat systems. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(2) Clearing casualties (e.g., routes, AXPs, alternate means of transportation). [LL-CALL CTC Bulletin No. 93-4, p. 24].

(3) Throughput for pre-positioning Class IV, Class V, and other commodities. [AN].

(4) General use routes and dedicated routes, for both access and egress. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(5) Security for transportation operations. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(6) Traffic control. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

4) Subordinate unit S4s and selected FSB staff plan and rehearse transportation to platoon and section levels prior to the brigade CSS rehearsal, based on the brigade OPORD and the concept of support. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

5) Subordinate unit S4s and the FSB staff resolve transportation support issues (e.g., time/distance factors, terrain factors, route identification) before the brigade CSS rehearsal. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

b. The FSB commander includes transportation in the separate CSS rehearsal following the brigade combined arms rehearsal. [AN].

1) The FSB commander divides the CSS mission rehearsal into three phases: before, during, after. [AN].

2) The FSB commander, as the brigade commander's senior logistician, normally directs the rehearsal. [AN].

a) Subordinate unit participants include, at a minimum: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(1) S4. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(2) BMO. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(3) Support platoon leader. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(4) Medical platoon leader. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(5) HHC commander. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

b) The FSB participants include: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(1) Support operations officer. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(2) S2/S3. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(3) All company commanders. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(4) Supply platoon leaders and sergeants. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(5) Ambulance platoon leaders and sergeants. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(6) Medical evacuation (MEDEVAC) team leader. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(7) Shop officer. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(8) Maintenance officer. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(9) Repair control supervisor. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

c) Brigade staff participants include: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(1) S4 representative. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(2) S2 representative. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(3) S3 representative. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(4) Fire support representative. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(5) Engineer representative. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(6) Specialty platoon (i.e., MP, chemical, air defense, signal) planners. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

3) Attendees arrive on time prepared to portray their portion of the plan and bring: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

a) The brigade CSS matrix. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

b) Their plan to accomplish directed missions and conduct transportation operations. [AN].

c) Map with posted overlays. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

4) The FSB commander directs the introduction to the rehearsal: [AN].

a) The FSB commander orients participants to the map or terrain model, briefing:

(1) Key terrain. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(2) Routes. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(3) Security considerations. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(4) Control measures. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(5) Coordination data. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(6) Critical times. [AN].

b) The FSB commander informs participants of the length of time for the rehearsal, normally not more than one hour. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

c) The FSB commander identifies a recorder, usually the assistant brigade S4. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

d) The brigade S2 briefs: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(1) Enemy situation, composition, and capabilities. [AN].

(2) Likely enemy avenue of approach through the entire brigade area. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(3) Updated brigade intelligence data, highlighting level I and II threats. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(4) Refugee activity. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

e) The brigade S3 representative briefs: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(1) Overview of the brigade mission and plan. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(2) Critical brigade decision points that may impact transportation support and future operations. [AN].

f) Each subordinate unit S4 briefs: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(1) Current unit transportation asset status. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(2) Unit locations: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(a) Battalion aid stations (jump and main). [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(b) UMCP. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(c) Combat trains. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(d) Field trains. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(e) Maneuver units. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

g) The FSB support operations officer briefs: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(1) Current BSA locations. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(2) Current locations of CSS activities in the brigade rear outside the BSA. [AN].

(3) Critical transportation activities within the next 24 hours. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(4) Critical transportation shortages. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(5) Throughput locations and times (e.g., ATPs, bulk fuel breaks). [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(6) Anticipated moves of any CSS activities prior to LD time. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

h) The FSB support operations officer uses the FSB's synchronization matrix as the basis for integrating DS logistical functions. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

5) During "before phase" rehearsal, unit representatives brief transportation activities in support of all required subordinate unit and brigade movements from current location to tactical assembly areas, battle positions, attack positions, or the LD. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

a) Each briefer links transportation activities to maneuver phases and phase lines. [FN-NTC CSS OCs].

(1) Identifies transportation requirements generated by moves. [AN].

(2) Describes and demonstrates how transportation requirements will be met. [AN].

b) Subordinate unit S4s describe: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(1) Terrain. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(2) Transportation activities or operations (e.g., convoys). [AN].

(a) Routes. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(b) Times. [AN].

(c) Security. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(d) Safety. [AN].

(e) Rest. [AN].

(3) Enroute requirements (e.g., ROM, recovery, evacuation). [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

c) The FSB support operations officer briefs: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(1) Transportation support for pre-positioning. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(2) Movement of the BSA and resultant transportation support impact. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(3) Transportation activities or operations (e.g., convoys). [AN].

(a) Routes. [AN].

(b) Times. [AN].

(c) Security. [AN].

(d) Safety. [AN].

(e) Rest. [AN].

d) All unit representatives: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(1) Physically move unit symbols. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(2) Provide specific times, grids, communication nets, and requirements for all activities. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(3) Describe actions at trigger points, control measures, coordination points, etc. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

6) During the "during phase" rehearsal, participants brief all transportation activities, referencing the same mission phases as the brigade OPORD. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

a) Unit representatives follow the same format and sequence as during the "before phase." [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(1) Each subordinate unit representative briefs movements and other transportation activities. [AN].

(2) Each subordinate unit representative continues to physically depict locations to ensure an understanding of the relationship between position and transportation on the total logistics effort. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(3) Describes transportation activities or operations (e.g., convoys) the same way as during the "before phase." [AN].

b) The FSB support operations officer uses the terrain model to portray transportation activities and demonstrate how subordinate units will be supported. [FN-BCTP Tm B, CSS Tm].

(1) Briefs logistics locations, resupply, recovery, MEDEVAC, AXP locations and moves. [FN-NTC CSS OCs].

(2) Links casualty evacuation and AXPs to air corridors for air evacuation. [FN-NTC CSS OCs].

(3) Links transportation activities to brigade maneuver phases and phase lines. [FN-NTC CSS OCs].

(4) Describes movement of the BSA, timing, methods to ensure continuous support, and decision points/triggers for moves. [AN].

(5) Describes transportation activities or operations (e.g., convoys) the same way as during the "before phase." [AN].

c) All participants continually check transportation plan for feasibility, executability; and common sense. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

d) The senior logistician present ensures that actions "during" the battle contribute to the logistics preparation of the battlefield for the next fight, and include transportation considerations: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(1) Transportation support for hasty displacement plans. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(2) Alternate routes and locations. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(3) Use of aerial resupply. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(4) Use of aerial evacuation. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(5) Security measures for transportation operations. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

7) During the "after phase" rehearsal, unit representatives brief transportation measures to be taken to ensure that transportation assets are available for future operations. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

a) Unit representatives brief: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(1) Transportation support for recovery of combat systems. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(2) Transportation support for clearing casualties. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(3) Transportation support or throughput for pre-positioning Class IV, Class V, and other commodities for future operations. [AN].

(4) Routes. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(5) Security for transportation operations. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(6) Traffic control. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

b) The brigade S3 representative, MPs, and local authorities brief how they will expedite the forward movement and the evacuation of key assets. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(1) First destination reporting points, if used, require specific emphasis. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(2) Dedicated routes are identified for both access and egress with emphasis on route discipline. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(3) Ensure that transportation units and augmentation elements know the location of obstacles and minefields. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

8) The FSB commander, brigade S4, and brigade S3 representative direct portions of the rehearsal to be repeated, as required, to brief actions resulting from changes made during the first rehearsal. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

a) Representatives identify each decision point in the brigade DST. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

b) The brigade S4, FSB commander, FSB support operations officer determine potential transportation plan changes or branches that result from maneuver decisions. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

c) The FSB commander and FSB support operations officer discuss each resulting set of branches, particularly if the branch effects division or corps throughput or transportation augmentation. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

9) All participants perform coordination throughout the rehearsal. [AN].

10) The brigade S4 and FSB commander summarize key activities at the end of rehearsals. [FM 71-3, p. 3-27].

    a) The recorder recaps all changes at the end of the rehearsal, including: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

        (1) Adjusted timing or transportation support of moves. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

        (2) Any route changes. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

        (3) Transportation security refinements. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

    b) All participants note changes on all CSS annexes and matrices. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

11) The brigade S4 ensures that all participants receive updated products before leaving, including: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

    a) A completed CSS annex for brigade and FSB orders. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

    b) A finalized CSS synchronization matrix. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

EXECUTION

21. **The brigade rear command post maintains communications to coordinate transportation and sustain brigade operations during brigade execution of the battle.**

    a. The brigade rear CP and FSB CP operate from a collocated CP. [FM 71-3, p. 8-19].

    b. The brigade rear CP and FSB CP maintain communications with higher and subordinate units. [ARTEP 71-3-MTP, Task 71-3-4004/1d].

    c. All units operating in the BSA maintain radio, wire, or messenger communications with the FSB CP/brigade rear CP. [FM 71-3, p. 6-34/8-19].

    d. The brigade S4 displaces to maintain communications. [AN].

        1) Moves portions of the brigade rear CP to a forward location to ensure communications between the brigade rear CP and the brigade main CP. [AN].

        2) Displaces to be able to continue to monitor brigade command net and track the battle. [AN].

        3) Displaces to be able to continue to monitor convoy/transportation operations and track their progress. [AN].

        4) Displaces to operate as a radio relay and maintain communications between throughput operations and the FSB CP/brigade rear CP. [AN].

22. **The brigade staff acquires transportation information during brigade execution of the battle.**

    a. The brigade rear CP personnel monitor the current brigade battle and transportation situation. [ARTEP 71-3-MTP, Task 71-3-4004/2, 4002/1, 1012/3].

        1) Continuously monitor brigade command, O&I, and A/L radio nets. [ARTEP 71-3-MTP, Task 71-3-1012/3b].

        2) Collect brigade SPOTREPs, SITREPs, INTSUMs, and PERINTREPs. [AN]. [FM 71-3, p. H-91].

        3) Exchange information with the brigade S1/S4 representative in the brigade main CP. [AN].

            a) The brigade S1/S4 representative in the brigade main CP coordinates with the brigade S2 to ensure that the brigade rear CP is immediately informed of

any enemy activities that are a threat to transportation operations or activities. [AN].

b) The brigade S1/S4 representative in the brigade main CP coordinates with the brigade S3 to ensure that the brigade rear CP is immediately informed of any friendly activities that may impact on transportation operations or activities. [AN].

4) Collect LOGSTATs and logistics SPOTREPs from subordinate unit S4s. [FM 71-3, pp. 60, 79].

5) Receive requests for emergency/immediate transportation support from subordinate units. [AN].

6) Exchange information with the FSB support operations section. [AN].

b. The brigade rear CP personnel monitor execution of transportation plans and activities. [AN].

1) The brigade S4 monitors use and condition of MSR and other supply routes. [AN].

2) The brigade S4 monitors movements in tactical environment. [AN].

3) The brigade S4 monitors closing reports from convoys and other movements. [AN].

c. The brigade surgeon section monitors status of medical evacuation based on reports from the medical company evacuation platoon. [ARTEP 71-3-MTP, Task 71-3-1302/1c].

d. The brigade surgeon section monitors requests for additional transportation support for emergency medical evacuation. [FM 71-3, p. 8-11].

e. The MP platoon leader monitors operation of TCPs and overall condition of routes in the brigade area. [AN].

f. The MP platoon leader monitors EPW operations and number of EPWs and civilian refugees in the brigade area. [AN].

23. **The brigade staff evaluates transportation information during brigade execution of the battle.**

a. The brigade S4 section analyzes reports and messages to determine impact on transportation plans and to anticipate transportation requirements based on received information. [ARTEP 71-3-MTP, Task 71-3-4001/5b; FM 71-3, p. 8-4].

1) Analyzes subordinate unit LOGSTATs, logistics SPOTREPs, closing reports, and other reports to identify: [AN].

a) Subordinate unit losses of transportation assets. [AN].

b) Significant changes in subordinate unit transportation status or capabilities. [AN].

c) Whether subordinate unit transportation requirements are being met. [AN].

2) Identifies immediate requirements for transportation support based on emergency requests from subordinate unit S4s or separate company/detachment commanders. [FN-NTC CSS OCs].

3) Analyzes brigade SPOTREPs, SITREPs, INTSUMs, and PERINTREPs to identify: [FM 71-3, p. H-91].

a) Enemy activities posing a threat to transportation activities or operations (e.g., evacuation routes, MSR, FLE). [AN].

b) Enemy activities requiring an immediate change in transportation activities or operations. [AN].

c) Potential immediate requirements for transportation support. [AN].

4) Anticipates transportation requirements based on monitored information, in conjunction with the FSB support operations section. [FM 71-3, p. 8-4].

5) Determines status of transportation system, based on all available information. [AN].

a) Transportation assets available for use. [AN].

b) Changes to division transportation priorities. [AN].

c) Changes to subordinate unit transportation plans and requirements. [AN].

d) Effects of the battle on the road network in the brigade area. [AN].

e) Changes in route conditions that require modifications to routes or transportation operations. [AN].

f) Movement schedules. [AN].

b. The brigade S4 evaluates degradation of the FSB's ability to transport classes of supply, based on losses to transportation assets resulting from an attack on the BSA or on other logistics elements or activities (e.g., FLE, ammunition supply point (ASP), convoy). [AN].

c. The MP platoon leader assesses operation of TCPs and overall condition of routes in the brigade area to determine requirements for additional personnel, routes, or both. [AN].

d. The MP platoon leader analyzes EPW operations to determine transportation requirements for EPWs and civilian refugees. [AN].

24. **The brigade rear command post updates products and maintains operations and combat service support status during brigade execution of the battle.**

a. The brigade rear CP personnel maintain/update the transportation status of current operations and CSS SITMAPs, information displays, and journals. [ARTEP 71-3-MTP, Task 71-3-3003/2].

1) Current enemy and friendly SITMAP. [ARTEP 71-3-MTP, Task 71-3-1012/3a; 4004/2b].

2) Daily staff journals. [ARTEP 71-3-MTP, Task 71-3-4004/2a; 1012/2c].

3) Information displays to visually display critical data. [ARTEP 71-3-MTP, Task 71-3-4004/2c].

4) Status of transportation system, based on all available information. [AN].

a) Availability and location of subordinate unit transportation elements. [ARTEP 71-3-MTP, Task 71-3-4002/1a].

b) Other transportation assets available for use. [AN].

c) Changes to division priorities. [AN].

d) Changes to TF plans and needs. [AN].

e) Movement schedules. [AN].

f) Condition of MSR and other routes. [ARTEP 71-3-MTP, Task 71-3-4003/1].

(1) Threat. [AN].

(2) Trafficability conditions. [AN].

b. The brigade surgeon section maintains status of brigade evacuation assets. [AN].

1) Sufficient ground ambulances to move required casualties. [AN].

2) Sufficient air ambulances to move required casualties. [AN].

c. The brigade S3 section in the brigade main CP monitors: [AN].

1) The status of MSR and other routes. [AN].

2) The status of transportation assets. [AN].

25. **The brigade staff coordinates transportation operations during brigade execution of the battle.**

a. The brigade S4 section and FSB support operations section initiate actions to satisfy transportation requirements identified during evaluation of transportation information. [FM 71-3, p. 8-4].

b. The brigade S4 coordinates planned transportation support for current operations with the FSB support operations section. [AN].

1) Schedules, times, and routes. [AN].

2) Repositioning of critical supplies based on tactical situation (e.g., Class III, IV, and V moved forward as Bn TFs move into the defense from the offense). [AN].

3) Transportation assets for backhaul evacuation of casualties. [LL-CALL Newsletter No. 94-2, p. III-4].

4) Routine resupply and transportation of materiel to be conducted at night. [LL-CALL Newsletter No. 94-2, p. III-2].

c. The brigade S4 section coordinates transportation for immediate resupply requirements. [ARTEP 71-3-MTP, Task 71-3-4005/2f; FM 55-10, p. 10-13].

1) Requests air transportation for immediate resupply requirement through the FSB support operations section to coordinate logistics aspects of air movement or resupply concurrent with the brigade S3-Air's request through command or operational channels. [FM 55-10 p. 10-13].

2) Coordinates with the FSB support operations section for unit distribution of immediate Class V resupply via motor transport. [FM 71-3, p. 8-14; FM 63-2, p. 9-1].

3) Coordinates with the FSB support operations section for Class V airdrop or slingload resupply. [ARTEP 63-216-MTP, Task 63-1-1027/3f].

4) Coordinates with the FSB support operations section for fuel diversions or re-routes to meet unexpected requirements. [ARTEP 63-216-MTP, Task 63-1-1026/2e].

5) Coordinates with the FSB support operations section for Class V diversions or re-routes to meet unexpected requirements. [ARTEP 63-216-MTP, Task 63-1-1027/2e].

6) Coordinates with FSB support operations section for transportation of equipment to meet immediate requirements (e.g., movement of engineer equipment to hasty obstacle site). [AN].

d. The brigade S3 requests air transportation for immediate resupply requirement. [FM 55-2, p. 7-4].

1) Request is sent through command or operational channels. [FM 55-2, p. 7-4; FM 55-10, p. 10-13].

2) Concurrently, the brigade S4 sends request through the FSB support operations section to coordinate logistics aspects of air movement or air resupply. [FM 55-10, p. 10-13].

26. **The brigade staff communicates transportation information during brigade execution of the battle.**

a. The brigade rear CP personnel keep the brigade commander advised on the conduct of critical transportation operations. [AN].

1) The brigade rear CP personnel communicate critical transportation requirements and shortfalls to the brigade S3, brigade commander, FSB commander, and division G4. [ARTEP 71-3-MTP, Task 71-3-4002/1d].

2) The brigade rear CP personnel recommend revisions of transportation plans to the brigade S3 or commander, as required. [ARTEP 71-3-MTP, Task 71-3-4001/5e].

b. The brigade rear CP personnel consolidate transportation requirements from subordinate units and forward them to the FSB support operations section. [AN].

c. The brigade rear CP personnel provide information on battle situation, route conditions, and changing transportation priorities to subordinate unit S4 sections. [ARTEP 71-3-MTP, Task 71-3-4002/1c].

d. The brigade rear CP personnel provide information on battle situation, route conditions, and changing transportation priorities to the FSB staff and to the brigade main CP. [ARTEP 71-3-MTP, Task 71-3-4002/1c].

27. **The brigade S4 responds to brigade commander's directed changes in the operation during brigade execution of the battle.**

a. The brigade S4 acknowledges receipt of the brigade commander's decision to modify the tactical plan or develop new plans. [AN].

b. The brigade S1/S4 representative in the brigade main CP participates in the quick or combat decision making process, as required. [FM 101-5, pp. 4-48, 4-52; AN].

1) Considers the brigade commander's new planning guidance. [ARTEP 71-3-MTP, Task 71-3-4001/2d].

2) Reviews friendly situation based on the brigade commander's guidance, input from the brigade S3, and brigade rear CP battle tracking. [ARTEP 71-3-MTP, Task 71-3-4001/3a1].

3) Reviews and analyzes new tactical plans and concepts to determine impact on transportation. [ARTEP 71-3-MTP, Task 71-3-4005/1a].

4) Updates the logistical staff estimate. [ARTEP 71-3-MTP, Task 71-3-4001/3; FM 71-3, p. 8-3 to 8-5].

a) Obtains information and planning assistance from the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1013/1].

b) Uses the assessment of the latest transportation information to determine current and projected status of transportation system in brigade area. [ARTEP 63-216-MTP, Task 63-1-1007/4].

c) Uses information from the FSB support operations section to determine critical changes in capabilities and limitations of the FSB logistics and health service support systems. [AN].

(1) On-hand quantities of all classes of supplies. [AN].

(2) Status of supplies due in based on prior requests and forecasts. [AN].

(3) Degradation to the FSB capabilities due to losses. [AN].

d) Determines division priorities for allocation of additional transportation assets based on information from the DISCOM MCO. [ARTEP 63-216-MTP, Task 63-1-1013/4d; FN-CGSC, CSS SMEs].

5) Develops a transportation concept to support the brigade commander's modified or new plan. [AN].

a) Determines specific transportation requirements. [ARTEP 71-3-MTP, Task 71-3-4001/1a].

b) Determines capability to satisfy transportation requirements. [AN].

c) Determines requirements for the use of logistical airlift in conjunction with the brigade S3-Air. [ARTEP 71-3-MTP, Task 71-3-4005/1e].

6) Participates in analysis, war gaming, and briefing, as required.[FM 71-3, p. I-4].

a) Assesses enemy capabilities to interrupt use of new routes in conjunction with the brigade S2. [ARTEP 71-3-MTP, Task 71-3-4005/2b].

b) Assesses the impact of present and forecasted weather conditions on transportation activities. [ARTEP 71-3-MTP, Task 71-3-4002/3f].

c) Briefs the transportation concept. [AN].

d) Recommends adjustments to brigade transportation services based on the brigade commander's modified or new plan. [ARTEP 71-3-MTP, Task 71-3-4002/1e].

e) Recommends new MSRs based on the brigade commander's modified or new plan. [ARTEP 71-3-MTP, Task 71-3-4002/1f].

c. The brigade S1/S4 representative in the brigade main CP prepares the logistics portion of FRAGOs, as required. [AN].

1) Provides transportation input to all FRAGOs issued subsequent to issue of the OPORD. [ARTEP 71-3-MTP, Task 71-3-4005/1b].

2) Prepares the updated brigade CSS overlay to support brigade FRAGO, as required. [AN].

3) Ensures that logistics decisions are disseminated, understood, and executed. [ARTEP 71-3-MTP, Task 71-3-4001/5a].

4) Requests transportation assets through the FSB support operations to satisfy excess requirements. [AN].

28. **The brigade S4 coordinates transportation support for brigade consolidation and reorganization.**

a. The brigade S4 coordinates with the FSB support operations section for transportation assets to reposition supplies. [AN].

b. The brigade S4 coordinates with the FSB support operations section for the transport of complete replacement weapon systems (vehicles and crews) from the DSA to the BSA, or other designated drop point, by HET. [FM 71-3, p. 8-26].

c. The brigade S4 coordinates for transportation of engineer materiel and equipment to new positions. [AN].

d. The brigade S4 coordinates use of transportation assets for backhaul evacuation of casualties. [LL-CALL Newsletter No. 94-2, p. III-4].

e. The brigade S4 coordinates use of transportation assets for backhaul evacuation of damaged equipment. [AN].

f. The brigade S4 identifies the need to reorganize or reconstitute transportation units or assets under brigade control. [AN].

1) Recommends priorities to the brigade commander and brigade XO. [AN].

2) Coordinates to expedite allocation of personnel and materiel assets for unit reorganization or reconstitution with: [AN].

a) Brigade staff. [AN].

b) FSB support operations. [AN].

c) Parent unit of the transportation unit being reorganized or reconstituted. [AN].

LESSONS LEARNED INTEGRATED INTO TASK LIST
PROVIDE TRANSPORT SERVICES (BRIGADE CCF 28)

This component identifies the lessons learned extracted from the USA CALL publications relevant to performing this CCF. The lessons learned are organized and listed by the appropriate task in the CCF task list. Where appropriate to address the absence of a task in an ARTEP-MTP, the lessons learned have been structured as tasks and are included in the detailed task list as subtasks. The purpose of the lessons learned component is to provide the user with the most recent TTPs associated with the performance of the tasks in this CCF.

PLANNING TASKS

1. The brigade rear command post monitors and directs transportation operations during planning.

2. The brigade receives an order initiating a new mission from higher headquarters.

3. The brigade commander and staff conduct mission analysis.

4. The brigade prepares and issues a brigade warning order.

5. The brigade commander issues initial planning guidance.

6. The brigade commander and staff prepare estimates.

   LL - **Push vs. Pull System of Supply (Class III, IV, & V):**

   Logisticians must be proactive, anticipating needs and pushing supplies forward to sustain subordinates in continuous operations. The same is proving true for brigade and division logisticians now that we are conducting brigade operations. Experienced S4s can frequently be overheard saying something like the following to inexperienced company commanders, "Tell me what you have. I will then tell you what you are going to get based upon the established priorities." [CALL Newsletter No. 88-3: Heavy Forces - Fall 88, p. 31]

   The commander must integrate the brigade S1, S4 and FSB Support Operations personnel into the brigade staff's planning process. Logistics estimates are incomplete and result in a CSS plan not synchronized with the tactical plan. [CTCs Bulletin No. 93-4, Jul 93, p. 13]

7. The brigade commander and staff develop course(s) of action.

   LL - Logistics planning should consider prestocking of ammunition to ensure resupply keeps pace with demand. This takes coordination between maneuver and logistics planners to ensure security of prestock locations and survivability of CSS vehicles

conducting resupply operations far forward. [CALL Newsletter No. 4: Command and Control System - Feb 87, p. 15]

8. The brigade commander and staff analyze course(s) of action (war game).

9. The brigade staff compares courses of action.

10. The brigade commander announces decisions.

11. The brigade staff prepares the operations order or fragmentary order.

LL - **CSS Execution Matrix.**

The best measurement of successful CSS has always been the generation of combat power at the decisive time and place. It is critical that execution of CSS plans is synchronized with the maneuver plan. One method used successfully at the CTCs is the CSS execution matrix. The CSS matrix is most effective as a timeline driven tool, *keyed* to the maneuver event-driven (phase line, objective) matrix. This tool helps synchronize logistical support.

Lesson(s):

- Practice the use of CSS execution matrices to enhance logistical support.
- Routinely use CSS execution matrices during brigade-level field training exercises (FTXs) and command post exercise (CPX).
- Incorporate CSS execution matrices into standing operating procedures (SOPs).

[CALL Newsletter 94-2: Logistics - Supporting the Offense - Jul 94, p. II-11]

12. The brigade commander and staff issue the operations order or fragmentary order.

PREPARATION TASKS

13. The brigade S1 and the brigade S4 maintain communications to coordinate transportation and sustain brigade operations from the brigade rear command post.

14. The brigade staff acquires transportation information during brigade preparation for the battle.

LL - **Personnel and logistics requirement reporting:** The maintenance of accurate battle rosters is a continual problem. Units do not consistently use the automated strength accounting system with any degree of effectiveness. Units have difficultly developing timely forecasts of logistical requirements. RESULTS: CSS unit

having difficulty accurately determining what will be required to support the fight. [CTC Trends - NTC, fourth quarter, fiscal year 1994 (4QFY94), p. 15]

15. The brigade staff evaluates transpiration information during brigade preparation for the battle.

16. The brigade rear command post updates products and maintains operations and combat service support status during brigade preparation for the battle.

17. The brigade staff coordinates transportation operations during brigade preparation for the battle.

LL - **Coordination**

Successful CSS begins with the relationship between the supporting and the supported unit. It is imperative to get close to the supported unit. Supply schedules, maintenance schedules and medical operations must all be worked out. The supported unit must be able to accurately forecast requirements and provide current logistical status (supply and maintenance) to CSS operators. The CTC experience indicates that coordination between CSS and civilian affairs (CA) units is a major shortfall. Unfamiliarity can lead to a loss of confidence.

Technique: Many FSBs that support their brigade task forces at the CTCs hold tenant meetings for all units located in the BSA. The field trains commanders should attend these meetings to coordinate support for the next 24 to 48 hours.

Technique: At these tenant meetings, the support operations officer passes out a support matrix (CSS synchronization matrix) he has developed. It is used to coordinate and manage CSS support. The matrix includes all units supported and all classes of supply, maintenance, and services. The support operations officer normally provides the times that support is to be available, locations, amounts, priorities, and other pertinent information on the matrix and issues it as a FRAGO.

Other formats have been used at the CTCs to coordinate CSS support and provide information to both supported and supporting units. A good CSS synchronization matrix, however, seems to be the best method. *A good matrix should include the following to be effective:*

- Fit on one page.
- List all classes of supply, maintenance, and services.
- Cover the next 24 hours as a minimum.
- Give grid location for LRPs, ROM sites, etc.

- State time windows for issue and receipts for all units.

- Provide priorities and unit of priority.

- Support the commander's intent.

The SPO should have war gamed the matrix to determine the best way to execute the missions and to develop alternate contingencies for the critical war stoppers. The matrix is used during execution by the FSB and field trains. The field trains commander uses the matrix to develop the CSS execution matrix discussed elsewhere in this newsletter.

In some rotations at the CTCs, insufficient combat power is generated to conduct the mission. Part of the problem is the inability of units to pass information from platoons up to battalion on maintenance status. A maintenance meeting can serve as a focal conduit for information passing. Only through the aggressive pursuit of maintenance status and accurate reporting will commanders and CSS planners be able to sustain a high level of combat power.

Lesson(s): Foster improved communications with supported units. Stress the importance of accurate logistical requests and reporting.

[CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. II-4]

LL - Vehicles that are used in the transportation of large amounts of supplies over long distances inevitably break down. Therefore, it is important to have a well-planned recovery operation that provides for a quick-response recovery in a tactical environment. This ensures the timely delivery of supplies and provides for adequate security to remain with the main body.

- Ensure recovery operations are well-planned and rehearsed.

- Develop contingency plans for replacement of long haul vehicles, and recovery equipment.

- Spot mechanics, tools and prescribed load list (PLL) along the route or on convoys.

[CALL Newsletter No. 92-6: Operations Other Than War, Volume I: Humanitarian Assistance - Dec 92, pp. 9-10]

LL - Units need to recover air items for container delivery system (CDS) operations. Habitually, CDS parachutes are left on the drop zone (DZ) for 3 to 4 days, or in trees until after the exercise. The CSS units need to obtain the necessary equipment required to support parachute recovery. Units are wasting training dollars paying

for damaged parachutes. [Combat Training Centers (CTCs) Bulletin No. 93-4, Jul 93, p. 13]

LL- **Night Operations**

Most enemy air attacks on "soft targets" occur during the day when visibility is the highest. This tactic hinders daylight CSS operations. Many FSB commanders are hesitant to fully exploit the advantages of night operations. Most soldiers lack the training necessary for safe, comprehensive night operations; however, that training is a commander's responsibility and must be undertaken. Night operations reduce the daytime signature of the BSA and promote BSA survivability.

Most units at the CTCs conduct moves at night. A key point to remember here is this: *Night or limited visibility operations require rehearsal under similar conditions.* Many units conduct their rehearsals for night operations during the day, with a kind of "check-the-block" attitude. However, terrain appears significantly different at night. As many CTC units have discovered, one wrong turn at night can take them kilometers away from their intended site. Not conducting a night rehearsal is the best way to get lost during a move. *Night rehearsals and operations during any periods of reduced visibility are essential to both maneuver and CSS success.*

Lesson(s):

- Reduce daylight resupply.
- Intensify training on night movement, noise, and light discipline, and land navigation at night.
- Coordinate and enforce unit issue schedules.
- Practice night movements.
- Conduct night rehearsals.

[CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. II-10].

LL - **Land Navigation**: The CSS soldiers too often become lost on the battlefield and wander into enemy areas. This is true at CTCs and was true during Operation DESERT STORM. During Operation DESERT STORM, a transporter, operating as part of a convoy, became lost and was captured by the Iraqis. At the CTCs, the term "attack ambulance" is often used. It alludes to the fact that some ambulances get lost on the battlefield and end up on the wrong side of the LD. *Every vehicle*

needs to be equipped with a map and a compass. Land navigation and map reading are skills that must be taught for all CSS soldiers. They must be emphasized and practiced during both day and periods of limited visibility. Training should be emphasized during officer's development program (ODP), noncommissioned officer's development program (NCODP), and SGT'S TIME. These tasks should support every unit's METL. [CALL Newsletter No. 94-2: Logistics - Supporting the Offence - Jul 94, p. IV-1]

LL - **Vehicle Operators**: During Operations DESERT SHIELD and DESERT STORM, young truck drivers often traveled up and down MSRs at hazardous speeds. This accounted for several unnecessary deaths. Another, often misunderstood, safety consideration involves the use of an assistant driver. *Those vehicles that require assistant drivers must not be operated without one.* Failure to use an assistant driver can lead to serious consequences, such as drivers falling asleep or becoming overworked. Fast-paced offensive operations require responsiveness. However, this can be offset with thorough planning. *If a soldier must race to get supplies to a unit on time, then a leader has failed to plan properly.* [CALL Newsletter No. 94-2: Logistics - Supporting the Offence - Jul 94, p. IV-1]

LL - Route signing greatly enhances movement of vehicles along MSRs during convoy operations. Route sign kits prevent confusion at critical points and identify hazardous areas. In the absence of standard route sign kits, temporary signs can be made. Route signs significantly reduce the need for MP employment at static posts, thus conserving manpower for security operations. Signs get damaged, removed, and turned. Routinely check route signs for tampering. [CALL Newsletter No. 91-5: Battlefield Logistics – Dec 91, p. 13]

LL - **Vehicle Speed**

Southwest Asia was an immense theater. The MSRs were hundreds of miles long. Young soldiers, eager to accomplish their mission and return, raced along MSRs at hazardous speeds. Disastrous traffic accidents occurred with mind-numbing frequency. In peace or war, safety procedures must be followed. Enforce safety in your unit. [CALL Newsletter No. 91-5: Battlefield Logistics – Dec 91, p. 17]

18. The brigade staff communicates transportation information during brigade preparation for the battle.

19. The brigade S4 responds to brigade commander directed changes in operations during brigade preparation for the battle.

20. The brigade rehearses transportation operations.

LL - A combined arms rehearsal is more effective than a maneuver, or even a maneuver and fires rehearsal. The brigade subordinate unit commanders need to "see" their

relationship to each other as the battle unfolds. The effects on the battlefield need to be replicated in accordance with the plan and the assumptions about the enemy. Timing and spatial relationships are practiced during the rehearsals, and discrepancies are resolved.

Each subordinate unit commander "plays" himself and the subordinates in his unit. The rehearsal is just that - each subordinate acts out his unit's actions as they will occur in accordance with the brigade and his plans. When possible, each gives the report he expects to give at the appropriate time; the commander should rehearse giving the orders he expects to give, as appropriate. Fire support may be rehearsed with the subordinate battalions and company FSOs rehearsing their planned fire missions at the appropriate time and place. Enemy events and a general chronology of critical-friendly events trigger actions at the rehearsal. The sequence should usually be enemy actions, acquisition of these actions and the subsequent reports, friendly maneuver actions, and friendly fire support actions. As applicable, engineer/chemical defense/ADA/CP actions, and logistics support actions are also rehearsed. War gaming should occur only when a shortfall in the plan is discovered; otherwise, rehearse the approved plan.

LL - **Conducting the Rehearsal**

Discussion: The commander commands the rehearsal; his staff runs it.

- Key CSS items need to be briefed, including plans for casualty evacuation (routes, AXP locations), ROM, Class IV/V resupply points, forward logistics bases, planned locations and effective times, LRPs, displacement times/locations for the BSA, and EPW collection points. These items should be injected into the rehearsal at the appropriate times. Summarizing these actions at the end of the rehearsal lessens the value of the rehearsal as a coordination tool.

- After the initial walk-through of the base order, "recock" to the situation at the initial decision point. State the criteria for a decision to change the plan. Assume these criteria have been met and then refight the fight from that point forward, all the way until the desired end state is attained. Complete any coordination to ensure understanding and requirements are met: record any changes.

- Go to the next decision point and assume that the criteria have been met.

- After the rehearsal is complete, the recorder should restate any changes, coordination or clarifications directed by the commander, and estimate the time that a written FRAGO to codify the changes will follow.

- The commander should stress any points needing additional emphasis. He should consider reiterating his intent (purpose, importance, end state) to remind all participants that the goal is to accomplish the brigade mission.

[CTCs Bulletin No. 93-4, Jul 93, p. 22-24]

LL - **Combat Service Support Rehearsals - A Framework**

Just as combined arms rehearsal contribute to tactical success, a CSS rehearsal can improve support operations for the brigade.

Rehearsals:

- Validate synchronization plans.

- Ensure continuity of supporting plans.

- Verify the sustainability of the tactical plan within the maneuver commander's intent.

Rehearsals deconflict terrain, routes, and sustainment in the near term, while contributing to the *logistics preparation of the battlefield* for the next fight. Rehearsals also validate security considerations and help integrate the BA defense into the brigade's overall defense plan. This cohesively binds the close, deep, and rear battle.

This article offers a basic framework for CSS rehearsals, with example products, for use by an FSB working with its supported brigade. With no doctrinally prescribed format for a CSS rehearsal, a look at the rehearsal process in conjunction with CSS functions and imperatives provides a basis for a **logistics-specific rehearsal.**

[CTC Quarterly Bulletin, 3d Qtr, FY 95, No. 95-8, Jun 95, p. 24]

LL - **CSS-Specific Rehearsal**

CSS rehearsals should focus on these *critical functions:*

* **Man**
* **Arm**
* **Fuel -------- The Force**
* **Fix**
* **Move**
* **Sustain**

Divide your mission rehearsal into three phases: BEFORE, DURING, AFTER, where LD time represents the transition from "before" to "during," and the "after" phase begins with *achievement of the commander's end state, or on order.*

1. Each CSS function area must be planned and rehearsed to *platoon* and *section* levels prior to the brigade rehearsal, based on the OPORD and the concept of support.
   * use the rehearsal to *verify and validate* plans already made.
   * **do not** use a rehearsal to *conduct basic staff* coordination.
   * **resolve** the following **before** you rehearse:
     - time/distance factors
     - terrain factors
     - route identification
     - air defense coverage
     - other basic security considerations

2. What your CSS rehearsal **should do**:
   * validate the synchronization of operational logistics, the WHO, WHAT, WHEN, WHERE, and HOW for support.
   * demonstrate that supporting plans integrate the following **logistical imperatives:**
     - anticipation
     - integration
     - continuity
     - responsiveness
     - improvisation
   * visualize conditions for **actions and triggers** for change.

3. **Who** should **conduct** and who should **attend**?
   * this is the brigade commander's rehearsal; his representative, the brigade S-4, would *normally* **conduct** the rehearsal.
   * the CSS rehearsal must receive the same emphasis and importance as the combined arms rehearsal.
   * each task force should send, as a minimum:
     - S-4
     - BMO
     - Support Platoon Leader
     - Medical Platoon Leader
     - HHC commander
   * The FSB should send:
     - Support Operations officer
     - S2/S3
     - all company commanders
     - supply platoon leaders and sergeants
     - ambulance platoon leaders and sergeants

- MEDEVAC team leader
- shop officer
- maintenance officer
- repair control supervisor

* the brigade staff should send:
  - S-4 representative
  - S-2 representative
  - S-3 representative
  - fire support representative
  - engineer representative
  - specialty platoon (MP, chemical, air defense, signal) planners

4. **When** should you conduct the rehearsal?
   * Whenever possible, the CSS rehearsal **should follow the brigade combined arms rehearsal.**
   * Use the same terrain model, map set or diagram.

   Benefit: The scheme of maneuver and plan for fire support are set and readily available, and *many of the key players will already be at the rehearsal site.*

5. What **type** rehearsal works **best**?
   * **map** or **terrain model** rehearsals provide the most effective and efficient results given the large area over which CSS must operate. Whatever *type* rehearsal chosen, from full-force down to backbrief **always** conduct an AAR *of the rehearsal.*
   * develop a rehearsal SOP that specifies:
     - format
     - participants
     - products
     - standards

[CTC Quarterly Bulletin, 3d Qtr, FY 95, No. 95-8, Jun 95, p. 25-27]

LL - **CSS Rehearsal: Techniques and Procedures**

1. Attendees should arrive **on time;** bring
   * the brigade CSS matrix
   * a functional plan for their part of the overall plan
   * a map with posted overlays
   * ability to "act out" their portion of the plan

2. **Sequence** of events
   Preparation:
   * Brigade S4 **orients participants** to the map or terrain model
     - key terrain

- routes
- security considerations
- control measures
- coordination data

* Brigade S4 establishes a **time target**, normally not more than **1 hour**; time limit will be **enforced.**
* Brigade S4 identifies a **recorder**, usually the assistant brigade S4.
* Brigade S2 briefs:
  - the **threat**
  - likely enemy avenue of approach
  - updated brigade intelligence data, highlighting Level I and II threats
  - refugee activity
  - deep threats: artillery and aviation
* Brigade S3 representative briefs:
  - overview of the brigade mission and plan
  - highlights critical **decision points** that may **impact support** and future operations
* each **TF S4** briefs:
  - current TF logistical **assets**
  - unit **locations**
    - battalion aid stations (jump and main)
    - UMCP
    - combat trains
    - field trains
    - *current* combat power
    - maneuver unit locations
* The **FSB** Support **Operations** officer briefs:
  - current BSA locations
  - critical logistical activities within the next 24 hours
  - critical shortages
  - throughput locations and times, i.e., ATPs, bulk fuel breaks, etc
  - anticipated moves *prior* to LD

  (NOTE: FSB's synch matrix serves as the basis for **integrating** DS logistical functions.)

Before Phase: consists of all **required** task force and brigade **movements** from current location to tactical assembly areas (TAAs), attack positions or the LD.

* The TF S4s successively lay out:
  - terrain
  - routes
  - security
  - en route requirements, i.e., ROM, recovery, evacuation, etc
* The FSB Support Operations officer briefs:
  - posturing
  - pre-positioning

- movement of the BSA and resultant support impact

* Unit representatives:
  - physically move unit symbols
  - provide specific times; grids; com nets; requirements
  - must include: trigger points; control measures; coordination points

  (NOTE: Interactive coordination occurs throughout this process.)

During Phase: should reflect the same mission phases (if applicable as the OPORD

* follow the format and sequence listed above.
  - each TF lays out *every functional* area
  - each TF continues to physically depict locations, to ensure an understanding of the relationship between position and functions on the total logistics effort.
* *feasibility, executability; common sense* checks should continuously occur.
* senior logisticians present should ensure **actions** "during" the battle contribute to the logistics **preparation** of the battlefield for the **next fight**:
  - hasty displacement plans
  - alternate routes and locations
  - response to rear threats
  - use of aerial resupply
  - use of aerial evacuation
  - security measures
* get **briefbacks** by key functional operators to **confirm** TF to FSB **linkage** EXAMPLE: Walk through medical evacuation from point of injury to the Forward Support Medical Company - across all phases - emphasizing the connectivity of the AXP and potential reconstitution. *PLAYERS MUST "SEE" THE OPERATION FROM ALL ASPECTS.*

After Phase: focus on continuing to *logistically shape* the battlefield for future operations.

* logistical *actions on the objective* should reflect the same level of detailed coordination as the preceding phases. Focus on:
  - recovery of combat systems
  - clearing casualties
  - pre-positioning Class IV and other commodities
* concentrate on **speed of recovery from losses** and **reestablishment of the brigade's logistics base.**
* other topics to address in detail:
  - routes
  - security
  - traffic control
* the brigade S3, MPs, and local authorities must **expedite** the forward **movement** and the **evacuation** of key assets.
  - First Destination Release Points, if used, require specific emphasis.

- identify **dedicated routes**, for both access and egress; emphasize **route discipline**.
- ensure units know the location of obstacles and minefields.

[CTC Quarterly Bulletin, 3d Qtr, FY 95, No. 95-8, Jun 95, p. 27-29]

LL - **Recocking: based on the rehearsal**: based on what you found during the rehearsal, t*o back* to the first decision point in the DST and, with the Brigade S3 representative, discuss *potential* logistics plan changes that may result from maneuver decisions.

* The FSB commander and the Support Operations officer should discuss each set of *branches*, particularly if the branch effects division or corps throughput.
* the rehearsal should finish with the recorder **recapping** all **changes**:
  - adjusted timing of moves
  - any route changes
  - newly announced support data
  - security refinements

(NOTE: These **changes** should be noted on all CSS annexes and matrices, and become **part of the plan/order.)**

[CTC Quarterly Bulletin, 3QFY95, No. 95-8, Jun 95, p. 29]

LL - **Pre-Combat Checks:** CSS noncommissioned officers (NCOs) are often unfamiliar with the concept of pre-combat checks that are presented in FM 25-101, *Battle-Focused Training. Pre-combat checks ensure that soldiers are prepared for the mission and that every detail has been performed.* [CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. II-1]

LL - **Pre-Combat Checks**

Many CSS NCOs are also unfamiliar with the concept of pre-combat checks. Pre-combat checks are detailed first checks that all units conduct before and during execution of combat operations. Pre-combat checks ensure that soldiers are prepared to execute the mission. They are also conducted at the beginning of each operation as part of the troop-leading procedures. The following illustrates some examples of pre-combat checks applicable to all units:

- √ OPORD briefed.
- √ Safety checks and briefings completed.
- √ All required equipment on hand and operational
- √ Soldiers and equipment inspected and camouflaged.
- √ Compasses, maps and strip maps present.
- √ Communications checks completed.
- √ Ammunition drawn and issued.
- √ Rations drawn and issued.

Lesson(s): Familiarize NCOs with pre-combat checks. Help NCOs develop pre-combat checks for every type of routine mission the unit performs.

[CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. II-3]

EXECUTION TASKS

21. The brigade rear command post maintains communications to coordinate transportation and sustain brigade operations during brigade execution of the battle.

22. The brigade staff acquires transportation information during brigade execution of the battle.

LL - **Battletracking**

Battletracking is the constant monitoring of the supported maneuver unit's operations to determine the status of the battle. Battletracking includes:

- Analyzing the maneuver unit's operation order.
- Monitoring the maneuver unit's tactical net during the battle.
- Maintaining and updating a battle map to stay current on the battle.
- Keeping in close contact with the supported unit.

Logisticians must be prepared to provide additional CSS on short notice to allow the maneuver commander to exploit any tactical success. The FSB personnel need to be aware of the supported brigade's mission and current status at all times. Battletracking and close coordination facilitates this effort. Track the battle to anticipate future support requirements.

Battletracking is critical during offensive operations for three reasons:

1. The FSB needs to know if the supported maneuver unit has overrun the enemy defense and is about to conduct an exploitation or pursuit operation.
2. The supported maneuver unit may have been turned back and is starting to conduct a defensive operation.
3. The supported maneuver unit has bypassed some enemy forces that may pose a threat to the BA.

Any of the above examples will cause the FSB to rapidly change its support operations.

Battletracking by the FSB is improving at the CTCs, but still requires constant practice. Trends show that although FM radio communication is sometimes difficult for CSS units to monitor, aggressive use of the Bde A/L net by the FSB, BDE S4, and maneuver commanders is a must if requirements and support are to be adjusted in a timely manner.

Lesson(s):

- Use battletracking to enhance the FSB's capability to react to the rapidly changing battlefield.

- Graphics and battle maps must be accurate at all times. They must be continually updated by personnel assigned to this tasks.

[CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. II-9]

23. The brigade staff evaluates transportation information during brigade execution of the battle.

24. The brigade rear command post updates products and maintains operations and combat service support status during brigade execution of the battle.

25. The brigade staff coordinates transportation operations during brigade execution of the battle.

LL - **Supporting the Offense**

The CSS elements conduct sustainment operations on a continuous basis; when maneuver elements are not fighting, CSS elements take advantage of the lull to prepare for the next operation. Maintenance, resupply, and normal services are done whenever the opportunity exists. Repairing damaged equipment and returning it to the fight requires early diagnosis and identification of faults. This should be accomplished as far forward as possible.

Emergency resupply is conducted when needed, but routine resupply is usually conducted at night. The LOGPACs are used extensively to move supplies, personnel and equipment forward. Vulnerability and limited cross-county mobility of CSS vehicle dictate that LOGPACs use existing roads at night.

Combat-configured loads is the preferred method of distribution from forward-deployed sites. This method shortens the time spent on site for the customer and eases the workload for the forward support element.

Lesson(s)

- CSS elements conduct sustainment operations on a continuous basis.

- When maneuver elements are not fighting, CSS elements take advantage of the lull in the battle to prepare for the next operations.

- Use the combat configured loads to distribute supplies to forward units.

[CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. III-2]

LL - **Air Item Recovery**

Experience from the CTCs shows that all units need to improve their air item recovery skills. Rotational units often have not trained in the skills necessary in recovering air items. Soldiers are not trained in parachute recovery and proper methods of rolling and storing high and low velocity parachutes. Units routinely do not have the necessary equipment to recover air items from trees (hooks, chain saws, and ropes). Units also do not consider the importance of evacuation of air items. Limited quantities of air items which are available for exercises and operations dictate that all available means to transport these items back to the rear must be used. This is especially true for units that rely on aerial resupply.

Lesson(s): Units must add proper air item recovery to their air resupply training plans.

[CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. III-2]

LL - **Heavy/light integration - use of transportation assets:** Light infantry units deploy with austere CSS assets. Trucks are the lifeblood of a light TF attached to a heavy brigade. The competing demands for the trucks include: 1) move troops 2) upload and deliver all classes of supply 3) assist with casualty evacuation (CASEVAC) 4) transport all chemical protective overgarments (CPOGs) and chemical decontamination apparatus 5) deliver soldiers' A and B bags. Most light battalions attach the high mobility multi-purpose wheeled vehicles ((HMMWVs) 12 ea.) from the support platoon to Company/Team (Co/Tm) first sergeants (1SGs) and supply sergeants. RESULT: support platoon leader left without the assets necessary to convoy LOGPACs. Then without a plan or SOP on how to use the truck platoon, the trucks are used to move troops around the battlefield. RESULT: works for the first battle, but soon leads to competing priorities, i.e., trucks needed for movement of defensive barrier materiels + the need to still move soldiers, etc. RESULT: truck platoon soon decimated by too many missions for too few trucks; maintenance losses soon mount, leaving the TF with no truck assets at all. [CTC Trends - NTC, 4QFY94, p. 16]

26. The brigade staff communicates transportation information during brigade execution of the battle.

27. The brigade S4 responds to brigade commander's directed changes in the operation during brigade execution of the battle.

28. The brigade S4 coordinates transportation support for brigade consolidation and reorganization.

LL - **Casualty Evacuation**

Analysis of trends from the CTCs show that while significant progress has been made in this area, many units still suffer problems in evacuating casualties. It is not unusual for 21% of the casualties to die of wounds because of a faulty evacuation plan. Lack of transportation is often the primary cause of untimely evacuation.

Another problem that causes casualties to die of wounds at the CTCs is emergency medical treatment. The combat lifesaver concept has improved the chances of casualty survival. But swift medical treatment by qualified medical personnel greatly enhances requirement for replacements and enhances the total reorganization process. Emergency treatment starts as far forward as possible and continues as a casualty is evacuated to the rear. Injuries categorized as minimal during the triage process are treated as soon after injury as possible to rapidly return the soldier to duty.

Casualty evacuation should be planned and rehearsed before an operation to ensure that the system will work correctly.

Lesson(s): Casualty evacuation is a task that must be planned for by commanders at all levels. Emergency medial treatment of soldiers far forward increases a soldier's chances of survival. Swift and proper evacuation of casualties returns soldiers to the unit more quickly and, therefore, maintains unit readiness at a higher level.

[CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. III-4]

GATE TASKS
PROVIDE TRANSPORT SERVICES (BRIGADE CCF 28)

This component identifies critical individual or collective tasks upon which the performance of each CCF task identified in the Task List is dependent. In order to ensure efficient and safe training of the major CCF task, the participants should first have achieved mastery in performing these gate tasks.

The officers, NCOs, and soldiers listed in this component are based on the TOE for the echelon and type of unit being analyzed. In some cases, the military qualification standards (MQS) and Soldier Training Publications (STP) for those officers, NCOs, and soldiers may not have yet been published or are being revised. In such an instance, existing MQS and STP publications were used to identify gate tasks which are still relevant. This may result in the identification of gate tasks derived from another proponent MQS or STP publication (e.g., an infantry STP task listed as relevant to a field artillery MOS).

In other cases, the Army has designated a new MOS to replace the MOS listed in the TOE. In such an instance, the analyst selected tasks from STPs for like/similar MOSs or tasks from the original TOE MOS to depict those tasks which must still be performed.

Based on the analyst's analysis and review of doctrine, gate tasks may be identified for which there is no published doctrine.

PLANNING TASKS	INDIVIDUAL/COLLECTIVE GATE TASKS
1. The brigade rear command post monitors and directs transportation operations during planning.	**Bde S4, Asst Bde S4s** [STP 55-88II-MQS, Transportation] - Oversee the planning, establishment, and management of a multifunctional tactical CP [01-9253.00-002] - Determine field locations for CSS units [01-9253.00-003]
2. The brigade receives an order initiating a new mission from higher headquarters.	
3. The brigade commander and staff conduct mission analysis.	
4. The brigade prepares and issues a brigade warning order.	
5. The brigade commander issues initial planning guidance.	

6.	The brigade commander and staff prepare estimates.	**Bde S4, Asst Bde S4s** [STP 55-88 II-MQS, Transportation] - Develop a concept of support for a brigade-level combat operation [01-9253.00-0001] - Assess unit capabilities to support proposed operations [S3-5101.00-0229] - Determine aircraft requirements to move cargo, equipment, and personnel [01-7320.70-0460]
7.	The brigade commander and staff develop course(s) of action.	**Bde S4, Asst Bde S4s** [STP 55-88 II-MQS, Transportation] - Plan logistics support for maintenance operations [01-4720.26-0001] - Plan evacuation of equipment [01-4999-26-0001] - Plan convoy operations [01-7300.75-0500] - Plan use of host-nation assets [01-7320.70-0435] - Plan highway net use [01-7320.75-0535] - Request host-nation transportation support [01-7320.70-0480] [STP 10-92ABDII-MQS, Quartermaster] - Plan for airdrop of supplies [03-5102.02-0001] - Plan transport by helicopter [01-7310.95-0415]
8.	The brigade commander and staff analyze course(s) of action (war game).	
9.	The brigade staff compares courses of action.	
10.	The brigade commander announces decisions.	
11.	The brigade staff prepares the operations order or fragmentary order.	**Bde S4, Asst Bde S4s** [STP 55-88II-MQS, Transportation]

- Plan logistics support for maintenance operations [01-4720.26-0001]
- Plan evacuation of equipment [01-4999-26-0001]
- Plan convoy operations [01-7300.75-0500]
- Plan use of host-nation assets [01-7320.70-0435]
- Plan highway net use [01-7320.75-0535]
- Request host-nation transportation support [01-7320.70-0480]

[STP 10-92ABDII-MS, Quartermaster]
- Plan for airdrop of supplies [03-5102.02-0001]
- Plan transport by helicopter [01-7310.95-0415]

12. The brigade commander and staff issue the operations order or fragmentary order.

PREPARATION TASKS	INDIVIDUAL/COLLECTIVE GATE TASKS
13. The brigade S1 and the brigade S4 maintain communications to coordinate transportation and sustain brigade operations from the brigade rear command post.	**Bde S4, Asst Bde S4s** [STP 55-88II-MQS, Transportation] - Oversee the planning, establishment, and management of a multifunctional tactical CP [01-9253.00-0002] - Determine field locations for CSS units [01-9253.00-0003] [STP 7-11II-MQS, Infantry] - Perform duties as a tactical operations shift officer
14. The brigade staff acquires transportation information during brigade preparation for the battle.	**Bde S4, Asst Bde S4s** [STP 55-88II-MQS, Transportation] - Oversee the planning, establishment, and management of a multifunctional tactical CP [01-9253.00-0002]

[STP 7-11II-MQS, Infantry]
- Perform duties as a tactical operations shift officer

15. The brigade staff evaluates transpiration information during brigade preparation for the battle.

Bde S4, Asst Bde S4s
[STP 55-88II-MQS, Transportation]
- Oversee the planning, establishment, and management of a multifunctional tactical CP [01-9253.00-0002]

[STP 7-11II-MQS, Infantry]
- Perform duties as a tactical operations shift officer

16. The brigade rear command post updates products and maintains operations and combat service support status during brigade preparation for the battle.

Bde S4, Asst Bde S4s
[STP 55-88II-MQS, Transportation]
- Oversee the planning, establishment, and management of a multifunctional tactical CP [01-9253.00-0002]

[STP 7-11II-MQS, Infantry]
- Perform duties as a tactical operations shift officer

17. The brigade staff coordinates transportation operations during brigade preparation for the battle.

Bde S4, Asst Bde S4s
[STP 55-88II-MQS, Transportation]
- Oversee the planning, establishment, and management of a multifunctional tactical CP [01-9253.00-0002]

[STP 7-11II-MQS, Infantry]
- Perform duties as a tactical operations shift officer

Bde S4, Asst Bde S4s
[STP 55-88II-MQS, Transportation]
- Prepare unit load plan [01-7220.65-0010]
- Conduct convoy operations [01-7200.75-0100]
- Coordinate for movement of cargo by air [01-7220.70-0045]
- Coordinate movement request processing [01-7310.70-0410]

[STP 10-92ABDII-MQS, Quartermaster]
- Monitor airdrop support operations [03-5102.00-0084]

18. The brigade staff communicates transportation information during brigade preparation for the battle.

Bde S4, Asst Bde S4s
[STP 55-88II-MQS, Transportation]
- Oversee the planning, establishment, and management of a multifunctional tactical CP [01-9253.00-0002]

[STP 7-11II-MQS, Infantry]
- Perform duties as a tactical operations shift officer

19. The brigade S4 responds to brigade commander directed changes in operations during brigade preparation for the battle.

Bde S4, Asst Bde S4s.
[STP 55-88II-MQS, Transportation]
- Develop a concept of support for a brigade level combat operation [01-9253.00-0001]
- Assess unit capabilities to support proposed operations [S3-5101.00-0229]
- Determine aircraft requirements to move cargo, equipment, and personnel [01-7320.70-0460]
- Plan logistics support for maintenance operations [01-4720.26-0001]
- Plan evacuation of equipment [01-4999-26-0001]
- Plan convoy operations [01-7300.75-0500]
- Plan use of host-nation assets [01-7320.70-0435]
- Plan highway net use [01-7320.75-0535]
- Request host-nation transportation support [01-7320.70-0480]

[STP 10-92ABDII-MQS, Quartermaster]
- Plan for airdrop of supplies [03-5102.02-0001]
- Plan transport by helicopter [01-7310.95-0415]

20. The brigade rehearses transportation operations.	
EXECUTION TASKS	**INDIVIDUAL/COLLECTIVE GATE TASKS**
21. The brigade rear command post maintains communications to coordinate transportation and sustain brigade operations during brigade execution of the battle.	**Bde S4, Asst Bde S4s** [STP 55-88II-MQS, Transportation] - Oversee the planning, establishment, and management of a multifunctional tactical CP [01-9253.00-002] - Determine field locations for combat service support units [01-9253.00-0003] [STP 7-11II-MQS, Infantry] - Perform duties as a tactical operations shift officer
22. The brigade staff acquires transportation information during brigade execution of the battle.	**Bde S4, Asst Bde S4s** [STP 55-88II-MQS, Transportation] - Oversee the planning, establishment, and management of a multifunctional tactical CP [01-9253.00-002] [STP 7-11II-MQS, Infantry] - Perform duties as a tactical operations shift officer
23. The brigade staff evaluates transportation information during brigade execution of the battle.	**Bde S4, Asst Bde S4s** [STP 55-88II-MQS, Transportation] - Oversee the planning, establishment, and management of a multifunctional tactical CP [01-9253.00-002] [STP 7-11II-MQS, Infantry] - Perform duties as a tactical operations shift officer
24. The brigade rear command post updates products and maintains operations and combat service support	**Bde S4, Asst Bde S4s** [STP 55-88II-MQS, Transportation]

status during brigade execution of the battle.	- Oversee the planning, establishment, and management of a multifunctional tactical CP [01-9253.00-002] [STP 7-11II-MQS, Infantry] - Perform duties as a tactical operations shift officer
25. The brigade staff coordinates transportation operations during brigade execution of the battle.	**Bde S4, Asst Bde S4s** [STP 10-92ABDII-MQS, Quartermaster] - Monitor airdrop support operations [03-5102.00-0084] **Bde S4 section, supply noncommissioned officer** [STP 10-92Y24-SM-TG] - Direct the rigging of external sling loads [101-521-3901] - Control helicopter landing and departure area [101-521-3902] - Direct the maintenance of sling-loading equipment [101-521-3903] - Direct and control application of safety measures during external transport operations [101-521-3904]
26. The brigade staff communicates transportation information during brigade execution of the battle.	**Bde S4, Asst Bde S4s** [STP 55-88II-MQS, Transportation] - Oversee the planning, establishment, and management of a multifunctional tactical CP [01-9253.00-002] [STP 7-11II-MQS, Infantry] - Perform duties as a tactical operations shift officer
27. The brigade S4 responds to brigade commander's directed changes in the operation during brigade execution of the battle.	**Bde S4, Asst Bde S4s** [STP 55-88II-MQS, Transportation] - Develop a concept of support for a brigade-level combat operation [01-9253.00-0001] - Assess unit capabilities to support proposed operations [S3-5101.00-0229]

- Determine aircraft requirements to move cargo, equipment, and personnel [01-7320.70-0460]
- Plan logistics support for maintenance operations [01-4720.26-0001]
- Plan evacuation of equipment [01-4999-26-0001]
- Plan convoy operations [01-7300.75-0500]
- Plan use of host-nation assets [01-7320.70-0435]
- Plan highway net use [01-7320.75-0535]
- Request host-nation transportation support [01-7320.70-0480]

[STP 10-92ABDII-MQS, Quartermaster]
- Plan for airdrop of supplies [03-5102.02-0001]
- Plan transport by helicopter [01-7310.95-0415]

28. The brigade S4 coordinates transportation support for brigade consolidation and reorganization.

TASKS ORGANIZED BY OUTCOMES
PROVIDE TRANSPORT SERVICES (BRIGADE CCF 28)

This component links the tasks with the outcomes the task performance supports. Each outcome is linked with all appropriate tasks. This component is used for two purposes. The first is to ensure that each CCF outcome is sufficiently supported by all tasks necessary to achieve the outcome. The second is to verify that the outcomes selected support the CCF purpose and that they are complete in that no additional outcomes are required to define the CCF. This component can be used by trainers to facilitate assessment of training proficiency and to plan training.

Outcome 1

The brigade plans for timely transportation of needed personnel, supplies, and equipment to and from all subordinate elements.

PLANNING Tasks and Task Elements

2. **The brigade receives an order initiating a new mission from higher headquarters.**

   a. The brigade S4 attends the division orders brief, as directed by the brigade commander. [AN].

   b. The brigade S4 coordinates with the division G4 to clarify division transportation issues. [AN].

      1) Priorities for transportation and movements. [AN].

      2) Movement requirements, times, and security measures. [AN].

      3) Task organization of air and ground transportation assets to support the brigade. [AN].

      4) Availability of additional air and ground transportation assets from division or corps. [AN].

      5) The MSRs. [AN].

      6) Traffic control/regulation measures. [AN].

      7) Division commander's critical information requirements for transportation. [AN].

   c. The brigade S4 uses pre-mission guidance from the brigade commander to focus staff estimate data collection. [FN-NTC CSS OCs].

d. The brigade S4 communicates pertinent planning information from the division orders briefing to the FSB support operations officer to initiate FSB parallel planning. [AN].

3. **The brigade commander and staff conduct mission analysis.**

a. The brigade S4 uses pre-mission guidance from the brigade commander to focus data collection for the transportation portion of mission analysis and the CSS staff estimate. [FN-NTC CSS OCs].

b. The brigade S2 and the ABE analyze the AO to determine impact on transportation operations. [ARTEP 71-3-MTP, Task 71-3-2001/2b; 8005/2].

1) The brigade S2 and the ABE identify LOC and transportation in the brigade AO. [ARTEP 71-3-MTP, Task 71-3-2001/2b4; 8005/2a].

2) The brigade S2 and the ABE determine trafficability and condition of road network in the brigade AO. [ARTEP 71-3-MTP, Task 71-3-2001/2b5; 8005/2e; FN-CASCOM Training Directorate].

3) The brigade S2 determines the impact of current and forecasted weather on both on- and off-road trafficability in the brigade AO. [ARTEP 71-3-MTP, Task 71-3-2001/2c2].

4) The brigade S2 determines enemy capabilities in the brigade AO that could disrupt transportation operations. [ARTEP 71-3-MTP, Task 71-3-4005/2b].

c. The brigade S4 identifies specified and implied transportation tasks. [ARTEP 71-3-MTP, Task 71-3-4001/2a].

1) Division movement plans involving the brigade. [AN].

a) Ground. [AN].

b) Air. [AN].

c) Rail. [AN].

2) Division-directed brigade movements. [AN].

3) Division-directed or reserved routes. [AN].

4) Division movement control measures. [AN].

d. The brigade S4 identifies essential transportation tasks necessary to accomplish the brigade mission. [ARTEP 71-3-MTP, Task 71-3-4001/2b].

1) Requirements for transportation and critical times, in addition to normal sustainment operations (e.g., requirement to move large quantity of barrier material to new area prior to preparation for the defense). [AN].

2) Availability of routes suitable for mission support. [AN].

3) Implied tasks impacting on transportation requirements or capabilities (e.g., movement of the BSA). [AN].

e. The brigade S4 determines transportation constraints and restrictions impacting on the brigade mission. [ARTEP 71-3-MTP, Task 71-3-4001/2c].

1) Transportation sustainment controls established by the DISCOM MCO. [ARTEP 63-216-MTP, Task 63-1-1013/4c; FN-CGSC CSS SMEs].

2) Division-directed brigade support of division movements. [AN].

3) Enemy activity in the brigade rear area. [AN].

4) Weather and road conditions in the brigade AO. [AN].

5) Sufficiency of allocation of air and ground transportation assets from division to accomplish transportation requirements. [AN].

f. The brigade S4 updates transportation status based on mission analysis results. [AN].

1) Division priorities for allocation of transportation assets based on information from the MCO. [ARTEP 63-216-MTP, Task 63-1-1013/4d; FN-CGSC, CSS SMEs].

2) Transportation units/assets under division control. [AN].

3) Transportation units/assets under brigade control. [AN].

4) Type of units task organized to the brigade. [AN].

g. The brigade S4 communicates results of mission analysis to the FSB support operations officer and FSB S2/3. [FN-NTC CSS OCs].

4. **The brigade prepares and issues a brigade warning order.**

a. The brigade S4 provides the brigade S3 with critical transportation information to be included in the WARNO (e.g., any critical transportation information known to the S4 prior to the WARNO, based primarily on his experience and the mission analysis). [AN].

1) Times and schedules. [AN].

2) Distances and locations. [AN].

3) Control measures. [AN].

4) Special requirements (e.g., requirement to transport dozers to Bn TF defensive areas). [AN].

5) Additional transportation assets to be made available. [AN].

b. The brigade S4 ensures the dissemination of operational information critical to transportation planning, as well as information on transportation requirements, to subordinate unit S4s and the FSB support operations section, if available. [AN].

1) Task organization. [AN].

2) Subordinate unit missions and locations. [AN].

3) Timeline for operations. [AN].

5. **The brigade commander issues initial planning guidance.**

a. The brigade commander provides mission directives and establishes priorities for transportation. [FM 71-3, p. 8-20].

1) Unit priorities for transportation. [AN].

2) Priorities for movement by class of supply, type of equipment, personnel. [AN].

3) Maintenance priorities for transportation assets. [AN].

4) Routes and priorities for use. [AN].

5) Air versus ground transportation to satisfy selected requirements. [AN].

6) Traffic regulation. [AN].

7) Security of routes and convoys. [AN].

b. The brigade S4 ensures the dissemination of transportation information from the brigade commander's planning guidance to the FSB support operations section, the division G4, and subordinate unit S4s to support their parallel planning. [AN].

6. **The brigade commander and staff prepare estimates.**

a. The brigade S4 determines the brigade's transportation situation. [ARTEP 71-3-MTP, Task 71-3-4001/3a].

1) The brigade S4 coordinates with the FSB support operations section to obtain transportation information. [ARTEP 63-216-MTP, Task 63-1-1013/4].

a) Current status of transportation systems in the brigade area, such as: [ARTEP 63-216-MTP, Task 63-1-1007/4m].

(1) All transportation assets within the FSB. [AN].

(a) Types of carriers. [AN].

(b) Locations of carriers. [AN].

(2) Capabilities of transportation assets, by bulk and weight. [ARTEP 63-216-MTP, Task 63-1-1007/4m].

(3) Problems or restrictions to capabilities. [ARTEP 63-216-MTP, Task 63-1-1007/4m].

(a) Low OR rate. [AN].

(b) Shortage of drivers. [AN].

(c) Conflicting requirements or prior commitments. [AN].

(4) Transport distances. [ARTEP 63-216-MTP, Task 63-1-1007/4m].

(5) Highway and trafficability conditions. [ARTEP 63-216-MTP, Task 63-1-1007/4m].

(a) Restrictive terrain (i.e., hills, curves, narrow passes). [AN].

(b) Road surface conditions (i.e., asphalt, dirt, mud, snow, ice). [AN].

(c) Restrictive structures (i.e., bridge width and capabilities). [AN].

b) Availability and status of transportation assets from other DISCOM units. [AN].

c) Modifications to procedures for requesting of surface and airlift transportation. [ARTEP 63-216-MTP, Task 63-1-1013/4f].

d) Modifications to policies and procedures for requesting airdrop. [ARTEP 63-216-MTP, Task 63-1-1034/2a].

2) The brigade S4 determines the brigade's transportation status and capabilities. [FM 101-5, p. C-42].

a) Analyzes input from the FSB support operations section. [AN].

b) Analyzes LOGSTATs and reports for operational status of transportation assets. [FN-CGSC, CSS SMEs].

c) Obtains and analyzes input from the brigade S3 on changes in the brigade's task organization. [AN].

d) Determines transportation capabilities of all subordinate units, to include OPCON, or DS units (e.g., Bn TFs, DS artillery Bn, engineer Bn). [AN].

e) Obtains and analyzes input from the brigade S3-Air and aviation LO on availability of rotary wing assets for transportation of supplies, equipment, or personnel. [AN].

f) Obtains and analyzes input from the brigade ALO on availability of fixed wing (USAF) assets for transportation of supplies, equipment, or personnel. [AN].

g) Reviews applicable intelligence preparation of the battlefield input from the brigade S2 to determine: [ARTEP 71-3-MTP, Task 71-3-4001/3a4].

(1) Locations of routes and LOCs suitable for MSRs. [AN].

(2) Impact of weather, both current and forecasted, in the brigade AO on trafficability of roads and terrain. [ARTEP 71-3-MTP, Task 71-3-2001/2c2].

(a) If routes available for resupply will be passable, from a road or surface condition standpoint, for resupply vehicles at the logistics trigger points specified in the plan. [LL-CALL Newsletter No. 92-5, p. 9].

(b) Whether new routes need to be constructed. [LL-CALL Newsletter No. 92-5, p. 9].

(c) Whether sections of the routes need improvement. [AN].

(3) Trafficability based on road conditions, restrictions, and weather. [AN].

(4) Enemy capabilities to disrupt transportation. [AN].

h) Coordinates with the brigade S2 to identify transportation-related information requirements and priority information requirements. [AN].

i) Reviews input from the brigade S3-Air, ALO, and aviation LO to determine impact of weather on use of aircraft for transportation of personnel, equipment, or supplies. [AN].

j) Reviews input from the brigade S5 to determine availability of civilian transportation assets or support; identifies: [ARTEP 71-3-MTP, Task 71-3-4001/3a4].

(1) Operating characteristics. [AN].

(2) Operator training. [AN].

(3) Maintenance requirements. [AN].

(4) Load capacity. [AN].

(5) Availability of civilian operators. [AN].

k) Performs time, distance, fuel calculations to determine: [AN].

(1) Distances that can be traveled based on fuel availability and consumption rates. [AN].

(2) Volume and weight of cargo that can be transported based on transportation asset capabilities. [AN].

l) Identifies transportation essential elements of friendly information based on enemy capabilities that could have major impact on transportation activities for recommendation to the brigade S2 (e.g., transportation activities that, if observed by the enemy, could disclose brigade plans or concept of maneuver). [ARTEP 71-3-MTP, Task 71-3-4002/3b].

m) Coordinates with the brigade S1 to identify personnel status that could impact on logistical transportation support to the brigade. [ARTEP 71-3-MTP, Task 71-3-4002/2a].

(1) Availability and number of qualified and licensed drivers on hand in the brigade. [AN].

(2) Requirements for additional personnel to satisfy transportation needs. [AN].

(3) Number of personnel with transportation critical MOSs available and due in. [AN].

n) Coordinates with the brigade MP platoon leader to identify traffic circulation and highway regulation requirements. [AN].

o) Analyzes adequacy of potential routes and logistics areas based on: [FM 101-5, p. C-43].

(1) Weather. [AN].

(2) Trafficability. [AN].

(3) Conditions. [AN].

(a) Surface composition. [LL-CALL Newsletter No. 92-5, pp. 1-2].

(b) Tunnels. [LL-CALL Newsletter No. 92-5, pp. 1-2].

(c) Overhead obstructions. [LL-CALL Newsletter No. 92-5, pp. 1-2].

(d) Bridge weight limits. [LL-CALL Newsletter No. 92-5, pp. 1-2].

(e) Traffic circulation rates. [LL-CALL Newsletter No. 92-5, pp. 1-2].

4) Terrain. [AN].

5) Number of routes. [AN].

6) Locations. [AN].

7) Access to potential logistics node locations. [AN].

b. The brigade S5 estimates the number of dislocated civilians that are, or can be expected to be, using the routes. [ARTEP 71-3-MTP, Task 71-3-5004/1a].

   1) Determines their means of transportation. [ARTEP 71-3-MTP, Task 71-3-5004/1d].

   2) Determines their direction of travel. [ARTEP 71-3-MTP, Task 71-3-5004/1e].

   3) Estimates the increase or decrease of dislocated civilians within the next 48 hours. [ARTEP 71-3-MTP, Task 71-3-5004/1g].

c. The brigade S5 determines area civilian transportation resources available to support the brigade mission. [ARTEP 71-3-MTP, Task 71-3-5001/2c].

   1) Identifies routes which must be reserved for logistics transportation reasons to ensure that civilian movement can be coordinated with the traffic control plan. [ARTEP 71-3-MTP, Task 71-3-5004/2e4].

   2) Determines requirements for military transportation to move dislocated civilians for recommendation to the brigade S3. [ARTEP 71-3-MTP, Task 71-3-5004/2e5].

   3) Determines civilian transportation assets available to the brigade. [ARTEP 71-3-MTP, Task 71-3-5001/2c; AN].

d. The ABE identifies requirements for transportation of Classes IV and V obstacle materials and engineer vehicles and equipment (e.g., bulldozers). [ARTEP 71-3-MTP, Task 71-3-8005/2c; FM 90-7, p. C-9].

e. The brigade S4 prepares the transportation portion of logistical staff estimate. [ARTEP 71-3-MTP, Task 71-3-4001/3].

   1) Considers the brigade commander's planning guidance. [ARTEP 71-3-MTP, Task 71-3-4001/2d].

   2) Ensures that the estimate provides an accurate and up-to-date assessment of the brigade's current and projected transportation situation, capabilities, and limitations, which includes: [FM 101-5, p. C-9].

      a) Current and potential locations for CSS units and logistics sites. [FM 101-5, p. C-42].

      b) Current and projected transportation status and capabilities: [FM 101-5, p. C-43].

(1) Adequacy and limitations of routes. [FM 101-5, p. C-43].

(2) Time, distance, and fuel factors. [FM 101-5, p. C-43].

(3) Transportation asset availability and haul capability. [FM 101-5, p. C-43].

f. The brigade S4 submits the transportation portion of the logistics estimate to the brigade S3, brigade XO, and the FSB commander. [ARTEP 71-3-MTP, Task 71-3-4001/3c].

7. **The brigade commander and staff develop course(s) of action.**

a. The brigade S4 and FSB support operations officer identify a transportation concept of support for each brigade COA proposed by the brigade S3. [ARTEP 71-3-MTP, Task 71-3-4001/3b].

1) Determine current brigade requirements for transportation support. [AN].

a) Review and analyze all brigade staff estimates to determine the impact on transportation. [ARTEP 71-3-MTP, Task 71-3-4005/1a].

b) Continuously collect and analyze LOGSTATs from subordinate units to identify tentative requirements. [FN-NTC CSS OCs].

c) Review input from the brigade S5 to determine impact of civilian traffic on use of available routes. [ARTEP 71-3-MTP, Task 71-3-4001/3a4].

d) Forecast and examine transportation requirements based on the tactical situation and the status of transportation assets, in terms of: [ARTEP 71-3-MTP, Task 71-3-4001/1c].

(1) Movement distances, routes, and required delivery times to work sites/supply points. [AN].

(2) Type and quantities of materials required to be moved. [AN].

e) Determine specific transportation requirements, based on requirements and forecasts, that can be identified at this point. [ARTEP 71-3-MTP, Task 71-3-4001/1a].

(1) Determine projected transportation requirements based on the type of operations and the potential location of BSA. [ARTEP 63-216-MTP, Task 63-1-1013/4b].

(a) Movement of Classes IV and V obstacle materials and engineer equipment to designated work sites or supply points by the required times. [ARTEP 71-3-MTP, Task 71-3-8005/2c ; FM 90-7, p. C-9].

(b) Evacuation of enemy material and personnel. [ARTEP 71-3-MTP, Task 71-3-4002/3d].

(2) Determine projected transportation requirements to support anticipated surge requirements, such as: [AN].

(a) Movement of Class III to support unexpected success/pursuit of enemy. [AN].

(b) Movement/repositioning of Class IV, Class V, and engineer equipment to support hasty defense. [AN].

(c) Mass casualty situation. [AN].

(3) Identify transportation required if logistics facilities need to be repositioned. [AN].

(4) Determine if extended operations or LOCs create an unacceptable level of risk due to driver/operator rest factors. [AN].

(5) Determine if terrain or extended operations create extra OR problems. [AN].

(6) Determine general transportation requirements based on type of cargo or cargo characteristics, if possible (e.g., requirement to reposition an ATP forward for a specific COA). [AN].

(a) Weight of cargo (short tons). [FM 55-2, p. 7-1].

(b) Volume of cargo (cubic feet). [AN].

(c) Dimensions. [FM 55-2, p. 7-1].

(d) Any unusual characteristics. [FM 55-2, p. 7-1].

(e) Dangerous characteristics (e.g., flammable, explosive, poisonous, etc.). [FM 55-2, p. 7-1].

f) Determine transportation support requirements for specific tactical operations. [ARTEP 63-216-MTP, Task 63-1-1013].

(1) Support of offensive operations. [ARTEP 63-216-MTP, Task 63-1-1013/8].

(a) Aerial resupply. [ARTEP 63-216-MTP, Task 63-1-1013/8d].

(b) The ROM operations. [AN].

(c) Movement of supplies to sustain offensive operations. [AN].

(2) Support of defensive operations. [ARTEP 63-216-MTP, Task 63-1-1013/9e].

(a) Movement of special equipment (e.g., bulldozers). [AN].

(b) Class IV and Class V items and associated transportation requirements. [ARTEP 63-216-MTP, Task 63-1-1013/9e].

(c) Evacuation of supplies and equipment to planned fallback points. [ARTEP 63-216-MTP, Task 63-1-1013/10c].

(d) Evacuation of medical units with alternate means of transportation. [ARTEP 63-216-MTP, Task 63-1-1013/10e].

2) Coordinate with the brigade S1 to identify required transportation support to the brigade personnel replacement and evacuation systems. [ARTEP 71-3-MTP, Task 71-3-4002/2c].

a) Coordinate mass casualty evacuation requirements with the FSB support operations section and brigade surgeon. [ARTEP 63-216-MTP, Task 63-1-1013/5c].

b) Coordinate with the FSB support operations section on location(s) for GRREG collection points. [ARTEP 63-216-MTP, Task 63-1-1013/7b].

c) Identify procedures for evacuation of remains to collection point(s) in the BSA. [ARTEP 63-216-MTP, Task 63-1-1013/7c].

d) Coordinate for pickup of replacement personnel in DSA and movement forward. [AN].

3) Coordinate with the brigade S5 to identify civilian evacuation considerations for each COA. [ARTEP 71-3-MTP, Task 71-3-5004/2c].

a) Tactical requirements to control civilian traffic. [ARTEP 71-3-MTP, Task 71-3-5004/2c8].

b) Routes to be used for evacuation of civilian personnel. [ARTEP 71-3-MTP, Task 71-3-5004/2c9].

c) Need for evacuation of refugees. [ARTEP 71-3-MTP, Task 71-3-5004/2c10].

d) Reservation of routes to prevent civilian movements from interfering with transportation of brigade logistics. [ARTEP 71-3-MTP, Task 71-3-5004/2e4].

e) Need for military transportation to move dislocated civilians. [ARTEP 71-3-MTP, Task 71-3-5004/2e5].

f) Availability of civilian transportation to move dislocated civilians. [ARTEP 71-3-MTP, Task 71-3-5004/2e5].

4) Coordinate with the brigade MP to identify requirements for evacuation of EPWs. [AN].

5) Prepare an outline transportation support plan for each COA. [ARTEP 71-3-MTP, Task 71-3-4001/3b1].

a) Apply the brigade commander's logistics guidance and information from the logistics estimate to allocate transportation assets to meet air and ground transportation requirements. [FN-NTC CSS OCs].

b) Determine capability to satisfy requirements for transportation support for each COA. [FN-CGSC, CSS SMEs].

(1) Analyze information on assets available to support operation received from the FSB support operations. [FN-NTC CSS OCs].

(2) Collect and analyze LOGSTATs from subordinate units to identify capabilities. [AN].

(3) Determine possible need to use civilian or captured enemy transportation assets. [AN].

c) Identify probable MSR and ASRs for each COA. [AN].

b. The brigade S4 identifies and briefs concept of transportation support for each COA. [ARTEP 71-3-MTP, Task 71-3-4001/3d].

c. The brigade S4 ensures the dissemination of transportation information resulting from the brigade's COA development to the FSB support operations section and subordinate unit S4s to support their parallel planning. [AN].

8. **The brigade commander and staff analyze course(s) of action (war game).**

a. The brigade S4 and FSB support operations officer participate in the brigade war gaming, assessing the impact of transportation and movement factors on each brigade COA. [ARTEP 71-3-MTP, Task 71-3-4005/1].

1) Transportation needs in terms of: [FM 101-5, p. C-13].

a) Movement distances, routes, and required delivery times to work sites/supply points. [AN].

b) Type and quantities of materials required to be moved. [AN].

2) Specific capabilities are addressed for each COA, such as: [AN].

a) Whether Classes IV and V obstacle materials and engineer equipment can be moved to designated work sites or supply points by the required times. [ARTEP 71-3-MTP, Task 71-3-8005/2c; FM 90-7, p. C-9].

b) Whether enemy material and personnel will need to be evacuated. [ARTEP 71-3-MTP, Task 71-3-4002/3d].

c) Whether transportation is available to support offensive operations with: [ARTEP 63-216-MTP, Task 63-1-1013/8d].

(1) Aerial resupply. [ARTEP 63-216-MTP, Task 63-1-1013/9e].

(2) Forward positioning of Class III and Class V. [AN].

(3) Repositioning of other supplies forward. [AN].

(4) ROM operations. [AN].

d) Whether transportation is available to support defensive operations with: [ARTEP 63-216-MTP, Task 63-1-1013/9e].

(1) Class IV and Class V items and engineer equipment for defensive preparation. [ARTEP 63-216-MTP, Task 63-1-1013/9e].

(2) Repositioning of Class IV and Class V items and engineer equipment to subsequent defensive positions. [ARTEP 63-216-MTP, Task 63-1-1013/9e].

(3) Evacuation of supplies and equipment to planned fallback points. [ARTEP 63-216-MTP, Task 63-1-1013/10c].

(4) Evacuation of medical units with alternate means of transportation. [ARTEP 63-216-MTP, Task 63-1-1013/10e].

e) Whether transportation is available to support anticipated surge requirements, such as: [AN].

(1) Movement of Class III to support unexpected success/pursuit of enemy. [AN].

(2) Movement/repositioning of Class IV, Class V, and engineer equipment to support hasty defense. [AN].

(3) Mass casualty situation. [AN].

f) Whether logistics facilities need to be repositioned. [AN].

g) Whether extended operations or LOCs create an unacceptable level of risk due to driver/operator rest factors. [AN].

h) Whether terrain or extended operations create extra OR problems. [AN].

i) Whether routes need improvement. [AN].

3) Suitability of routes that are available as MSRs and alternate supply routes, considering: [FM 101-5, p. C-13].

a) Enemy capabilities to interrupt routes. [ARTEP 71-3-MTP, Task 71-3-4005/2b].

(1) Ground threat to brigade routes. [FM 71-3, p. 8-8].

(2) Enemy air threat. [FM 71-3, p. 8-8].

(3) Likelihood the enemy will use persistent chemical agents on routes. [FM 71-3, p. 8-8].

b) Capability of routes to handle the heaviest vehicle in the brigade. [FM 71-3, p. 8-8].

c) Capability of routes to sustain two-way traffic. [FM 71-3, p. 8-8].

d) Vulnerabilities of routes (e.g., bridges that can be destroyed). [FM 71-3, p. 8-8].

e) Choke/congestion points on routes (e.g., towns and confusing intersections). [FM 71-3, Jul 95, p. 8-8].

f) Availability of alternate routes. [AN].

g) Availability of cross-over routes between routes. [FM 71-3, p. 8-8].

h) Requirement to reserve routes exclusively for military traffic. [ARTEP 71-3-MTP, Task 71-3-4002/4d].

(1) Confirm number of refugees using routes. [FM 71-3, p. 8-8].

(2) Determine possible conflict with partisan activity or refugee movement. [FM 71-3, p. 8-8].

i) Whether the designated routes will be passable, from an operational and traffic standpoint, for resupply vehicles at the logistics trigger points specified (e.g., not projected to be in use by a tactical unit for movement at the same time needed for a logistics convoy; projected tactical traffic will not be so heavy that it will interfere with logistics convoy operations). [LL-CALL Newsletter No. 92-5, p. 9].

4) Transport options. [FM 101-5, p. C-13].

a) Restrictions on modes of transportation caused by present and forecasted weather conditions, road conditions, and enemy activity. [ARTEP 71-3-MTP, Task 71-3-4002/3f].

b) Logistical airlift. [ARTEP 71-3-MTP, Task 71-3-4005/1e].

c) Aerial resupply. [ARTEP 63-216-MTP, Task 63-1-1013/8d].

d) Availability of captured enemy transportation assets. [ARTEP 71-3-MTP, Task 71-3-4002/3d].

(1) Operating characteristics. [AN].

(2) Operator training. [AN].

(3) Maintenance. [AN].

(4) Load capacity. [AN].

e) Possible acquisition of civilian transportation assets. [ARTEP 71-3-MTP, Task 71-3-4002/4c].

(1) Operating characteristics. [AN].

(2) Operator training. [AN].

(3) Maintenance. [AN].

(4) Load capacity. [AN].

(5) Availability of civilian operators. AN].

5) Requirements for protection and potential methods of protection available. [FM 101-5, p. C-13].

a) Defendability of routes (e.g., presence of vulnerable places to be continuously guarded, choke points, availability of overlooking terrain for security positions). [FM 71-3, p. 8-8].

b) Protection of transportation assets, activities, and functions (e.g., convoys, LRPs). [AN].

c) Requirement for transportation and movement during periods of limited visibility. [LL-CALL Newsletter 94-2, p. II-10].

d) Locations where division, brigade, and Bn TF responsibility for protection ends and begins. [FM 71-3, p. 8-8].

e) Requirements for brigade assets to defend the brigade portion of routes or transportation activities/functions. [FM 71-3, p. 8-8].

6) Comparison of requirements for transportation with available assets and capabilities of CSS units to determine: [FM 101-5, p. A-29].

a) The projected status and availability of transportation assets at times and places required in plan. [AN].

b) Whether the projected transportation assets have capability to deliver the required quantities of cargo at the required times and locations. [AN].

c) Whether transportation resources from external sources are available for support and what coordination is required to obtain them. [LL-CALL Newsletter No. 92-5, p. 9].

7) Summary of analysis of impact of transportation and movement factors organized into two sections for comparison of COAs: [FM 101-5, p. C-45].

a) Sufficiency of the area. [FM 101-5, p. C-44].

(1) Adequacy of routes in the area for CSS transportation operations. [FM 101-5, p. C-45].

(2) Security of the area. [CGSC Text 101-6, p. 1-11].

b) Resources: [FM 101-5, p. C-45].

(1) Maintenance (e.g., loss/maintenance projections of transportation assets). [AN].

(2) Transportation. [FM 101-5, p. C-45].

(a) Requirements for transportation by class of supply. [CGSC Text 101-6, p. 1-11].

(b) Impact of distances required. [CGSC Text 101-6, p. 1-11].

(c) Availability of assets to meet requirements. [CGSC Text 101-6, p. 1-11].

(d) Availability of special equipment (e.g., HET). [CGSC Text 101-6, p. 1-11].

b. The brigade S5 war games the impact of civilian movement requirements.

1) Identifies routes which must be reserved exclusively for military traffic, if required. [ARTEP 71-3-MTP, Task 71-3-4002/4d].

2) Identifies transportation requirements for movement of civilian refugees. [AN].

c. The ABE war games COAs based on requirements for throughput of Classes IV and V obstacle materials and transportation of engineer equipment. [ARTEP 71-3-MTP, Task 71-3-8005/2c].

d. The brigade S4 and FSB support operations officer select the brigade MSR and ASR in conjunction with the brigade S3. [ARTEP 71-3-MTP, Task 71-3-4005/1d].

e. The brigade S4 and FSB support operations officer determine the transportation shortfalls and deficiencies of each COA based on the war gaming. [CGSC Text 101-6, p. 1-14].

f. The brigade S4 ensures that the results of war gaming are forwarded to the FSB support operations section and subordinate unit S4s to support their parallel planning. [AN].

9. **The brigade staff compares courses of action.**

a. The brigade S4 and FSB support operations officer use transportation and movement factors to compare supportability of different COAs. [AN].

1) Area trafficability. [FM 101-5, p. F-35].

2) Capacity of LOC. [FM 101-5, p. F-35].

3) Movement times and distance factors. [FM 101-5, p. F-35].

4) Availability of transportation assets. [AN].

b. The brigade S4 describes the transportation supportability of each COA. [FN-NTC CSS OCs].

c. The brigade S4 ensures that the results of COA comparison are forwarded to the FSB support operations section and subordinate unit S4s to support their parallel planning. [AN].

10. **The brigade commander announces decisions.**

a. The brigade S4, in coordination with the FSB commander and the FSB support operations officer, briefs concept of transportation support and recommended COA that best supports the brigade operation from the transportation point of view. [ARTEP 71-3-MTP, Task 71-3-4001/3e].

b. The brigade S4 briefs transportation aspects of COA recommended by the brigade staff. [AN].

1) Recommends MSR and ASRs, in conjunction with the FSB commander and the brigade S3. [ARTEP 71-3-MTP, Task 71-3-4005/1d].

2) Recommends transportation priorities, by unit and class of supply. [FM 101-5, p. 3-23].

3) Recommends air or ground transportation to satisfy specific transportation requirements. [AN].

4) Identifies requirements for additional transportation assets to augment brigade operations. [AN].

5) Identifies security requirements. [AN].

c. The brigade S4 records the brigade commander's decision for use in preparation of logistics annex and overlay. [AN].

1) Identifies transportation priorities for each supported unit and class of supply. [AN].

2) Responds to transportation questions from the brigade commander. [AN].

d. The brigade S4 ensures that the brigade commander's decisions are forwarded to the FSB support operations section and subordinate unit S4s to support their parallel planning. [AN].

11. **The brigade staff prepares the operations order or fragmentary order.**

a. The brigade S4 finalizes transportation and movements plans. [ARTEP 71-3-MTP, Task 71-3-4005/1].

1) Reviews and analyzes all brigade plans and orders to ensure that transportation requirements are satisfied. [ARTEP 71-3-MTP, Task 71-3-4005/1a].

a) Transportation assets are available at required times. [AN].

b) Transportation assets are sufficient to move required cargo. [AN].

c) Transportation assets are able to deliver required cargo at required times and locations. [AN].

2) Coordinates with brigade staff sections and subordinate units to determine specific transportation requirements, identified during war gaming. [ARTEP 71-3-MTP, Task 71-3-4001/1a; AN; FN-CGSC CSS SME].

a) Confirms operational aspects of transportation support with the brigade S3. [AN].

(1) Routes available for resupply. [LL-CALL Newsletter No. 92-5, p. 9].

(2) Designation of the brigade MSR and other supply routes. [FM 71-3, p. 8-6].

(a) Includes the MSR on the CSS overlay. [FM 71-3, p. 8-7].

(b) Plans for a sufficient number of traffic control points on the MSR. [FM 71-3, p. 8-7].

(3) Traffic control measures. [AN].

(4) Protection for the MSR. [AN].

(5) Transportation operations do not interfere with the brigade scheme of maneuver. [AN].

(6) Reservation of selected routes exclusively for military logistics use. [ARTEP 71-3-MTP, Task 71-3-4002/4d; FN-BCBST CSS SME].

(7) Subordinate unit priorities for routes and movement. [AN].

(8) Means of movement (i.e., vehicles, air, rail). [AN].

(9) Transportation aspects of risk assessment. [AN].

(a) Driver/operator rest. [AN].

(b) Assistant drivers. [AN].

(c) Operator maintenance. [AN].

(d) Weather, time of day, or terrain-related driving hazards. [AN].

(e) Extended operations or LOCs which create an unacceptable level of risk due to driver/operator rest factors. [AN].

(10) Measures to counter enemy capabilities that may interrupt transportation operations. [ARTEP 71-3-MTP, Task 71-3-4005/2b].

(11) Maintenance and repair of supply routes. [AN].

b) Confirms civilian evacuation requirements with the brigade S5 and brigade S3. [ARTEP 71-3-MTP, Task 71-3-5004/2c].

(1) Tactical requirements for control of civilian traffic. [ARTEP 71-3-MTP, Task 71-3-5004/2c8].

(2) Routes to be used for evacuation of personnel. [ARTEP 71-3-MTP, Task 71-3-5004/2c9].

(3) Need for evacuation of refugees. [ARTEP 71-3-MTP, Task 71-3-5004/2c10].

c) Confirms transportation support for engineer operations with the ABE. [AN].

(1) Throughput requirements for engineer Classes IV and V. [AN].

(2) Transport of engineer equipment to and between Bn TF positions. [AN].

d) Identifies transportation requirements for decontamination supplies and equipment with the brigade chemical officer. [AN].

e) Confirms requirements for repositioning downloaded supplies during consolidation and reorganization. [AN].

f) Confirms any transportation requirements identified by subordinate units. [AN].

3) Develops movement plans as required [ARTEP 71-3-MTP, Task 71-3-4001/4f].

4) Assists the brigade S3-Air in planning for the use of logistical airlift. [ARTEP 71-3-MTP, Task 71-3-4005/1e].

5) Assists the brigade S3 in planning and preparing tactical motor marches. [ARTEP 71-3-MTP, Task 71-3-4005/1c].

6) Prepares movement orders and march tables for the brigade S3. [ARTEP 71-3-MTP, Task 71-3-4005/1c].

7) Incorporates civilian resources and requirements identified by the brigade S5. [AN].

8) Coordinates with the ABE to ensure that throughput to deliver Classes IV and V obstacle materials and transport to deliver required engineer equipment to designated supply points or work sites is planned and requested. [ARTEP 71-3-MTP, Task 71-3-8005/2c; FM 90-7, p. C-9].

9) Identifies measures to counter enemy capabilities that may interrupt transportation operations. [ARTEP 71-3-MTP, Task 71-3-4005/2b].

10) Plans for transportation and movement during periods of limited visibility to enhance protection of transportation operations. [LL-CALL Newsletter 94-2, p. II-10].

11) Coordinates with the division G4 for the evacuation and use of enemy transportation assets. [ARTEP 71-3-MTP, Task 71-3-4002/3d].

12) Determines measures to mitigate impact of weather conditions on transportation activities. [ARTEP 71-3-MTP, Task 71-3-4002/3f].

13) Coordinates with the brigade S5 for acquisition of civilian transportation assets to support brigade logistics requirements. [ARTEP 71-3-MTP, Task 71-3-4002/4c].

14) Confirms selection of routes to be reserved exclusively for military logistical activity with the brigade S5. [ARTEP 71-3-MTP, Task 71-3-4002/4d].

15) Coordinates with the MP platoon leader for establishment of TCPs and any other traffic control measures that may be required. [AN].

16) Coordinates with the FSB support operations section to complete plans for transportation operations. [FN-BCTP Tm B, CSS Tm; FN-CGSC, CSS SMEs; ARTEP 63-216-MTP, Task 63-1-1013].

    a) Identifies resources to satisfy transportation requirements. [FN-CGSC, CSS SMEs].

    b) Finalizes plans for support of offensive operations. [ARTEP 63-216-MTP, Task 63-1-1013/8d].

        (1) Use of aerial resupply. [ARTEP 63-216-MTP, Task 63-1-1013/9e].

        (2) Use of ROM. [ARTEP 63-216-MTP, Task 63-1-1013/8b].

            (a) Determines the method of ROM to be used. [AN].

            (b) Determines unit priorities in conjunction with the brigade S3. [AN].

            (c) Determines times, locations, routes to be used, time on site for each group of vehicles, and amount of fuel, or time on pump, for each system. [AN].

(3) Forward positioning of Class III and Class V during offense. [AN].

(4) Repositioning of supplies forward in support of consolidation and reorganization. [AN].

c) Finalizes plans for support of defensive operations. [ARTEP 63-216-MTP, Task 63-1-1013/9e].

(1) Increased demand for Class IV items and engineer equipment (e.g., bulldozers) and associated transportation requirements. [ARTEP 63-216-MTP, Task 63-1-1013/9e].

(2) Repositioning of Classes IV and V items and engineer equipment to subsequent defensive positions. [ARTEP 63-216-MTP, Task 63-1-1013/9e].

(3) Evacuation of supplies and equipment to planned fallback points. [ARTEP 63-216-MTP, Task 63-1-1013/10c].

(4) Evacuation of medical units with alternate means of transportation. [ARTEP 63-216-MTP, Task 63-1-1013/10e].

d) Finalizes plans to support anticipated surge requirements, such as: [AN].

(1) Movement of Class III to support unexpected success/pursuit of enemy. [AN].

(2) Movement/repositioning of Class IV, Class V, and engineer equipment to support hasty defense. [AN].

(3) Mass casualty situation. [AN].

e) Finalizes plans for repositioning logistics facilities. [AN].

f) Finalizes plans for additional maintenance to counter problems created by terrain or extended operations. [AN].

g) Finalizes plans for use of transportation assets for backhaul evacuation of casualties. [LL-CALL Newsletter No. 94-2, p. III-4].

h) Finalizes plans for use of transportation assets for backhaul evacuation of EPW. [LL-CALL Newsletter No. 94-2, p. III-4].

i) Finalizes backhaul plan for evacuation of equipment and supplies to the BSA. [ARTEP 63-216-MTP, Task 63-1-1013/4h].

17) Requests transportation support through FSB support operations section to satisfy identified requirements which cannot be completed with internal assets. [AN].

18) Coordinates with DISCOM MCO. [ARTEP 71-3-MTP, Task 71-3-4005/1d].

a) Routes and traffic control. [AN].

b) Requests for additional transportation support. [AN].

b. The brigade S4 prepares the transportation portion of the brigade OPORD). [ARTEP 71-3-MTP, Task 71-3-4001/4].

1) The brigade S4 prepares the transportation portion of paragraph 4 (concept of support) of the brigade OPORD. [ARTEP 71-3-MTP, Task 71-3-4001/4d/4e; FN-NTC CSS OCs].

a) Uses general concept of support to address only critical, unusual, and non-tactical standing operating procedures transportation information. [FM 101-5, p. H-75; CGSC Text 101-6, p. 1-18].

b) Addresses the following in the general concept, under categories "before, during, and after," as applicable. [CGSC Text 101-6, p. 1-19].

(1) Transportation requirements to support logistic and tactical operations in terms of delivery of quantities and types of cargo to specified locations by designated times. [CGSC Text 101-6, p. 1-19].

(2) Priorities for movement and route use, by unit and by class of supply. [FM 101-5, p. H-76].

(3) Traffic control requirements. [CGSC Text 101-6, p. 1-19].

(4) Transportation unit/asset displacements. [CGSC Text 101-6, p. 1-19].

(5) Throughput operations. [CGSC Text 101-6, p. 1-19].

(6) Security of LOCs. [CGSC Text 101-6, p. 1-19].

(7) Supply routes. [CGSC Text 101-6, p. 1-19].

(8) Route maintenance requirements. [CGSC Text 101-6, p. 1-19].

(9) Route security requirements. [AN].

(10) The HET priorities. [CGSC Text 101-6, p. 1-19].

(11) Backhaul priorities. [CGSC Text 101-6, p. 1-19].

(12) Allocation of means of movement (e.g., vehicles, air, rail). [AN].

2) The brigade S4 prepares CSS overlay for incorporation into the brigade OPORD, which includes primary and alternate: [ARTEP 71-3-MTP, Task 71-3-4001/4g; FN-NTC CSS OCs].

a) Routes from DSA to BSA. [CGSC Text 101-6, p. 1-24].

b) Supply routes from BSA to LRPs. [CGSC Text 101-6, p. 1-24].

c) Alternate/proposed BSA locations. [CGSC Text 101-6, p. 1-24].

d) LRP locations. [FN-NTC CSS OCs].

e) AXP locations. [FN-NTC CSS OCs].

f) Decontamination point locations. [FN-NTC CSS OCs].

g) ATP locations. [FN-NTC CSS OCs].

h) Maintenance collection point locations. [FN-NTC CSS OCs].

i) TCPs. [AN].

3) The brigade S4 prepares the logistics execution matrix for incorporation into the brigade OPORD, which addresses the CSS function of moving (in the context of manning, arming, fueling, fixing, moving, and sustaining) in the context of before, during, and after mission. [FN-NTC CSS OCs].

a) Priorities. [CGSC Text 101-6, p. 1-25].

b) Shifts in priorities. [CGSC Text 101-6, p. 1-25].

c) Critical events. [CGSC Text 101-6, p. 1-25].

d) Critical actions. [CGSC Text 101-6, p. 1-25].

e) Critical times. [AN].

f) Problem areas. [CGSC Text 101-6, p. 1-25].

4) The brigade S4 prepares the transportation portion of the brigade service support annex to the OPORD in coordination with the brigade S1 and FSB staff, which includes: [ARTEP 71-3-MTP, Task 71-3-4001/4b].

a) Priority of supply, by unit, for all classes of supply. [FM 101-5, p. H-159].

b) Priority of movement, by unit, for all routes. [AN].

c) Priority/allocation of transportation assets. [AN].

d) Transportation critical shortages. [FM 101-5, p. H-159].

e) Traffic control measures. [FM 101-5, p. H-159].

f) MSRs and ASRs. [FM 101-5, p. H-159].

g) Composition and location of all key CSS elements, including: [FM 101-5, p. H-159].

(1) BSA. [FM 101-5, p. H-159].

(2) FLE. [FM 101-5, p. H-159].

(3) AXPs. [FM 101-5, p. H-159].

(4) Brigade rear CP. [FM 101-5, p. H-159].

(5) ROM sites. [AN].

(6) LRPs. [AN].

c. The brigade S4 submits paragraph 4a, the CSS overlay, the logistics execution matrix, and the service support annex to the brigade S3 for incorporation into the OPORD. [ARTEP 71-3-MTP, Task 71-3-4001/4c/4d/4e; FN-NTC CSS OCs].

d. The ABE allocates engineer transportation and equipment to support brigade operations in the engineer annex to the brigade OPORD. [ARTEP 71-3-MTP, Task 71-3-8002/3m].

e. The MP platoon leader prepares the traffic control plan and overlay containing: [ARTEP 71-3-MTP, Task 17-3-1201/1a2].

1) Locations for control operations. [FM 19-4, p. 166].

2) Locations of TCPs. [FM 19-4, p. 166].

3) Mobile patrol areas. [FM 19-4, p. 166].

4) Locations of temporary signs. [FM 19-4, p. 166].

5) Locations of other MP control functions. [FM 19-4, p. 166].

6) Locations for new control functions if alternate routes are activated. [FM 19-4, p. 166].

12. **The brigade commander and staff issue the operations order or fragmentary order.**

a. The brigade S4 briefs concept of support for transportation, using the CSS overlay for illustration. [CGSC Text 101-6, p. 1-23].

1) Presents a synopsis of transportation support to the operation which identifies actions to be accomplished before, during, and after the operation, and addresses transportation: [FM 101-5, p. H-75].

a) Priorities, by unit and class of supply. [FM 101-5, p. H-76].

b) Shifts in priorities. [CGSC Text 101-6, p. 1-23].

c) Critical events. [CGSC Text 101-6, p. 1-23].

d) Critical actions. [CGSC Text 101-6, p. 1-25].

e) Critical times. [AN].

f) Problem areas and solutions. [CGSC Text 101-6, p. 1-23].

2) Uses CSS overlay to provide primary and alternate locations and routes for critical logistics areas, assets, and routes such as: [CGSC Text 101-6, p. 1-24].

a) MSR from DSA to BSA. [CGSC Text 101-6, p. 1-24].

b) Supply routes from BSA to LRPs. [CGSC Text 101-6, p. 1-24].

c) Primary and alternate/proposed BSAs. [CGSC Text 101-6, p. 1-24].

d) LRPs. [FN-NTC CSS OCs].

e) AXPs. [FN-NTC CSS OCs].

f) Decontamination points. [FN-NTC CSS OCs].

g) ATPs. [FN-NTC CSS OCs].

h) Maintenance collection points. [FN-NTC CSS OCs].

b. The brigade S4 ensures that the brigade OPORD, with all CSS products, is issued to the FSB commander at the brigade orders brief. [FN-NTC CSS OCs].

c. The brigade S4 ensures that copies of the brigade OPORD, with all relevant CSS products, are distributed to: [AN].

1) Division G4. [AN].

2) Subordinate unit S4s, to include OPCON and DS units supporting the brigade (Bn TFs, MP platoon, DS artillery Bn, ADA battery, etc.). [AN].

d. The brigade commander conducts confirmation briefs immediately after the OPORD to ensure a clear understanding of his intent. [FM 101-5, p. 4-59].

1) Ensures that critical transportation tasks and missions are addressed, as appropriate. [AN].

2) Requires the brigade S4 to clarify transportation issues, as appropriate. [AN].

PREPARATION Tasks and Task Elements

15. **The brigade staff evaluates transportation information during brigade preparation for the battle.**

a. The brigade S4 section analyzes reports and messages to determine impact on transportation plans. [ARTEP 71-3-MTP, Task 71-3-4001/5b].

1) Analyzes brigade SPOTREPs, SITREPs, INTSUMs, and PERINTREPs. [FM 71-3, p. H-91].

a) Identifies adjustments or changes in transportation requirements based on friendly unit activities or changes in friendly situations. [AN].

b) Determines whether unit transportation requirements are being met and supplies are being delivered at appropriate times. [AN].

c) Identifies enemy activities or changes in enemy situations that could impact on transportation activities (e.g., convoys, MSR). [AN].

d) Identifies updates in weather forecasted for the AO that could impact on transportation operations or activities (e.g., reduced trafficability on MSR due to rain). [AN].

2) Assesses information received from the brigade S1/S4 representative in the brigade main CP. [AN].

a) Compares reports of transportation assets damaged or destroyed that are received from the brigade main CP with subordinate unit LOGSTATs. [AN].

b) Validates transportation equipment and personnel status from the brigade main CP with the equipment and personnel status in the brigade rear CP. [FN-NTC Commander's Memo, p. 17].

c) Compares enemy activity updates with information from the brigade S2 to determine/verify threat to transportation operations and activities. [AN].

18. **The brigade staff communicates transportation information during brigade preparation for the battle.**

c. The brigade rear CP personnel recommend revisions of the transportation plan to the commander and brigade S3, as required. [ARTEP 71-3-MTP, Task 71-3-4001/5e].

1) Adjustments to transportation services based on assessment of current brigade tactical and logistics situation. [ARTEP 71-3-MTP, Task 71-3-4002/1g].

2) Adjustments to transportation services based on subordinate unit plans. [AN].

3) Designation of new MSRs based on assessment of current brigade tactical and logistics situation. [ARTEP 71-3-MTP, Task 71-3-4002/1f].

19. **The brigade S4 responds to brigade commander directed changes in operations during brigade preparation for the battle.**

a. The brigade S4 acknowledges receipt of the brigade commander's revised concept and decision to modify the brigade tactical plan based on changes in the situation. [AN].

b. The brigade S4 acknowledges receipt of the brigade commander's decision to adjust or refine the brigade tactical plan based on results of the brigade rehearsals. [AN].

c. The brigade S4 participates in the quick or combat decision-making process, as required. [FM 101-5, pp. 4-48, 4-52].

1) Considers the brigade commander's new planning guidance. [ARTEP 71-3-MTP, Task 71-3-4001/2d].

2) Analyzes the brigade commander's new concept or refinements to determine new transportation tasks and requirements or required adjustments to the brigade transportation plan. [AN].

3) Reviews friendly situation based on: [ARTEP 71-3-MTP, Task 71-3-4001/3a1].

   a) The brigade commander's guidance. [ARTEP 71-3-MTP, Task 71-3-4001/3a1].

   b) Input from the brigade S3. [ARTEP 71-3-MTP, Task 71-3-4001/3a1].

   c) The brigade rear CP battle tracking of brigade units. [LL-CALL Newsletter No. 92-5, p. 12].

4) Updates transportation portion of the logistical staff estimate. [ARTEP 71-3-MTP, Task 71-3-4001/3].

   a) Obtains planning assistance and information from the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1013/1].

   b) Uses assessment of transportation information to determine current and projected operational status of subordinate unit transportation assets. [AN].

   c) Uses assessment of transportation information to determine division priorities for allocation of transportation assets. [ARTEP 63-216-MTP, Task 63-1-1013/4d; FN-CGSC, CSS SMEs].

   d) Uses assessment of transportation information to determine current and projected capabilities and limitations of transportation system in brigade area. [ARTEP 63-216-MTP, Task 63-1-1007/4].

5) Develops transportation concept to support the brigade commander's new COAs, based on the updated logistics estimate. [AN].

   a) Determines new transportation requirements generated by new COAs. [AN].

   b) Determines projected transportation requirements based on changes to brigade operations and new locations for the BSA and other CSS nodes or activities. [AN].

c) Determines available and projected transportation assets and capabilities to satisfy new transportation requirements. [FM 71-3, p. 8-18].

6) Participates in COA analysis, war gaming, and briefing, as required. [FM 71-3, p. I-4].

a) Analyzes COAs to identify the best transportation support options for the brigade commander's changes. [AN].

b) Analyzes COAs with the brigade S1 to identify impact of changes in the personnel situation on new transportation support to the brigade. [ARTEP 71-3-MTP, Task 71-3-4002/2a].

c) Analyzes COAs with the brigade S2 to determine enemy capabilities that may interrupt use of new routes or other transportation activities. [ARTEP 71-3-MTP, Task 71-3-4005/2b].

d) Analyzes COAs with the brigade S3 to determine requirements for the use of logistical airlift. [ARTEP 71-3-MTP, Task 71-3-4005/1e].

e) Assesses the impact of present and forecasted weather conditions on new transportation activities (e.g., trafficability on new routes, weather conditions for air transportation). [ARTEP 71-3-MTP, Task 71-3-4002/3f].

f) Analyzes COAs with the brigade S5 to ensure adequate transportation support to dislocated civilians. [ARTEP 71-3-MTP, Task 71-3-5004/3].

(1) Provides for relief supplies to reach the dislocated civilian camps when required or directed. [ARTEP 71-3-MTP, Task 71-3-5004/3a].

(2) Provides for brigade transportation assets to move dislocated civilians, particularly the sick, injured, pregnant, and small children, when required or directed. [ARTEP 71-3-MTP, Task 71-3-5004/3b].

g) War games logistics COA(s) with the rest of the staff to synchronize with the plan. [FM 71-3, p. I-4].

h) Briefs the brigade commander on transportation COA. [AN].

(1) Recommends the COA that provides best transportation support. [AN].

(2) Recommends adjustments to transportation services based on the commander's decisions. [ARTEP 71-3-MTP, Task 71-3-4002/1g].

(3) Recommends new MSRs based on the changing concept of operation and tactical situation. [ARTEP 71-3-MTP, Task 71-3-4002/1f].

d. The brigade S4 modifies transportation plans to support new or refined tactical plans, as required. [AN].

1) Provides transportation input to all brigade FRAGOs issued subsequent to issue of the OPORD. [ARTEP 71-3-MTP, Task 71-3-4005/1b].

2) Prepares an updated transportation overlay to support the brigade FRAGO. [AN].

3) Prepares transportation portion of the CSS FRAGO and overlay for adjustments, as required. [AN].

4) Ensures that transportation aspects of logistics decisions are disseminated, understood, and executed. [ARTEP 71-3-MTP, Task 71-3-4001/5a].

a) Ensures the dissemination of modified transportation plan and new operational information critical to transportation operations to the FSB support operations section. [AN].

b) Ensures the dissemination of modified transportation plan and new operational information critical to transportation operations to subordinate unit S4s. [AN].

20. **The brigade rehearses transportation operations.**

10) The brigade S4 and FSB commander summarize key activities at the end of rehearsals. [FM 71-3, p. 3-27].

a) The recorder recaps all changes at the end of the rehearsal, including: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(1) Adjusted timing or transportation support of moves. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(2) Any route changes. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(3) Transportation security refinements. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

b) All participants note changes on all CSS annexes and matrices. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

EXECUTION Tasks and Task Elements

23. **The brigade staff evaluates transportation information during brigade execution of the battle.**

a. The brigade S4 section analyzes reports and messages to determine impact on transportation plans and to anticipate transportation requirements based on received information. [ARTEP 71-3-MTP, Task 71-3-4001/5b; FM 71-3, p. 8-4].

1) Analyzes subordinate unit LOGSTATs, logistics SPOTREPs, closing reports, and other reports to identify: [AN].

a) Subordinate unit losses of transportation assets. [AN].

b) Significant changes in subordinate unit transportation status or capabilities. [AN].

c) Whether subordinate unit transportation requirements are being met. [AN].

2) Identifies immediate requirements for transportation support based on emergency requests from subordinate unit S4s or separate company/detachment commanders. [FN-NTC CSS OCs].

3) Analyzes brigade SPOTREPs, SITREPs, INTSUMs, and PERINTREPs to identify: [FM 71-3, p. H-91].

a) Enemy activities posing a threat to transportation activities or operations (e.g., evacuation routes, MSR, FLE). [AN].

b) Enemy activities requiring an immediate change in transportation activities or operations. [AN].

c) Potential immediate requirements for transportation support. [AN].

4) Anticipates transportation requirements based on monitored information, in conjunction with the FSB support operations section. [FM 71-3, p. 8-4].

5) Determines status of transportation system, based on all available information. [AN].

a) Transportation assets available for use. [AN].

b) Changes to division transportation priorities. [AN].

c) Changes to subordinate unit transportation plans and requirements. [AN].

d) Effects of the battle on the road network in the brigade area. [AN].

e) Changes in route conditions that require modifications to routes or transportation operations. [AN].

f) Movement schedules. [AN].

b. The brigade S4 evaluates degradation of the FSB's ability to transport classes of supply, based on losses to transportation assets resulting from an attack on the BSA or on other logistics elements or activities (e.g., FLE, ASP, convoy). [AN].

c. The MP platoon leader assesses operation of TCPs and overall condition of routes in the brigade area to determine requirements for additional personnel, routes, or both. [AN].

d. The MP platoon leader analyzes EPW operations to determine transportation requirements for EPWs and civilian refugees. [AN].

26. **The brigade staff communicates transportation information during brigade execution of the battle.**

a. The brigade rear CP personnel keep the brigade commander advised on the conduct of critical transportation operations. [AN].

1) The brigade rear CP personnel communicate critical transportation requirements and shortfalls to the brigade S3, brigade commander, FSB commander, and division G4. [ARTEP 71-3-MTP, Task 71-3-4002/1d].

2) The brigade rear CP personnel recommend revisions of transportation plans to the brigade S3 or commander, as required. [ARTEP 71-3-MTP, Task 71-3-4001/5e].

27. **The brigade S4 responds to brigade commander's directed changes in the operation during brigade execution of the battle.**

a. The brigade S4 acknowledges receipt of the brigade commander's decision to modify the tactical plan or develop new plans. [AN].

b. The brigade S1/S4 representative in the brigade main CP participates in the quick or combat decision making process, as required. [FM 101-5, pp. 4-48, 4-52; AN].

1) Considers the brigade commander's new planning guidance. [ARTEP 71-3-MTP, Task 71-3-4001/2d].

2) Reviews friendly situation based on the brigade commander's guidance, input from the brigade S3, and brigade rear CP battle tracking. [ARTEP 71-3-MTP, Task 71-3-4001/3a1].

3) Reviews and analyzes new tactical plans and concepts to determine impact on transportation. [ARTEP 71-3-MTP, Task 71-3-4005/1a].

4) Updates the logistical staff estimate. [ARTEP 71-3-MTP, Task 71-3-4001/3; FM 71-3, p. 8-3 to 8-5].

   a) Obtains information and planning assistance from the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1013/1].

   b) Uses the assessment of the latest transportation information to determine current and projected status of transportation system in brigade area. [ARTEP 63-216-MTP, Task 63-1-1007/4].

   c) Uses information from the FSB support operations section to determine critical changes in capabilities and limitations of the FSB logistics and health service support systems. [AN].

      (1) On-hand quantities of all classes of supplies. [AN].

      (2) Status of supplies due in based on prior requests and forecasts. [AN].

      (3) Degradation to the FSB capabilities due to losses. [AN].

   d) Determines division priorities for allocation of additional transportation assets based on information from the DISCOM MCO. [ARTEP 63-216-MTP, Task 63-1-1013/4d; FN-CGSC, CSS SMEs].

5) Develops a transportation concept to support the brigade commander's modified or new plan. [AN].

   a) Determines specific transportation requirements. [ARTEP 71-3-MTP, Task 71-3-4001/1a].

   b) Determines capability to satisfy transportation requirements. [AN].

   c) Determines requirements for the use of logistical airlift in conjunction with the brigade S3-Air. [ARTEP 71-3-MTP, Task 71-3-4005/1e].

6) Participates in analysis, war gaming, and briefing, as required.[FM 71-3, p. I-4].

a) Assesses enemy capabilities to interrupt use of new routes in conjunction with the brigade S2. [ARTEP 71-3-MTP, Task 71-3-4005/2b].

b) Assesses the impact of present and forecasted weather conditions on transportation activities. [ARTEP 71-3-MTP, Task 71-3-4002/3f].

c) Briefs the transportation concept. [AN].

d) Recommends adjustments to brigade transportation services based on the brigade commander's modified or new plan. [ARTEP 71-3-MTP, Task 71-3-4002/1e].

e) Recommends new MSRs based on the brigade commander's modified or new plan. [ARTEP 71-3-MTP, Task 71-3-4002/1f].

c. The brigade S1/S4 representative in the brigade main CP prepares the logistics portion of FRAGOs, as required. [AN].

1) Provides transportation input to all FRAGOs issued subsequent to issue of the OPORD. [ARTEP 71-3-MTP, Task 71-3-4005/1b].

2) Prepares the updated brigade CSS overlay to support brigade FRAGO, as required. [AN].

3) Ensures that logistics decisions are disseminated, understood, and executed. [ARTEP 71-3-MTP, Task 71-3-4001/5a].

4) Requests transportation assets through the FSB support operations to satisfy excess requirements. [AN].

Outcome 2

The brigade staff coordinates and implements plans so that necessary personnel, supplies, and equipment are transported in a timely manner.

PLANNING Tasks and Task Elements

1. **The brigade rear command post monitors and directs transportation operations during planning.**

   a. The brigade rear CP and the FSB CP maintain communications with higher (division, DISCOM, corps) and subordinate (e.g., Bn TFs, DS artillery Bn, combat engineer Bn, ADA battery, MP Plt, brigade HHC, etc.) units. [ARTEP 71-3-MTP, Task 71-3-4004/1d].

      1) The brigade rear CP maintains contact with higher, subordinate, and adjacent movement control elements (e.g., division MCC). [ARTEP 71-3-MTP, Task 71-3-4005/3a].

      2) The brigade rear CP places a representative in the brigade main CP as a CSS planner, normally an assistant brigade S4. [FN-NTC CSS OCs].

   b. The brigade rear CP personnel (brigade S4 and brigade S1 sections) monitor the brigade tactical situation. [ARTEP 71-3-MTP, Task 71-3-4004/2; 4002/1; 1012/3].

      1) Continuously monitor brigade command, O&I, and A/L radio nets. [ARTEP 71-3-MTP, Task 71-3-1012/3b].

      2) Collect and analyze brigade SPOTREPs, SITREPs, INTSUMs, and PERINTREPs). [FM 71-3, p. H-79].

         a) Identify potential threats to MSR. [AN].

         b) Identify potential threats to other rear area transportation activities or functions (e.g., convoys). [AN].

      3) Exchange information with the brigade S1/S4 representative in the brigade main CP. [AN].

         a) Provide information to the brigade S1/S4 representative for the brigade S3 on rear area combat operations transportation requirements or issues. [AN].

         b) Provide requirements to the brigade S1/S4 representative for additional security for other logistics activities or functions (e.g., MSR, convoys). [AN].

c) Receive current information from the brigade S3 on ongoing actions or operations that impact on transportation activities. [AN].

d) Receive current information from the brigade S2 on enemy activities or changes in weather that impact on transportation activities. [AN].

4) The brigade S4 or his representative attends daily staff meetings at the brigade main CP. [AN].

c. The brigade rear CP personnel monitor brigade transportation operations. [AN].

1) Subordinate unit logistics operations to ensure that transportation requirements are being met. [AN].

2) Throughput operations from division or corps support elements. [AN].

3) The MP traffic control operations. [AN].

4) Status of requests for additional air or ground transportation that FSB has forwarded to the DISCOM MCO. [AN].

5) Status of MSR and ASRs. [AN].

a) Trafficability. [AN].

b) Traffic flow. [AN].

c) Enemy activity. [AN].

d. The brigade S4 section acquires LOGSTATs and logistics SPOTREPs from subordinate units. [FM 71-3, pp. H-60, 79].

1) Subordinate units identify transportation requirements by submitting their LOGSTATs through their field trains CPs to the brigade S4. [FN-NTC CSS OCs].

2) The brigade S4 section reviews LOGSTATs to identify transportation requirements. [ARTEP 63-216-MTP, Task 63-1-1033/1b].

3) The brigade S4 section consolidates transportation requirements for all brigade units (including the brigade HHC) and forwards them to the FSB support operations section. [FN-NTC CSS OCs].

e. The brigade S4 section personnel conduct logistical staff visits, usually during periods of non-engagement. [FN-NTC CSS OCs].

1) The brigade S4 or his representative conducts daily staff visits with subordinate unit S4s and BMOs in subordinate unit field trains, combat trains, UMCPs to: [FN-NTC CSS OCs].

a) Verify status of transportation assets on hand. [FN-NTC CSS OCs].

b) Verify status of transportation requests. [AN].

c) Verify timely receipt of transportation support requested. [AN].

2) The brigade S4 or his representative conducts staff visits with the FSB support operations section to: [FN-NTC CSS OCs].

a) Confirm availability of transportation assets. [AN].

b) Confirm additional transportation requirements from subordinate units. [AN].

f. The brigade rear CP maintains current operations and CSS SITMAPs, information displays, and journals. [ARTEP 71-3-MTP, Task 71-3-3003/2].

1) Maintains current OR status of transportation assets and equipment within the brigade. [ARTEP 71-3-MTP, Task 71-3-4003/2; 4002/1a].

2) Posts transportation status of subordinate units on the appropriate information display/status boards. [AN].

3) Updates the status of transportation assets through unit LOGSTATs and daily logistics meetings. [AN].

4) Posts MSR status on the appropriate information display/status boards. [AN].

a) Trafficability. [AN]

b) Traffic status. [AN].

c) Enemy activity. [AN].

PREPARATION Tasks and Task Elements

13. **The brigade S1 and the brigade S4 maintain communications to coordinate transportation and sustain brigade operations from the brigade rear command post.**

a. The brigade rear CP personnel (brigade S4 and brigade S1 section personnel) coordinate with the FSB staff to monitor and direct transportation operations in support of brigade close, deep, and rear operations. [ARTEP 71-3-MTP, Task 71-3-4004/1f].

b. The brigade rear CP and FSB CP maintain communications and operations from a collocated CP. [FM 71-3, p. 8-19].

1) Maintain communications with higher and subordinate units. [ARTEP 71-3-MTP, Task 71-3-4004/1d].

2) Maintain contact with division, subordinate, and adjacent movement control elements. [ARTEP 71-3-MTP, Task 71-3-4005/3a].

a) The Bn TF S4s and support platoon leaders. [AN].

b) The MP platoon TCPs and patrols. [AN].

c) Subordinate unit convoy commanders. [AN].

d) Division and corps transportation units providing transportation augmentation or throughput. [AN].

14. **The brigade staff acquires transportation information during brigade preparation for the battle.**

a. The brigade rear CP personnel monitor the current brigade tactical situation. [ARTEP 71-3-MTP, Task 71-3-4004/2; 4002/1; 1012/3].

1) Continuously monitor brigade command, O&I, and A/L radio nets. [ARTEP 71-3-MTP, Task 71-3-1012/3b].

2) Collect brigade SPOTREPs, SITREPs, INTSUMs, and PERINTREPs. [AN].

3) Exchange information with the brigade S1/S4 representative in the brigade main CP. [AN].

a) The brigade S1/S4 representative in the brigade main CP ensures that the brigade rear CP is immediately informed of any enemy activity that might impact on brigade transportation activities (e.g., MSR, convoys). [AN].

b) The brigade S1/S4 representative in the brigade main CP ensures that the brigade rear CP is immediately informed of any changes in the weather forecast that might impact on brigade transportation activities (e.g., MSR, convoys). [AN].

c) The brigade S1/S4 representative in the brigade main CP keeps the brigade main CP informed of the brigade transportation situation. [AN].

4) The brigade S1/S4 representative in the brigade main CP attends daily staff meetings at the brigade main CP. [AN].

b. The brigade S4 section acquires subordinate unit orders, LOGSTATs and logistics SPOTREPs. [FM 71-3, pp. H-60, 79].

1) Identifies subordinate unit transportation requirements. [AN].

2) Identifies status of subordinate unit transportation assets. [ARTEP 63-216-MTP, Task 63-1-1033/1b].

3) Identifies subordinate unit requirements for throughput of Class IV/V. [FN-NTC CSS OCs].

c. The brigade S4 section monitors the implementation of the transportation plan in conjunction with the FSB support operations section. [AN].

1) Obtains updates on traffic circulation and traffic control problems from the MP platoon leader. [AN].

2) Obtains updates on routine transportation and convoy operations from subordinate unit S4s. [AN].

3) Obtains transportation information during logistical staff visits. [AN].

4) Obtains reports and requests for route information from all units or convoys entering the brigade rear area. [AN].

5) Obtains updates from the brigade S3-Air and ALO on status of air operations and requests for air transportation. [AN].

6) Obtains updates on availability of transportation assets from the FSB support operations section. [AN].

7) Obtains updates on status of transportation augmentation from the FSB support operations section. [AN].

8) Obtains updates on status of convoy operations in the brigade area from the FSB support operations section. [AN].

9) Obtains closing reports for all convoy and throughput operations for brigade units. [AN].

10) Obtains updates on division transportation plans, routes, timelines, and augmentation from the DISCOM MCO. [AN].

15. **The brigade staff evaluates transportation information during brigade preparation for the battle.**

a. The brigade S4 section analyzes reports and messages to determine impact on transportation plans. [ARTEP 71-3-MTP, Task 71-3-4001/5b].

1) Analyzes brigade SPOTREPs, SITREPs, INTSUMs, and PERINTREPs. [FM 71-3, p. H-91].

a) Identifies adjustments or changes in transportation requirements based on friendly unit activities or changes in friendly situation. [AN].

b) Determines whether unit transportation requirements are being met and supplies are being delivered at appropriate times. [AN].

c) Identifies enemy activities or changes in enemy situation that could impact on transportation activities (e.g., convoys, MSR). [AN].

d) Identifies updates in weather forecasted for the AO that could impact on transportation operations or activities (e.g., reduced trafficability on MSR due to rain). [AN].

2) Assesses information received from the brigade S1/S4 representative in the brigade main CP. [AN].

a) Compares reports of transportation assets damaged or destroyed that are received from the brigade main CP with subordinate unit LOGSTATs. [AN].

b) Validates transportation equipment and personnel status from the brigade main CP with the equipment and personnel status in the brigade rear CP. [FN-NTC Commander's Memo, p. 17].

c) Compares enemy activity updates with information from the brigade S2 to determine/verify threat to transportation operations and activities. [AN].

b. The brigade S4 section analyzes orders, LOGSTATs and logistics SPOTREPs from subordinate units' S4s and separate company/detachment 1SGs. [FM 71-3, pp. 60, 79].

1) Reviews orders and LOGSTATS from subordinate units to compare the status of unit transportation assets with transportation requirements/requests. [AN].

2) Determines if supplies and equipment are being received when needed. [AN].

3) Verifies that time of establishment and location of Class IV/V points are identified on LOGSTATs from subordinate unit S4s. [FN-NTC CSS OCs].

4) Reviews logistics SPOTREPs for information to confirm the status of routes and areas in the brigade rear. [AN].

c. The brigade S4 section conducts logistical staff visits, usually during periods of non-engagement. [ARTEP 71-3-MTP, Task 71-3-4001/5c].

1) The brigade S4 or his representative conducts daily staff visits with subordinate unit S4s and BMOs in unit field trains, combat trains, and UMCPs to: [FN-NTC CSS OCs].

a) Verify transportation requirements and the status of ongoing transportation operations. [AN].

b) Verify that current transportation operations are satisfying unit needs. [AN].

c) Verify the status of transportation assets on hand. [AN].

2) The brigade S4 or his representative conducts staff visits with the FSB support operations section to: [FN-NTC CSS OCs].

a) Confirm the availability of transportation assets. [AN].

b) Verify the status of transportation requests (e.g., requirements for additional transportation identified, requests satisfied from internal assets, requests forwarded to DISCOM MCO, requests already satisfied, requests being satisfied with ground transportation from MSB transportation company, requests being satisfied with air assets under DISCOM control, requests forwarded by DISCOM MCO to Corps MCO). [AN].

c) Verify the status of throughput operations (e.g., throughput identified that is coming from corps locations, throughput identified that is coming from DSA, designated contact points for each identified throughput, expected arrival/contact times for each throughput, units designated to meet throughput vehicles or convoys at contact points). [AN].

d) Collect information on status of division transportation assets in the brigade area, and/or available to the brigade. [AN].

d. The brigade S4 section evaluates the status of transportation support in conjunction with the FSB support operations section. [AN].

1) Evaluates traffic circulation reports and projected movements to ensure that the road network will sustain movements. [AN].

2) Reviews convoy/movement timelines to ensure that potential conflicts with tactical movements and other convoys are resolved. [AN].

3) Compares subordinate unit reports on route status with the MP platoon reports on traffic circulation and route status to verify route conditions. [AN].

4) Compares the availability of transportation assets with planned movements to determine requirements to request additional assets, use other means of transport, or revise transportation plans. [AN].

5) Determines whether required supplies and equipment are being delivered to the required locations at the required times. [AN].

e. The brigade S4 section adjusts the transportation support plan based on evaluation of information. [AN].

16. **The brigade rear command post updates products and maintains operations and combat service support status during brigade preparation for the battle.**

a. The brigade rear CP personnel maintain current operations and CSS SITMAPs, information displays, and journals. [ARTEP 71-3-MTP, Task 71-3-3003/2].

1) Friendly SITMAPs to ensure that battletracking reflects accurate, current situation. [ARTEP 71-3-MTP, Task 71-3-1012/3a; 4004/2b].

2) Enemy SITMAPs to ensure an accurate depiction of threat to rear area operations and routes. [AN].

3) Daily staff journals. [ARTEP 71-3-MTP, Task 71-3-4004/2a; 1012/2c].

4) Information displays to visually display critical data. [ARTEP 71-3-MTP, Task 71-3-4004/2c].

b. The brigade S4 section maintains the current status of transportation assets and equipment readiness in the brigade. [ARTEP 71-3-MTP, Task 71-3-4003/2].

1) Status of subordinate unit transportation assets. [ARTEP 63-216-MTP, Task 63-1-1033/1b].

2) Current maintenance status of subordinate units. [ARTEP 71-3-MTP, Task 71-3-4003/2b].

3) Record of battle losses to track Class VII replacement requirements for transportation assets. [ARTEP 63-216-MTP, Task 63-1-1029/3a].

4) Status of division transportation assets in the brigade area, and/or available to the brigade. [AN].

5) Status of the clearing of obstructions and repairing of routes in support of tactical and logistical plans. [ARTEP 71-3-MTP, Task 71-3-8005/1j].

17. **The brigade staff coordinates transportation operations during brigade preparation for the battle.**

a. The brigade S4 section provides staff supervision of transportation and movements. [ARTEP 71-3-MTP, Task 71-3-4005/3].

1) Ensures that the FSB has planned for quick response recovery (e.g., having mechanics, tools, and repair parts along the route or with the convoy) or replacement of supply vehicles to maintain timely delivery. [LL-CALL Newsletter No. 92-6, p. 9-10].

2) Ensures that MSR and alternate routes are properly and adequately marked with either standard route sign kits or temporary signs. [LL-CALL Newsletter 91-5, p. 17].

3) Ensures that vehicle speed, drivers' rest periods, vehicle maintenance, and other transportation safety requirements are published and followed. [LL-CALL Newsletter 91-5, p. 13].

4) Ensures that the FSB and subordinate units plan and prepare for transportation and movement during periods of limited visibility, as required. [LL-CALL Newsletter 94-2, p. II-10].

5) Ensures that the FSB and subordinate units properly equip and man vehicles for movement. [LL-CALL Newsletter 94-2, p. IV-1].

a) A leader with adequate communications is designated for each convoy/ movement. [AN].

b) Every vehicle is equipped with a map and a compass. [LL-CALL Newsletter 94-2, p. IV-1].

c) Drivers are provided an orientation on the current enemy and friendly situation. [AN].

d) Drivers are provided with appropriate graphics and strip/route maps. [AN].

e) Assistant drivers are present in vehicles, as required or needed. [LL-CALL Newsletter 94-2, p. IV-1].

b. The brigade S4 and brigade S4 section coordinate transportation and movements. [ARTEP 71-3-MTP, Task 71-3-4005/2; FM 71-3, p. 8-5].

1) Coordinate with the brigade S3 for security of transportation activities and functions (e.g., MSR critical points, convoys). [AN].

2) Coordinate routes with the MP platoon leader for highway control. [ARTEP 71-3-MTP, Task 71-3-4005/2a].

3) Coordinate with the brigade S2 for update of enemy capabilities and activities which may interrupt use of routes. [ARTEP 71-3-MTP, Task 71-3-4005/2b].

4) Coordinate routes, traffic control, and timetables with the division G4, FSB staff, and DISCOM staff. [ARTEP 71-3-MTP, Task 71-3-4005/2d].

5) Coordinate troop movement requirements (i.e., routes, traffic control, and timetables) with subordinate units. [ARTEP 71-3-MTP, Task 71-3-4005/2c].

6) Coordinate with the DISCOM MCO when additional assets are required and organic assets are unavailable or inappropriate for use. [ARTEP 71-3-MTP, Task 71-3-4005/2e].

7) Coordinate with the engineer representative for the throughput of engineer Class IV and V material to the supply point or engineer job sites. [ARTEP 71-3-MTP, Task 71-3-4002/1b; FM 90-7, p. C-9].

a) The brigade S4 forwards request through the FSB to the MMC. [FN-NTC CSS OCs].

b) The brigade S4 coordinates with the FSB support operations section on designation of contact points in vicinity of BSA. [AN].

c) The FSB support operations and FSB supply company notify the brigade S4 of the linkup point location when throughput Class IV and V arrives at BSA. [FN-NTC CSS OCs].

d) The brigade S4 ensures that link up between engineer Classes IV and V convoy and unit representatives at the BSA occurs. [FN-NTC CSS OCs].

8) Coordinate with the brigade S1 for transportation support for personnel operations. [ARTEP 71-3-MTP, Task 71-3-1003/3b].

9) Coordinate with the MP platoon leader for: [AN].

a) Transportation required for EPW evacuation. [ARTEP 71-3-MTP, Task 71-3-1202/2/2c].

b) Identification of alternate routes if EPW evacuation will impede circulation along MSRs. [ARTEP 71-3-MTP, Task 71-3-1202/2/2c].

c. The brigade surgeon requests additional evacuation resources from the division medical operations center. [FM 71-3, p. 8-11; FN-CASCOM Training Directorate; FN-BCTP Tm B, CSS Tm].

d. The brigade S4 requests transportation assets to move supplies or personnel. [FM 55-10, p. 5-2; FN-BCTP Tm B, CSS Tm; FN-3/16 CAV].

1) The brigade S4 section develops requests containing the following information: [FM 55-2, p. 7-1].

a) Origin of cargo and point of contact at pick-up point. [FM 55-2, p. 7-1].

b) Destination where cargo is to be delivered and point of contact at the delivery point. [FM 55-2, p. 7-1].

c) Weight of cargo in pounds. [FM 55-2, p. 7-1].

d) Dimensions of cargo in inches. [FM 55-2, p. 7-1].

e) Description of cargo and any unusual characteristics. [FM 55-2, p. 7-1].

f) Dangerous characteristics of cargo (e.g., flammable, explosive, poisonous, etc.). [FM 55-2, p. 7-1].

g) Required time and date of delivery. [FM 55-2, p. 7-1].

2) The brigade S4 processes requests for ground transportation support. [FM 55-10, p. 5-2].

a) Based on identified requirements in brigade operational plans. [FN-BCTP Tm B, CSS Tm].

b) After planning, based on identified requirements to move personnel, equipment, etc. [FN-BCTP Tm B, CSS Tm].

c) Requests for transportation support are passed through the FSB support operations section to the DISCOM MCO. [FM 55-10, p. 5-2].

3) The brigade S4 processes requests for rotary wing air transportation support through the FSB support operations section to the DISCOM MCO. [FM 55-10, p. 5-2 , p. 10-11, p. 10-12].

4) The brigade S4 processes requests for fixed wing air transportation support. [FM 55-10, p. 5-2].

a) Requests for air airlift or airdrop are sent through the FSB support operations section to the DISCOM MCO. [FM 55-10, p. 10-16,10-17; FM 55-2, p. 7-6].

b) Simultaneously, the request is coordinated through the brigade S3-Air to the brigade ALO. [FM 55-10, pp. 10-16, 10-17].

e. The brigade S4 coordinates transportation support with the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1033].

1) The brigade S4 coordinates with the FSB support operations section for planned ground transportation support. [ARTEP 63-216-MTP, Task 63-1-1033/2].

a) Ensures that the FSB support operations section forwards requests for additional transportation from the brigade S4 to the DISCOM MCO. [ARTEP 63-216-MTP, Task 63-1-1033/2f].

b) Resolves transportation delays or problems through the FSB support operations with the DISCOM MCO. [ARTEP 63-216-MTP, Task 63-1-1033/2g].

2) The brigade S4 coordinates with the FSB support operations section for planned air transportation support. [ARTEP 63-216-MTP, Task 63-1-1033/3].

a) Monitors, in conjunction with the FSB support operations, the status of preplanned air support request with the DISCOM MCO to ensure the approval or validation and transmission to the division transportation officer for additional assets. [ARTEP 63-216-MTP, Task 63-1-1033/3a ; FM 55-10, p. 10-11].

b) Coordinates delivery times and locations through the FSB support operations with the DISCOM MCO. [ARTEP 63-216-MTP, Task 63-1-1033/3c].

c) Monitors to ensure that: [ARTEP 63-216-MTP, Task 63-1-1033/3d].

(1) FSB supply company prepares supplies or personnel for air delivery. [AN].

(2) FSB supply company is prepared to load/rig cargo on aircraft. [AN].

(3) Receiving unit is prepared to establish and mark landing zone/drop zone. [FM 71-3, p. H-69].

(4) Receiving unit has plans for rapid recovery and return of air items which may accompany air delivered supplies or equipment. [LL-CALL CTC Bulletin No. 93-4, p. 13].

3) The brigade S4 coordinates with the FSB support operations section for transportation support in an NBC environment. [ARTEP 63-216-MTP, Task 63-1-1033/4].

a) Coordinates transportation of contaminated cargo with the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1033/4b; FN-BCTP Tm B, CSS Tm].

b) Disseminates information on contaminated routes and rerouting to all subordinate elements. [ARTEP 63-216-MTP, Task 63-1-1033/4c].

c) Requests information on contaminated routes and highway reconnaissance data from the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1033/4d].

d) Coordinates deliberate decontamination of transfer points through the FSB support operations with the DISCOM SPO officer. [ARTEP 63-216-MTP, Task 63-1-1033/4e].

f. The brigade S4 coordinates with the FSB support operations section for movement of supplies and equipment. [ARTEP 63-216-MTP, Task 63-1-1033; 1026; 1027; 1028; 1029; 1030; 1034].

1) The brigade S4 coordinates with the FSB support operations section for movement of Class III supplies. [ARTEP 63-216-MTP, Task 63-1-1026/1].

a) Throughput of bulk fuel products. [ARTEP 63-216-MTP, Task 63-1-1026/1g].

b) Throughput of fog oil distribution. [ARTEP 63-216-MTP, Task 63-1-1026/3f].

c) Bulk fuel airdrop or slingload resupply. [ARTEP 63-216-MTP, Task 63-1-1026/3g].

d) Times, routes, and locations for ROM. [ARTEP 63-216-MTP, Task 63-1-1026/1g].

2) The brigade S4 coordinates with the FSB support operations section for movement of Class V supplies. [ARTEP 63-216-MTP, Task 63-1-1027/3].

a) Movement of the ATP as far forward as possible for offensive operations. [ARTEP 63-216-MTP, Task 63-1-1027/3d; FN-CASCOM Training Directorate].

b) Movement of Class V supplies to pre-stock positions for defensive operations. [AN].

c) Evacuation of Class V supplies to planned fallback points for retrograde operations. [ARTEP 63-216-MTP, Task 63-1-1027/5e].

d) Movement of pre-planned and pre-configured Class V push-packages. [ARTEP 63-216-MTP, Task 63-1-1027/3e].

e) Airdrop or slingload Class V resupply. [ARTEP 63-216-MTP, Task 63-1-1027/3f].

f) Movement of Class V at night and during periods of limited visibility. [ARTEP 63-216-MTP, Task 63-1-1027/5f].

3) The brigade S4 coordinates with the FSB support operations section for movement of Class IX supplies. [ARTEP 63-216-MTP, Task 63-1-1028/4b].

a) Requirements for additional transportation to deploy maintenance elements and critical reparable equipment forward for offensive operations. [AN].

b) Consolidation of operations of different types of maintenance support teams to maximize use of available transportation assets for defensive operations. [ARTEP 63-216-MTP, Task 63-1-1028/4b].

c) Requirements for additional transportation to deploy maintenance elements and critical reparable equipment to the rear for retrograde operations. [ARTEP 63-216-MTP, Task 63-1-1028/5c].

4) The brigade S4 coordinates with the FSB support operations section for movement of Classes II, IV, and VII supplies. [ARTEP 63-216-MTP, Task 63-1-1029].

a) Deliveries of Class II from corps to brigade subordinate units. [ARTEP 63-216-MTP, Task 63-1-1029/1c].

b) Emergency or air resupply of Class II during NBC intrusions. [ARTEP 63-216-MTP, Task 63-1-1029/1d].

c) Throughput of Class IV barrier material directly to the users in the forward area. [FM 71-3, p. 8-13].

d) Delivery schedules of Class IV. [ARTEP 63-216-MTP, Task 63-1-1029/2c].

e) Throughput of Class VII major end items directly to the user in the forward area. [FM 71-3, p. 8-13].

f) Delivery schedules of Class VII. [ARTEP 63-216-MTP, Task 63-1-1029/3c].

5) The brigade S4 coordinates with the FSB support operations section for movement of Class I, VI, and water. [ARTEP 63-216-MTP, Task 63-1-1030].

a) Air resupply of Class I and Class VI, as required. [ARTEP 63-216-MTP, Task 63-1-1030/1e].

b) Water deliveries from rear areas to the BSA. [ARTEP 63-216-MTP, Task 63-1-1030/2b].

6) The brigade S4 coordinates with the FSB support operations section for field services transportation support. [ARTEP 63-216-MTP, Task 63-1-1034].

a) Transportation to satisfy additional GRREG evacuation requirements. [ARTEP 63-216-MTP, Task 63-1-1034/1c].

b) Technical assistance on airdrop, rigging, and maintenance of airdrop equipment to the supported brigade and other BSA elements. [ARTEP 63-216-MTP, Task 63-1-1034/2b].

c) Ensures that airdrop requests are forwarded by the FSB support operations section to the DISCOM MCO. [ARTEP 63-216-MTP, Task 63-1-1034/2c].

7) The brigade S4 and FSB support operations section coordinate with the brigade S3 for additional security requirements for movement or storing of all classes of supplies, as required. [ARTEP 63-216-MTP, Task 63-1-1027/5g].

g. The brigade surgeon coordinates with the FSB support operations section for additional transportation for movement of Class VIII (medical) supplies. [ARTEP 63-216-MTP, Task 63-1-1031/2c].

h. The brigade S4 section and the FSB staff coordinate transportation during daily logistics meetings. [FN-NTC CSS OCs].

1) The brigade S4 or his representative conducts daily logistics meeting to address supply, transportation, and maintenance. [FN-NTC CSS OCs].

a) The FSB support operations officer, support operations maintenance officer, shop officer, technical supply officer, Bn TF XO or S4s, BMOs, maintenance chiefs, and/or HHC commanders attend the meeting. [Army Logistics Management Handbook 69-6932, p. N-5; FN-NTC CSS OCs].

b) Maintenance and overall status of equipment are reviewed and coordinated (i.e., on-hand, required, due up). [FN-NTC CSS OCs].

c) Meetings are scheduled to occur after routine reports are due and information has been processed and is available for review. [FN-NTC CSS OCs].

2) The FSB support operations section or FSB S2/3 section conducts a BSA tenant meeting daily to coordinate support for the next 24 to 48 hours. [FN-NTC CSS OCs].

a) The FSB company representatives, Bn TF HHC commanders or subordinate unit field trains commanders, brigade S4, and representatives from other tenants in the BSA attend the meeting. [FN-NTC CSS OCs].

b) The FSB support operations officer employs a CSS support matrix to orchestrate the meeting and coordinate and manage support for the next 24-48 hours, which includes: [LL-CALL Newsletter No. 94-2, p. II-4].

(1) All classes of supply, maintenance, and services. [LL-CALL Newsletter No. 94-2, p. II-4].

(2) Scheduled support during next 24 hours. [LL-CALL Newsletter No. 94-2, p. II-4].

(3) Grid locations for support activities (e.g., LRPs, ROMs). [LL-CALL Newsletter No. 94-2, p. II-4].

(4) Activation times for CSS nodes and sites. [AN].

(5) Priorities and unit of priority for transportation support. [LL-CALL Newsletter No. 94-2, p. II-4].

c) Subordinate unit representatives are prepared to discuss: [AN].

(1) Unit transportation requirements. [AN].

(2) The FSB status of transportation assets and/or requests. [AN].

(3) When and how units are receiving throughput from higher locations. [AN].

(4) Security. [AN].

(5) Safety. [AN].

i. The brigade S4 coordinates with the brigade S3 to integrate transportation operations with brigade tactical operations. [AN].

1) Use of routes and areas. [AN].

2) Security of MSR and logistical movements. [AN].

3) Confirmation that logistical movements will not interfere with tactical movements. [AN].

4) Confirmation that traffic control measures and routes are synchronized with tactical control measures. [AN].

18. **The brigade staff communicates transportation information during brigade preparation for the battle.**

a. The brigade S4 section performs logistical staff supervision. [ARTEP 71-3-MTP, Task 71-3-4001/5].

1) Ensures that transportation decisions are disseminated, understood, and executed. [ARTEP 71-3-MTP, Task 71-3-4001/5a].

2) Disseminates transportation information during logistical staff visits. [AN].

b. The brigade rear CP personnel advise the brigade commander and the brigade S3 on transportation. [AN].

1) Status of transportation plan execution. [ARTEP 71-3-MTP, Task 71-3-4001/5d].

2) Results of evaluation of transportation information and reports. [AN].

3) Notification to the brigade S3 when additional assets are required. [ARTEP 71-3-MTP, Task 71-3-4005/3c].

c. The brigade rear CP personnel recommend revisions of the transportation plan to the commander and brigade S3, as required. [ARTEP 71-3-MTP, Task 71-3-4001/5e].

1) Adjustments to transportation services based on assessment of current brigade tactical and logistics situation. [ARTEP 71-3-MTP, Task 71-3-4002/1g].

2) Adjustments to transportation services based on subordinate unit plans. [AN].

3) Designation of new MSRs based on assessment of current brigade tactical and logistics situation. [ARTEP 71-3-MTP, Task 71-3-4002/1f].

d. The brigade S4 provides information on preparation situation and changing transportation priorities to subordinate unit S4 sections and the brigade HHC commander. [ARTEP 71-3-MTP, Task 71-3-4002/1c].

e. The brigade S4 provides information on preparation situation and changing transportation priorities to the FSB staff. [ARTEP 71-3-MTP, Task 71-3-4002/1c].

f. The brigade S4 section consolidates transportation requirements for all units in the brigade, including the brigade HHC, and forwards them to the FSB support operations section. [FN-NTC CSS OCs; AN].

20. **The brigade rehearses transportation operations.**

a. The brigade XO ensures that a brigade logistics rehearsal is conducted as a part of the brigade combined arms rehearsal. [FN-NTC CSS OCs].

1) The brigade S4 and FSB commander ensure that key transportation actions are integrated into brigade combined arms rehearsal. [FM 71-3, p. 3-27].

2) The brigade S4 briefs the concept of support. [FN-NTC CSS OCs].

a) Uses maneuver terms to brief transportation plans. [FN-NTC CSS OCs].

b) Links transportation activities to maneuver phases and phase lines. [FN-NTC CSS OCs].

c) Presents a synopsis of transportation support to the operation which identifies and addresses transportation: [FM 101-5, p. H-75].

(1) Priorities, by unit and class of supply. [FM 101-5, p. H-76].

(2) Shifts in priorities. [CGSC Text 101-6, p. 1-23].

(3) Critical events. [CGSC Text 101-6, p. 1-23].

(4) Critical actions. [CGSC Text 101-6, p. 1-25].

(5) Critical times. [AN].

(6) Problem areas. [CGSC Text 101-6, p. 1-23].

(7) Solutions. [CGSC Text 101-6, p. 1-23].

3) The FSB commander portrays CSS movements and locations for each phase of mission. [FN-NTC CSS OCs].

a) Conducts a walk through or rock drill with terrain model of the rear area to show transportation operations, the BSA location, and locations of resupply points within the BSA, routes, etc. [FN-BCTP Tm B, CSS Tm].

b) Briefs transportation for the mission preparation phase (CSS "before" phase, which includes all CSS activities up to LD time), including: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(1) Current locations of transportation assets and augmentation. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(2) Critical transportation activities within the next 24 hours. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(3) Critical transportation shortages. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(4) Throughput locations and times (e.g., ATPs, ROMs). [AN].

(5) Anticipated transportation operations prior to the brigade's LD time. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(6) Movement of the BSA and resultant impact on transportation operations. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(7) Road march and supply routes. [AN].

(8) TCPs and any critical points on routes. [AN].

(9) Contingency plans for protection, repair, or bypass of critical points on routes. [AN].

c) Briefs transportation for the entire execution phase (both CSS "during" and "after" phases) using concept of maneuver phasing, including: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(1) Maintenance and recovery of transportation assets. [AN].

(2) Location of all key transportation assets by phase and during missions. [AN].

(3) Where FSB assets are located for, and during, each phase of the mission. [FN-NTC CSS OCs].

(4) What CSS activities/nodes are activated, where, and when (triggered by time or event). [FN-NTC CSS OCs].

(5) Tactical triggers for transportation activities (e.g., Class III/V resupply) linked to maneuver activities. [AN].

(6) Transportation activities in the Bn TF areas. [AN].

(7) Transportation activities in other subordinate unit areas. [AN].

d) Briefs transportation for execution phase (CSS "during" phase, LD time through accomplishment of the commander's intent), including: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(1) Transportation support for hasty displacement plans. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(2) Alternate routes and locations. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(3) Response to rear area threats and those to transportation operations. [AN].

(4) Use of aerial resupply. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(5) Use of aerial evacuation. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(6) Security measures for transportation operations and convoys. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(7) Traffic control. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

e) Briefs transportation for actions on the objective during execution phase (CSS "after" phase, logistics actions on the objective), including: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(1) Transportation support for recovery of combat systems. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(2) Clearing casualties (e.g., routes, AXPs, alternate means of transportation). [LL-CALL CTC Bulletin No. 93-4, p. 24].

(3) Throughput for pre-positioning Class IV, Class V, and other commodities. [AN].

(4) General use routes and dedicated routes, for both access and egress. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(5) Security for transportation operations. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(6) Traffic control. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

4) Subordinate unit S4s and selected FSB staff plan and rehearse transportation to platoon and section levels prior to the brigade CSS rehearsal, based on the brigade OPORD and the concept of support. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

5) Subordinate unit S4s and the FSB staff resolve transportation support issues (e.g., time/distance factors, terrain factors, route identification) before the brigade CSS rehearsal. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

b. The FSB commander includes transportation in the separate CSS rehearsal following the brigade combined arms rehearsal. [AN].

1) The FSB commander divides the CSS mission rehearsal into three phases: before, during, after. [AN].

2) The FSB commander, as the brigade commander's senior logistician, normally directs the rehearsal. [AN].

a) Subordinate unit participants include, at a minimum: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(1) S4. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(2) BMO. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(3) Support platoon leader. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(4) Medical platoon leader. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(5) HHC commander. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

b) The FSB participants include: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(1) Support operations officer. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(2) S2/S3. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(3) All company commanders. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(4) Supply platoon leaders and sergeants. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(5) Ambulance platoon leaders and sergeants. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(6) MEDEVAC team leader. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(7) Shop officer. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(8) Maintenance officer. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(9) Repair control supervisor. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

c) Brigade staff participants include: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(1) S4 representative. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(2) S2 representative. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(3) S3 representative. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(4) Fire support representative. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(5) Engineer representative. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(6) Specialty platoon (i.e., MP, chemical, air defense, signal) planners. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

3) Attendees arrive on time prepared to portray their portion of the plan and bring: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

a) The brigade CSS matrix. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

b) Their plan to accomplish directed missions and conduct transportation operations. [AN].

c) Map with posted overlays. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

4) The FSB commander directs the introduction to the rehearsal: [AN].

a) The FSB commander orients participants to the map or terrain model, briefing:

(1) Key terrain. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(2) Routes. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(3) Security considerations. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(4) Control measures. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(5) Coordination data. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(6) Critical times. [AN].

b) The FSB commander informs participants of the length of time for the rehearsal, normally not more than 1 hour. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

c) The FSB commander identifies a recorder, usually the assistant brigade S4. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

d) The brigade S2 briefs: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(1) Enemy situation, composition, and capabilities. [AN].

(2) Likely enemy avenue of approach through the entire brigade area. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(3) Updated brigade intelligence data, highlighting level I and II threats. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(4) Refugee activity. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

e) The brigade S3 representative briefs: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(1) Overview of the brigade mission and plan. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(2) Critical brigade decision points that may impact transportation support and future operations. [AN].

f) Each subordinate unit S4 briefs: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(1) Current unit transportation asset status. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(2) Unit locations: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(a) Battalion aid stations (jump and main). [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(b) UMCP. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(c) Combat trains. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(d) Field trains. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(e) Maneuver units. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

g) The FSB support operations officer briefs: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(1) Current BSA locations. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(2) Current locations of CSS activities in the brigade rear outside the BSA. [AN].

(3) Critical transportation activities within the next 24 hours. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(4) Critical transportation shortages. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(5) Throughput locations and times (e.g., ATPs, bulk fuel breaks). [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(6) Anticipated moves of any CSS activities prior to LD time. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

h) The FSB support operations officer uses the FSB's synchronization matrix as the basis for integrating DS logistical functions. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

5) During "before phase" rehearsal, unit representatives brief transportation activities in support of all required subordinate unit and brigade movements from current location to tactical assembly areas, battle positions, attack positions, or the LD. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

a) Each briefer links transportation activities to maneuver phases and phase lines. [FN-NTC CSS OCs].

(1) Identifies transportation requirements generated by moves. [AN].

(2) Describes and demonstrates how transportation requirements will be met. [AN].

b) Subordinate unit S4s describe: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(1) Terrain. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(2) Transportation activities or operations (e.g., convoys). [AN].

(a) Routes. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(b) Times. [AN].

(c) Security. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(d) Safety. [AN].

(e) Rest. [AN].

(3) Enroute requirements (e.g., ROM, recovery, evacuation). [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

c) The FSB support operations officer briefs: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(1) Transportation support for pre-positioning. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(2) Movement of the BSA and resultant transportation support impact. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(3) Transportation activities or operations (e.g., convoys). [AN].

(a) Routes. [AN].

(b) Times. [AN].

(c) Security. [AN].

(d) Safety. [AN].

(e) Rest. [AN].

d) All unit representatives: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(1) Physically move unit symbols. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(2) Provide specific times, grids, communication nets, and requirements for all activities. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(3) Describe actions at trigger points, control measures, coordination points, etc. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

6) During the "during phase" rehearsal, participants brief all transportation activities, referencing the same mission phases as the brigade OPORD. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

a) Unit representatives follow the same format and sequence as during the "before phase." [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(1) Each subordinate unit representative briefs movements and other transportation activities. [AN].

(2) Each subordinate unit representative continues to physically depict locations to ensure an understanding of the relationship between position and transportation on the total logistics effort. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(3) Describes transportation activities or operations (e.g., convoys) the same way as during the "before phase." [AN].

b) The FSB support operations officer uses the terrain model to portray transportation activities and demonstrate how subordinate units will be supported. [FN-BCTP Tm B, CSS Tm].

(1) Briefs logistics locations, resupply, recovery, MEDEVAC, AXP locations and moves. [FN-NTC CSS OCs].

(2) Links casualty evacuation and AXPs to air corridors for air evacuation. [FN-NTC CSS OCs].

(3) Links transportation activities to brigade maneuver phases and phase lines. [FN-NTC CSS OCs].

(4) Describes movement of the BSA, timing, methods to ensure continuous support, and decision points/triggers for moves. [AN].

(5) Describes transportation activities or operations (e.g., convoys) the same way as during the "before phase." [AN].

c) All participants continually check transportation plan for feasibility, executability; and common sense. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

d) The senior logistician present ensures that actions "during" the battle contribute to the logistics preparation of the battlefield for the next fight, and include transportation considerations: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(1) Transportation support for hasty displacement plans. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(2) Alternate routes and locations. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(3) Use of aerial resupply. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(4) Use of aerial evacuation. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(5) Security measures for transportation operations. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

7) During the "after phase" rehearsal, unit representatives brief transportation measures to be taken to ensure that transportation assets are available for future operations. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

a) Unit representatives brief: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(1) Transportation support for recovery of combat systems. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(2) Transportation support for clearing casualties. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(3) Transportation support or throughput for pre-positioning Class IV, Class V, and other commodities for future operations. [AN].

(4) Routes. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(5) Security for transportation operations. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(6) Traffic control. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

b) The brigade S3 representative, MPs, and local authorities brief how they will expedite the forward movement and the evacuation of key assets. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(1) First destination reporting points, if used, require specific emphasis. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(2) Dedicated routes are identified for both access and egress with emphasis on route discipline. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(3) Ensure that transportation units and augmentation elements know the location of obstacles and minefields. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

8) The FSB commander, brigade S4, and brigade S3 representative direct portions of the rehearsal to be repeated, as required, to brief actions resulting from changes made during the first rehearsal. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

a) Representatives identify each decision point in the brigade DST. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

b) The brigade S4, FSB commander, FSB support operations officer determine potential transportation plan changes or branches that result from maneuver decisions. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

c) The FSB commander and FSB support operations officer discuss each resulting set of branches, particularly if the branch effects division or corps throughput or transportation augmentation. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

9) All participants perform coordination throughout the rehearsal. [AN].

10) The brigade S4 and FSB commander summarize key activities at the end of rehearsals. [FM 71-3, p. 3-27].

a) The recorder recaps all changes at the end of the rehearsal, including: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(1) Adjusted timing or transportation support of moves. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(2) Any route changes. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(3) Transportation security refinements. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

b) All participants note changes on all CSS annexes and matrices. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

11) The brigade S4 ensures that all participants receive updated products before leaving, including: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

a) A completed CSS annex for brigade and FSB orders. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

b) A finalized CSS synchronization matrix. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

EXECUTION Tasks and Task Elements

21. **The brigade rear command post maintains communications to coordinate transportation and sustain brigade operations during brigade execution of the battle.**

a. The brigade rear CP and FSB CP operate from a collocated CP. [FM 71-3, p. 8-19].

b. The brigade rear CP and FSB CP maintain communications with higher and subordinate units. [ARTEP 71-3-MTP, Task 71-3-4004/1d].

c. All units operating in the BSA maintain radio, wire, or messenger communications with the FSB CP/brigade rear CP. [FM 71-3, p. 6-34/8-19].

d. The brigade S4 displaces to maintain communications. [AN].

1) Moves portions of the brigade rear CP to a forward location to ensure communications between the brigade rear CP and the brigade main CP. [AN].

2) Displaces to be able to continue to monitor brigade command net and track the battle. [AN].

3) Displaces to be able to continue to monitor convoy/transportation operations and track their progress. [AN].

4) Displaces to operate as a radio relay and maintain communications between throughput operations and the FSB CP/brigade rear CP. [AN].

22. **The brigade staff acquires transportation information during brigade execution of the battle.**

a. The brigade rear CP personnel monitor the current brigade battle and transportation situation. [ARTEP 71-3-MTP, Task 71-3-4004/2, 4002/1, 1012/3].

1) Continuously monitor brigade command, O&I, and A/L radio nets. [ARTEP 71-3-MTP, Task 71-3-1012/3b].

2) Collect brigade SPOTREPs, SITREPs, INTSUMs, and PERINTREPs. [AN]. [FM 71-3, p. H-91].

3) Exchange information with the brigade S1/S4 representative in the brigade main CP. [AN].

a) The brigade S1/S4 representative in the brigade main CP coordinates with the brigade S2 to ensure that the brigade rear CP is immediately informed of any enemy activities that are a threat to transportation operations or activities. [AN].

b) The brigade S1/S4 representative in the brigade main CP coordinates with the brigade S3 to ensure that the brigade rear CP is immediately informed of any friendly activities that may impact on transportation operations or activities. [AN].

4) Collect LOGSTATs and logistics SPOTREPs from subordinate unit S4s. [FM 71-3, pp. 60, 79].

5) Receive requests for emergency/immediate transportation support from subordinate units. [AN].

6) Exchange information with the FSB support operations section. [AN].

b. The brigade rear CP personnel monitor execution of transportation plans and activities. [AN].

1) The brigade S4 monitors use and condition of MSR and other supply routes. [AN].

2) The brigade S4 monitors movements in tactical environment. [AN].

3) The brigade S4 monitors closing reports from convoys and other movements. [AN].

c. The brigade surgeon section monitors status of medical evacuation based on reports from the medical company evacuation platoon. [ARTEP 71-3-MTP, Task 71-3-1302/1c].

d. The brigade surgeon section monitors requests for additional transportation support for emergency medical evacuation. [FM 71-3, p. 8-11].

e. The MP platoon leader monitors operation of TCPs and overall condition of routes in the brigade area. [AN].

f. The MP platoon leader monitors EPW operations and number of EPWs and civilian refugees in the brigade area. [AN].

23. **The brigade staff evaluates transportation information during brigade execution of the battle.**

a. The brigade S4 section analyzes reports and messages to determine impact on transportation plans and to anticipate transportation requirements based on received information. [ARTEP 71-3-MTP, Task 71-3-4001/5b; FM 71-3, p. 8-4].

1) Analyzes subordinate unit LOGSTATs, logistics SPOTREPs, closing reports, and other reports to identify: [AN].

a) Subordinate unit losses of transportation assets. [AN].

b) Significant changes in subordinate unit transportation status or capabilities. [AN].

c) Whether subordinate unit transportation requirements are being met. [AN].

2) Identifies immediate requirements for transportation support based on emergency requests from subordinate unit S4s or separate company/detachment commanders. [FN-NTC CSS OCs].

3) Analyzes brigade SPOTREPs, SITREPs, INTSUMs, and PERINTREPs to identify: [FM 71-3, p. H-91].

a) Enemy activities posing a threat to transportation activities or operations (e.g., evacuation routes, MSR, FLE). [AN].

b) Enemy activities requiring an immediate change in transportation activities or operations. [AN].

c) Potential immediate requirements for transportation support. [AN].

4) Anticipates transportation requirements based on monitored information, in conjunction with the FSB support operations section. [FM 71-3, p. 8-4].

5) Determines status of transportation system, based on all available information. [AN].

a) Transportation assets available for use. [AN].

b) Changes to division transportation priorities. [AN].

c) Changes to subordinate unit transportation plans and requirements. [AN].

d) Effects of the battle on the road network in the brigade area. [AN].

e) Changes in route conditions that require modifications to routes or transportation operations. [AN].

f) Movement schedules. [AN].

b. The brigade S4 evaluates degradation of the FSB's ability to transport classes of supply, based on losses to transportation assets resulting from an attack on the BSA or on other logistics elements or activities (e.g., FLE, ASP, convoy). [AN].

c. The MP platoon leader assesses operation of TCPs and overall condition of routes in the brigade area to determine requirements for additional personnel and/or routes. [AN].

d. The MP platoon leader analyzes EPW operations to determine transportation requirements for EPWs and civilian refugees. [AN].

24. **The brigade rear command post updates products and maintains operations and combat service support status during brigade execution of the battle.**

a. The brigade rear CP personnel maintain/update the transportation status of current operations and CSS SITMAPs, information displays, and journals. [ARTEP 71-3-MTP, Task 71-3-3003/2].

1) Current enemy and friendly SITMAP. [ARTEP 71-3-MTP, Task 71-3-1012/3a; 4004/2b].

2) Daily staff journals. [ARTEP 71-3-MTP, Task 71-3-4004/2a; 1012/2c].

3) Information displays to visually display critical data. [ARTEP 71-3-MTP, Task 71-3-4004/2c].

4) Status of transportation system, based on all available information. [AN].

a) Availability and location of subordinate unit transportation elements. [ARTEP 71-3-MTP, Task 71-3-4002/1a].

b) Other transportation assets available for use. [AN].

c) Changes to division priorities. [AN].

d) Changes to TF plans and needs. [AN].

e) Movement schedules. [AN].

f) Condition of MSR and other routes. [ARTEP 71-3-MTP, Task 71-3-4003/1].

(1) Threat. [AN].

(2) Trafficability conditions. [AN].

b. The brigade surgeon section maintains status of brigade evacuation assets. [AN].

1) Sufficient ground ambulances to move required casualties. [AN].

2) Sufficient air ambulances to move required casualties. [AN].

c. The brigade S3 section in the brigade main CP monitors: [AN].

1) The status of MSR and other routes. [AN].

2) The status of transportation assets. [AN].

25. **The brigade staff coordinates transportation operations during brigade execution of the battle.**

a. The brigade S4 section and FSB support operations section initiate actions to satisfy transportation requirements identified during evaluation of transportation information. [FM 71-3, p. 8-4].

b. The brigade S4 coordinates planned transportation support for current operations with the FSB support operations section. [AN].

1) Schedules, times, and routes. [AN].

2) Repositioning of critical supplies based on tactical situation (e.g., Classes III, IV, and V moved forward as Bn TFs move into the defense from the offense). [AN].

3) Transportation assets for backhaul evacuation of casualties. [LL-CALL Newsletter No. 94-2, p. III-4].

4) Routine resupply and transportation of materiel to be conducted at night. [LL-CALL Newsletter No. 94-2, p. III-2].

c. The brigade S4 section coordinates transportation for immediate resupply requirements. [ARTEP 71-3-MTP, Task 71-3-4005/2f; FM 55-10, p. 10-13].

1) Requests air transportation for immediate resupply requirement through the FSB support operations section to coordinate logistics aspects of air movement or resupply concurrent with the brigade S3-Air's request through command or operational channels. [FM 55-10 p. 10-13].

2) Coordinates with the FSB support operations section for unit distribution of immediate Class V resupply via motor transport. [FM 71-3, p. 8-14; FM 63-2, p. 9-1].

3) Coordinates with the FSB support operations section for Class V airdrop or slingload resupply. [ARTEP 63-216-MTP, Task 63-1-1027/3f].

4) Coordinates with the FSB support operations section for fuel diversions or re-routes to meet unexpected requirements. [ARTEP 63-216-MTP, Task 63-1-1026/2e].

5) Coordinates with the FSB support operations section for Class V diversions or re-routes to meet unexpected requirements. [ARTEP 63-216-MTP, Task 63-1-1027/2e].

6) Coordinates with FSB support operations section for transportation of equipment to meet immediate requirements (e.g., movement of engineer equipment to hasty obstacle site). [AN].

d. The brigade S3 requests air transportation for immediate resupply requirement. [FM 55-2, p. 7-4].

1) Request is sent through command or operational channels. [FM 55-2, p. 7-4; FM 55-10, p. 10-13].

2) Concurrently, the brigade S4 sends request through the FSB support operations section to coordinate logistics aspects of air movement or air resupply. [FM 55-10, p. 10-13].

26. **The brigade staff communicates transportation information during brigade execution of the battle.**

a. The brigade rear CP personnel keep the brigade commander advised on the conduct of critical transportation operations. [AN].

1) The brigade rear CP personnel communicate critical transportation requirements and shortfalls to the brigade S3, brigade commander, FSB commander, and division G4. [ARTEP 71-3-MTP, Task 71-3-4002/1d].

2) The brigade rear CP personnel recommend revisions of transportation plans to the brigade S3 or commander, as required. [ARTEP 71-3-MTP, Task 71-3-4001/5e].

b. The brigade rear CP personnel consolidate transportation requirements from subordinate units and forward them to the FSB support operations section. [AN].

c. The brigade rear CP personnel provide information on battle situation, route conditions, and changing transportation priorities to subordinate unit S4 sections. [ARTEP 71-3-MTP, Task 71-3-4002/1c].

d. The brigade rear CP personnel provide information on battle situation, route conditions, and changing transportation priorities to the FSB staff and to the brigade main CP. [ARTEP 71-3-MTP, Task 71-3-4002/1c].

28. **The brigade S4 coordinates transportation support for brigade consolidation and reorganization.**

a. The brigade S4 coordinates with the FSB support operations section for transportation assets to reposition supplies. [AN].

b. The brigade S4 coordinates with the FSB support operations section for the transport of complete replacement weapon systems (vehicles and crews) from the DSA to the BSA, or other designated drop point, by HET. [FM 71-3, p. 8-26].

c. The brigade S4 coordinates for transportation of engineer materiel and equipment to new positions. [AN].

d. The brigade S4 coordinates use of transportation assets for backhaul evacuation of casualties. [LL-CALL Newsletter No. 94-2, p. III-4].

e. The brigade S4 coordinates use of transportation assets for backhaul evacuation of damaged equipment. [AN].

f. The brigade S4 identifies the need to reorganize or reconstitute transportation units or assets under brigade control. [AN].

1) Recommends priorities to the brigade commander and brigade XO. [AN].

2) Coordinates to expedite allocation of personnel and materiel assets for unit reorganization or reconstitution with: [AN].

a) Brigade staff. [AN].

b) FSB support operations. [AN].

c) Parent unit of the transportation unit being reorganized or reconstituted. [AN].

TASK ANALYSIS
FOR

CONDUCT SUPPLY OPERATIONS
(CCF 29)

AS ACCOMPLISHED BY A BRIGADE

PURPOSE AND OUTCOMES
CONDUCT SUPPLY OPERATIONS (BRIGADE CCF 29)

This component identifies what the CCF is supposed to accomplish overall, which we term as the purpose. This component also identifies the end states or bottom line results necessary to achieve the purpose, which we term outcomes. As a consequence, this component of the analysis defines the end states that performance of the tasks will accomplish.

PURPOSE

To continuously provide the classes of supply necessary to equip, maintain, and operate the brigade.

OUTCOMES

1. Brigade combat service support activities, nodes, and bases are positioned and protected appropriate to the mission, enemy, terrain, troops, and time.

2. The brigade plans to continuously supply the items necessary to equip, maintain, and operate the brigade.

3. The brigade staff coordinates implementation of the logistics plan to equip, maintain, and operate the brigade.

FLOW CHARTS (PLAN, PREPARE, EXECUTE)
CONDUCT SUPPLY OPERATIONS (BRIGADE CCF 29)

This component provides a graphical/pictorial description of CCF tasks as they are sequenced within the framework of tactical battle phases (e.g., planning, preparation, execution). The purpose of this component is to describe: the flow of tasks during each battle phase; vertical task linkages (to higher and lower echelon units) and horizontal task linkages (to other CCF tasks for the echelon being analyzed); and to depict information input and output which affect each task. Although the sequencing of tasks throughout each battle phase is intended to reflect the flow of tasks, tasks may be performed concurrently or may overlap with preceding or subsequent tasks.

Each echelon is described by the echelon on the left of the flow chart; a horizontal line depicts the flow of tasks by sequence, reading left to right. The horizontal line for the echelon being analyzed is thicker than all other echelon horizontal lines.

Tasks from the CCF task list are applied to the echelon line in the sequence in which they occur. The tasks are depicted in a task box. Inside and to the upper left of each task box is placed the task number of the appropriate task as listed in the task list.

The linkages of tasks, both vertically and horizontally, are depicted with lines. Arrowheads are placed on lines to depict linkages or interaction with other tasks. The linkage or interaction between these tasks is detailed in the task list.

Figure 17 illustrates the Bn or Bn TF task contributing to or otherwise supporting the Bde task.

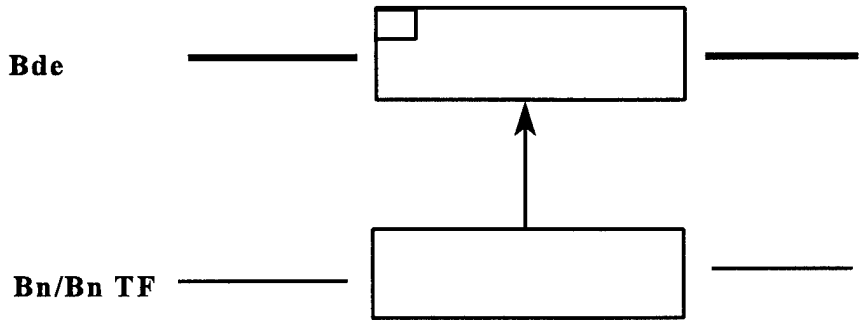


Figure 17. Battalion or battalion task force task supporting the brigade task.

Figure 18 illustrates the Bde task contributing to or otherwise supporting the Bn or Bn TF task.

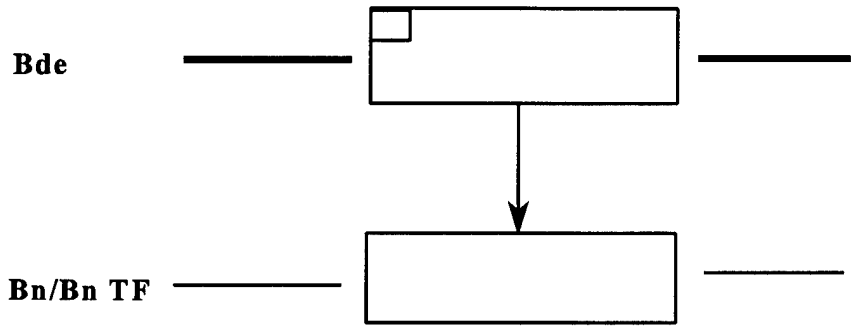


Figure 18. Brigade task supporting the battalion or battalion task force task.

Figure 19 illustrates both Bde and Bn or Bn TF tasks contributing to or otherwise interacting with each other.

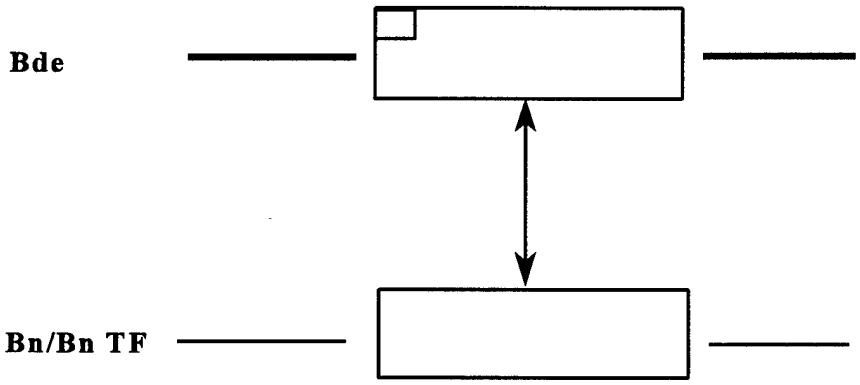


Figure 19. Brigade and battalion or battalion task force tasks interacting with each other.

Lines with no arrowheads reflect a task and its subordinate sub-tasks. Figure 4 illustrates this association.

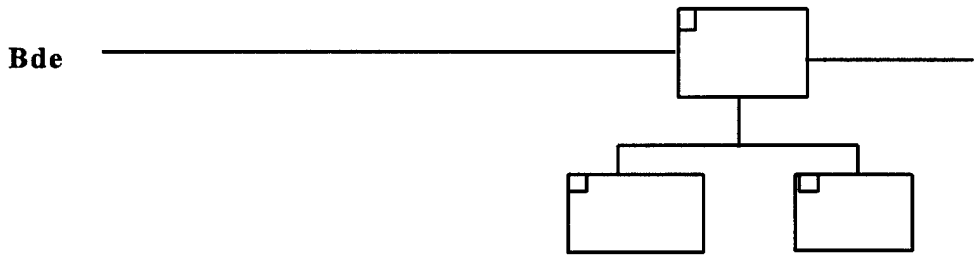


Figure 20. Example of a task and its subordinate sub-tasks.

Inputs and/or outputs, as contained in the "Key Inputs and Outputs" subcomponent (section 5) of this CCF TA are also reflected on the flow charts. The relevant input and/or output letter listed in the "Key Inputs and Outputs" subcomponent is listed on the outside upper right of the task box. Information input and output for each relevant task is depicted to demonstrate input information which is required to perform the task and output information which is produced as a result of performing the task. Figure 21 illustrates how inputs and outputs are depicted.

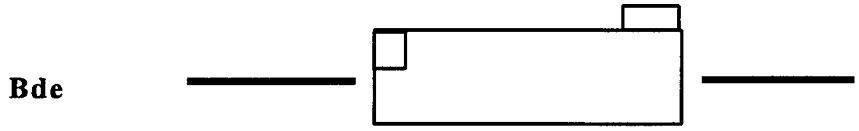


Figure 21. Example of how inputs and outputs are depicted.

The TSOPs are depicted on the flow charts. Although TSOPs are inputs, they are relevant to the performance of all tasks. Because of this relevancy, they are illustrated differently than all other inputs (as described in figure 21). The TSOPs are illustrated as separate boxes, located before the first task on the echelon line. Figure 22 illustrates the placement of TSOPs boxes.

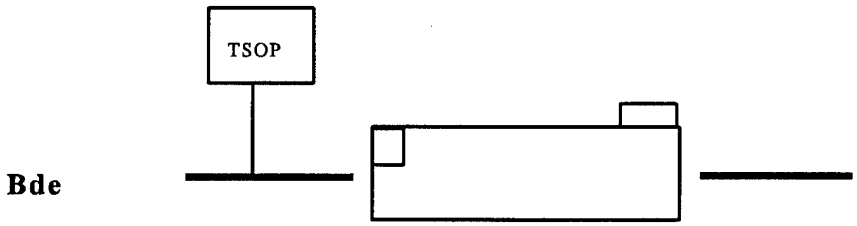
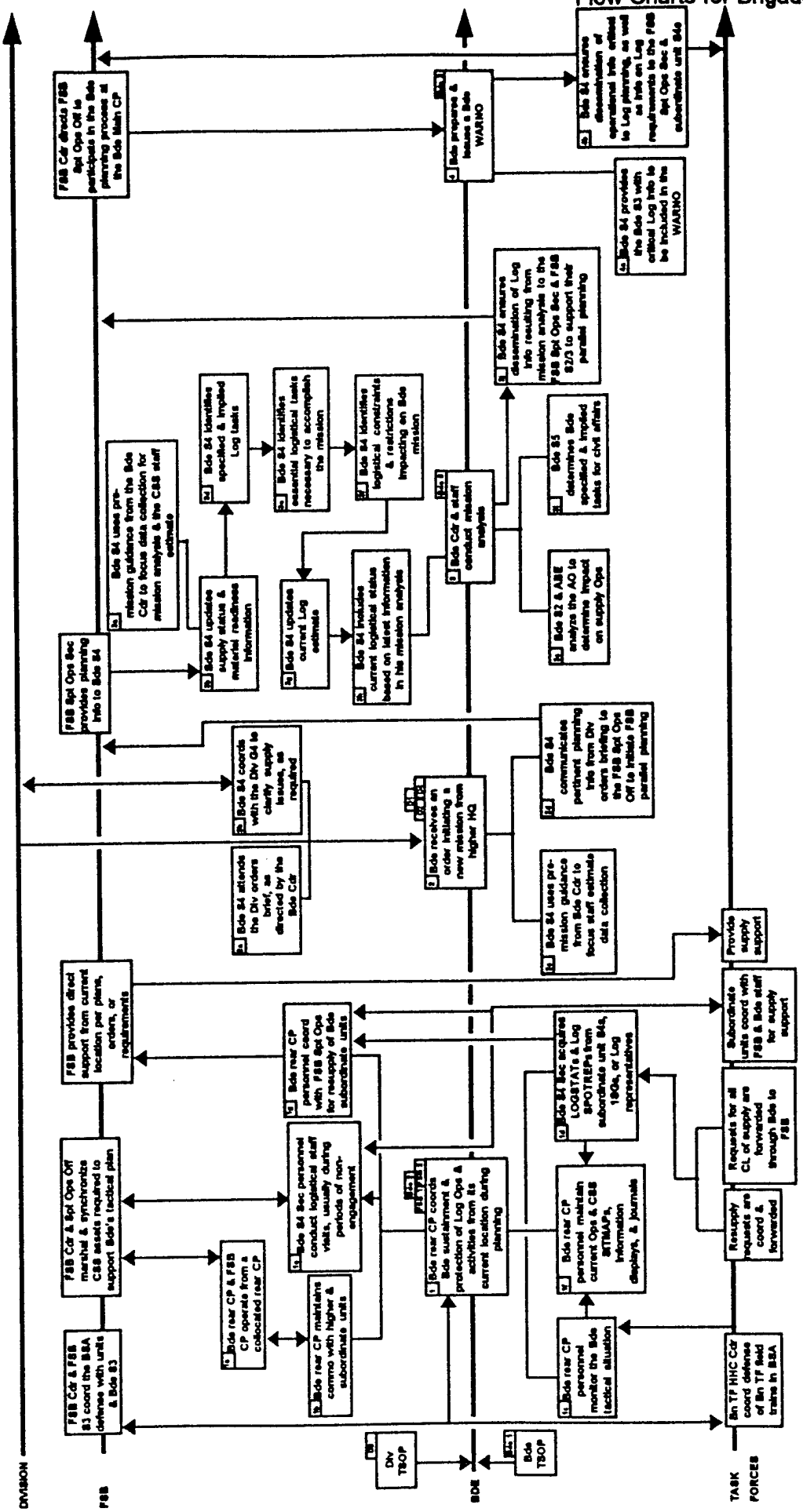


Figure 22. Placement of TSOPs boxes.

As stated earlier, while the sequencing of tasks in this task analysis, and the resulting flow charts, is intended to reflect the flow of tasks, tasks may be performed concurrently or may overlap with preceding or subsequent tasks. Specifically, there are tasks identified during the preparation and execution phases of this analysis for the brigade staff to acquire, evaluate, and communicate information; maintain status based on the information; and make recommendations or coordinate activities as a result of action taken based on the information. These tasks are performed simultaneously and continuously, but they are listed and displayed sequentially in the task list and flow charts.

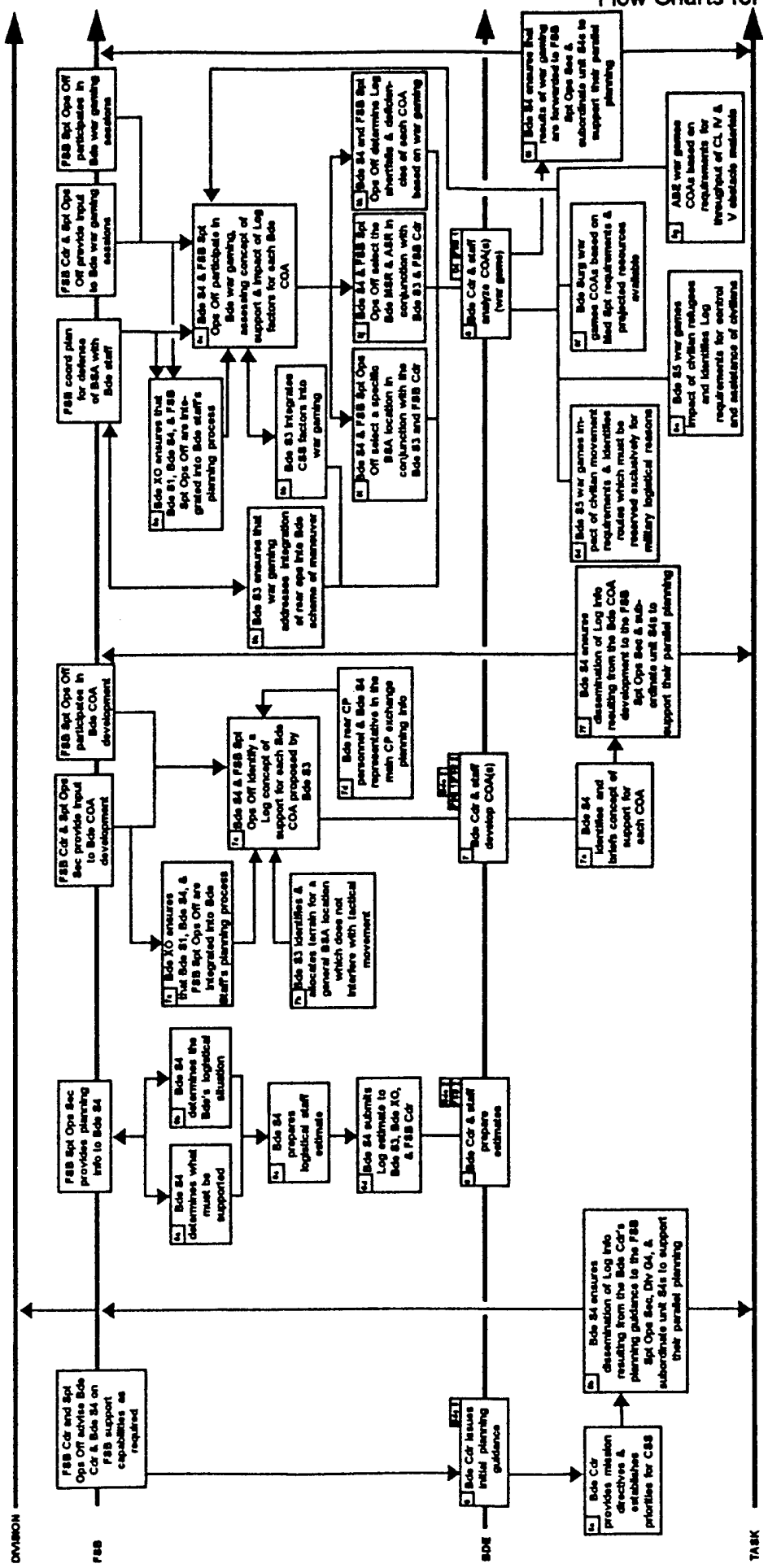
Brigade CCF 29 - Conduct Supply Operations

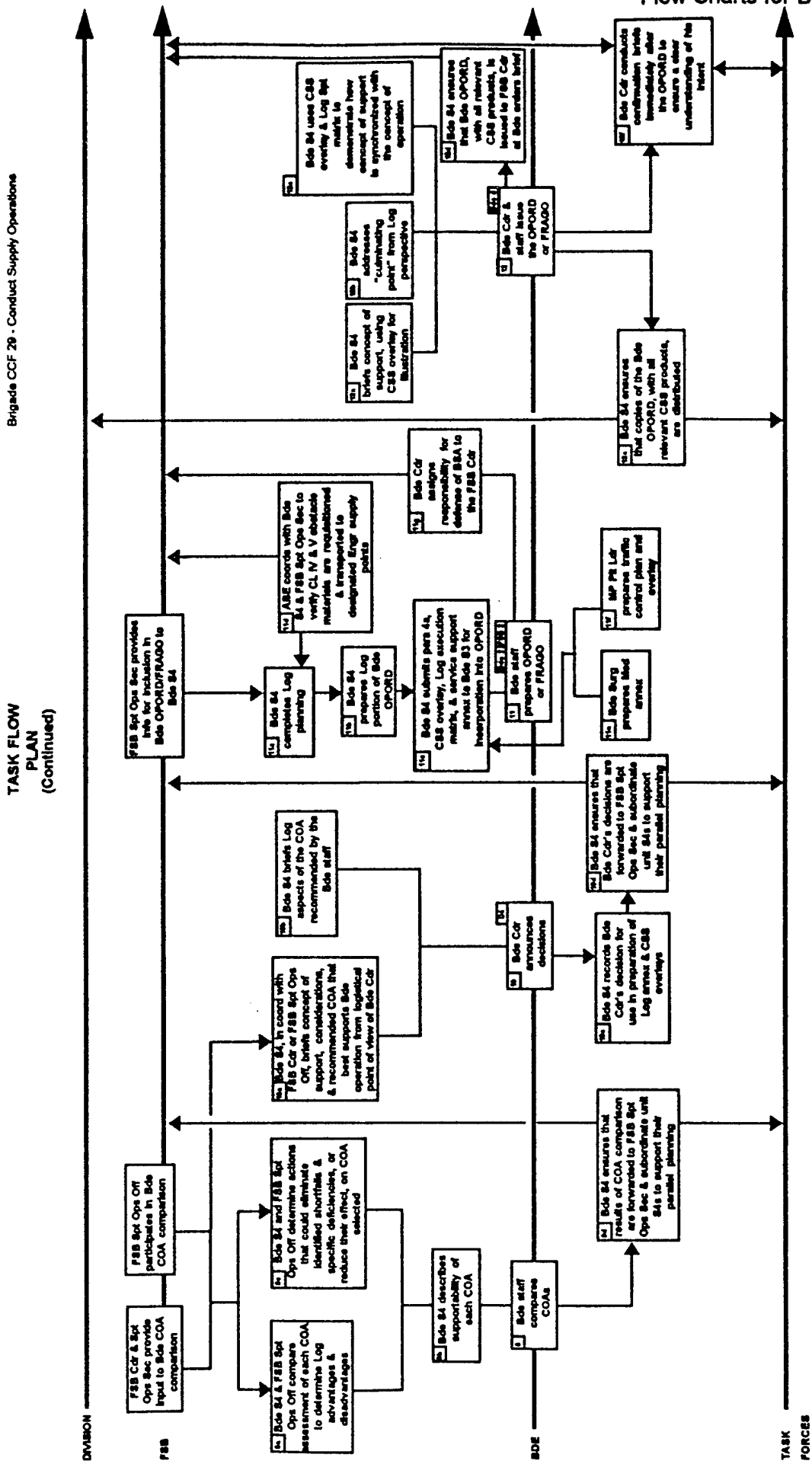
TASK FLOW PLAN

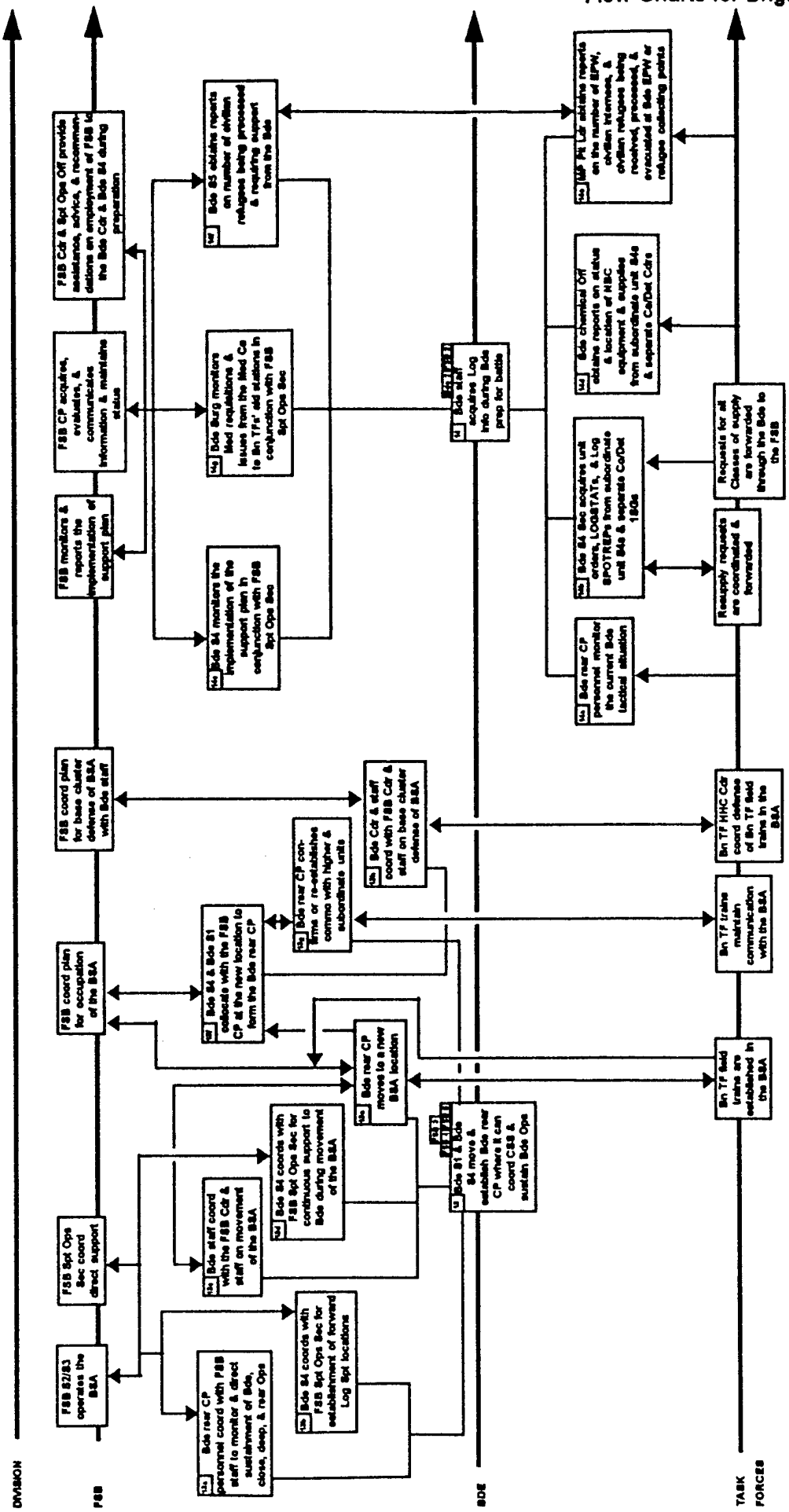


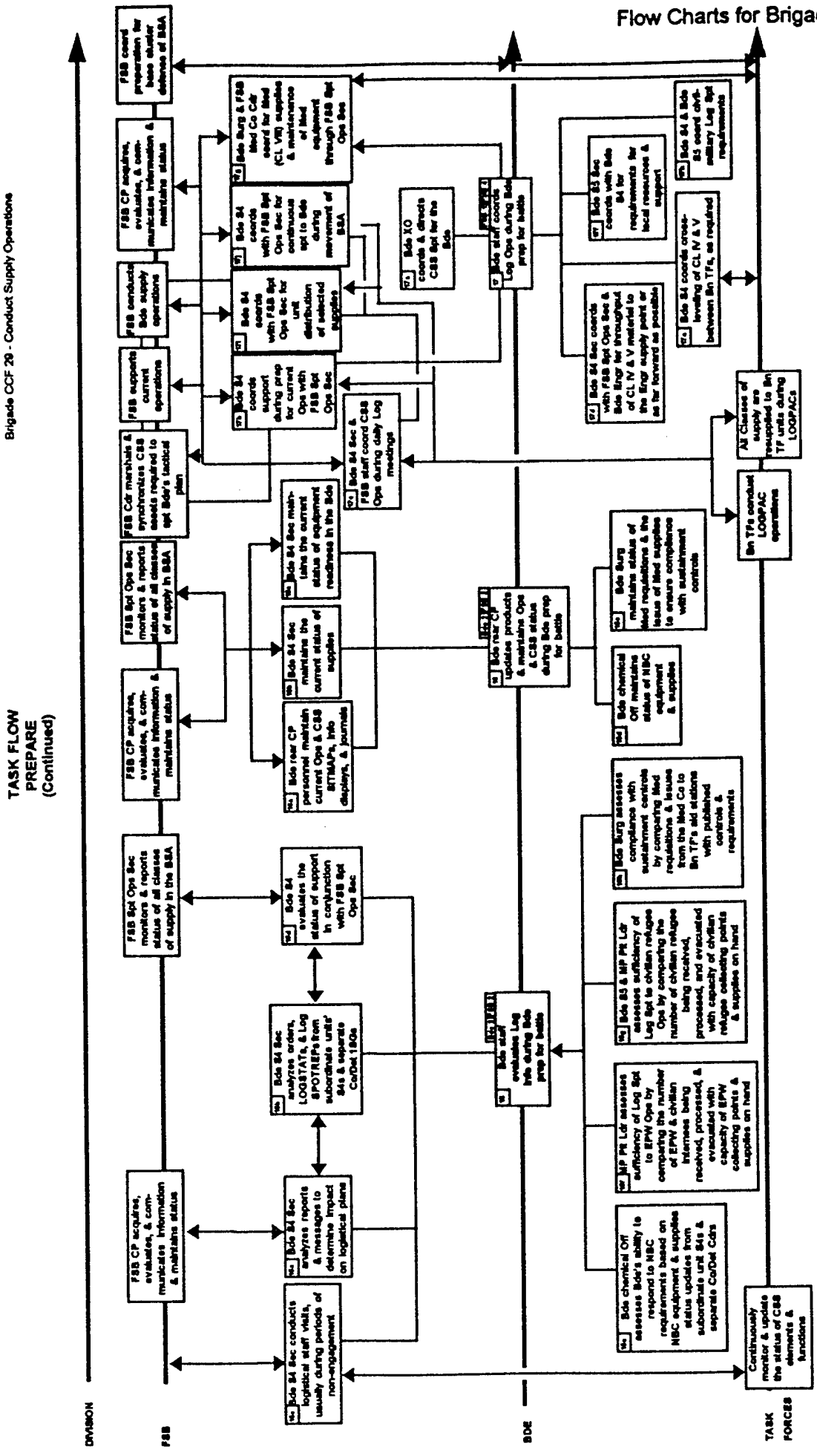
Brigade CCF 29 - Conduct Supply Operations

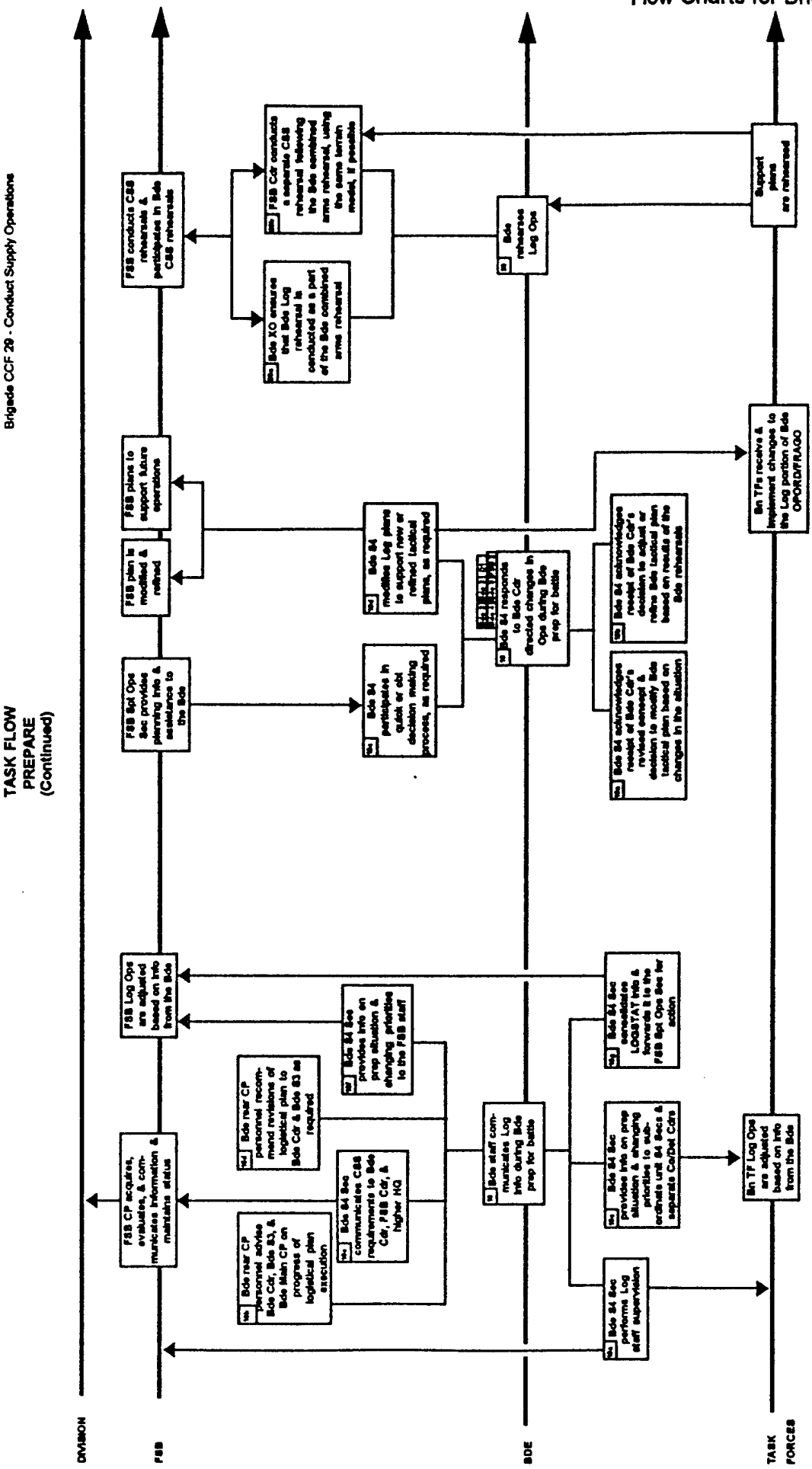
TASK FLOW
PLAN
(Continued)

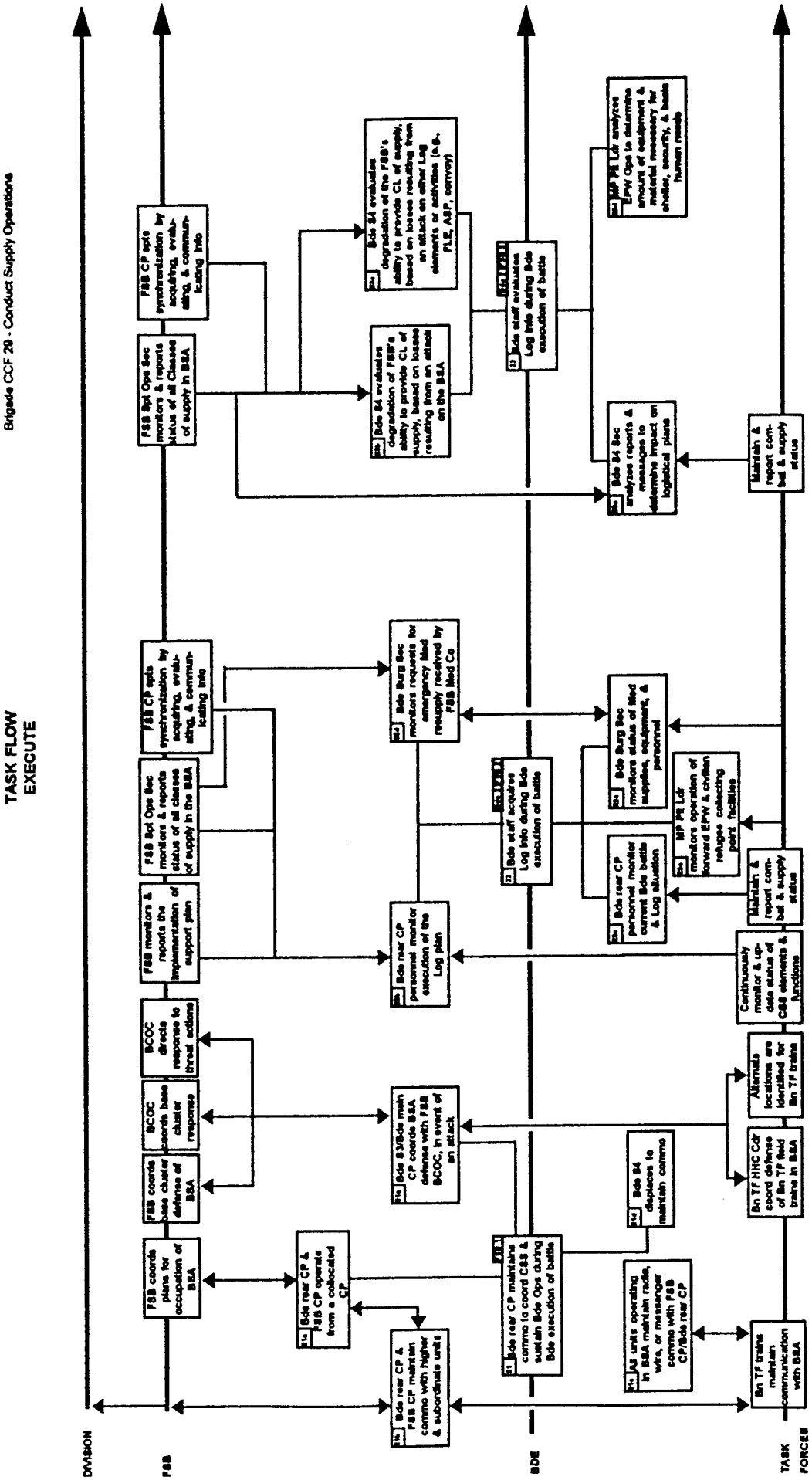


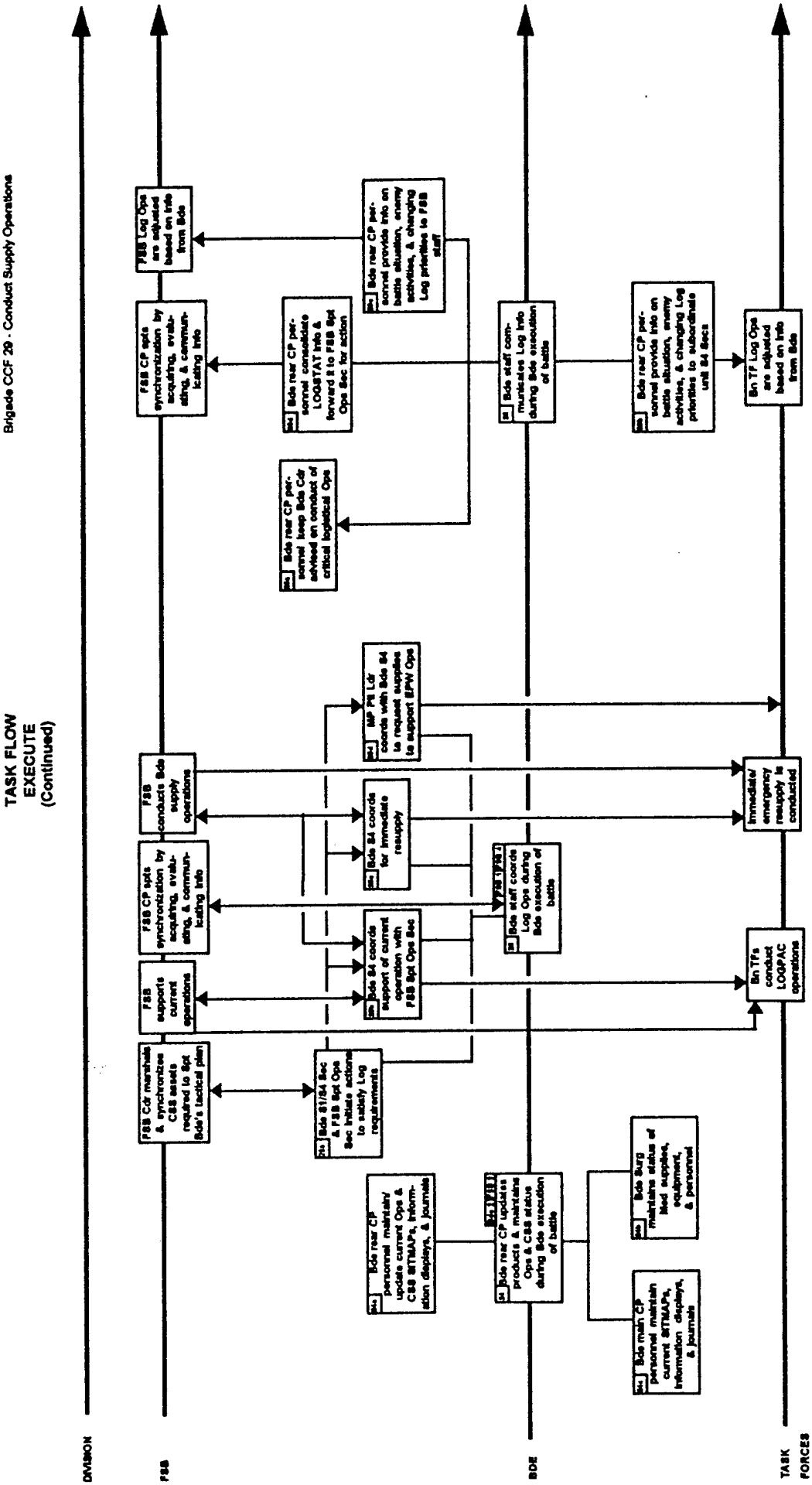

Brigade CCF 29 - Conduct Supply Operations
TASK FLOW
PLAN
(Continued)
DIVISION
FSB
BDE
TASK FORCES
FSB Cdr & Spt Ops Sec provide input to Bde COA comparison
FSB Spt Ops Off participates in Bde COA comparison
Bde S4 & FSB Spt Ops Off compare assessment of each COA to determine Log advantages & disadvantages
Bde S4 and FSB Spt Ops Off determine actions that could eliminate identified shortfalls & specific deficiencies, or reduce their effect, on COA selected
Bde S4 describes supportability of each COA
Bde staff compares COAs
Bde S4 ensures that results of COA comparison are forwarded to FSB Spt Ops Sec & subordinate unit S4s to support their parallel planning
Bde S4, in coord with FSB Cdr or FSB Spt Ops Off, briefs concept of support, considerations, & recommended COA that best supports Bde operation from logistical point of view of Bde Cdr
Bde S4 briefs Log aspects of the COA recommended by the Bde staff
Bde Cdr announces decisions
Bde S4 records Bde Cdr's decision for use in preparation of Log annex & CSS overlays
Bde S4 ensures that Bde Cdr's decisions are forwarded to FSB Spt Ops Sec & subordinate unit S4s to support their parallel planning
FSB Spt Ops Sec provides info for inclusion in Bde OPORD/FRAGO to Bde S4
Bde S4 completes Log planning
Bde S4 prepares Log portion of Bde OPORD
Bde S4 submits para 4a, CSS overlay, Log execution matrix, & service support annex to Bde S3 for incorporation into OPORD
Bde staff prepares OPORD or FRAGO
ABE coords with Bde S4 & FSB Spt Ops Sec to verify CL IV & V stockade materials are requisitioned & transported to designated Engr supply points
Bde Cdr assigns responsibility for defense of BSA to the FSB Cdr
Bde Surg prepares Med annex
MP Plt Ldr prepares traffic control plan and overlay
Bde S4 uses CSS overlay & Log Spt matrix to demonstrate how concept of support is synchronized with the concept of operation
Bde S4 addresses "culminating point" from Log perspective
Bde S4 briefs concept of support, using CSS overlay for illustration
Bde Cdr & staff issue the OPORD or FRAGO
Bde S4 ensures that Bde OPORD, with all relevant CSS products, is issued to FSB Cdr at Bde orders brief
Bde Cdr conducts confirmation briefs immediately after the OPORD to ensure a clear understanding of his intent
Bde S4 ensures that copies of the Bde OPORD, with all relevant CSS products, are distributed

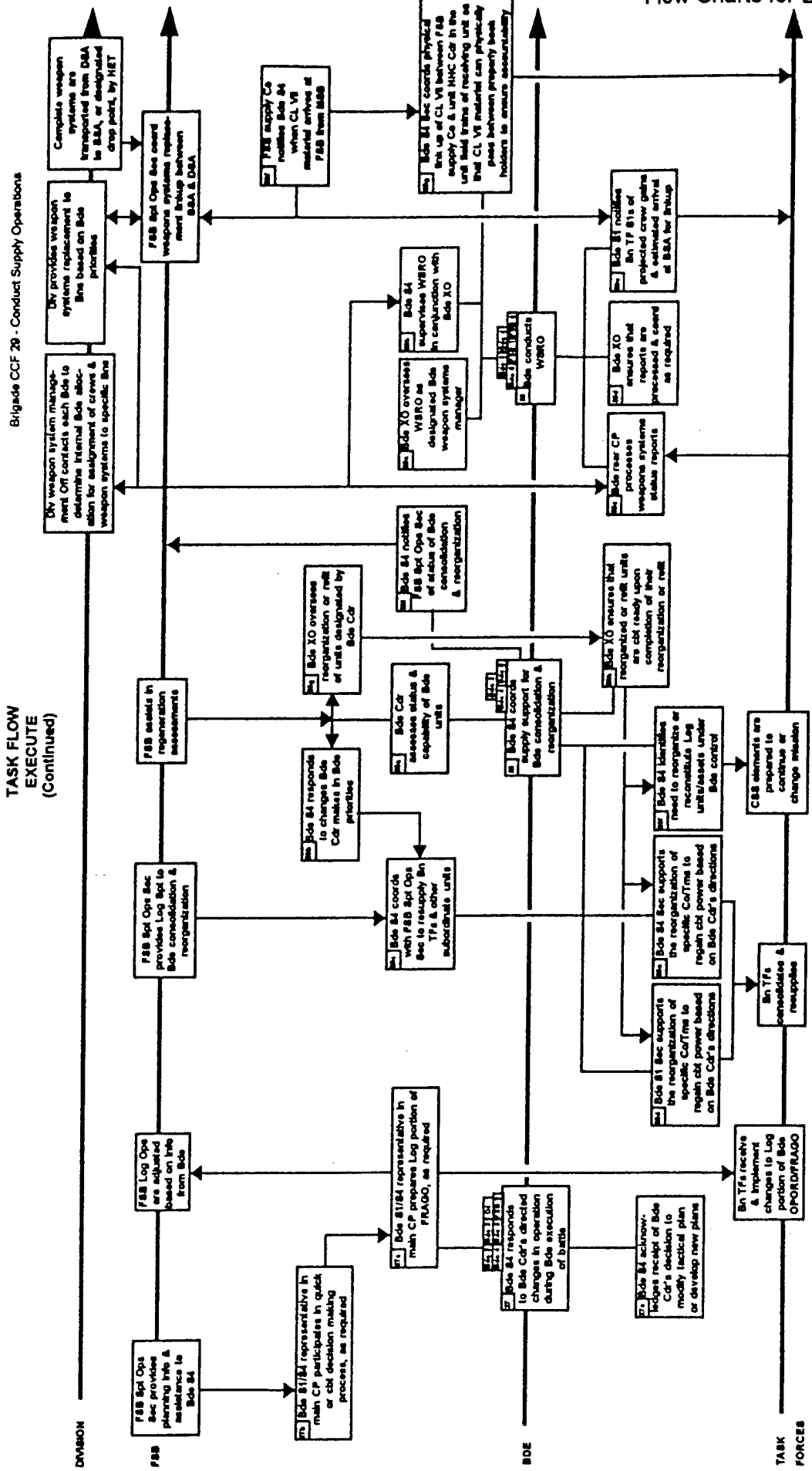

Brigade CCF 29 - Conduct Supply Operations
TASK FLOW
PREPARE
DIVISION
FSB
BDE
TASK FORCES
FSB 82/83 operates the BSA
FSB Spt Ops Sec coord direct support
FSB coord plan for occupation of the BSA
FSB coord plan for base cluster defense of BSA with Bde staff
FSB monitors & reports the implementation of support plan
FSB CP acquires, evaluates, & communicates information & maintains status
FSB Cdr & Spt Ops Off provide assistance, advice, & recommendations on employment of FSB to the Bde Cdr & Bde S4 during preparation
Bde rear CP personnel coord with FSB staff to monitor & direct sustainment of Bde, close, deep, & rear Ops
Bde S4 coords with FSB Spt Ops Sec for establishment of forward Log Spt locations
Bde staff coord with the FSB Cdr & staff on movement of the BSA
Bde S4 coords with FSB Spt Ops Sec for continuous support to Bde during movement of the BSA
Bde S4 & Bde S1 relocate with the FSB CP at the new location to form the Bde rear CP
Bde rear CP moves to a new BSA location
Bde S1 & Bde S4 move & establish Bde rear CP where it can coord CSS & sustain Bde Ops
Bde rear CP con-firms or re-establishes comms with higher & subordinate units
Bde Cdr & staff coord with FSB Cdr & staff on base cluster defense of BSA
Bde S4 monitors the implementation of the support plan in conjunction with FSB Spt Ops Sec
Bde Surg monitors Med regulations & issues from the Med Co to Bn TFs' aid stations in conjunction with FSB Spt Ops Sec
Bde S5 obtains reports on number of civilian refugees being processed & requiring support from the Bde
Bde S4 acquires Log info during Bde prep for battle
Bde S4 Sec acquires unit orders, LOGSTATs, & Log SPOTREPs from subordinate unit S4s & separate Co/Det LNOs
Bde rear CP personnel monitor the current Bde tactical situation
Bde chemical Off obtains reports on status & location of NBC equipment & supplies from subordinate unit S4s & separate Co/Det Cdrs
MP Pl Ldr obtains reports on the number of EPW, civilian internees, & civilian refugees being received, processed, & evacuated at Bde EPW or refugee collecting points
Requests for all Classes of supply are forwarded through the Bde to the FSB
Resupply requests are coordinated & forwarded
Bn TF HHC Cdr coord defense of Bn TF field trains in the BSA
Bn TF trains maintain communication with the BSA
Bn TF field trains are established in the BSA


Brigade CCF 29 - Conduct Supply Operations
TASK FLOW
PREPARE
(Continued)
DIVISION
FSB
BDE
TASK FORCES
FSB coord preparation for base cluster defense of BSA
FSB CP acquires, evaluates, & communicates information & maintains status
FSB conducts Bde supply operations
FSB supports current operations
FSB Cdr marshals & synchronizes CSS assets required to spt Bde's tactical plan
FSB Spt Ops Sec monitors & reports status of all classes of supply in BSA
FSB CP acquires, evaluates, & communicates information & maintains status
FSB Spt Ops Sec monitors & reports status of all classes of supply in the BSA
FSB CP acquires, evaluates, & communicates information & maintains status
Bde S4 Sec conducts logistical staff visits, usually during periods of non-engagement
Bde Surg & FSB Med Co Cdr coord for Med (Cl VIII) supplies & maintenance of Med equipment through FSB Spt Ops Sec
Bde S4 coords with FSB Spt Ops Sec for continuous spt to Bde during movement of BSA
Bde S4 coords with FSB Spt Ops Sec for unit distribution of selected supplies
Bde S4 coords support during prep for current Ops with FSB Spt Ops Sec
Bde XO coords & directs CSS spt for the Bde
Bde staff coords Log Ops during Bde prep for battle
Bde S4 & Bde S5 coord civil-military Log Spt requirements
Bde S5 Sec coords with Bde S4 for requirements for local resources & support
Bde S4 coords cross-leveling of Cl IV & V between Bn TFs, as required
Bde S4 Sec coords with FSB Spt Ops Sec & Bde Engr for transport of Cl IV & V material to the Engr supply point or as far forward as possible
Bde S4 & FSB staff coord CSS Ops during daily Log meetings
Bde S4 Sec maintains the current status of equipment readiness in the Bde
Bde S4 Sec maintains the current status of supplies
Bde rear CP personnel maintain current Ops & CSS SITMAPs, info displays, & journals
Bde rear CP updates products & maintains Ops & CSS status during Bde prep for battle
Bde Surg maintains status of Med requisitions & the issue of Med supplies to ensure compliance with sustainment controls
Bde chemical Off maintains status of NBC equipment & supplies
All Classes of supply are resupplied to Bn TF units during LOGPACs
Bn TFs conduct LOGPAC operations
Bde S4 evaluates the status of support in conjunction with FSB Spt Ops Sec
Bde S4 Sec analyzes orders, LOGSTATs, & Log SPOTREPs from subordinate units' S4s & separate CalDet LNOs
Bde staff evaluates Log info during Bde prep for battle
Bde Surg assesses compliance with sustainment controls by comparing Med requisitions & issues from the Med Co to Bn TF's old stations with published controls & requirements
Bde S5 & NP PR Ldr assesses sufficiency of Log Spt to civilian refugee Ops by comparing the number of civilian refugee being received, processed, and evacuated with capacity of civilian refugee collecting points & supplies on hand
NP PR Ldr assesses sufficiency of Log Spt to EPW Ops by comparing the number of EPW & civilian internees being received, processed, & evacuated with capacity of EPW collecting points & supplies on hand
Bde S4 Sec analyzes reports & messages to determine impact on logistical plans
Bde chemical Off assesses Bde's ability to respond to NBC requirements based on NBC equipment & supplies status updates from subordinate unit S4s & separate CalDet Cdrs
Continuously monitor & update the status of CSS elements & functions


Brigade CCF 29 - Conduct Supply Operations
TASK FLOW
PREPARE
(Continued)
DIVISION
FSB
BDE
TASK FORCES
FSB conducts CSS rehearsals & participates in Bde CSS rehearsals
FSB CP acquires, evaluates, & communicates information & maintains status
FSB Log Ops are adjusted based on info from the Bde
FSB plans to support future operations
FSB plan is modified & refined
FSB Spt Ops Sec provides planning info & assistance to the Bde
Bde rear CP personnel advise Bde Cdr, Bde S3, & Bde Main CP on progress of logistical plan execution
Bde rear CP personnel recommend revisions of logistical plan to Bde Cdr & Bde S3 as required
Bde S4 Sec communicates CSS requirements to Bde Cdr, FSB Cdr, & higher HQ
Bde S4 Sec provides info on prep situation & changing priorities to the FSB staff
Bde S4 participates in quick or old decision making process, as required
Bde S4 modifies Log plans to support new or refined tactical plans, as required
Bde staff communicates Log info during Bde prep for battle
Bde S4 responds to Bde Cdr directed changes in Ops during Bde prep for battle
Bde S4 Sec consolidates LOGSTAT info & forwards it to the FSB Spt Ops Sec for action
Bde S4 Sec provides info on prep situation & changing priorities to sub-ordinate unit S4 Secs & separate Co/Det Cdrs
Bde S4 Sec performs Log staff supervision
Bde S4 acknowledges receipt of Bde Cdr's revised concept & decision to modify Bde tactical plan based on changes in the situation
Bde S4 acknowledges receipt of Bde Cdr's decision to adjust or refine Bde tactical plan based on results of the Bde rehearsals
Bde XO ensures that Bde Log rehearsal is conducted as a part of the Bde combined arms rehearsal
FSB Cdr conducts a separate CSS rehearsal following the Bde combined arms rehearsal, using the same terrain model, if possible
Bde rehearses Log Ops
Support plans are rehearsed
Bn TFs receive & implement changes to the Log portion of Bde OPORD/FRAGO
Bn TF Log Ops are adjusted based on info from the Bde


Brigade CCF 29 - Conduct Supply Operations
TASK FLOW
EXECUTE
DIVISION
FSB
BDE
TASK FORCES
FSB CP sptd synchronization by acquiring, evaluating, & communicating info
FSB Spt Ops Sec monitors & reports status of all Classes of supply in BSA
Bde B4 evaluates degradation of FSB's ability to provide CL of supply, based on losses resulting from an attack on the BSA
Bde B4 evaluates degradation of the FSB's ability to provide CL of supply, based on losses resulting from an attack on other Log elements or activities (i.e. FLE, ASP, convoy)
Bde staff evaluates Log info during Bde execution of battle
MP Pl Ldr analyzes EPW Ops to determine amount of equipment & material necessary for shelter, security, & basic human needs
Bde B4 Sec analyzes reports & messages to determine impact on logistical plans
Maintain & report combat & supply status
FSB CP sptd synchronization by acquiring, evaluating, & communicating info
Bde Surg Sec monitors requests for emergency med resupply received by FSB Med Co
FSB Spt Ops Sec monitors & reports status of all classes of supply in the BSA
Bde staff acquires Log info during Bde execution of battle
Bde Surg Sec monitors status of Med supplies, equipment, & personnel
MP Pl Ldr monitors operation of forward EPW & civilian refugee collecting point facilities
FSB monitors & reports the implementation of support plan
Bde rear CP personnel monitor execution of the Log plan
Bde rear CP personnel monitor current Bde battle & Log situation
Maintain & report combat & supply status
Continuously monitor & update status of CSS elements & functions
BCOC directs response to threat actions
BCOC coords base cluster response
FSB coords base cluster defense of BSA
Bde B3/Bde main CP coords BSA defense with FSB BCOC, in event of an attack
Alternate locations are identified for Bn TF trains
Bn TF HHC Cdr coord defense of Bn TF Med trains in BSA
Bde B4 deploys to maintain comms
FSB coords plans for occupation of BSA
Bde rear CP & FSB CP operate from a collocated CP
Bde rear CP maintains comms to coord CSS & sustain Bde Ops during Bde execution of battle
All units operating in BSA maintain radio, wire, or messenger comms with FSB CP/Bde rear CP
Bde rear CP & FSB CP maintain comms with Higher & subordinate units
Bn TF trains maintain communication with BSA


Brigade CCF 29 - Conduct Supply Operations
TASK FLOW
EXECUTE
(Continued)
DIVISION
FSB
BDE
TASK FORCES
FSB Log Ops are adjusted based on info from Bde
FSB CP spts synchronization by acquiring, evaluating, & communicating info
Bde rear CP personnel consolidate LOGSTAT info & forward it to FSB Spt Ops Sec for action
Bde rear CP personnel provide info on battle situation, enemy activities, & changing Log priorities to FSB staff
Bde rear CP personnel keep Bde Cdr advised on conduct of critical logistical Ops
Bde staff communicates Log info during Bde execution of battle
Bde rear CP personnel provide info on battle situation, enemy activities, & changing Log priorities to subordinate unit S4 Secs
Bn TF Log Ops are adjusted based on info from Bde
MAP Plt Ldr coords with Bde S4 to request supplies to support EPW Ops
FSB conducts Bde supply operations
Bde S4 coords for immediate resupply
Immediate/ emergency resupply is conducted
FSB CP spts synchronization by acquiring, evaluating, & communicating info
Bde staff coords Log Ops during Bde execution of battle
Bde S4 coords support of current operation with FSB Spt Ops Sec
FSB supports current operations
Bn TFs conduct LOGPAC operations
FSB Cdr marshals & synchronizes CSS assets required to spt Bde's tactical plan
Bde S1/S4 Sec & FSB Spt Ops Sec initiate actions to satisfy Log requirements
Bde rear CP personnel maintain/ update current Ops & CSS STMAPs, information displays, & journals
Bde rear CP updates products & maintains Ops & CSS status during Bde execution of battle
Bde Surg maintains status of Med supplies, equipment, & personnel
Bde main CP personnel maintain current STMAPs, information displays, & journals


Brigade CCF 29 - Conduct Supply Operations
TASK FLOW
EXECUTE
(Continued)
DIVISION
FSB
BDE
TASK FORCES
Complete weapon systems are transported from D&A to BAA, or designated drop point, by HET
Div provides weapon systems replacement to Bns based on Bde priorities
Div weapon system management Off contacts each Bde to determine internal Bde allocation for assignment of crews & weapon systems to specific Bns
FSB Spt Ops Sec coord weapons systems replacement Bnkup between BAA & D&A
FSB Supply Co notifies Bde S4 when CL VII materiel arrives at FSB from BSB
Bde S4 Sec coords physical link up of CL VII between FSB supply Co & unit NVC Cdr in the unit field trains of receiving unit so that CL VII materiel can physically pass between property book holders to ensure accountability
Bde S1 notifies Bn TF S1s of projected crew gains & estimated arrival at BAA for linkup
Bde S4 supervises WSRO in conjunction with Bde XO
Bde XO oversees WSRO as designated Bde weapon systems manager
Bde conducts WSRO
Bde XO ensures that reports are processed & cases as required
Bde rear CP processes weapons systems status reports
Bde S4 notifies FSB Spt Ops Sec of status of Bde consolidation & reorganization
Bde XO oversees reorganization or refit of units designated by Bde Cdr
Bde XO ensures that reorganized or refit units are cbt ready upon completion of their reorganization or refit
FSB assists in regeneration assessments
Bde Cdr assesses status & capability of Bde units
Bde S4 coords supply support for Bde consolidation & reorganization
Bde S4 responds to changes Bde Cdr makes in Bde priorities
Bde S4 identifies need to reorganize or reconstitute Log units/assets under Bde control
CSS elements are prepared to continue or change mission
FSB Spt Ops Sec provides Log Spt to Bde consolidation & reorganization
Bde S4 coords with FSB Spt Ops Sec to resupply Bn TFs & other subordinate units
Bde S4 Sec supports the reorganization of specific Co/Tms to regain cbt power based on Bde Cdr's directions
Bde S1 Sec supports the reorganization of specific Co/Tms to regain cbt power based on Bde Cdr's directions
Bn TFs consolidates & resupplies
FSB Log Ops are adjusted based on info from Bde
Bde S1/S4 representative in main CP prepares Log portion of FRAGO, as required
Bn TFs receive & implement changes to Log portion of Bde OPORD/FRAGO
FSB Spt Ops Sec provides planning info & assistance to Bde S4
Bde S1/S4 representative in main CP participates in quick cbt decision making process, as required
Bde S4 responds to Bde Cdr's directed changes in operation during Bde execution of battle
Bde S4 acknowledges receipt of Bde Cdr's decision to modify tactical plan or develop new plans

TASK LINKAGES TO OTHER CCFs/UNITS
CONDUCT SUPPLY OPERATIONS (BRIGADE CCF 29)

This subcomponent links the tasks performed as a part of this function with the tasks performed in other CCFs or by other units. The purpose of this subcomponent is to allow the trainer or training developer to incorporate related tasks and participants into a training exercise for this CCF. Tasks which link to this analysis have been extrapolated for CCFs/type units for which TAs have not been accomplished. For tasks extracted from published CCF TAs, the task numbers are provided.

PLANNING TASKS

1. The brigade rear command post coordinates brigade sustainment and protection of logistics operations and activities from its current location during planning.

LINKS TO OTHER CCFs/UNITS

Brigade CCF 18.
- Task 1: The brigade commander and brigade staff direct and lead the brigade during planning for the battle.

Brigade CCF 28.
- Task 1: The brigade rear CP monitors and directs transportation operations during planning.

FSB CCF 29.
- Task: The FSB provides direct support from current location per plans, orders, or requirements.

FSB CCF 18.
- Task: The FSB commander and FSB S3 coordinate the BSA defense with units and brigade S3.
- Task: The FSB commander and support operations officer marshal and synchronize the CSS assets required to support the brigade's tactical plan.

Bn TF CCF 29.
- Task 5b: Bn TF HHC commander coordinates defense of the Bn TF field trains in the BSA.
- Task 9: Provide supply support.
- Task 10: Subordinate units coordinate with the FSB and the brigade staff for supply support.

		- Task 16a: Resupply requests are coordinated and forwarded. - Tasks 19 - 26: Requests for all classes of supply are forwarded through the brigade to the FSB.
2.	The brigade receives an order initiating a new mission from higher headquarters.	Brigade CCF 18. - Task 2: The brigade receives an order initiating a new mission from higher headquarters.
3.	The brigade commander and staff conduct mission analysis.	Brigade CCF 18. - Task 3: The brigade commander and brigade staff conduct mission analysis. FSB CCF 18. - Task: FSB support operations section provides planning information to the brigade S4.
4.	The brigade prepares and issues a brigade warning order.	Brigade CCF 18. - Task 4: The brigade XO directs the brigade staff in the preparation and issuance of brigade warning orders. FSB CCF18. - Task: The FSB commander directs FSB support operations officer to participate in the brigade planning process at the brigade main command post.
5.	The brigade commander issues initial planning guidance.	Brigade CCF 18. - Task 5: The brigade commander issues initial planning guidance. FSB CCF 18. - Task: The FSB commander and support operations officer advise the brigade commander and brigade S4 on FSB support capabilities, as required.
6.	The brigade commander and staff prepare estimates.	Brigade CCF 18. - Task 6: The brigade commander and brigade staff prepare estimates.

	FSB CCF 18. - Task: The FSB support operations section provides planning information to the brigade S4.
7. The brigade commander and staff develop course(s) of action.	Brigade CCF 18. - Task 7: The brigade commander and brigade staff develop COAs. FSB CCF 18. - Task: The FSB commander and support operations section provide input to brigade COA development. - Task: The FSB support operations officer participates in the brigade COA development.
8. The brigade commander and staff analyze course(s) of action (war game).	Brigade CCF 18. - Task 8: The brigade commander and brigade staff analyze COAs. FSB CCF 18. - Task: The FSB commander and support operations section provide input to brigade war gaming sessions. - Task: The FSB support operations officer participates in the brigade war gaming sessions. - Task: The FSB coordinates plan for defense of the BSA with the brigade staff.
9. The brigade staff compares courses of action.	Brigade CCF 18. - Task 9: The brigade staff compares COAs. - Task: The brigade S3 approves terrain use for the BSA and other brigade units operating in the brigade rear. FSB CCF 18. - Task: FSB commander and support operations section provide input to the brigade COA comparison.

- Task: The FSB support operations officer participates in the brigade COA comparison.

10. The brigade commander announces decisions.

Brigade CCF 18.
- Task 10: The brigade commander announces decisions.

11. The brigade staff prepares the operations order or fragmentary order.

Brigade CCF 18.
- Task 11:The brigade staff prepares the OPORD or FRAGO.
- Task 11: The brigade S3 approves terrain use for BSA and other brigade units operating in the brigade rear.

FSB CCF 18.
- Task: The FSB support operations section provides information for inclusion in the brigade OPORD/ FRAGO to the brigade S4.

12. The brigade commander and staff issue the operations order and fragmentary order.

PREPARATION TASKS

LINKS TO OTHER CCFs/UNITS

13. The brigade S1 and the brigade S4 move and establish the brigade rear command post where it can coordinate combat service support and sustain brigade operations.

Brigade CCF 19.
- Task 1: The brigade employs tactical command and control.

FSB CCF 19, 20.
- Task: The FSB S2/S3 operates the BSA.

FSB CCF 18.
- Task: The FSB coordinates a plan for occupation of the BSA.
- Task: The FSB coordinates a plan for base cluster defense of the BSA with the brigade staff.

FSB CCF 19.
- Task: The FSB support operations section coordinates direct support.

	Bn TF CCF 29. - Task 4d: Bn TF field trains are established in the BSA. - Task 5b: Bn TF HHC commander coordinates defense of the Bn TF field trains in the BSA. - Task 6: Bn TF trains maintain communication with the BSA.
14. The brigade staff acquires logistics information during brigade preparation for the battle.	Brigade CCF 19. - Task 1: Brigade CPs acquire, evaluate, and communicate information and maintain status. Brigade CCF 28. - Task 14: The brigade staff acquires transportation information during brigade preparation for the battle. FSB CCF 19. - Task: The FSB CP acquires, evaluates, and communicates information and maintains status. - Task: The FSB monitors and reports the implementation of the support plan. - Task: The FSB commander and support operations officer provide assistance, advice, and recommendations on the employment of the FSB to the brigade commander and brigade S4 during preparation. Bn TF CCF 29. - Task 16a: Resupply requests are coordinated and forwarded. - Tasks 19 - 26: Requests for all classes of supply are forwarded through the brigade to the FSB.
15. The brigade staff evaluates logistics information during brigade preparation for the battle.	Brigade CCF 19. - Task 1: Brigade CPs acquire, evaluate, and communicate information and maintain status.

Brigade CCF 28.
- Task 15: The brigade staff evaluates transportation information during brigade preparation for the battle.

FSB CCF 19.
- Task: The FSB CP acquires, evaluates, and communicates information and maintains status.

FSB CCF 29.
- Task: The FSB support operations section monitors and reports the status of all classes of supply in the BSA.

Bn TF CCF 29.
- Task 17: Continuously monitor and update the status of CSS elements and functions.

16. The brigade rear command post updates products and maintains operations and combat service support status during brigade preparation for the battle.

Brigade CCF 19.
- Task 1: Brigade CPs acquire, evaluate, and communicate information and maintain status.

FSB CCF 19.
- Task: The FSB CP acquires, evaluates, and communicates information and maintains status.

FSB CCF 29.
- Task: The FSB support operations section monitors and reports the status of all classes of supply in the BSA.

17. The brigade staff coordinates logistics operations during brigade preparation for the battle.

Brigade CCF 19.
- Task 1: Brigade CPs acquire, evaluate, and communicate information and maintain status.

Brigade CCF 28.
- Task 17: Brigade staff coordinates transportation operations during brigade preparation.

FSB CCF 19.
- Task: The FSB CP acquires, evaluates, and communicates information and maintains status.
- Task: The FSB commander marshals and synchronizes the CSS assets required to support the brigade's tactical plan.
- Task: The FSB coordinates preparation for base cluster defense of the BSA.

FSB CCF 29.
- Task: The FSB supports current operations.
- Task: The FSB conducts brigade supply operations.

Bn TF CCF 29.
- Task 18: Bn TFs conduct LOGPAC operations.
- Tasks 19 - 29: All classes of supply are resupplied to Bn TF units during LOGPACs.

18. The brigade staff communicates logistics information during brigade preparation for the battle.

Bde CCF 19.
- Task 1: Brigade CPs acquire, evaluate, and communicate information and maintain status.

Bde CCF 28.
- Task 18: The brigade staff communicates transportation information during brigade preparation for the battle.

FSB CCF 19.
- Task: The FSB CP acquires, evaluates, and communicates information and maintains status.

FSB CCF 29.
- Task: FSB logistics operations are adjusted based on information from the brigade.

	Bn TF CCF 29. - Task: Bn TF logistics operations are adjusted based on information from the brigade.
19. The brigade S4 responds to brigade commander directed changes in operations during brigade preparation for the battle.	Brigade CCF 19. - Task 3: The brigade commander directs changes to the operation or plan. FSB CCF 19. - Task: The FSB support operations section provides planning information and assistance to the brigade. - Task: The FSB plan is modified and refined. - Task: The FSB plans to support future operations. Bn TF 19. - Tasks 1a, 2b, 3d: Bn TFs receive and implement changes to the logistics portion of the brigade OPORD/FRAGO.
20. The brigade rehearses logistics operations.	Brigade CCF 19. - Task 4: The brigade commander directs and leads subordinate forces. FSB CCF 19. - Task: The FSB conducts CSS rehearsals and participates in brigade CSS rehearsals. Bn TF CCF 29. - Task 15: Support plans are rehearsed.
EXECUTION TASKS	**LINKS TO OTHER CCFs/UNITS**
21. The brigade rear command post maintains communications to coordinate combat service support and sustain brigade operations during brigade execution of the battle.	Brigade CCF 20. - Task 5: Brigade CPs manage means of communication and maintain command, control, and communications

FSB CCF 18.
- Task: The FSB coordinates plans for occupation of the BSA.
- Task: The FSB coordinates base cluster defense of the BSA.
- Task: The base cluster operations center (BCOC) coordinates base cluster response.
- Task: The BCOC directs the response to threat actions.

Bn TF CCF 29.
- Task 5b: Bn TF HHC commander coordinates the defense of the Bn TF field trains in the BSA.
- Task 6: Bn TF trains maintain communication with the BSA.
- Task 27: Alternate locations are identified for Bn TF trains.

22. The brigade staff acquires logistics information during brigade execution of the battle.

Brigade CCF 20.
- Task 2: Brigade CPs support synchronization by acquiring, evaluating, and communicating information.

Brigade CCF 28.
- Task 22: The brigade staff acquires transportation information during brigade execution of the battle.

FSB CCF 20.
- Task: The FSB CP supports synchronization by acquiring, evaluating, and communicating information.
- Task: The FSB monitors and reports the implementation of the support plan.

FSB CCF 29.
- Task: The FSB support operations section monitors and reports the status of all classes of supply in the BSA.

	Bn TF CCF 29. - Task 17: Continuously monitor and update the status of CSS elements and functions. - Task 34: Maintain and report combat and supply status.
23. The brigade staff evaluates logistics information during brigade execution of the battle.	Brigade CCF 20. - Task 2: Brigade CPs support synchronization by acquiring, evaluating, and communicating information. FSB CCF 20. - Task: The FSB CP supports synchronization by acquiring, evaluating, and communicating information. FSB CCF 29. - Task: The FSB support operations section monitors and reports the status of all classes of supply in the BSA. Bn TF CCF 29. - Task 34: Maintain and report combat and supply status.
24. The brigade rear command post updates products and maintains operations and combat service support status during brigade execution of the battle.	Brigade CCF 20. - Task 2: Brigade CPs support synchronization by acquiring, evaluating, and communicating information. FSB CCF 20. - Task: The FSB CP supports synchronization by acquiring, evaluating, and communicating information.
25. The brigade staff coordinates logistics operations during brigade execution of the battle.	Brigade CCF 28. - Task 25: The brigade staff coordinates transportation operations during brigade execution of the battle.

FSB CCF 20.
- Task: The FSB CP supports synchronization by acquiring, evaluating, and communicating information.
- Task: The FSB commander marshals and synchronizes the CSS assets required to support the brigade's tactical plan.

FSB CCF 29.
- Task: The FSB supports current operations.
- Task: The FSB conducts brigade supply operations.

Bn TF CCF 29.
- Task 18: Bn TF conducts LOGPAC operations.
- Task 36: Immediate/emergency resupply is conducted.

26. The brigade staff communicates logistics information during brigade execution of the battle.

Brigade CCF 20.
- Task 2: Brigade CPs support synchronization by acquiring, evaluating, and communicating information.

Brigade CCF 28.
- Task 26: The brigade staff communicates transportation information during brigade execution of the battle.

FSB CCF 20.
- Task: The FSB CP supports synchronization by acquiring, evaluating, and communicating information.

FSB CCF 29.
- Task: FSB logistics operations are adjusted based on information from the brigade.

	Bn TF CCF 29. - Task: Bn TF logistics operations are adjusted based on information from the brigade.
27. The brigade S4 responds to brigade commander's directed changes in the operation during brigade execution of the battle.	Brigade CCF 20. - Task 4: The brigade commander directs changes to the operation or plan. FSB CCF 20. - Task: FSB support operations section provides planning information and assistance to the brigade S4. FSB CCF 29. - Task: FSB logistics operations are adjusted based on information from the brigade. Bn TF 20. - Tasks 1a, 2b, 3d: Bn TFs receive and implement changes to the logistics portion of the brigade OPORD/FRAGO.
28. The brigade S4 coordinates supply support for brigade consolidation and reorganization.	Brigade CCF 20. - Task 6: The brigade consolidates and reorganizes. FSB CCF 20. - Task: The FSB support operations section provides logistics support to brigade consolidation and reorganization. - Task: The FSB assists in regeneration assessments. FSB CCF 29. - Task: The FSB support operations section provides logistics support to brigade consolidation and reorganization.

	Bn TF CCF 29. - Task 37: Bn TF consolidates and resupplies. - Task 38: CSS elements are prepared to continue or change the mission.
29. The brigade conducts weapons systems replacement operations.	DIV CCF 28. - Task: Complete weapon systems are transported from the DSA to the BSA, or designated drop point, by heavy equipment transporters. DIV CCF 29. - Task: The division weapon system management officer contacts each brigade to determine the internal brigade allocation for assignment of crews and weapon systems to specific battalions. - Task: The division provides weapon systems replacement to battalions based on brigade priorities. FSB CCF 29. - Task: The FSB support operations section coordinates weapons systems replacement linkup between the BSA and the DSA.

KEY PARTICIPANTS BY TASK
CONDUCT SUPPLY OPERATIONS (BRIGADE CCF 29)

This subcomponent identifies the training audience for training events for the related tasks. It is based on the appropriate echelon/type unit TOE and includes special staff (as per appropriate doctrinal reference) critical for the task accomplishment. The purpose of this component is to help commanders and trainers to identify the training audience required for a training event.

	PLANNING TASKS	KEY PARTICIPANTS
1.	The brigade rear command post coordinates brigade sustainment and protection of logistics operations and activities from its current location during planning.	Bde Cdr, Bde S3, Bde S4, Asst Bde S4, Bde S1, Bde FSO, ABE, Bde S2, BSO, Bde S4 Sec, Bde S1 Sec, FSB Cdr, FSB Spt Ops Off, FSB Spt Ops Sec, FSB S2/3 Sec, Bn TF Cdr, Bn TF XO, Bn TF S4
2.	The brigade receives an order initiating a new mission from higher headquarters.	Bde Cdr, Bde XO, Bde S3, Bde S4, ABE, Bde S2
3.	The brigade commander and staff conduct mission analysis.	Bde XO, Bde S3, Bde S2, Bde S4, ABE Asst Bde S4, Bde S5, Bde surgeon, Bde S1, Bde S1 Sec, FSB Spt Ops Off
4.	The brigade prepares and issues a brigade warning order.	Bde S4, Bde S1, Bde S2, ABE
5.	The brigade commander issues initial planning guidance.	Bde Cdr, Bde S4, Bde S1, FSB Cdr, FSB Spt Ops Off
6.	The brigade commander and staff prepare estimates.	Bde Cdr, Bde XO, Bde S3, Bde FSO, Bde S4, Asst Bde S4, Bde S4 Sec, Bde S1, Bde S1 Sec, Bn TF S4s, Bde S5, Bde surgeon, ABE, FSB Cdr, FSB Spt Ops Off, FSB Spt Ops Sec
7.	The brigade commander and staff develop course(s) of action.	Bde XO, Bde S3, Bde S4, Asst Bde S4, Bde S4 Sec, Bde S5, Bde surgeon, FSB Spt Ops Off, Bde FSO, Bde S2
8.	The brigade commander and staff analyze course(s) of action (war game).	Bde S3, Bde S3 Sec, Bde S4, Asst Bde S4, Bde S2, Asst Bde S2, Bde S5, ABE, FSB Cdr, FSB Spt Ops Off, Bde FSO

9.	The brigade staff compares courses of action.	Bde XO, Bde S3, Bde S4, Asst Bde S4, BdeS1, Bde FSO, Bde S5, Bde S2, FSB Cdr, FSB Spt Ops Off
10.	The brigade commander announces decisions.	Bde Cdr, Bde XO, Bde S3, Bde S4, ABE, Bde S1, Bde S5
11.	The brigade staff prepares the operations order or fragmentary order.	Bde Cdr, Bde XO, Bde S2, Bde FSO, Bde S5, Bde S3, Bde S4, Asst Bde S4, Bde S4 Sec, Bde S1, Bde S1 Sec, MP Plt Ldr, Bde engineer (Engr), Bde surgeon, FSB Spt Ops Off, FSB Spt Ops Sec
12.	The brigade commander and staff issue the operations order and fragmentary order.	Bde Cdr, Bde XO, Bde S2, Bde S3, Bde FSO, Bde S5, subordinate unit Cdrs, Bde S4, Bde S1, ABE, FSB Spt Ops Off, FSB Cdr
	PREPARATION TASKS	
13.	The brigade S1 and the brigade S4 move and establish the brigade rear command post where it can coordinate combat service support and sustain brigade operations.	Bde S4, Asst Bde S4, Bde S4 Sec, Bde S1, Bde S1 Sec, BSO, FSB Spt Ops Off, FSB Spt Ops Sec, FSB Cdr, FSB S2/3, subordinate unit HHC Cdrs or unit trains officer in charge (OIC)
14.	The brigade staff acquires logistics information during brigade preparation for the battle.	Bde S1, Bde S5, MP Plt Ldr, Bde surgeon, Bde S4, Asst Bde S4, Bde S4 Sec, Bn TF S4s, FSB Spt Ops Sec, FSB Spt Ops Off, Bn TF S4s, subordinate unit S4s and HHC Cdrs
15.	The brigade staff evaluates logistics information during brigade preparation for the battle.	Bde S1, Bde S5, MP Plt Ldr, Bde surgeon, Bde S4, Asst Bde S4, Bde S4 Sec, Bn TF S4s, FSB Spt Ops Sec, FSB Spt Ops Off
16.	The brigade rear command post updates products and maintains operations and combat service support status during brigade preparation for the battle.	Bde S1, Bde S5, MP Plt Ldr, Bde surgeon, Bde S4, Asst Bde S4, Bde S4 Sec, Bn TF S4s, FSB Spt Ops Sec, FSB Spt Ops Off
17.	The brigade staff coordinates logistics operations during brigade preparation for the battle.	Bde S4, Asst Bde S4, Bde S4 Sec, Bde surgeon, ABE, FSB Spt Ops Off, FSB Spt Ops Sec, Bn TF S4s, DISCOM S2/3, subordinate unit S4s and HHC Cdrs

18.	The brigade staff communicates logistics information during brigade preparation for the battle.	Bde XO, Bde S4, Asst Bde S4, Bde S4 Sec, Bde Engr, Bn TF S4s, Bde S1, Bde S1 Sec, MP Plt Ldr, FSB Spt Ops Off, FSB Spt Ops Sec, FSB Cdr, subordinate unit S4s and HHC Cdrs
19.	The brigade S4 responds to brigade commander directed changes in operations during brigade preparation for the battle.	Bde Cdr, Bde XO, Bde S4, Asst Bde S4, Bde S4 Sec, Bde S1, Bde S1 Sec, MP Plt Ldr, Bde Engr, Bde surgeon, FSB Spt Ops Off, FSB Spt Ops Sec
20.	The brigade conducts logistics rehearsals.	Bde Cdr, Bde XO, Bde S3, Bde FSO, Bde S2, Bde S5, Bde S1, Bde S4, Asst Bde S4, MP Plt Ldr, Bde surgeon, FSB Spt Ops Off, FSB Cdr, FSB staff, subordinate unit Cdrs, XOs, S4s, and S1s

EXECUTION TASKS

21.	The brigade rear command post maintains communications to coordinate combat service support and sustain brigade operations during brigade execution of the battle.	Bde S4, Asst Bde S4, Bde S4 Sec, Bde S1, Bde S1 Sec, BSO, FSB Spt Ops Off, FSB Spt Ops Sec, FSB Cdr, FSB S2/3, subordinate unit HHC Cdrs or unit trains OIC
22.	The brigade staff acquires logistics information during brigade execution of the battle.	Bde S1, Bde S5, MP Plt Ldr, Bde surgeon, Bde S4, Asst Bde S4, Bde S4 Sec, Bn TF S4s, FSB Spt Ops Sec, FSB Spt Ops Off, Bn TF S4s, subordinate unit S4s and HHC Cdrs
23.	The brigade staff evaluates logistics information during brigade execution of the battle.	Bde S1, Bde S5, MP Plt Ldr, Bde surgeon, Bde S4, Asst Bde S4, Bde S4 Sec, Bn TF S4s, FSB Spt Ops Sec, FSB Spt Ops Off
24.	The brigade rear command post updates products and maintains operations and combat service support status during brigade execution of the battle.	Bde S1, Bde S5, MP Plt Ldr, Bde surgeon, Bde S4, Asst Bde S4, Bde S4 Sec, Bn TF S4s, FSB Spt Ops Sec, FSB Spt Ops Off
25.	The brigade staff coordinates logistics operations during brigade execution of the battle.	Bde S4, Asst Bde S4, Bde S4 Sec, Bde surgeon, ABE, FSB Spt Ops Off, FSB Spt Ops Sec, Bn TF S4s, DISCOM S2/3, subordinate unit S4s and HHC Cdrs

26. The brigade staff communicates logistics information during brigade execution of the battle.	Bde XO, Bde S4, Asst Bde S4, Bde S4 Sec, Bde Engr, Bn TF S4s, Bde S1, Bde S1 Sec, MP Plt Ldr, FSB Spt Ops Off, FSB Spt Ops Sec, FSB Cdr, subordinate unit S4s and HHC Cdrs
27. The brigade S4 responds to brigade commander's directed changes in the operation during brigade execution of the battle.	Bde Cdr, Bde XO, Bde S4, Asst Bde S4, Bde S4 Sec, Bde S1, Bde S1 Sec, MP Plt Ldr, Bde Engr, Bde surgeon, FSB Spt Ops Off, FSB Spt Ops Sec
28. The brigade S4 coordinates supply support for brigade consolidation and reorganization.	Bde S4, Asst Bde S4, Bde S4 Sec, Bde S3, FSB Spt Ops Off, FSB Spt Ops Sec, DISCOM MCO, DMMC, subordinate unit S4s and HHC Cdrs
29. The brigade conducts weapons systems replacement operations.	Bde XO, Bde S4, Asst Bde S4, Bde S4 Sec, Bde S3, FSB Spt Ops Off, FSB Spt Ops Sec, DISCOM MCO, DMMC, subordinate unit S4s and HHC Cdrs

KEY INPUTS AND OUTPUTS
CONDUCT SUPPLY OPERATIONS (BRIGADE CCF 29)

This subcomponent identifies critical input information required by participants to successfully accomplish the CCF. Where information results from the performance of the CCF tasks, CCF information output will be identified. One CCF's information output normally is provided as another CCF's input. Critical input and output information is organized by the specific part of the doctrinal product or means used to communicate it. The source of critical information identified is specific only to the CCF echelon and function being analyzed, and is not intended to reflect all the information the product may contain. The purpose of this component is to identify information required to drive a training exercise for this CCF and to establish standards for measuring the performance of CCF tasks resulting in information output.

KEY INPUTS

D-1 DIVISION WARNO

a. Mission, intent, and CCIR of the division commander.

b. Area of operations.

c. Enemy situation.

d. Task organization.

e. Mission type and activities for the brigade.

f. Tentative mission timeline.

g. Concept of logistics support to the scheme of maneuver.

D-2 DIVISION OPORD

a. Five-paragraph order.

1) Corps commander's intent.

2) Division commander's intent.

3) Division commander's CCIR.

4) Concept of the operation.

a) Maneuver.

(1) Tactical scheme of maneuver.

(2) Designation of routes, axes of advance, or defensive positions/sectors.

(3) Types and duration of combat operations.

(4) Main and secondary effort.

(5) Priorities.

b) Fires.

5) Priority intelligence requirements, essential elements of friendly information, friendly forces information requirements.

6) Rehearsal/backbrief timelines.

7) Paragraph 4a, concept of support.

a) An overall visualization of the concept of support, for before, during, and after operations, describing how the operation will be logistically supported.

b) A brief synopsis of the support mission.

c) Locations of DISCOM headquarters and areas.

d) Locations of corps logistics bases.

e) Corps support priorities and where the division fits in those priorities.

f) Corps CSS units supporting the division.

g) Priorities of support for before, during, and after the operation.

h) Significant, critical, unusual, and non-TSOP CSS issues that might impact on the overall operation.

i) Support of non-division elements directed by corps.

j) Significant risk to the operation presented by any logistics functional area.

(1) General areas of interest.

(a) Support boundaries, areas, and relationships.

(b) Support of attached or detached forces.

(c) Programmed locations and projected displacements of logistics support units and areas.

(d) Support provided by/to higher or adjacent units.

(e) The CSS actions in support of security and/or deception operations.

(f) Host nation support arrangements.

(g) The CSS task organization.

(h) Unusual and/or critical impact of weather, terrain, and security on CSS operations.

(i) Extended operations (e.g., long distances, extended time periods).

(2) Priorities.

(a) By unit.

(b) For personnel replacements.

(c) By commodity.

(d) Route use.

(3) Manning.

(a) Priorities for personnel replacements.

(b) Personnel status and replacement operations, such as WSRO.

(c) Projected casualties and their effect on combat readiness.

(d) Requirements for mortuary affairs operations and support.

(4) Arming.

(a) Basic load status.

(b) Operational loads.

(c) Required supply rate (RSR) versus controlled supply rate (CSR).

(d) The CSR allocation.

(e) Ammunition prestocking arrangements.

(f) Priorities for ammunition.

(g) The ATP and ASP general locations.

(h) Distribution methods.

(i) Expenditure restrictions.

(j) Explosive ordnance disposal support.

(k) Significant risks.

(5) Fueling.

(a) Current status.

(b) Anticipated requirements.

(c) Priorities for fuel.

(d) Fuel allocations.

(e) Displacement of fuel and refueling assets.

(f) Significant risks.

(6) Fixing.

(a) The WSRO procedures.

(b) Distribution methods for CL VII and XI.

(c) Priorities for maintenance and evacuation, by unit and by system.

(d) Locations and displacements of maintenance and repair part supply units.

(e) Evacuation procedures.

(7) Moving.

(a) Transportation requirements, logistic versus tactical.

(b) Priorities for movement and route use, by unit and/or by commodity.

(c) Traffic control requirements.

(d) Transportation unit/asset displacements.

(e) Throughput operations.

(f) Security of LOCs.

(g) Supply routes.

(h) Route maintenance requirements.

(i) The HET priorities.

(j) Backhaul priorities.

(k) Extended movement distances.

(l) Allocation of transportation assets.

(8) Sustaining.

(a) Reconstitution.

(b) CL I, II, IV, VI, and VIII.

(c) Distribution methods.

(d) Support from other sources.

(e) Refugees.

(f) Field services.

(g) Locations of medical treatment facilities.

b. Task organization including effective time.

c. Intelligence annex with graphics/overlays.

1) Situation template.

2) The MCOO.

3) Event template.

4) Measures for handling personnel, documents, and material.

d. Operations overlays/concept of operation.

1) Graphics.

2) Mission timelines.

3) The DST/synchronization matrix.

e. Fire support annex.

1) Commander's guidance for fire support.

2) Fires allocated to rear area protection.

3) Allocation of ammunition.

f. Engineer annex.

1) CL IV and V (obstacle) distribution plan.

2) Host-nation support.

g. Service support plan/annex.

1) The CSR and RSR for any classes of supply (i.e., CL III [JP5], CL IV, CL V).

2) Supply distribution plan.

a) Availability/allocation of classes of supply.

b) CL IX availability and priorities.

c) Command-regulated supply items.

3) Transportation plan.

a) Transportation and maintenance priorities.

b) Availability and priority of air assets for resupply missions.

4) Services plan.

5) Medical evacuation and hospitalization.

6) Personnel plan.

7) Civil-military cooperation.

8) The MSR, ASR, and HET line.

9) Traffic control.

10) Priorities.

a) Units.

b) Supply by type.

c) Routes.

11) Division rest and fuel/refuel-on-the-move (ROM) sites.

12) The DSA support plan.

13) The CSS overlay of DSA with all supply points identified.

14) The CSS requirements of division "slice" elements.

15) Augmentation/reinforcement of FSB support assets (e.g., 5,000 gallon tankers, HETs) and priorities for use.

h. The A2C2 annex.

1) Routes and corridors.

2) Restricted areas.

3) Fire support coordination measures (airspace coordination areas [ACAs], etc.).

i. Signal operations annex.

1) Concept of signal operations (including priorities).

2) Tasks to subordinate and supporting signal units/elements.

j. The OPSEC annex.

1) Enemy capabilities.

2) Tasks to subordinate units.

k. Deception annex.

1) Concept of deception operations (including the deception story).

2) Tasks to subordinate and supporting units.

l. The NBC defense operations annex/graphics.

1) Enemy NBC capabilities.

2) Known/suspected contaminated areas.

3) The OEG.

4) The MOPP guidance.

5) Decontamination sites.

m. Civil affairs annex.

1) Concept for civil affairs (including priorities).

2) Civil affairs tasks to subordinate and supporting units.

3) Coordinating instructions.

n. Movements annex.

1) The MSRs.

2) Routes and schedules.

3) Traffic flow and control.

4) Rest and refuel areas.

o. The MP annex.

1) Concept of MP operations (including priorities).

2) Tasks to subordinate units.

3) Coordinating instructions.

a) Coordination and cooperation with civil authorities.

b) Rear operations.

c) The EPWs operations.

d) Law and order operations.

e) Battlefield circulation and control.

p. Rear operations annex.

1) Enemy threat (capabilities and levels).

2) Concept for RACO and ADC including graphics.

3) Tasks to subordinate and supporting units.

4) Coordinating instructions.

a) The RACO and ADC.

b) Civil-military.

c) Fire support coordination.

D-3 DIVISION TSOP

a. Tactical movements procedures.

b. Assembly area occupation procedures.

c. Signal procedures.

d. Fire support procedures.

e. Army aviation procedures.

f. Logistics procedures.

1) Reporting requirements and time.

2) Supply policies and procedures.

g. Personnel procedures.

h. The MP procedures.

i. Civil-military operations procedures.

D-4 GUIDANCE AND INFORMATION FROM THE DIVISION COMMANDER AND STAFF

a. Division commander's verbal or written guidance.

b. Division fragmentary orders.

c. Operational situation reports.

d. Periodic personnel report.

e. Periodic intelligence report.

f. Periodic operations report.

g. Periodic logistics report.

h. Periodic civil affairs report.

i. Engineer reports.

j. Other reports of planning or critical combat information of interest to the brigades.

Bde-1 BRIGADE TSOP

a. Battle command procedures.

1) Succession of command.

2) Alternate CPs.

3) Displacement of CPs.

4) The CP security.

5) Orders and plans.

6) The CP organization/layout/shifts.

7) The CP communications.

8) Reports.

b. Control procedures.

1) Liaison officer procedures.

2) Brevity codes.

3) Terrain index reference system.

4) Recognition techniques.

5) Signals.

6) Alarms and warnings.

7) Readiness conditions.

8) Fixed call signs.

c. Tactical movements procedures.

d. Assembly area occupation procedures.

e. Other tactical operations procedures.

f. Air defense procedures.

1) Air defense warnings.

2) Local air defense warnings.

3) Weapons control status/guidance.

4) Hostile aircraft criteria.

5) Rules of engagement.

g. The A2C2 procedures.

h. Signal procedures.

i. Intelligence and security procedures.

1) General guidance.

2) The NAI/TAI procedures.

3) Document security.

4) Personnel security.

5) The EPW procedures.

6) Captured document and equipment procedure.

j. The NBC procedures.

1) The MOPP guidance.

2) Required NBC teams.

3) Alarms and warnings.

4) Reporting and marking procedures.

k. Engineer procedures.

1) Priorities for support.

2) Countermobility procedures.

3) Scatterable mines.

4) Mobility.

5) Standard obstacles.

l. Fire support procedures.

1) Target numbering.

2) Laser code assignments.

m. Army aviation procedures.

1) Priorities.

2) Supported unit responsibilities.

3) The LZ/PZ selection/preparation.

n. Procedures for attachments/detachments.

o. Logistics procedures.

1) Reports.

a) Logistics status report requirements, formats, and times.

b) Logistics spot report requirements, formats, and times.

2) Reorganization/reconstitution.

3) Supply.

a) The LOGPAC procedures and configurations.

b) Immediate resupply procedures and pre-package configurations.

c) Cache or pre-positioned supply procedures and configurations.

d) Procedures for "service station" and "tail gate" resupply operations.

e) Procedures for rigging supplies delivered by ground vehicles, helicopters, and fixed wing aircraft.

f) Procedures for protecting equipment and supplies from contamination.

4) Services.

5) Transportation.

a) Priorities and procedures for recovery of damaged equipment.

b) Priorities and procedures for augmentation of organic transportation assets for resupply.

6) The ROM.

p. Personnel procedures.

1) Reports.

2) Replacement operations.

3) Casualty reporting.

4) Postal.

5) Finance.

6) Health service support.

7) Medical evacuation procedures.

8) Legal.

9) Public affairs.

10) Religious.

q. The MP procedures.

r. Civil-military operations procedures.

Bde-2 REPORTS AND INFORMATION FROM BRIGADE ELEMENTS AND OTHER UNITS

a. Spot reports.

b. Commander's situation reports.

c. Intelligence reports.

d. Logistics reports.

e. Personnel reports.

f. Engineer reports.

g. Closing reports.

h. The MIJI reports.

i. Patrol reports.

j. The EPW or captured materials reports.

k. The NBC reports.

l. Other reports as specified in the TSOP or as needed.

FSB-1 FORWARD SUPPORT BATTALION TSOP

a. Battle command procedures.

1) Succession of command.

2) Alternate CPs.

3) Displacement of CPs.

4) The CP security.

5) Orders and plans.

6) The CP organization/layout/shifts.

7) The CP communications.

8) Reports.

b. S2/3 intelligence section responsibilities.

1) Battle tracking.

2) The OPSEC procedures.

3) Weather data.

4) Intelligence processing.

5) The EPWs.

c. S2/3 operations section responsibilities.

1) Tactical operations center (TOC) setup and operations.

a) The TOC manning.

b) Shift procedures.

c) The TOC displacement.

d) The TOC security.

2) Movements.

a) Ambush procedures.

b) Air attack procedures.

3) Rear area protection.

a) Command and control.

b) Base cluster defense concept.

c) Reaction force.

d) Vulnerability analysis.

e) Ground attack procedures.

f) Air attack procedures.

g) Signals and codewords.

h) The BSA occupation and layout.

i) Call for fires.

j) Air defense.

k) Engineer mobility/counter mobility/survivability.

l) The MP.

m) Weapons employment.

n) Reconnaissance and surveillance (R&S).

o) Listening posts and observations posts.

4) Communications.

a) Battalion communications.

b) The BSA communications.

c) Remoting.

5) The NBC.

a) The NBC warning and reporting system.

b) The NBC teams.

c) Decontamination.

d) The OEG.

d. Support operations section responsibilities.

1) Supply.

2) Maintenance.

3) Transportation.

4) Medical.

5) Field services.

6) Brigade liaison.

e. Medical support.

1) The AXP.

2) Mass casualties.

3) Patient evacuation.

4) Battalion aid station (BAS) reconstitution.

5) Contaminated casualty treatment.

f. Emergency displacement procedures.

g. The LRP procedures.

h. The ATP procedures.

i. External CSS procedures.

1) CL I, VI, and water.

2) CL II, III(P), IV, and VII.

3) CL III bulk.

4) CL V.

5) CL VIII.

6) CL IX.

7) Maintenance.

8) Transportation.

a) Risk assessment.

b) Driver briefs.

c) Driver support package (e.g., strip maps, compass, rations).

d) Driver rest.

e) Assistant driver requirements.

f) Driver maintenance procedures.

9) Medical.

10) Field services.

a) Graves registration.

b) Salvage.

c) Clothing exchange and bath.

j. Reports.

FSB-2 REPORTS AND INFORMATION FROM SUBORDINATE UNITS

a. Spot reports.

b. Commander's situation reports.

c. Intelligence reports.

d. Logistics reports.

e. Personnel reports.

f. Engineer reports.

g. Closing reports.

h. The MIJI reports.

i. The R&S reports.

j. The EPW or captured materials reports.

k. The NBC reports.

l. Other reports as specified in the TSOP or as needed.

FSB-3 FSB WARNO

a. Mission and intent of the FSB commander.

b. Graphics.

c. Concept of support to achieve the intent of the brigade and DISCOM commander.

d. Enemy situation.

e. The BSA defense and force protection.

f. Task organization.

FSB-4 FSB OPORD

a. Five-paragraph order.

1) Written concept of operations.

a) Concept of support.

b) Concept of BSA defense and force protection.

c) Intelligence.

d) Priority of support.

e) Relocation of ATP.

f) Location and repositioning of forward logistics elements (FLEs).

g) Location of AXPs.

2) Coordinating instructions.

3) Task organization and effective times.

4) Communications and frequency hopping.

5) Rehearsal schedule.

6) The OPSEC requirements.

7) Mission timelines.

8) Rehearsal/backbrief timelines.

b. Intelligence annex/overlays.

c. Fire support annex.

1) Commander's guidance for fire support.

2) Target list and numbers.

3) Fire support execution matrix.

4) Fire support coordination measures.

5) Close air support.

6) Field artillery support.

7) Observation plan.

d. Engineer annex/overlays.

1) Time schedule for use of engineer assets.

2) Brigade commander's priority for engineer support (obstacles, assets) to BSA and rear area.

3) Engineer link-up with units in BSA.

4) CL IV/V (obstacle) link-up with engineers/maneuver units.

5) CL IV and V (obstacle) distribution plan.

6) Countermobility and survivability timelines.

7) The BSA mobility/counter mobility/survivability timeline and assets.

e. The BSA rear operations annex/overlay.

1) Enemy threat (capabilities and levels).

2) Enemy avenues of approach.

3) Concept for RACO and ADC including graphics.

4) Tasks to subordinate and supporting units.

5) Location of base clusters.

6) Location of critical CSS assets.

7) Emplacement of crew served weapons.

8) Fire support target locations and numbers.

9) Location of barriers and obstacles.

10) The R&S plan.

11) Air defense artillery coverage.

12) Communications scheme.

13) Coordinating instructions.

a) The RACO and ADC.

b) Civil-military.

c) Fire support coordination.

f. Administrative/logistics annex/overlay.

1) Location and disposition of the BSA.

2) The CSS overlay with critical information about:

a) The MSR/ASRs.

b) Location (current and planned) for supply points.

(1) CL I/VI and water.

(2) CL II, III(P), IV, and VII.

(3) CL III bulk.

(4) CL V.

(5) CL VIII.

c) Location (current and planned) for FLEs.

d) Location of medical assets.

(1) Casualty collection points.

(2) The AXPs.

(3) The BASs.

e) Location of LRPs.

f) Location of maintenance collection points.

g) Location of HET evacuation points.

h) Location of provided services (laundry and bath, etc.).

i) Location of GRREG points.

3) Information and guidance concerning:

a) Supply.

(1) CL I and VI and water.

(a) Ration cycle.

(b) Feeding concept.

(2) CL II, III(P), IV, and VII.

(a) Basic load.

(b) Requisitioning procedures.

(3) CL III bulk.

(a) Basic load.

(b) Requisitioning procedures.

(4) CL V.

(a) Basic load.

(b) Requisitioning procedures.

(c) The CSR/RSR.

(d) Requisitioning procedures.

(5) CL VIII.

(6) CL IX.

b) Medical.

(1) Medical evacuation plan (ground and air, to include frequency and call signs for communicating with air ambulances).

(2) Mass casualty plan.

(3) Plan to treat chemically contaminated casualties.

(4) Plan to reconstitute a BAS.

c) Maintenance.

(1) Maintenance timelines.

(2) Maintenance priorities.

(3) Established control exchange procedures.

d) The HET evacuation points.

e) Services.

(1) Location of provided services.

(a) Clothing exchange and bath.

(b) Laundry and renovation.

(c) Salvage.

(d) Forward GRREG collection points.

(2) The GRREG.

(a) Recovery.

(b) Identification.

(c) Evacuation.

(d) Hasty burial.

f) Transportation plan and schedule.

g) The WSRO.

h) Reconstitution plan.

g. Air defense annex.

1) Concept of air defense operations.

2) Active air defense guidance.

3) Passive air defense guidance.

4) Weapons control status.

5) Air defense warning system.

h. The NBC operations annex/graphics.

1) Enemy NBC capabilities.

2) Known/suspected contaminated areas.

3) The OEG.

4) The MOPP guidance.

5) Decontamination sites.

i. The MP Annex.

1) Concept of MP operations (including priorities).

2) Coordinating instructions.

a) Coordination and cooperation with civil authorities.

b) Rear operations.

c) The EPW operations.

d) Law and order operations.

e) Battlefield circulation and control.

j. Civil affairs annex.

1) Concept for civil affairs (including priorities).

2) Civil affairs tasks to subordinate and supporting units.

3) Coordinating instructions.

k. The OPSEC annex.

1) Enemy capabilities.

2) Concept of OPSEC.

3) Tasks to subordinate units.

4) Counter measures.

5) Counterintelligence.

6) Coordinating instructions.

l. Movement annex.

1) The MSRs.

2) Routes and schedules.

3) Traffic flow and control.

4) Rest and refuel areas.

5) Recovery procedures.

6) Communications.

7) Defense of convoys.

8) Coordinating Instructions.

m. The DSTs.

1) Enemy events, activities and targets.

2) Friendly events, activities, scheme of maneuver, and control measures (from synchronization matrix and operations overlay).

3) Commander's CCIR.

4) Time estimates to implement decisions which lead to critical decision requirements.

n. The CSS execution/synchronization matrix.

FSB-5 FSB MOVEMENT ORDER (When not included as a movements annex to an OPORD.)

a. Concept of movement.

b. Tasks to subordinate units.

c. Detailed timings.

d. Order of march.

e. Routes.

f. Vehicle density per march unit.

g. March units per serial.

h. Open road speed.

i. Choke point speed.

j. Maximum catch-up speed.

k. Method of movement.

l. Defense on the move.

m. Start point, release point, and critical points.

n. Choke points.

o. Rest/maintenance halts.

p. Instructions for halts.

q. Lighting.

r. Air support.

s. Artillery support.

t. Traffic control.

u. Recovery.

v. Medical.

w. Refueling.

x. Water.

y. Communications.

OUTPUTS

Bde-3 BRIGADE WARNO

a. Mission, intent, and CCIR of brigade commander.

b. Graphics.

c. Enemy situation.

d. Task organization or changes to task organization.

e. Immediate (non-routine) supply requirements.

Bde-4 BRIGADE OPORD

a. Five-paragraph order.

1) Division commander's intent and CCIR.

2) Brigade commander's intent and CCIR.

3) Written concept of the operation.

a) Maneuver.

b) Fires.

c) Intelligence.

4) Designation of routes, axes, areas, sectors, or battle positions.

5) Designation of main and supporting efforts.

6) Coordinating instructions.

7) Task organization and effective times.

8) Communications and frequency hopping.

9) Rehearsal schedule.

10) The OPSEC requirements.

11) Mission timelines.

12) Rehearsal/backbrief timelines.

13) Paragraph 4a, concept of support.

a) An overall visualization of the concept of support, for before, during, and after operations, describing how the operation will be logistically supported.

b) A brief synopsis of the support mission.

c) Locations of support headquarters and areas.

d) Locations of DISCOM logistics bases.

e) Division support priorities and where the brigade fits in those priorities.

f) Division CSS units supporting the brigade.

g) Priorities of support for before, during, and after the operation, if they remain the same throughout the operation.

h) Significant, critical, unusual, and non-TSOP CSS issues that might impact on the overall operation.

i) Support of non-brigade elements directed by division.

j) Significant risk to the operation presented by any logistics functional area.

(1) General areas of interest.

(a) Support boundaries, areas, and relationships.

(b) Support of attached or detached forces.

(c) The CSS actions in assembly areas, staging areas, and attack positions.

(d) Programmed locations and projected displacements of logistics support units and areas.

(e) Support provided by/to higher or adjacent units.

(f) Unusual support arrangements, such as ROM, FLE, brigade LRP, etc.

(g) The CSS actions in support of security and/or deception operations.

(h) Host nation support arrangements.

(i) The CSS task organization.

(j) Unusual and/or critical impact of weather, terrain, and security on CSS operations.

(k) Extended operations (e.g., long distances, extended time periods).

(2) Priorities.

(a) By unit.

(b) By commodity

(c) For personnel replacements.

(d) Maintenance and/or recovery and evacuation, by unit and equipment type.

(e) Route use.

(3) Manning.

(a) Priorities for personnel replacements.

(b) Personnel status and replacement operations, such as WSRO.

(c) Projected casualties and their effect on combat readiness.

(d) Requirements for mortuary affairs operations and support.

(4) Arming.

(a) Basic load status.

(b) Operational loads.

(c) The RSR versus CSR.

(d) The CSR suballocation.

(e) Ammunition prestocking arrangements.

(f) Forecasted requirements.

(g) Priorities for ammunition.

(h) The ATP and ASP general locations.

(i) Distribution methods.

(j) Combat configured loads (CCLs).

(k) Emergency resupply procedures.

(l) Expenditure restrictions.

(m) Monitoring and reporting requirements.

(n) Explosive ordnance disposal support.

(o) Significant risks.

(5) Fueling.

(a) Current status (in vehicles and in bulk carriers or storage).

(b) Anticipated requirements.

(c) Priorities for fuel.

(d) En route requirements and operations.

(e) Bulk refueling procedures.

(f) The ROM.

(g) Forward area rearm/refuel operations.

(h) Refuel assets.

(i) Systems capabilities.

(j) Distribution plan and methods.

(k) Fuel allocations.

(l) Displacement of fuel and refueling assets.

(m) Significant risks.

(6) Fixing.

(a) The WSRO procedures.

(b) Distribution methods for CL VII and XI.

(c) Priorities for maintenance and evacuation, by unit and by system.

(d) Locations and displacements of maintenance and repair part supply units.

(e) Evacuation procedures.

(7) Moving.

(a) Transportation requirements, logistic versus tactical.

(b) Priorities for movement and route use, by unit, commodity, or both.

(c) Traffic control requirements.

(d) Transportation unit/asset displacements.

(e) Throughput operations.

(f) Security of LOCs.

(g) Supply routes.

(h) Route maintenance requirements.

(i) The HET priorities.

(j) Backhaul priorities.

(k) Extended movement distances.

(8) Sustaining.

(a) Reconstitution.

(b) CL I, II, IV, VI, and VIII.

(c) Distribution methods, such as supply point or unit.

(d) Support from other sources.

(e) Refugees.

(f) Field services.

(g) Locations of medical treatment facilities.

b. Intelligence annex/overlays.

1) Situation template.

2) Terrain analysis.

3) Weather analysis.

4) Event template.

5) The MCOO.

c. Fire support annex.

1) Commander's guidance for fire support.

2) Target list.

3) Schedule of fires.

4) Priority of fires and targets for rear area operations.

d. Engineer annex/overlays.

1) Time schedule for use of engineer assets.

2) The Bde commander's priority for engineer support (obstacles, assets).

3) Execution matrix for obstacles.

4) Obstacles (division-directed, brigade-directed, locations, responsibility for emplacing and emplaced obstacles).

5) Resource requirements.

6) Countermobility and survivability timelines.

7) CL IV and V (obstacle) distribution plan.

e. Operations overlay.

1) Maneuver scheme and concept of the operation.

2) Maneuver control measures.

3) Mission and objectives.

4) Main and supporting efforts.

5) Force protection operations.

6) Movement plan.

f. Administrative/logistics annex/overlay.

1) Concept of logistics support for the brigade.

a) Plan to synchronize supply and CSS with tactical scheme of maneuver.

b) Special logistics considerations due to weather, terrain, or security requirements.

c) Listing of peculiar or unusual support requirements.

2) Location and disposition of the brigade support area.

3) The CSS overlays with critical information about:

a) The MSR/ASR and traffic flow plan.

b) Location and internal organization of BSA.

c) Location of battalion task force combat trains and unit maintenance collection points.

d) Locations of the maneuver battalions being supported.

e) The LRP locations.

f) Cache sites.

g) Mobile pre-positioning locations/routes.

h) The LZ/PZ/drop zone, airfield locations.

i) Location of mortuary activities (GRREG Site).

j) Locations (current and planned) for supply points.

k) Medical positions (casualty collection points, brigade and battalion aid stations, AXPs).

l) Maintenance unit locations.

4) The CSR/RSR.

5) Transportation plan and schedule.

6) Supply plan and schedule.

a) The CSR and RSR for any class of supply.

b) Priorities by class, item, unit, location, and transportation for all supplies.

c) Identification of critical CL IX and high demand prescribed load list (PLL) items.

d) Priorities by unit for CL IX and PLL items.

e) The LOGPAC organization, composition, and schedule.

f) Feeding plan and field feeding ration mix.

g) Requirements for CL IV and special CL V to support engineer activities.

h) Logistics requirements for acquisition or maintenance of special equipment (mine rollers/plows) for engineer operations.

7) Maintenance timelines.

8) Maintenance priorities by unit, type of weapons system/vehicle/equipment.

9) Established controlled exchange procedures.

10) Medical evacuation plan.

11) Personnel plan.

12) The CSS execution matrix.

g. Air defense annex.

1) Concept of air defense operations.

2) Active air defense guidance.

3) Passive air defense guidance.

h. The NBC defense operations annex/graphics.

1) Enemy NBC capabilities.

2) Known/suspected contaminated areas.

3) The OEG.

4) The MOPP guidance.

5) Decontamination sites.

i. The A2C2 annex.

1) Routes and corridors.

2) Restricted areas.

3) Fire support coordination measures (ACAs, etc.).

j. Army aviation annex.

1) Aviation concept of operation.

2) Aviation support for logistics operations.

k. Signal operations annex.

1) Concept of signal operations (including priorities).

2) Tasks to subordinate and supporting signal units/elements.

3) Coordinating instructions.

l. Rear operations annex.

1) Enemy threat (capabilities and levels).

2) Concept for RACO and ADC including graphics.

3) Tasks to subordinate and supporting units.

4) Coordinating instructions.

a) The RACO and ADC.

b) Civil-military.

c) Fire support coordination.

m. The MP annex.

1) Concept of MP operations (including priorities).

2) Tasks to subordinate units.

3) Coordinating instructions.

a) Coordination and cooperation with civil authorities.

b) Rear operations.

c) The EPW operations.

d) Battlefield circulation and control.

n. Civil affairs annex.

1) Concept for civil affairs (including priorities).

2) Civil affairs tasks to subordinate and supporting units.

3) Coordinating instructions.

o. The OPSEC annex.

1) Enemy capabilities.

2) Concepts of OPSEC.

3) Tasks to subordinate units.

4) Countermeasures.

5) Counterintelligence.

6) Coordinating instructions.

p. Movements annex.

1) The MSRs.

2) Routes and schedules.

3) Traffic flow and control.

4) Rest and refuel areas.

q. Psychological operations annex.

r. The DST.

1) Enemy events, activities, and targets.

2) Friendly events, activities, scheme of maneuver, and control measures (from synchronization matrix and operations overlay).

3) Commander's CCIR.

4) Time estimates to implement decisions which lead to critical decision requirements.

5) Reflects: NAI, time-phased lines (TPL), decision points, TAI, and triggers (event to cause action).

s. Synchronization matrix.

1) Decision at each TPL.

2) Enemy actions and activities.

3) Friendly dispositions and actions.

Bde-5 GUIDANCE AND INFORMATION FROM BRIGADE COMMANDER AND STAFF

a. Brigade commander's verbal or written guidance and reports.

b. Operations reports.

c. Personnel reports.

d. Intelligence reports.

e. Logistics report.

f. Reports as required (see pp. H-79 to H-83 of FM 71-3).

g. The NBC reports.

h. Other reports of planning or critical combat information of interest to subordinate, higher, and adjacent units.

TASK LIST
CONDUCT SUPPLY OPERATIONS (BRIGADE CCF 29)

The purpose of this subcomponent is to identify, organize, and list in logical sequence all of the tasks and subtasks necessary to perform this function. Normally, the primary participants responsible for performing the task are identified. The tasks were extracted from the appropriate doctrinal publications and sources. The specific sources of reference for each task and subtask are shown in brackets [ ] following the task.

In many instances, the wording of the task has been changed from the text found in the ARTEP-MTP or FM to add clarity, context, or meaning. The references allow the user to refer to the original source material for further detail and context, if desired.

For tasks selected from an ARTEP-MTP, the task number has been expanded with a slash (/) to identify the subtask and standard reflected in the ARTEP-MTP task. To illustrate: a task referenced as [ARTEP 71-3-MTP, 71-3-4001/4c] was derived from ARTEP 71-3-MTP, the Mission Training Plan for the Heavy Brigade Command Group and Staff, and identifies brigade S4 section task "71-3-4001, Conduct Logistical Planning,"subtask "4," "Prepares plans and orders," standard or sub-element "c ."

For tasks derived from an FM, the FM number and page number have been provided as a reference. For example, the reference for a task "The brigade commander demonstrates understanding of mission and higher commander's intent during confirmation briefing to the division commander" would be [FM 101-5, p. 1-9].

Some tasks and subtasks needed to define the function are not contained in ARTEP-MTPs, nor can they be derived from FMs. Tasks and subtasks were identified to fill such gaps and were developed during coordination visits with various Army schools, FORSCOM units, and CTCs. These tasks are listed as FN and are annotated with their source. For example, tasks identified by CSS OCs at the NTC would be referenced as [FN-NTC CSS OCs]. Still other tasks and subtasks were identified based on review of newsletters and other documents published by the CALL, which capture lessons learned from Army units relevant to DTTP. Tasks derived from CALL publications are referenced as LL with the appropriate document and page number provided. For example, a task extracted from CALL Newsletter 95-6, "National Training Center's 'Fighting with Fires'" is referenced as [LL-CALL Newsletter 95-6, p. 16].

In some cases, the analysis of the CCF resulted in the identification of tasks for which no doctrinal references could be determined. Such tasks were selected based on author experience and a careful study of relevant doctrine. These tasks are referenced as AN.

Full references for all the source material are listed in the reference section.

The majority of tasks in this task list which identify specific coordination between the brigade S4 and the FSB support operations section or officer were initially identified in ARTEP 63-216-MTP for the FSB. These tasks were determined to also be tasks necessary for the brigade S4, even though they were not found in a doctrinal source for the brigade. While the tasks have been substantially rewritten or reworded to apply to the brigade S4 or brigade S4 section for this CCF, the reference from the original source was retained.

Brigade CCF 18 (Plan for Combat Operations) tasks have been integrated into this task analysis as the primary logistics planning tasks because they reflect the command and control aspects of the brigade planning process. Subtasks listed under the tasks reflect those actions or events which are critical to the coordination, synchronization, and integration of brigade activities for planning supply. This task analysis also includes the overall logistics planning and rehearsal tasks, and the logistics tasks related to brigade rear operations and operations in the BSA, even though they may not directly apply to the supply function.

PLANNING

1. **The brigade rear command post coordinates brigade sustainment and protection of logistics operations and activities from its current location during planning.**

   a. The brigade rear CP and FSB CP operate from a collocated rear CP. [FM 71-3, p. 8-19; ARTEP 71-3-MTP, Task 71-3-4004/1b].

      1) The brigade S4 and brigade S1 sections operate from the brigade rear CP. [ARTEP 71-3-MTP, Task 71-3-4004/1; 1012/2, /3].

      2) The brigade rear CP maintains continuous operations. [ARTEP 71-3-MTP, Task 71-3-4004/1c].

      3) The brigade rear CP personnel (brigade S4 and brigade S1 sections) coordinate with the FSB staff to monitor and direct sustainment of brigade close, deep, and rear operations. [ARTEP 71-3-MTP, Task 71-3-4004/1f].

      4) The brigade rear CP and the FSB CP maintain continuous internal communications and coordination. [FM 71-3, p. 8-19].

   b. The brigade rear CP maintains communications with higher and subordinate units. [ARTEP 71-3-MTP, Task 71-3-4004/1d].

      1) All units operating in the BSA maintain radio, wire, or messenger communications with the FSB CP and the brigade rear CP. [FM 71-3, p. 6-34/8-19].

      2) The brigade rear CP maintains communications in accordance with (IAW) the brigade TSOP. [FN-CGSC, CSS SMEs].

         a) Brigade command net. [AN].

         b) The FSB command net. [FM 63-20, p. 3-13].

         c) Brigade administrative/logistics (A/L) net. [FM 71-3, p. H-39].

d) Division A/L net. [AN].

e) Division support command (DISCOM) logistics/operations (Log/Ops) net. [FM 63-20, p. 3-13].

f) The DISCOM command/operations (Cmd/Ops) net. [FM 63-20, p. 3-13].

g) Brigade O&I net. [FN-CGSC, CSS SMEs].

3) The brigade rear CP operates as the net control station (NCS) for the brigade A/L net. [FM 71-3, p. H-39].

4) The brigade rear CP establishes wire communications with subordinate units operating in the BSA. [ARTEP 71-3-MTP, Task 71-3-4004/1e].

5) The brigade rear CP places a representative in brigade main CP as a CSS planner, normally an assistant brigade S4. [FN-NTC CSS SMEs].

c. The brigade rear CP personnel monitor the brigade tactical situation. [ARTEP 71-3-MTP, Task 71-3-1012/3].

1) Continuously monitor brigade command, O&I, and A/L radio nets. [ARTEP 71-3-MTP, Task 71-3-1012/3b].

2) Collect and analyze brigade SPOTREPs, SITREPs, INTSUMs, and PERINTREPs. [FM 71-3, p. H-79].

a) Identify potential threats to the BSA. [AN].

b) Identify potential threats to other rear area logistics activities (e.g., MSR, convoys, supply points, ASP). [AN].

3) Exchange information with the brigade S1/S4 representative in the brigade main CP. [AN].

a) Provide information to the brigade S1/S4 representative in the main CP for the brigade S3 and brigade S2 on rear area combat operations requirements or issues. [AN].

b) Provide requirements to the brigade S1/S4 representative in the main CP for additional security for other logistics activities (e.g., MSR, convoys, supply points, ASPs). [AN].

c) Receive current information from the brigade S3 on ongoing operations or operations that impact on logistics activities. [AN].

d) Receive current information from the brigade S2 on enemy activities or changes in the weather that impact on logistics activities. [AN].

4) The brigade S4, or his designated representative, attends daily and special staff meetings at the brigade main CP. [AN].

d. The brigade S4 section acquires LOGSTATs and logistics SPOTREPs from subordinate unit (e.g., Bn TFs, DS artillery Bn, combat engineer Bn, ADA battery, MP Plt, brigade HHC, etc.) S4s, 1SG, or logistics representatives. [FM 71-3, pp. H-60, H-79].

1) Subordinate units identify supply requirements by submitting their LOGSTAT through their unit field trains to brigade S4. [FN-NTC CSS OCs].

2) The brigade S4 section consolidates requirements for all classes of supply for all brigade units, including the brigade HHC, and then forwards them to the FSB support operations section. [FN-NTC CSS OCs].

3) The brigade S4 section evaluates Bn TF LOGSTATs to confirm that Bn TF S4s are requesting the correct type and volume of supplies based on their tentative missions. [FN-NTC CSS OCs].

4) The brigade S4 section identifies Class II or VII end items which are identified as destroyed in LOGSTATs, SITREPs, or loss reports. [FN-NTC CSS OCs].

e. The brigade S4 section personnel conduct logistical staff visits, usually during periods of nonengagement. [ARTEP 71-3-MTP, Task 71-3-4001/5c].

1) The brigade S4, or his representative, conducts daily staff visits with subordinate unit S4s and BMOs in subordinate unit field trains, combat trains, and UMCPs to: [FN-NTC CSS OCs].

a) Verify requirements. [FN-NTC CSS OCs].

b) Verify status of supplies on hand. [FN-NTC CSS OCs].

c) Confirm unit receipt of supplies and maintenance assistance as requested from FSB companies. [FN-NTC CSS OCs].

d) Confirm amounts of Classes IV and V received and issued to each TF. [FN-NTC CSS OCs].

2) The brigade S4, or his representative, conducts staff visits with the FSB S3, the FSB support operations officer, and the ATP to: [FN-NTC CSS OCs]

a) Coordinate BSA security and defense concerns with the FSB S3. [FN-NTC CSS OCs].

b) Coordinate FSB and main support battalion (MSB) operations with the FSB support operations officer. [FN-NTC CSS OCs].

c) Verify status of the FSB supply company issue to subordinate units with the FSB support operations officer. [FN-NTC CSS OCs].

d) Confirm results of daily reports with ATP on amounts of Classes IV and V received and issued to each unit. [FN-NTC CSS OCs].

f. The brigade rear CP personnel maintain current operations and CSS SITMAPs, information displays, and journals. [ARTEP 71-3-MTP, Task 71-3-3003/2].

1) Maintain current enemy and friendly SITMAPs. [ARTEP 71-3-MTP, Task 71-3-1012/3a; 4004/2b].

2) Maintain daily staff journals. [ARTEP 71-3-MTP, Task 71-3-4004/2a; 1012/2c].

3) Prepare and maintain information displays to visually display critical data during planning. [ARTEP 71-3-MTP, Task 71-3-4004/2c; LL-CALL Newsletter No. 95-7, p. IV-2].

a) Restated mission. [LL-CALL Newsletter No. 95-7, pp. IV-2].

b) Specified, implied, and mission-essential tasks. [LL-CALL Newsletter No. 95-7, p. IV-2].

c) Division mission statement and division commander's intent. [LL-CALL Newsletter No. 95-7, p. IV-2].

d) Weather data. [LL-CALL Newsletter No. 95-7, p. IV-2].

e) Constraints and limitations. [LL-CALL Newsletter No. 95-7, p. IV-2].

f) Critical facts and assumptions. [LL-CALL Newsletter No. 95-7, p. IV-2].

g) Timeline, including expected enemy events. [LL-CALL Newsletter No. 95-7, p. IV-2].

h) Task organization. [LL-CALL Newsletter No. 95-7, p. IV-2].

i) Brigade commander's guidance. [LL-CALL Newsletter No. 95-7, p. IV-2].

j) Brigade commander's CCIR. [LL-CALL Newsletter No. 95-7, p. IV-2].

k) The COA development sketch. [LL-CALL Newsletter No. 95-7, p. IV-2].

l) The COA comparison. [LL-CALL Newsletter No. 95-7, p. IV-2].

m) War game worksheet. [LL-CALL Newsletter No. 95-7, p. IV-2].

n) The CSS synchronization matrix. [AN].

o) The DST. [LL-CALL Newsletter No. 95-7, p. IV-2].

g. The brigade rear CP personnel coordinate with the FSB support operations section for resupply of brigade subordinate units. [AN].

1) Continuously update supply status and materiel readiness information through unit LOGSTATs and daily logistics meetings. [AN].

2) Continuously monitor status of Classes III, V, VIII, and IX in brigade. [AN].

3) Forward consolidated supply requirements for all brigade units to the FSB support operations. [AN].

4) Forward requests for Class II or VII end items which have been identified in LOGSTATs and SITREPs as destroyed. [FN-NTC CSS OCs].

2. **The brigade receives an order initiating a new mission from higher headquarters.**

a. The brigade S4 attends the division orders brief, as directed by the brigade commander. [AN].

b. The brigade S4 coordinates with the division G4 to clarify supply issues, as required. [AN].

1) Priorities by unit and class of supply. [AN].

2) The CSS unit task organization. [AN].

3) The CSR/RSR. [AN].

4) Critical shortages. [AN].

5) Division CCIR for supply. [AN].

c. The brigade S4 uses pre-mission guidance from the brigade commander to focus staff estimate data collection. [FN-NTC CSS OCs].

d. The brigade S4 communicates pertinent planning information from the division orders briefing to the FSB support operations officer to initiate FSB parallel planning. [AN].

3. **The brigade commander and staff conduct mission analysis.**

a. The brigade S4 uses pre-mission guidance from the brigade commander to focus data collection for mission analysis and the CSS staff estimate. [FN-NTC CSS OCs].

b. The brigade S4 updates supply status and materiel readiness information. [AN].

c. The brigade S2 and the ABE analyze the AO to determine impact on supply operations. [ARTEP 71-3-MTP, Task 71-3-2001/2b; 8005/2].

1) The brigade S2 and the ABE identify LOCs and transportation in the AO. [ARTEP 71-3-MTP, Task 71-3-2001/2b4; 8005/2a].

2) The brigade S2 and the ABE determine trafficability and condition of road net in the AO. [ARTEP 71-3-MTP, Task 71-3-2001/2b5; 8005/2e; FN-CASCOM Training Directorate].

3) The brigade S2 determines the impact of current and forecasted weather on both on-road and off-road trafficability in the AO. [ARTEP 71-3-MTP, Task 71-3-2001/2c2].

4) The brigade S2 determines enemy capabilities in the AO that could disrupt supply operations. [AN].

d. The brigade S4 identifies specified and implied logistics tasks. [ARTEP 71-3-MTP, Task 71-3-4001/2a].

1) Tactical situation (e.g., type of mission). [FN-NTC CSS OCs].

2) Task organization of units to the brigade. [AN].

3) Missions requiring specific logistics support (e.g., engineer Classes IV and V required as a result of a division directed obstacle). [AN].

e. The brigade S4 identifies essential logistical tasks necessary to accomplish the mission. [ARTEP 71-3-MTP, Task 71-3-4001/2b].

1) Movement requirements and times for distribution of supplies. [FN-NTC CSS OCs].

2) Projected consumption of critical classes of supplies (e.g., Classes III, IV, and V). [FN-NTC CSS OCs].

f. The brigade S4 identifies logistical constraints and restrictions impacting on the brigade mission. [ARTEP 71-3-MTP, Task 71-3-4001/2c].

1) Division-directed logistics support to non-brigade units in the brigade area. [AN].

2) Division imposed CSR. [AN].

3) Division-directed sustainment controls. [AN].

4) Division-identified logistics support constraints and restrictions. [AN].

a) Availability (or lack) and task organization of division support elements to support the brigade. [AN].

b) Availability (or lack) and task organization of other CSS assets to support the brigade. [AN].

5) Enemy activity in the brigade rear area. [AN].

6) Weather and road conditions in the brigade AO. [AN].

g. The brigade S4 updates current logistics estimate. [FN-CGSC CSS SME].

h. The brigade S4 includes current logistical status based on latest information in his mission analysis. [FN-NTC CSS OCs].

1) Current combat power, 12/24/48 hour projections based on results of most recent daily logistics meeting. [FN-NTC CSS OCs].

2) On-hand supply and maintenance status based on latest LOGSTATs. [FN-NTC CSS OCs].

i. The brigade S5 determines brigade specified and implied tasks for civil affairs. [AN].

1) Requirements for logistics support. [AN].

2) Authority for control of displaced civilians/refugees. [AN].

3) Authority to use local civilian resources, facilities, and support. [AN].

j. The brigade S4 ensures dissemination of logistics information resulting from mission analysis to the FSB support operations section and FSB S2/3 to support their parallel planning. [FN-NTC CSS OCs].

4. **The brigade prepares and issues a brigade warning order.**

a. The brigade S4 provides the brigade S3 with critical logistics information to be included in the WARNO; e.g., any critical logistic information known to the S4 prior to the WARNO, based primarily on his experience and the mission analysis. [AN].

1) The CSS unit locations. [AN].

2) Required special equipment or supplies [AN].

3) Supply priorities and schedules. [AN].

4) The CSR/RSR. [AN].

5) Required movements, times, and schedules. [AN].

b. The brigade S4 ensures dissemination of operational information critical to logistics planning, as well as information on logistics requirements, to the FSB support operations section and subordinate unit S4s, if available. [AN].

1) Task organization. [AN].

2) Subordinate unit missions and locations. [AN].

3) Timeline for operations. [AN].

5. **The brigade commander issues initial planning guidance.**

a. The brigade commander provides mission directives and establishes priorities for CSS. [FM 71-3, p. 8-20].

1) Sustainment guidance (e.g., desired ration cycle during preparation). [AN].

2) Priorities by unit and class of supply. [AN].

3) Maintenance and repair guidance and priorities. [AN].

4) Unit priorities for transportation. [AN].

5) Security of logistics nodes, routes, and convoys. [AN].

b. The brigade S4 ensures dissemination of logistics information resulting from the brigade commander's planning guidance to the FSB support operations section, subordinate unit S4s, and the division G4 to support their parallel planning. [AN].

6. **The brigade commander and staff prepare estimates.**

a. The brigade S4 determines what must be supported. [FM 71-3, pp. 8-18, 8-19].

1) Analyzes the operations order to identify the brigade's task organization, including all attachments and units under the brigade's OPCON. [LL-CALL Newsletter No. 94-2, p. I-3].

2) Analyzes modification tables of organization and equipment of Bn TFs to determine logistics resources, capabilities, and capacities. [LL-CALL Newsletter No. 92-5, pp. 3-4.].

3) Analyzes unit logistics reports to identify the density of personnel and equipment being supported. [FM 71-3, p. 8-17].

4) Analyzes unit logistics status reports to determine the readiness of primary weapon systems and materiel stocks. [LL-CALL Newsletter No. 92-5, pp. 3-4].

5) Coordinates with augmenting/attached units to identify requirements for nonstandard supplies or repair parts. [ARTEP 71-3-MTP, Task 71-3-4003/1g].

6) Coordinates with the FSB support operations section to determine what support is required for non-brigade units in the brigade sector. [AN].

7) Coordinates with the FSB support operations section to determine what augmentation is required from the MSB, DISCOM, and/or corps support command to provide responsive support to the brigade sector. [LL-CALL Newsletter No. 94-2, p. I-3].

b. The brigade S4 determines the brigade's logistical situation. [ARTEP 71-3-MTP, Task 71-3-4001/3a5; FM 71-3, p. 8-3].

1) The brigade rear CP personnel coordinate for the status of supplies, services, and capabilities input and planning assistance from the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1013/1].

a) Division support priorities and sustainment controls for supplies, field services, maintenance, transportation, and health services support (HSS) assets. [ARTEP 63-216-MTP, Task 63-1-1013/1a].

b) Information on the current capabilities and limitations of the FSB logistics and HSS systems. [ARTEP 63-216-MTP, Task 63-1-1013/1b].

(1) Reception and clearance capacities. [LL-CALL Newsletter No. 92-5, pp. 1-2].

(2) Carrying capacities of transportation assets. [LL-CALL Newsletter No. 92-5, pp. 1-2].

(3) Volumes of storage facilities. [LL-CALL Newsletter No. 92-5, pp. 1-2].

(4) Maintenance production output rates. [LL-CALL Newsletter No. 92-5, pp. 1-2].

(5) Supply route characteristics, such as: [LL-CALL Newsletter No. 92-5, pp. 1-2].

(a) Surface composition. [LL-CALL Newsletter No. 92-5, pp. 1-2].

(b) Tunnels. [LL-CALL Newsletter No. 92-5, pp. 1-2].

(c) Overhead obstructions. [LL-CALL Newsletter No. 92-5, pp. 1-2].

(d) Bridge weight limits. [LL-CALL Newsletter No. 92-5, pp. 1-2].

(e) Traffic circulation rates. [LL-CALL Newsletter No. 92-5, pp. 1-2].

c) Information on current materiel stocks in the FSB. [LL-CALL Newsletter No. 92-5, pp. 1-2].

(1) Quantity and status of weapon systems. [LL-CALL Newsletter No. 92-5, pp. 1-2].

(2) Ancillary equipment. [LL-CALL Newsletter No. 92-5, pp. 1-2].

(3) Fuel (Class III). [LL-CALL Newsletter No. 92-5, pp. 1-2].

(4) Engineer barrier materiel (Class IV). [LL-CALL Newsletter No. 92-5, pp. 1-2].

(5) Engineer demolitions (Class V). [AN].

(6) Ammunition (Class V). [LL-CALL Newsletter No. 92-5, pp. 1-2].

(7) Repair parts (Class IX). [LL-CALL Newsletter No. 92-5, pp. 1-2].

(8) Medical supplies (Class VIII). [AN].

(9) Other consumable supplies and materiel (Class I, II, VI, and VII) available to sustain or reconstitute combat power of deployed units. [AN].

d) Inbound Class III, IV, and V stocks. [FN-BCTP Tm B, CSS Tm; FN-CGSC, CSS SMEs].

e) Projected 12, 24, and 48-hour status of supplies resulting from the expected usages of consumable supplies and weapon systems, based on previous consumption and attrition rates for similar missions. [LL-CALL Newsletter No. 92-5, Nov 92, p. 1-2].

f) The FSB contact team availability for current and projected on-site repairs. [ARTEP 63-216-MTP, Task 63-1-1013/1d].

g) Known division-level logistics and HSS shortfalls and solutions. [ARTEP 63-216-MTP, Task 63-1-1013/1e].

h) Sources of Classes IV and V obstacle and construction materials. [LL-CALL Newsletter No. 92-5, p. 9].

2) The brigade S4 continuously analyzes information from subordinate units to identify the status of supplies, equipment, and tentative requirements. [FN-NTC CSS OCs].

a) Determines on-hand and projected status for all classes of supply and maintenance based on last LOGSTATs. [FN-NTC CSS OCs].

b) Determines the current and projected operational status of all key weapons systems, items of equipment, and vehicles. [ARTEP 63-216-MTP, Task 63-1-1013/1c; FN-BCTP Tm B, CSS Tm].

c) Determines current combat power, and 12, 24, and 48-hour projections, based on information from last logistics meeting. [FN-NTC CSS OCs].

d) Determines on-hand status, and 12, 24, and 48-hour projections, for Class III, IV, and V. [FN-BCTP Tm B, CSS Tm; FN-CGSC, CSS SMEs].

e) Determines weapons density for RSR/CSR allocation recommendations. [FN-BCTP Tm B, CSS Tm; FN-CGSC, CSS SMEs].

3) The brigade S4 coordinates with other brigade staff sections to determine logistics capabilities, shortfalls, and requirements. [ARTEP 71-3-MTP, Task 71-3-4001/1a; FN-CGSC CSS SME].

a) Obtains information on changes in the personnel situation that could impact on logistical support to the brigade from the brigade S1 (e.g., projections of key logistics personnel shortages). [ARTEP 71-3-MTP, Task 71-3-4002/2a].

b) Obtains applicable intelligence preparation of the battlefield (IPB) information from the brigade S2 to review and incorporate, as appropriate. [ARTEP 71-3-MTP, Task 71-3-4001/3a4].

(1) Locations and conditions of routes and LOCs suitable for MSRs. [AN].

(a) Whether new routes need to be constructed. [LL-CALL Newsletter No. 92-5, p. 9].

(b) Whether sections of routes need repairs/improvements. [AN].

(2) Locations and facilities suitable for storage of supplies. [AN].

(3) Impact of forecasted weather on operations to identify general supply/sustainment requirements. [ARTEP 71-3-MTP, Task 71-3-2001/2c4].

(4) Impact of weather conditions, both present and forecasted, on CSS activities and supply requirements, (e.g., if routes available for resupply will be passable, from a road or surface condition stand point, for resupply vehicles at the times use is anticipated). [ARTEP 71-3-MTP, Task 71-3-4002/3f].

(5) Identification of areas of defilade for protection of resupply operations. [LL-CALL Newsletter No. 92-5, p. 9].

(6) Enemy capabilities to disrupt supply operations. [AN].

c) Coordinates with the brigade S2 to identify transportation related information requirements and priority information requirements. [AN].

d) Obtains and analyzes input from the brigade S3 on changes in the brigade's task organization. [AN].

e) Obtains general logistics support requirements for brigade civil/military operations from the brigade S5. [ARTEP 71-3-MTP, Task 71-3-5001/2c].

(1) Estimate of number of civilian refugees and internees requiring logistical support based on brigade S5's determination of the number of personnel in each collection camp, assembly area, and dislocated civilian camp within the brigade AO. [ARTEP 71-3-MTP, Task 71-3-4002/4b; 5004/1b].

(2) Projection of number of civilian refugees and internees that will require logistical support based on brigade S5's estimates of the increase or decrease of dislocated civilians within the next 48 hours. [ARTEP 71-3-MTP, Task 71-3-5004/1g].

(3) Identification of support for division civilian refugee collection point, if required. [AN].

f) Obtains determination of area resources available to support the brigade combat mission from the brigade S5. [ARTEP 71-3-MTP, Task 71-3-4001/3a4; 5001/2c3].

(1) Identification of local resources, facilities, and support available to satisfy brigade CSS requirements. [ARTEP 71-3-MTP, Task 71-3-5003/1].

(2) Determination of total quantities of supply and materiel resources available, organized IAW the 10 classes of supply. [ARTEP 71-3-MTP, Task 71-3-5001/2c1; 5001/2c4].

(3) Identification of U.S. Government agencies supporting local civilian community. [ARTEP 71-3-MTP, Task 71-3-5002/2a].

g) Obtains identification of actual or potential battlefield NBC contamination from the brigade chemical officer and the brigade S2 to determine: [LL-CALL Newsletter No. 92-5, p. 9].

(1) Impact on logistics support. [LL-CALL Newsletter No. 92-5, p. 9].

(2) Routes to avoid contaminated areas. [LL-CALL Newsletter No. 92-5, p. 9].

(3) Control of access into and egress out of contaminated areas. [LL-CALL Newsletter No. 92-5, p. 9].

h) Obtains information on the traffic circulation and highway regulation plans and requirements from the brigade MP platoon leader. [AN].

i) Obtains general logistics support requirements for EPW operations and civilian refugee collection operations from brigade MP platoon leader. [AN].

(1) Estimates of personnel required to support forward collecting points for EPWs, refugees, and civilian internees. [ARTEP 71-3-MTP, Task 71-3-1202/2d].

(2) Estimates of materiel required to support forward collecting points for EPWs, refugees, and civilian internees. [ARTEP 71-3-MTP, Task 71-3-1202/2d].

4) The brigade S4 identifies potential supply routes based on: [AN].

a) IPB information. [AN].

b) Engineer route reconnaissance overlays. [LL-CALL Newsletter No. 92-5, pp. 3-4].

c) Division traffic circulation and highway regulating plans. [LL-CALL Newsletter No. 92-5, pp. 3-4].

5) The brigade S4 coordinates directly with the division G4 to check the status of Class II and VII end items which have been requested on previous brigade LOGSTATs and SITREPs. [FN-NTC CSS OCs].

6) The brigade S4 coordinates directly with the division G4 when necessary to request assistance or intervention on issues of logistics concern. [FN-NTC CSS OCs].

c. The brigade S4 prepares logistical staff estimate. [ARTEP 71-3-MTP, Task 71-3-4001/3].

1) Considers the brigade commander's planning guidance. [ARTEP 71-3-MTP, Task 71-3-4001/2d].

2) Forecasts logistical requirements based on reports of damaged/destroyed equipment and daily LOGSTAT reports. [LL-CALL CTC Trends - FN-NTC, 1QFY95, p. II-24].

3) Prepares logistics information in terms which have meaning to the tactical planner, such as: [LL-CALL Newsletter No. 92-5, p. 8].

   a) The number of rounds per weapon/weapon system. [LL-CALL Newsletter No. 92-5, p. 8].

   b) Hours of fuel per vehicle. [LL-CALL Newsletter No. 92-5, p. 8].

   c) Days of rations per individual. [LL-CALL Newsletter No. 92-5, p. 8].

4) Ensures that the estimate provides an accurate and up-to-date assessment of the brigade's current and projected CSS situation, capabilities, and limitations which includes: [FM 101-5, p. C-9].

   a) The brigade commander's restated mission. [FM 101-5, p. C-40].

   b) Intelligence situation that applies to CSS operations. [FM 101-5, p. C-40].

      (1) Specific aspects of the AO which might affect the CS effort. [FM 101-5, p. C-40].

      (2) Enemy activities affecting CSS activities. [FM 101-5, p. C-40].

   c) Tactical situation that applies to CSS operations. [FM 101-5, p. C-41].

   d) Personnel situation based on information obtained from the brigade S1. [FM 101-5, p. C-41].

   e) Current and potential locations for CSS units and logistics sites. [FM 101-5, p. C-42].

   f) Current and projected CSS status and capabilities for each CSS functional area. [FM 101-5, p. C-42].

      (1) Supply: [FM 101-5, p. C-43].

         (a) Overall status of controlled items. [FM 101-5, p. C-43].

         (b) Specific information on current and projected status, allocations, and availability of each class of supply. [CGSC Text 101-6, p. 1-8].

      (2) Transportation: [FM 101-5, p. C-43].

(a) Current and projected status and capabilities. [FM 101-5, p. C-43].

(b) Adequacy and limitations of routes. [FM 101-5, p. C-43].

(c) Capability of movement control. [FM 101-5, p. C-43].

(d) Time, distance, and fuel factors. [FM 101-5, p. C-43].

(3) Services: [FM 101-5, p. C-43].

(a) Current and projected status and capabilities of services (e.g., clothing, mortuary affairs, bath, laundry, trash collection). [CGSC Text 101-6, p. 1-8; FM 63-3, p. A-6].

(b) Problems. [FM 101-5, p. C-43].

(4) Maintenance. [FM 101-5, p. C-42].

(a) Current and projected Class IX status. [FM 101-5, p. C-42].

(b) Class IX shortages. [CGSC Text 101-6, p. 1-7].

(c) Cannibalization authority. [CGSC Text 101-6, p. 1-7].

(d) Class VII end item status. [FM 101-5, p. C-42].

(e) Maintenance priorities and repair time factors. [CGSC Text 101-6, p. 1-7].

(5) Civilian labor: [FM 101-5, p. C-43].

(a) Current and projected situation and status. [FM 101-5, p. C-43].

(b) Restrictions on use of civilians. [FM 101-5, p. C-43].

(6) Facilities and construction. [FM 101-5, p. C-43].

(a) Hardstand suitable for maintenance operations. [AN].

(b) Sheltered or roofed facilities suitable for maintenance or supply storage. [AN].

(7) The HSS: [FM 101-5, p. C-44].

(a) Current and projected status of treatment and evacuation resources. [FM 101-5, p. C-44].

(b) Projected locations for patient collection points and AXPs. [FM 101-5, p. C-44].

(c) Current and projected status of health service logistics. [FM 101-5, p. C-44].

(8) The EPW and refugee operations: [FM 101-5, p. C-44].

(a) Facilities status. [AN].

(b) Potential sustainment requirements. [FM 101-5, p. C-44].

d. The brigade S4 submits the logistics estimate to the brigade S3, brigade XO, and the FSB commander. [ARTEP 71-3-MTP, Task 71-3-4001/3c].

7. **The brigade commander and staff develop course(s) of action.**

a. The brigade XO ensures that the brigade S1, brigade S4, and FSB support operations officer are integrated into the brigade staff's planning process. [LL-CALL CTC Bulletin No. 93-4, p. 13].

1) The brigade XO ensures that logistics estimates are complete and the tactical plan and CSS plan are coordinated. [LL-CALL CTC Bulletin No. 93-4, p. 13].

2) The brigade XO ensures that logisticians are provided information on the tactical COAs and their ramifications for support. [LL-CALL Newsletter No. 92-5, p. 10].

a) Maneuver plan. [LL-CALL Newsletter No. 92-5, p. 10].

b) Obstacle plan. [LL-CALL Newsletter No. 92-5, p. 10].

c) Fire support plans. [LL-CALL Newsletter No. 92-5, p. 10].

d) Movement plans. [AN].

3) The brigade staff and FSB support operations section anticipate changes in priorities, support operations, and brigade task organizations. [FM 71-3, p. 8-3].

4) The brigade staff and FSB support operations section prepare to rapidly tailor available capabilities in response to anticipated changes. [FM 100-10, p. 1-4].

b. The brigade S3 identifies and allocates terrain for a general BSA location which does not interfere with tactical movement, based on the following factors: [FM 71-3, p. 8-6].

   1) Situated away from logical enemy avenues of approach. [FM 71-3, p. 8-6].

   2) Beyond the range of enemy cannon artillery. [FM 71-3, p. 8-6].

   3) Large enough space to allow dispersion of facilities. [FM 71-3, p. 8-6].

   4) Close to, or served by, a road network which would be suitable to use as an MSR. [FM 71-3, p. 8-6; FM 63-20, p. 2-4].

   5) Able to support extensive vehicular traffic. [FM 63-20, p. 2-4].

   6) Adequate surface and trafficability to support large vehicles in all weather. [FM 63-20, p. 2-4].

c. The brigade S4 and FSB support operations officer identify a logistics concept of support for each brigade COA proposed by the brigade S3. [ARTEP 71-3-MTP, Task 71-3-4001/3b].

   1) Review friendly situation based on the brigade commander's guidance and input from the brigade S3. [ARTEP 71-3-MTP, Task 71-3-4001/3a1].

   2) Analyze the brigade tactical mission and the brigade commander's intent for indications of when and where support actions are to be synchronized with maneuver to identify logistics-triggering mechanisms. [LL-CALL Newsletter No. 92-5, pp. 3-4].

   3) Coordinate with the brigade S2 to identify logistics intelligence factors: [ARTEP 71-3-MTP, Task 71-3-4002].

      a) Assess the impact of enemy capabilities on the brigade's logistical operations. [ARTEP 71-3-MTP, Task 71-3-4002/3a].

      b) Consider the effects of counterintelligence on logistics activities (e.g., impact of noise and light discipline, camouflage requirements, restrictions on number of vehicles traveling together). [ARTEP 71-3-MTP, Task 71-3-4002/3e].

      c) Consider essential elements of friendly information based on enemy capabilities that could have a major impact on CSS activities. [ARTEP 71-3-MTP, Task 71-3-4002/3b].

d) Assess the impact of weather conditions, both present and forecasted, on CSS activities. [ARTEP 71-3-MTP, Task 71-3-4002/3f].

e) Assess capabilities of potential routes based on IPB input (e.g., if routes available for resupply will be passable, from a road or surface condition stand point, for resupply vehicles at the logistics trigger points anticipated in the COA). [LL-CALL Newsletter No. 92-5, p. 9].

4) Analyze operations information to determine locations of friendly forces, likely logistics release points, resupply routes, and distances. [LL-CALL Newsletter No. 92-5, pp. 3-4].

5) Analyze each brigade COA to identify missions for subordinate units. [FM 71-3, p. 8-18].

a) Identify when, how, and where units will perform missions. [FM 71-3, pp. 8-17 to 8-19].

b) Obtain information from supporting unit (field artillery, ADA, engineer, etc.) liaison officers or representatives in the brigade main CP on their unit specific support requirements. [LL-CALL Newsletter No. 94-2, p. I-3].

6) Forecast, identify, and examine logistics requirements. [ARTEP 71-3-MTP, Task 71-3-4001/1c].

a) Analyze requirements for all classes of supplies for each COA. [AN].

b) Analyze tactical support requirements received from the brigade S4 section in the brigade rear CP. [FN-NTC CSS OCs].

c) Analyze information received from the FSB support operations section on assets available to support operations. [FN-NTC CSS OCs].

7) Determine logistics support requirements for offensive COAs. [ARTEP 63-216-MTP, Task 63-1-1013/8].

a) Increased quantities of meals, ready to eat, Class III, and maintenance supplies. [LL-CALL Newsletter No. 94-2, p. I-4].

b) Decreased quantities of Class IV, Class V, and field services. [LL-CALL Newsletter No. 94-2, p. I-4].

c) Positioning of ammunition, petroleum, oil, and lubricants (POL), medical, and maintenance elements forward as lines of support increase. [ARTEP 63-216-MTP, Task 63-1-1013/8b].

(1) Relocation of ATPs due to increased distances and longer travel times to ASPs and ATPs. [LL-CALL Newsletter No. 94-2, p. II-2].

(2) Standardized, pre-configured ammunition loads based on expected ammunition haul requirements. [LL-CALL Newsletter No. 94-2, p. II-2].

(3) Class III point to move forward on short notice to reduce distances for subordinate units' access. [LL-CALL Newsletter No. 94-2, p. II-6].

(4) Use of host nation or captured enemy POL. [LL-CALL Newsletter No. 94-2, p. II-6].

(5) The AXPs to be located forward to reduce time and distances for subordinate unit evacuation. [AN].

d) Prepositioning of combat-load configured supplies in brigade and battalion trains. [LL-CALL Newsletter No. 94-2, p. I-4].

e) Aerial resupply. [ARTEP 63-216-MTP, Task 63-1-1013/8d].

f) Uploading equipment and supplies on unit organic vehicles. [AN].

g) The ROM operations. [AN].

h) Forward tactical refuel points. [LL-CALL Newsletter No. 94-2, p. I-4].

i) The FLE. [AN].

j) Brigade LRP. [AN].

k) Nonmedical transportation assets to meet requirements for additional evacuation due to increased casualties. [LL-CALL Newsletter No. 94-2, p. I-5].

l) Prepackaged sets of Class VIII supplies pushed through the FSB medical company to task force aid stations. [LL-CALL Newsletter No. 94-2, p. I-5].

8) Determine logistics support requirements for defensive COAs. [ARTEP 63-216-MTP, Task 63-1-1013/9].

a) Increased quantities of B-rations, Class IV, Class V, and field services. [LL-CALL Newsletter No. 94-2, p. I-4].

b) Decreased quantities of Class III and maintenance. [LL-CALL Newsletter No. 94-2, p. I-4].

c) Recovery operations during retrograde. [AN].

d) Stockpiling limited amounts of Classes III, IV, and V in centrally located battle positions. [ARTEP 63-216-MTP, Task 63-1-1013/9a].

e) Locations for pre-positioning of supplies. [FM 101-5, p. F-28].

f) Echeloning support elements and supplies in depth throughout the defensive area. [ARTEP 63-216-MTP, Task 63-1-1013/9b].

g) Infiltration techniques for LOGPAC operations. [ARTEP 63-216-MTP, Task 63-1-1013/9c].

h) Conducting LOGPACs during periods of limited visibility to reduce detection. [ARTEP 63-216-MTP, Task 63-1-1013/9c].

i) Evacuation or repositioning of supplies and equipment to planned fallback points (e.g., movement of engineer equipment, Class IV, and Class V). [ARTEP 63-216-MTP, Task 63-1-1013/10c].

j) Destruction of supplies and equipment (except medical). [ARTEP 63-216-MTP, Task 63-1-1013/10d].

k) Limiting forward movement of supplies for retrograde operations. [ARTEP 63-216-MTP, Task 63-1-1013/10b].

9) Determine projected logistics support of battle-driven surge requirements. [AN].

a) Class III and Class V to support unexpected success/pursuit of enemy. [AN].

b) Class IV, Class V, and engineer equipment to support hasty defense or mission change from offense to defense. [AN].

c) Medical personnel, supplies, and facilities to support mass casualty situation. [AN].

10) Determine brigade requirements for transportation for sustainment operations as well as for additional supply requirements. [AN].

11) Coordinate with brigade staff sections to determine specific logistics support requirements. [ARTEP 71-3-MTP, Task 71-3-4001/1a; AN; FN-CGSC CSS SME].

a) Logistics support requirements for the brigade personnel replacement system from the brigade S1. [ARTEP 71-3-MTP, Task 71-3-4002/2c].

b) Logistics support requirements for brigade intelligence operations from the brigade S2. [AN].

(1) Electronic warfare (EW) equipment and supplies. [ARTEP 71-3-MTP, Task 71-3-4002/3g].

(2) Psychological operations (PSYOPS) equipment and supplies. [ARTEP 71-3-MTP, Task 71-3-4002/3h].

c) Logistics support requirements for brigade civil/military operations based on the brigade S5's determination of mission to support civilian population. [ARTEP 71-3-MTP, Task 71-3-5001/2c].

(1) Number of civilian refugees and internees in each collection camp, assembly area, and dislocated civilian camp requiring logistical support from the brigade. [ARTEP 71-3-MTP, Task 71-3-4002/4b; 5004/1b].

(2) Other civilian support requirements. [ARTEP 71-3-MTP, Task 71-3-5001/2c2].

(a) Food, water, heating, and cooking fuel. [AN].

(b) Shelter. [AN].

(c) The HSS. [AN].

d) Logistics support requirements for brigade engineer operations from the brigade engineer. [ARTEP 71-3-MTP, Task 71-3-8001/3b; FM 101-5, p. 3-50].

(1) Class IV/V requirements based on projections of the engineer battalion Class IV/V requirements. [AN].

(2) Class III requirements based on projections of the engineer battalion survivability and countermobility work to be performed. [AN].

e) Logistics support requirements for EPW operations from the brigade MP platoon leader. [AN].

(1) Number of personnel to support forward collecting points. [ARTEP 71-3-MTP, Task 71-3-1202/2d].

(2) Supplies and materiel to support forward collecting points. [ARTEP 71-3-MTP, Task 71-3-1202/2d].

f) Logistics support requirements for brigade chemical operations from the brigade chemical officer. [AN].

(1) Decontamination. [AN].

(2) Smoke. [AN].

g) Chemical defense requirements for CSS operations from the brigade chemical officer. [AN].

(1) What level of mission-oriented protective posture is anticipated for support actions. [LL-CALL Newsletter No. 92-5, p. 9].

(2) Supply requirements for decontamination sites. [LL-CALL Newsletter No. 92-5, p. 9].

(3) Decontamination supplies and equipment required for CSS operations. [LL-CALL Newsletter No. 92-5, p. 9].

h) Logistics support requirements for brigade medical operations from the brigade surgeon. [ARTEP 71-3-MTP, Task 71-3-1301/2d].

(1) Medical supplies. [AN].

(2) Supplies and materiel for treatment of contaminated patients. [AN].

(3) Supplies and materiel for mortuary affairs requirements. [LL-CALL Newsletter No. 92-5, p. 9].

12) Determine, in coordination with the brigade S2, if preliminary support actions could expose the plan to the enemy. [LL-CALL Newsletter No. 92-5, p. 8].

13) Prepare an outline logistics support plan for each brigade COA. [ARTEP 71-3-MTP, Task 71-3-4001/3b1].

a) Apply logistics guidance and information from logistics estimate to the COA. [FN-NTC CSS OCs].

b) Determine general supportability of each COA. [FN-NTC CSS OCs].

c) Identify probable locations for the BSA, the MSR, and logistics sites. [FN-CGSC CSS SME].

d. The brigade rear CP personnel and the brigade S4 representative in the main CP exchange planning information. [AN].

1) The brigade S4 representative in the main CP provides information on developing brigade COAs and requirements to the FSB support operations section. [FN-NTC CSS OCs].

2) The brigade S4 representative in main CP continues to receive information on FSB status and capabilities to support from the FSB support operations section. [AN].

3) The brigade S4 representative in the main CP analyzes additional information received from FSB support operations on assets and resources available to satisfy identified requirements. [FN-NTC CSS OCs].

e. The brigade S4 identifies and briefs concept of support for each COA. [ARTEP 71-3-MTP, Task 71-3-4001/3d].

f. The brigade S4 ensures dissemination of logistics information resulting from the brigade's COA development to the FSB support operations section and subordinate unit S4s to support their parallel planning. [AN].

8. **The brigade commander and staff analyze course(s) of action (war game).**

a. The brigade XO ensures that the brigade S1, the brigade S4, and the FSB support operations officer are integrated into the brigade staff's planning process. [LL-CALL CTC Bulletin No. 93-4, p. 13].

1) Integrates logistics support planning with maneuver planning by ensuring that the brigade S4 and the FSB support operations officer: [LL-CALL Newsletter No. 92-5, p. 10].

a) Identify combat power requirements at key points in the battle. [LL-CALL Newsletter No. 92-5, p. 10].

b) Plan sustainment actions so that support is synchronized at decisive times and locations during the mission. [LL-CALL Newsletter No. 92-5, p. 10].

c) Integrate logistics resources, capabilities, capacities, and stocks. [LL-CALL Newsletter No. 92-5, p. 10].

2) Synchronizes maneuver and sustainment with time and space factors to ensure responsive support. [LL-CALL Newsletter No. 92-5, p. 10].

b. The brigade S3 integrates CSS factors into war gaming to ensure that: [LL-CALL Newsletter No. 92-5, p. 5].

1) The brigade S4 and the FSB support operations officer are provided with relevant information on the mission and how it will be executed. [LL-CALL Newsletter No. 92-5, p. 5].

2) Backwards planning for supply operations from point and time of need to initiation of supply operations. [AN].

3) Integration of critical logistics information (e.g., Classes III and V projected to be on hand and issued prior to crossing the LD, engineer Class IV available when obstacle construction scheduled to begin) with maneuver planning. [LL-CALL Newsletter No. 92-5, p. 5].

4) Focusing of all brigade resources on the mission. [LL-CALL Newsletter No. 92-5, p. 5].

5) Avoidance of over-stressing the FSB by requesting support in excess of the FSB's available capability. [LL-CALL Newsletter No. 88-3, p. 31].

6) Identification of implications of rear battle operations on FSB and other logistics operations. [LL-CALL Newsletter No 88-3, p. 31].

7) Tailoring of support to most effectively support the brigade mission. [LL-CALL Newsletter No 88-3, p. 31].

c. The brigade S4 and FSB support operations officer participate in the brigade war gaming, assessing the concept of support and impact of logistics factors for each brigade COA. [ARTEP 71-3-MTP, Task 71-3-4001/3d; FN-CGSC CSS SME].

1) Analyze all logistics factors to determine problems and deficiencies. [FM 101-5, p. F-27, C-44].

2) Perform an analysis of the results of logistics computations and applied logic (e.g., the mathematical calculations performed to assess the status of any class of supply, maintenance attrition rates, tonnage lift capacity, etc., and the analysis of the results of those calculations to determine the CSS and tactical

impact in any given area) for each logistics functional area. [FM 101-5, p. C-44].

a) Supply status. [FM 101-5, p. F-27].

b) Maintenance-attrition rates. [FM 101-5, p. F-27].

c) Tonnage-lift capacity. [FM 101-5, p. F-27].

d) Consumption rates. [FM 101-5, p. F-27].

e) Time-distance-density factors. [FM 101-5, p. F-27].

3) Analyze the intensity and the duration of combat expected to determine: [AN].

a) The anticipated tempo of support or intensity of demand. [LL-CALL Newsletter No. 92-5, p. 8].

b) The accuracy of projected consumption and attrition rates. [LL-CALL Newsletter No. 92-5, p. 8].

c) What, if any, specific support actions will need to be conducted at night. [LL-CALL Newsletter No. 92-5, p. 8].

d) Points in the battle when surge requirements are likely to be generated, such as: [AN].

(1) Seizing objective at completion of attack (e.g., surge to reposition critical supplies for consolidation and reorganization or surge in Class III and Class V to support unexpected success/pursuit of enemy). [AN].

(2) Initiation of hasty defense or mission change from offense to defense (e.g., surge in Class IV, Class V, and engineer equipment to support defense preparation). [AN].

(3) Attack of prepared defensive position with major obstacles (e.g., potential surge in medical personnel, supplies, and facilities to support mass casualty situation). [AN].

e) Tactical restrictions on CSS operations (e.g., terrain that cannot be used for logistics operations because it is being occupied by a tactical unit, roads which are dedicated to a Bn TF's movement to the LD during a specific period and not available for use by logistical vehicles, weather conditions that prevent logistics operations in specific areas due to trafficability). [LL-CALL Newsletter No 88-3, p. 31].

f) The mix of ammunition in unit basic loads, prestocked points, and preconfigured LOGPACs and the need for changes based on the mission. [LL-CALL Newsletter No. 92-5, p. 8].

g) The required mix of Classes IV and V obstacle and construction materials. [LL-CALL Newsletter No. 92-5, p. 9].

(1) Wire, pickets, and associated equipment. [AN].

(2) Mines. [LL-CALL Newsletter No. 92-5, p. 9].

(3) Lumber. [LL-CALL Newsletter No. 92-5, p. 9].

(4) Concrete. [LL-CALL Newsletter No. 92-5, p. 9].

(5) Demolitions. [AN].

4) Analyze time and space factors to ensure responsive support, such as: [LL-CALL Newsletter No. 92-5, p. 2].

a) Priority of support. [LL-CALL Newsletter No. 92-5, p. 2].

b) Positioning for support. [LL-CALL Newsletter No. 92-5, p. 2].

c) Tempo of support (intensity of demand). [LL-CALL Newsletter No. 92-5, p. 2].

d) Timing of CSS actions to avoid lapses in support. [LL-CALL Newsletter No. 92-5, p. 5].

(1) Time to load supplies. [AN].

(2) Time to move supplies. [AN].

(3) Time to issue supplies. [AN].

(4) Time for unit to use supplies issued. [AN].

e) Security. [LL-CALL Newsletter No. 92-5, p. 2].

f) Risk assessment. [LL-CALL Newsletter No. 92-5, p. 2].

g) The effects of terrain, weather, contaminated areas, minefields, nighttime, and enemy threat on logistics operations. [LL-CALL Newsletter No. 92-5, p. 2].

5) Compare requirements for supplies with available resources and capabilities of CSS units to determine: [FM 101-5, p. A-29].

   a) Projected status and availability of all classes of supply at times and places required in plan. [AN].

   b) If the assets are available to effect resupply, recovery, maintenance, and medical evacuation at the times and places specified in the plan. [LL-CALL Newsletter No. 92-5, p. 9].

   c) Availability of required combat power at critical points on the mission timeline (e.g., subordinate unit combat vehicle projected OR rate at LD or at the objective in preparation for the follow-on mission). [LL-CALL Newsletter No. 92-5, p. 5].

   d) Identification of reinforcing CSS requirements for the FSB from DISCOM or higher logistics support elements. [LL-CALL Newsletter No 88-3, p. 31].

   e) If external resources are available for support and what coordination is required to obtain them. [LL-CALL Newsletter No. 92-5, p. 9].

   f) Availability of assets to respond to surge requirements. [AN].

   g) The projected status of Class V and Class III stocks at critical points in the unit's mission timeline (based on carrying capacity and anticipated consumption or attrition rates). [LL-CALL Newsletter No. 92-5, p. 8].

6) Summarize analysis of impact of logistics factors into two sections for comparison of COAs: [FM 101-5, p. C-45].

   a) Sufficiency of the area. [FM 101-5, p. C-44].

      (1) Adequacy of the area for CSS operations (e.g., tentative BSA locations). [FM 101-5, p. C-45].

      (2) Necessity to share area with other units. [FM 101-5, p. C-45].

      (3) Security of the area. [CGSC Text 101-6, p. 1-11].

      (4) Requirements for BSA moves and availability of new locations. [AN].

      (5) Times and/or tactical triggers for initiation of BSA movement. [AN].

      (6) Requirements for continued support during movement of BSA. [AN].

(7) Capability to conduct CSS operations for subordinate units during tactical pauses. [AN].

(8) Necessity to use FLEs or other measures to maintain support capabilities during movements. [AN].

b) Materiel and services, addressing, as appropriate: [FM 101-5, p. C-45].

(1) Maintenance. [FM 101-5, p. C-45].

(a) Loss/maintenance projections. [CGSC Text 101-6, p. 1-11].

(b) Maintenance support requirements and priorities. [AN].

(2) Supply. [FM 101-5, p. C-45].

(a) Supply status projections by class of supply. [CGSC Text 101-6, p. 1-11].

(b) Critical shortfall of any classes of supply. [AN].

(c) Supply priorities. [AN].

(3) Services. [FM 101-5, p. C-45].

(4) Transportation. [FM 101-5, p. C-45].

(a) Requirements for transportation by class of supply. [CGSC Text 101-6, p. 1-11].

(b) Impact of distances required. [CGSC Text 101-6, p. 1-11].

(c) Availability of assets to meet requirements. [CGSC Text 101-6, p. 1-11].

(d) Availability of special equipment (e.g., HET). [CGSC Text 101-6, p. 1-11].

(5) Labor. [FM 101-5, p. C-45].

(a) Availability of civilian labor. [CGSC Text 101-6, p. 1-11].

(b) Requirements for additional soldier labor to support the logistics operation. [CGSC Text 101-6, p. 1-11].

(6) Facilities. [FM 101-5, p. C-45].

(a) Availability of built-up areas for hardened shelter. [AN].

(b) Availability of mission-specific facilities (e.g., maintenance bays, loading docks). [AN].

(7) Other. [FM 101-5, p. C-45].

7) Compares the data from this analysis to existing stockages, anticipated receipts, and capacities to identify potential shortfalls. [FM 101-5, p. F-27].

8) Determines actions that could eliminate shortfalls or reduce their effect for each COA. [FM 101-5, p. F-27].

9) Coordinates with the brigade S3 to ensure that BSA locations, logistic sites, and the MSR do not conflict with the brigade commander's intent and scheme of maneuver. [FN-CGSC CSS SME].

d. The brigade S5 war games the impact of civilian movement requirements and identifies routes which must be reserved exclusively for military logistical reasons, if required. [ARTEP 71-3-MTP, Task 71-3-4002/4d].

e. The brigade S5 war games the impact of civilian refugees and identifies logistical requirements for control and assistance of civilians. [AN].

1) Resources for control or evacuation of dislocated civilians. [AN].

2) Supplies and equipment required for civilian assistance. [AN].

3) Impact of the requirement to provide logistical support to division refugee collection points. [AN].

f. The brigade surgeon war games COAs based on medical support requirements and projected resources available. [ARTEP 71-3-MTP, Task 71-3-1301/2e1].

g. The ABE war games COAs based on requirements for throughput of Classes IV and V obstacle materials. [ARTEP 71-3-MTP, Task 71-3-8005/2c].

1) Requirements for pre-stocking palletized packets of barrier materiel in the BSA until required. [LL-CALL Newsletter No. 1, p. 16].

2) Requirements for additional personnel resources to accomplish palletization of Class IV/V. [LL-CALL Newsletter No. 1, p. 16].

h. The brigade S3 ensures that war gaming addresses the integration of rear operations into the brigade scheme of maneuver. [ARTEP 71-3-MTP, Task 71-3-3008/3].

1) The brigade S4 monitors rear area situation and threat and passes information to the brigade S3 for planning rear operations. [FN-NTC CSS OCs].

2) The brigade S3 war games current and projected positioning of rear area units to ensure support of brigade combat units and enhance security of the brigade rear, in conjunction with the brigade S4 and the FSB commander. [ARTEP 71-3-MTP, Task 71-3-3008/3d].

a) Ensures that BSA is positioned away from main avenues of approach. [ARTEP 71-3-MTP, Task 71-3-3008/3d1].

b) Ensures that BSA is positioned in an easily defended area. [ARTEP 71-3-MTP, Task 71-3-3008/3d2].

c) Ensures that BSA is positioned near brigade reserve location. [ARTEP 71-3-MTP, Task 71-3-3008/3d3].

d) Ensures that BSA is positioned away from likely enemy airborne or airmobile landing sites. [ARTEP 71-3-MTP, Task 71-3-3008/3d4].

3) The brigade S3 war games protection of CSS operations (e.g., convoys, movements of BSA). [AN].

4) The brigade S4 advises the brigade S3 on the logistics implications of rear area protection operations. [ARTEP 71-3-MTP, Task 71-3-4002/3j].

i. The brigade S4 and FSB support operations officer select a specific BSA location in conjunction with the brigade S3 and the FSB commander, based on: [FM 71-3, p. 8-6].

1) Capability to support brigade operations. [AN].

2) Convenience to units served in a local haul context (able to perform two round trips per day). [FM 71-3, p. 8-6; FN-CGSC, CSS SMEs].

3) Suitability for FSB technical support operations. [FM 63-20, p. 2-4].

4) Capability for concealment from hostile ground and air observation. [FM 71-3, p. 8-6].

5) Availability of firm ground for support of all vehicular traffic. [FM 71-3, p. 8-6].

6) Avoidance of major obstacles or canalizing terrain. [FM 71-3, p. 8-6].

7) Proximity to a water source. [FM 71-3, p. 8-6].

8) Suitability for a helicopter landing site. [FM 71-3, p. 8-6].

9) Availability of built-up areas to harden CPs, improve work areas, and lessen visual and infrared signature. [FM 71-3, p. 8-6].

10) Suitability for defense. [FM 71-3, p. 8-6].

11) Adequate communications profiles. [FM 63-20, p. 2-5].

12) Suitability for technical operations. [FM 63-20, p. 2-4].

j. The brigade S4 and FSB support operations officer select the brigade MSR and ASR in conjunction with the brigade S3 and the FSB commander. [ARTEP 71-3-MTP, Task 71-3-4005/1d].

k. The brigade S4 and FSB support operations officer determine the logistics shortfalls and deficiencies of each COA based on the war gaming. [CGSC Text 101-6, p. 1-14].

l. The brigade S4 ensures that the results of war gaming are forwarded to the FSB support operations section and subordinate unit S4s to support their parallel planning. [AN].

9. **The brigade staff compares courses of action.**

a. The brigade S4 and FSB support operations officer compare the assessment of each COA to determine the logistics advantages and disadvantages, using factors such as: [FM 101-5, p. C-45; F-35].

1) Area trafficability. [FM 101-5, p. F-35].

2) Quantities of supplies required, by class, by time needed. [AN].

3) Capacity of LOCs. [FM 101-5, p. F-35].

4) Movement time and distance factors. [FM 101-5, p. F-35].

5) Availability of built-up, wooded areas, or both, for positioning CSS units. [FM 101-5, p. F-35].

6) Location and activity of enemy forces. [FM 101-5, p. F-35].

b. The brigade S4 describes the supportability of each COA. [FN-NTC CSS OCs].

c. The brigade S4 and FSB support operations officer determine actions that could eliminate identified shortfalls and specific deficiencies, or reduce their effect, on the COA selected. [FM 101-5, p. F-27].

d. The brigade S4 ensures that the results of COA comparison are forwarded to the FSB support operations section and subordinate unit S4s to support their parallel planning. [AN].

10. **The brigade commander announces decisions.**

a. The brigade S4, in coordination with the FSB commander or the FSB support operations officer, briefs concept of support, considerations, and recommended course of action that best supports the brigade operation from the logistical point of view to the brigade commander. [ARTEP 71-3-MTP, Task 71-3-4001/3e; FN-CGSC CSS SME].

b. The brigade S4 briefs logistics aspects of the COA recommended by the brigade staff. [AN].

1) Recommends BSA location and MSR to the brigade commander. [ARTEP 71-3-MTP, Task 71-3-4001/5f; 4005/1d; FN-CASCOM Training Directorate; FN-3/16 CAV].

2) Recommends support and supply priorities to support operations. [FM 101-5, p. 3-23].

3) Recommends allocation of CSR in conjunction with the brigade S3. [FM 101-5, p. A-29].

4) Identifies requirements for additional transportation assets to augment brigade operations. [AN].

5) Identifies security requirements. [AN].

c. The brigade S4 records the brigade commander's decision for use in preparation of the logistics annex and CSS overlays. [AN].

1) Identifies the priority of support for each supported unit. [FM 71-3, p. 8-17].

2) Responds to logistics questions from the brigade commander. [AN].

d. The brigade S4 ensures that the brigade commander's decisions are forwarded to the FSB support operations section and subordinate unit S4s to support their parallel planning. [AN].

11. **The brigade staff prepares the operations order or fragmentary order.**

a. The brigade S4 completes logistics planning. [ARTEP 71-3-MTP, Task 71-3-4001/4].

1) Examines and forecasts specific logistics requirements based on the brigade commander's decision, in conjunction with the assistant brigade S4s and the FSB support operations officer. [ARTEP 71-3-MTP, Task 71-3-4001/1c].

a) Analyzes the concept of the operation. [FM 71-3, p. 8-17].

b) Identifies what type of support is required. [FM 71-3, p. 8-18].

c) Identifies what quantities of support are required. [FM 71-3, p. 8-18].

d) Identifies the brigade commander's priorities by type and unit. [FM 71-3, p. 8-18].

2) Coordinates with brigade staff sections and subordinate units to determine specific logistics requirements and finalize plans, based on war gaming. [ARTEP 71-3-MTP, Task 71-3-4001/1a; AN; FN-CGSC CSS SME].

a) Confirms logistics coordination with the brigade S1. [AN].

(1) Finalizes support requirements for the brigade personnel replacement system [ARTEP 71-3-MTP, Task 71-3-4002/2c].

(2) Recommends priorities of personnel replacement for attached and assigned CSS units to the brigade S1. [ARTEP 71-3-MTP, Task 71-3-4002/2b].

b) Confirms logistics support requirements for brigade intelligence operations with the brigade S2. [ARTEP 71-3-MTP, Task 71-3-4002].

(1) The EW equipment and supplies. [ARTEP 71-3-MTP, Task 71-3-4002/3g].

(2) The PSYOPS equipment and supplies. [ARTEP 71-3-MTP, Task 71-3-4002/3h].

c) Confirms operational aspects of logistics support for the brigade mission with brigade S3. [ARTEP 71-3-MTP, Task 71-3-4001, 4002].

(1) Current and future locations of the BSA. [ARTEP 71-3-MTP, Task 71-3-4001/5f].

(2) Selection of the MSR and supply routes. [FM 71-3, p. 8-6].

(a) Includes the MSR and alternates on CSS overlays. [FM 71-3, p. 8-7].

(b) Ensures that the MSR and alternates have a sufficient number of traffic control points. [FM 71-3, p. 8-8].

(3) Allocation of terrain for the FSB to use for an FLE. [AN].

(4) Support and supply priorities. [FM 101-5, p. 3-23].

(5) How, when, and where combat power will have to be reconstituted. [LL-CALL Newsletter No. 92-5, p. 8].

(6) Synchronization of support with maneuver. [LL-CALL Newsletter No. 92-5, p. 8].

(a) Trigger points for support tasks. [LL-CALL Newsletter No. 92-5, p. 8].

1 Phases (such as changing from offense to defense or pursuit). [LL-CALL Newsletter No. 92-5, p. 8].

2 Phase lines. [LL-CALL Newsletter No. 92-5, p. 8].

3 Specific times. [LL-CALL Newsletter No. 92-5, p. 8].

4 Significant events. [LL-CALL Newsletter No. 92-5, p. 8].

(b) Use of control measures to: [LL-CALL Newsletter No. 92-5, p. 8].

1 Effect timely support. [LL-CALL Newsletter No. 92-5, p. 8].

2 Avoid enemy interdiction. [LL-CALL Newsletter No. 92-5, p. 8].

3 Prevent fratricide. [LL-CALL Newsletter No. 92-5, p. 8].

(c) Routes available for resupply. [LL-CALL Newsletter No. 92-5, p. 9].

(d) Whether the designated routes will be passable, from an operational and traffic standpoint (e.g., not projected to be in use by a tactical unit for movement at the same time, projected traffic is not heavy enough to interfere with logistics convoy operations), for resupply vehicles at the logistics trigger points specified in the plan [LL-CALL Newsletter No. 92-5, p. 9].

(7) Recommended basic and prescribed loads. [FM 101-5, p. 3-23].

(8) Allocation of CSR based on identified resources and requirements. [FM 101-5, p. A-29].

(9) Security support required for logistics operations (e.g., convoys, LRPs, MSR). [AN].

(10) Logistics support of deception operations. [ARTEP 71-3-MTP, Task 71-3-4002/3i].

(11) Impact the deception plan has on logistics support (e.g., requirement for use of logistics vehicles loaded with dummy supplies to activate an FLE in an area not being used for the attack). [LL-CALL Newsletter No. 92-5, p. 8].

(12) Requirements for ROM to support tactical operation. [FM 71-3, p. H-69].

(a) Identifies which Bn TFs are the brigade S3's priorities to receive fuel, based on brigade tactical priorities (e.g., lead Bn TF in main attack has first priority for ROM). [FM 71-3, p. H-69].

(b) Determines approximate distances Bn TFs will have to move. [AN].

(c) Determines tentative ROM sites. [FM 71-3, p. H-70].

(d) Determines tentative linkup times for Bn TFs. [FM 71-3, p. H-70].

(e) Identifies need for security at ROM site. [FM 71-3, p. H-70].

d) Identifies future brigade operations to ensure that logistics assets are planned for and available for reorganization when required. [LL-CALL Newsletter No. 94-2, p. III-3].

e) Confirms logistics support requirements for brigade civil/military operations based on the brigade S5's determination of mission to support civilian population. [ARTEP 71-3-MTP, Task 71-3-5001/2c].

(1) Number of civilian refugees and internees in each collection camp, assembly area, and dislocated civilian camp requiring logistical support from the brigade. [ARTEP 71-3-MTP, Task 71-3-4002/4b; 5004/1b].

(2) Other civilian support requirements. [ARTEP 71-3-MTP, Task 71-3-5001/2c2].

(a) Food, water, heating, and cooking fuel. [AN].

(b) Shelter. [AN].

(c) The HSS. [AN].

f) Coordinates with the brigade S5 to plan for control of civilian refugees with the brigade S3. [ARTEP 71-3-MTP, Task 71-3-5004/2c].

(1) Determines the priorities for allocation of resources for control or evacuation of dislocated civilians. [ARTEP 71-3-MTP, Task 71-3-5004/2c3].

(2) Determines priorities and allocations of supplies and equipment for civilian assistance. [ARTEP 71-3-MTP, Task 71-3-5004/2c6].

(3) Determines the impact of the requirement to support division refugee collection points. [AN].

g) Confirms logistics support requirements for brigade engineer operations from the brigade engineer. [ARTEP 71-3-MTP, Task 71-3-8001/3b; FM 101-5, p. 3-50].

(1) Class IV/V requirements based on projections of the engineer battalion Class IV/V requirements. [AN].

(2) Class III requirements based on projections of the engineer battalion survivability and countermobility work to be performed. [AN].

h) Confirms logistics support requirements for EPW operations from the brigade MP platoon leader. [AN].

(1) Number of personnel to support forward collecting points. [ARTEP 71-3-MTP, Task 71-3-1202/2d].

(2) Supplies and materiel to support forward collecting points. [ARTEP 71-3-MTP, Task 71-3-1202/2d].

i) Confirms logistics support requirements for brigade chemical operations from the brigade chemical officer. [AN].

(1) Decontamination. [AN].

(2) Smoke. [AN].

j) Confirms chemical defense requirements for CSS operations from the brigade chemical officer. [AN].

(1) Level of mission-oriented protective posture is prescribed for support actions. [LL-CALL Newsletter No. 92-5, p. 9].

(2) Establishment of decontamination sites. [LL-CALL Newsletter No. 92-5, p. 9].

(a) Where they are located. [LL-CALL Newsletter No. 92-5, p. 9].

(b) Whether decontamination supplies and equipment are available for CSS operations. [LL-CALL Newsletter No. 92-5, p. 9].

k) Confirms logistics support requirements for brigade medical operations from the brigade surgeon. [ARTEP 71-3-MTP, Task 71-3-1301/2d].

(1) Medical supplies. [AN].

(2) Supplies and materiel for treatment of contaminated patients. [AN].

(3) Supplies and materiel for mortuary affairs requirements. [LL-CALL Newsletter No. 92-5, p. 9].

l) Confirms artillery Class V requirements based on information from the fire support element. [FN-NTC CSS OCs].

m) Determines potential push packages for the brigade mission. [FN-NTC CSS OCs].

3) Coordinates with the FSB support operations section to complete plans for support of tactical operations, based on war gaming and the brigade commander's decisions. [ARTEP 63-216-MTP, Task 63-1-1013].

a) Identifies FSB capability to support operation. [AN].

b) Identifies resources to satisfy supply requirements. [AN].

c) Finalizes plans for support of offensive operations. [AN].

(1) Increased quantities of meals, ready to eat (MRE), Class III, and maintenance. [LL-CALL Newsletter No. 94-2, p. I-4].

(2) Decreased quantities of Class IV, Class V, and field services. [LL-CALL Newsletter No. 94-2, p. I-4].

(3) Positioning of ammunition, POL, medical, and maintenance elements forward as lines of support increase. [ARTEP 63-216-MTP, Task 63-1-1013/8b].

(4) Standardized, pre-configured ammunition loads based on expected ammunition haul requirements. [LL-CALL Newsletter No. 94-2, p. II-2].

(5) Prepositioning of combat-load configured supplies in brigade and battalion trains. [LL-CALL Newsletter No. 94-2, p. I-4].

(6) Aerial resupply. [ARTEP 63-216-MTP, Task 63-1-1013/8d].

(7) Uploading equipment and supplies on unit organic vehicles. [AN].

(8) Forward tactical refuel points. [LL-CALL Newsletter No. 94-2, p. I-4].

(9) The ROM. [FM 71-3, p. H-70].

(a) Confirmation of ROM method to be used (e.g., plus up or time on pump). [FN-NTC CSS OCs].

(b) Prioritization of Bn TFs to receive ROM. [FM 71-3, p. H-70].

(c) Determination of the quantities of fuel required for each vehicle, based on ROM method designated. [FM 71-3, p. H-70].

(d) Identification of scheduled times. [FM 71-3, p. H-70].

(e) Identification of locations. [FM 71-3, p. H-70].

(f) Identification of routes to be used. [FM 71-3, p. H-70].

(g) Determination of time on site for each group of vehicles. [FM 71-3, p. H-70].

(h) Determination of convoy configuration being used by Bn TFs. [AN].

(10) The FLE. [AN].

(a) The FSB prepared to stock FLE with Classes III, V, and water. [FN-NTC CSS OCs].

(b) Coordination is being made for Bn TFs to collocate Class III/V with FLE in preparation for refuel/rearm during tactical pauses. [FN-NTC CSS OCs, mod.].

(11) Brigade LRP. [AN].

(12) Prepackaged sets of Class VIII supplies pushed through the FSB medical company to task force aid stations. [LL-CALL Newsletter No. 94-2, p. I-5].

d) Finalizes plans for support of defensive operations. [AN].

(1) Increased quantities of B-rations, Class IV, Class V, and field services. [LL-CALL Newsletter No. 94-2, p. I-4].

(2) Decreased quantities of Class III and maintenance. [LL-CALL Newsletter No. 94-2, p. I-4].

(3) Recovery operations during retrograde. [AN].

(4) Stockpiling limited amounts of Classes III, IV, and V in centrally located battle positions. [ARTEP 63-216-MTP, Task 63-1-1013/9a].

(5) Locations for prepositioning of supplies. [FM 101-5, p. F-28].

(6) Echeloning support elements and supplies in depth throughout the defensive area. [ARTEP 63-216-MTP, Task 63-1-1013/9b].

(7) Infiltration techniques for LOGPAC operations. [ARTEP 63-216-MTP, Task 63-1-1013/9c].

(8) Conducting LOGPACs during periods of limited visibility to reduce detection. [ARTEP 63-216-MTP, Task 63-1-1013/9c].

(9) Evacuation or repositioning of supplies and equipment to planned fallback points (e.g., movement of engineer equipment, Class IV, and Class V). [ARTEP 63-216-MTP, Task 63-1-1013/10c].

(10) Destruction of supplies and equipment (except medical). [ARTEP 63-216-MTP, Task 63-1-1013/10d].

(11) Limiting forward movement of supplies for retrograde operations. [ARTEP 63-216-MTP, Task 63-1-1013/10b].

e) Finalizes plans for support of anticipated, battle-driven, surge requirements. [AN].

(1) Class III and Class V to support unexpected success/pursuit of enemy. [AN].

(2) Class IV, Class V, and engineer equipment to support hasty defense or mission change from offense to defense. [AN].

(3) Medical personnel, supplies, and facilities to support mass casualty situation. [AN].

f) Finalizes plans for support of consolidation and reorganization. [AN].

(1) Repositioning of critical supplies (e.g., Classes III, IV, V). [AN].

(2) Repositioning of heavy engineer equipment (e.g., bulldozers). [AN].

4) Finalizes plans for night and reduced visibility resupply operations. [ARTEP 63-216-MTP, Task 63-1-1013/2f].

5) Confirms support request procedures with the FSB support operations section for inclusion in the service support annex. [ARTEP 63-216-MTP, 63-1-1013].

a) Request, storage, and distribution of supplies in the BSA. [ARTEP 63-216-MTP, Task 63-1-1013/2c].

b) Requesting the FSB's participation in weapon replacement system. [ARTEP 63-216-MTP, Task 63-1-1013/2d].

c) Requesting air-drop and sling-load resupply. [ARTEP 63-216-MTP, Task 63-1-1013/2e].

d) Coordination channels for additional supply requirements. [ARTEP 63-216-MTP, Task 63-1-1013/2i].

e) Request, storage, and distribution of repair parts within the BSA. [ARTEP 63-216-MTP, Task 63-1-1013/3g].

f) Requesting maintenance support for the weapons replacement system. [ARTEP 63-216-MTP, Task 63-1-1013/3i].

6) Requests supplies through the FSB support operations section to support requirements identified during planning. [AN].

b. The brigade S4 prepares the logistics portion of the brigade operations order (OPORD). [ARTEP 71-3-MTP, Task 71-3-4001/4].

1) The brigade S4 prepares paragraph 4a, brigade general concept of support of the OPORD, including: [ARTEP 71-3-MTP, Task 71-3-4001/4d/4e; FN-NTC CSS OCs].

a) An overall visualization of the concept of support, for before, during, and after operations, describing how the operation will be logistically supported. [FM 101-5, p. H-75].

b) A brief synopsis of the support mission. [FM 101-5, p. H-75].

c) Locations of support headquarters and areas. [FM 101-5, p. H-76].

d) Locations of DISCOM logistics bases. [FM 101-5, p. H-76].

e) Division support priorities and where the brigade fits in those priorities. [FM 101-5, p. H-76].

f) Division CSS units supporting the brigade. [FM 101-5, p. H-76].

g) Priorities of support for before, during, and after the operation, if they remain the same throughout the operation. [FM 101-5, p. H-76].

h) Significant, critical, unusual, and non-TSOP CSS issues that might impact on the overall operation. [FM 101-5, p. H-76].

i) Support of non-brigade elements directed by division. [AN].

j) Structured by phases consistent with the tactical concept of the operation. [CGSC Text 101-6, p. 1-16].

k) Addresses any significant risk to the operation presented by any logistics functional area, identified by before, during, and after the operation phases, considering logistics functional areas such as: [FM 101-5, p. H-76].

(1) General areas of interest. [CGSC Text 101-6, p. 1-19].

(a) Support boundaries, areas, and relationships. [CGSC Text 101-6, p. 1-18].

(b) Support of attached or detached forces. [CGSC Text 101-6, p. 1-18].

(c) The CSS actions in assembly areas, staging areas, and attack positions. [CGSC Text 101-6, p. 1-18].

(d) Planned locations and projected displacements of logistics support units and areas. [CGSC Text 101-6, p. 1-18].

(e) Support provided by/to higher or adjacent units. [CGSC Text 101-6, p. 1-18].

(f) Unusual support arrangements, such as ROM, FLE, brigade LRP, etc. [CGSC Text 101-6, p. 1-18].

(g) The CSS actions in support of security, deception operations, or both. [CGSC Text 101-6, p. 1-18].

(h) Host nation support arrangements. [CGSC Text 101-6, p. 1-18].

(i) The CSS task organization. [CGSC Text 101-6, p. 1-18].

(j) Unusual and/or critical impact of weather, terrain, and security on CSS operations. [CGSC Text 101-6, p. 1-18].

(k) Extended operations (e.g., long distances, extended time periods). [AN].

(2) Priorities. [FM 101-5, p. H-76].

(a) By unit. [CGSC Text 101-6, p. 1-21].

(b) For personnel replacements. [CGSC Text 101-6, p. 1-21].

(c) Maintenance and/or recovery and evacuation, by unit and equipment type. [CGSC Text 101-6, p. 1-21].

(d) Route use. [CGSC Text 101-6, p. 1-21].

(3) Manning. [FM 101-5, p. H-76].

(a) Priorities for personnel replacements. [CGSC Text 101-6, p. 1-19].

(b) Personnel status and replacement operations, such as WSRO. [CGSC Text 101-6, p. 1-19].

(c) Projected casualties and their effect on combat readiness. [CGSC Text 101-6, p. 1-19].

(d) Requirements for mortuary affairs operations and support. [CGSC Text 101-6, p. 1-19].

(4) Arming. [FM 101-5, p. H-76].

(a) Basic load status. [CGSC Text 101-6, p. 1-19].

(b) Operational loads. [CGSC Text 101-6, p. 1-19].

(c) The RSR versus CSR. [CGSC Text 101-6, p. 1-19].

(d) The CSR suballocation. [CGSC Text 101-6, p. 1-19].

(e) Ammunition prestocking arrangements. [CGSC Text 101-6, p. 1-19].

(f) Forecasted requirements. [CGSC Text 101-6, p. 1-19].

(g) Priorities for ammunition. [CGSC Text 101-6, p. 1-19].

(h) The ATP and ASP general locations. [CGSC Text 101-6, p. 1-19].

(i) Distribution methods. [CGSC Text 101-6, p. 1-19].

(j) The CCLs. [CGSC Text 101-6, p. 1-19].

(k) Emergency resupply procedures. [CGSC Text 101-6, p. 1-19].

(l) Expenditure restrictions. [CGSC Text 101-6, p. 1-19].

(m) Monitoring and reporting requirements. [CGSC Text 101-6, p. 1-19].

(n) Explosive ordnance disposal support. [CGSC Text 101-6, p. 1-19].

(o) Significant risks. [CGSC Text 101-6, p. 1-19].

(5) Fueling. [FM 101-5, p. H-76].

(a) Current status (in vehicles and in bulk carriers or storage). [CGSC Text 101-6, p. 1-19].

(b) Anticipated requirements. [CGSC Text 101-6, p. 1-19].

(c) Priorities for fuel. [CGSC Text 101-6, p. 1-19].

(d) En route requirements and operations. [CGSC Text 101-6, p. 1-19].

(e) Bulk refueling procedures. [CGSC Text 101-6, p. 1-19].

(f) The ROM. [CGSC Text 101-6, p. 1-19].

(g) Forward area rearm/refuel operations. [CGSC Text 101-6, p. 1-19].

(h) Refuel assets. [CGSC Text 101-6, p. 1-19].

(i) Systems capabilities. [CGSC Text 101-6, p. 1-19].

(j) Distribution plan and methods. [CGSC Text 101-6, p. 1-19].

(k) Fuel allocations. [CGSC Text 101-6, p. 1-19].

(l) Displacement of fuel and refueling assets. [CGSC Text 101-6, p. 1-19].

(m) Significant risks. [CGSC Text 101-6, p. 1-19].

(6) Fixing. [FM 101-5, p. H-76].

(a) The WSRO procedures. [CGSC Text 101-6, p. 1-20].

(b) Distribution methods for Classes VII and XI. [CGSC Text 101-6, p. 1-20].

(c) Priorities for maintenance and evacuation, by unit and by system. [CGSC Text 101-6, p. 1-21].

(d) Locations and displacements of maintenance and repair part supply units. [CGSC Text 101-6, p. 1-20].

(e) Evacuation procedures. [CGSC Text 101-6, p. 1-20].

(7) Moving. [FM 101-5, p. H-76].

(a) Transportation requirements, logistic versus tactical. [CGSC Text 101-6, p. 1-20].

(b) Priorities for movement and route use, by unit, commodity, or both. [CGSC Text 101-6, p. 1-20].

(c) Traffic control requirements. [CGSC Text 101-6, p. 1-20].

(d) Transportation unit/asset displacements. [CGSC Text 101-6, p. 1-20].

(e) Throughput operations. [CGSC Text 101-6, p. 1-20].

(f) Security of LOCs. [CGSC Text 101-6, p. 1-20].

(g) Supply routes. [CGSC Text 101-6, p. 1-20].

(h) Route maintenance requirements. [CGSC Text 101-6, p. 1-20].

(i) The HET priorities. [CGSC Text 101-6, p. 1-20].

(j) Backhaul priorities. [CGSC Text 101-6, p. 1-20].

(k) Extended movement distances. [AN].

(8) Sustaining. [FM 101-5, p. H-76].

(a) Reconstitution. [CGSC Text 101-6, p. 1-20].

(b) Classes of supply I, II, IV, VI, and VIII. [CGSC Text 101-6, p. 1-20].

(c) Distribution methods, such as supply point or unit. [CGSC Text 101-6, p. 1-20].

(d) Support from other sources. [CGSC Text 101-6, p. 1-20].

(e) Refugees. [CGSC Text 101-6, p. 1-20].

(f) Field services. [CGSC Text 101-6, p. 1-20].

(g) Locations of medical treatment facilities. [CGSC Text 101-6, p. 1-20].

2) The brigade S4 prepares CSS overlays for incorporation into the OPORD, which include primary and alternate locations and routes for: [ARTEP 71-3-MTP, Task 71-3-4001/4g; FN-NTC CSS OCs].

a) Current and proposed logistics areas (e.g., BSA, FLE, LRPS). [CGSC Text 101-6, p. 1-24].

b) Boundaries for CSS responsibilities. [CGSC Text 101-6, p. 1-24].

c) Major headquarters. [CGSC Text 101-6, p. 1-24].

d) CSS units and supply points in the BSA or other areas in the brigade rear. [CGSC Text 101-6, p. 1-24].

e) Critical resources (potable water, etc.). [CGSC Text 101-6, p. 1-24].

f) MSR from DSA to BSA. [CGSC Text 101-6, p. 1-24].

g) Supply routes from BSA to LRPs. [CGSC Text 101-6, p. 1-24].

h) LRPs. [FN-NTC CSS OCs].

i) AXPs. [FN-NTC CSS OCs].

j) Maintenance collection points. [FN-NTC CSS OCs].

k) Decontamination points. [FN-NTC CSS OCs].

l) ATPs. [FN-NTC CSS OCs].

m) Maintenance collection points. [FN-NTC CSS OCs].

3) The brigade S4 prepares the logistics execution matrix for inclusion in the OPORD. [FN-NTC CSS OCs].

a) The matrix: [LL-CALL Newsletter No. 94-2, p. II-4].

(1) Fits on one page. [LL-CALL Newsletter No. 94-2, p. II-4].

(2) Lists all classes of supply, maintenance, and services. [LL-CALL Newsletter No. 94-2, p. II-4].

(3) Covers a minimum of the next 24 hours. [LL-CALL Newsletter No. 94-2, p. II-4].

(4) Provides grid locations for LRPs, ROM sites, etc. [LL-CALL Newsletter No. 94-2, p. II-4].

(5) States time windows for issue and receipts for all units. [LL-CALL Newsletter No. 94-2, p. II-4].

(6) Provides priorities by unit and commodity. [LL-CALL Newsletter No. 94-2, p. II-4].

(7) Is linked to the maneuver execution (phase line, objective) matrix. [AN].

b) The matrix addresses the logistic functions of manning, arming, fueling, fixing, moving, and sustaining in the context of before, during, and after operations, highlighting critical aspects of each function, such as: [FN-NTC CSS OCs].

(1) Priorities. [CGSC Text 101-6, p. 1-25].

(2) Shifts in priorities. [CGSC Text 101-6, p. 1-25].

(3) Critical events. [CGSC Text 101-6, p. 1-25].

(4) Critical actions. [CGSC Text 101-6, p. 1-25].

(5) Critical times. [AN].

(6) Problem areas. [CGSC Text 101-6, p. 1-25].

4) The brigade S4 prepares the brigade service support annex in coordination with the brigade S1 and the FSB staff, which includes: [ARTEP 71-3-MTP, Task 71-3-4001/4b].

a) Situation, including information affecting service support not included in paragraph 1 of the OPORD, such as: [FM 101-5, p. H-158].

(1) Enemy service support. [FM 101-5, p. H-158].

(2) Division and adjacent unit service support plans. [FM 101-5, p. H-158].

(3) Other service support resources supporting the brigade. [FM 101-5, p. H-158].

b) Mission, concisely stating the service support mission. [FM 101-5, p. H-158].

c) Execution, briefly stating the proposed service support operation. [FM 101-5, p. H-159].

(1) Priorities. [FM 101-5, p. H-159].

(2) Tasks to subordinate service support units. [FM 101-5, p. H-159].

(3) Coordinating instructions which apply to two or more subordinate units. [FM 101-5, p. H-159].

d) Service support (materiel and services), including the detailed CSS information about each logistic function that was not addressed in the concept of support, organized by before, during, and after the operation. [FM 101-5, p. H-159; CGSC Text 101-6, p. 1-16].

(1) Supply, provided by class of supply, to include: [FM 101-5, p. H-159].

(a) Priorities by unit. [CGSC Text 101-6, p. 1-16].

(b) Priorities by class of supply. [CGSC Text 101-6, p. 1-16].

(c) CSR for Class V, as established by the brigade commander and the brigade S3. [FM 101-5, p. 3-16, 3-23].

(2) Transportation, identifying: [FM 101-5, p. H-159].

(a) Facility locations. [CGSC Text 101-6, p. 1-16].

(b) Traffic control. [CGSC Text 101-6, p. 1-16].

(c) MSRs and ASRs. [CGSC Text 101-6, p. 1-16].

(d) Critical shortages. [CGSC Text 101-6, p. 1-16].

(3) Services, identifying: [FM 101-5, p. H-159].

(a) Unit providing service. [CGSC Text 101-6, p. 1-16].

(b) Time and location service available. [CGSC Text 101-6, p. 1-16].

(4) Labor. [FM 101-5, p. H-159].

(5) Maintenance, including: [FM 101-5, p. H-159].

(a) Priority of maintenance (by unit and type equipment). [CGSC Text 101-6, p. 1-16].

(b) Locations of facilities and collection points. [CGSC Text 101-6, p. 1-16].

(c) Timelines. [CGSC Text 101-6, p. 1-16].

(d) Evacuation procedures. [CGSC Text 101-6, p. 1-16].

(6) Details and numerical data relevant to the operation and of primary interest to unit logistic personnel. [CGSC Text 101-6, p. 1-17].

(7) Composition and location of all key CSS elements, such as: [AN].

(a) BSA. [AN].

(b) FLE. [AN].

(c) AXPs. [AN].

(d) Brigade rear CP. [AN].

(e) ROM sites. [AN].

(f) LRPs. [AN].

e) Sustainment controls and priorities for all classes of supplies. [AN].

c. The brigade S4 submits paragraph 4a, the CSS overlay, the logistics execution matrix, and the service support annex to the brigade S3 for incorporation into the OPORD. [ARTEP 71-3-MTP, Task 71-3-4001/4c/4d/4e; FN-NTC CSS OCs].

d. The ABE coordinates with the brigade S4 and the FSB support operations section to verify that Classes IV and V obstacle materials are requisitioned and transported to designated engineer supply points. [ARTEP 71-3-MTP, Task 71-3-8005/2c; FN-CGSC CSS SME].

e. The brigade surgeon prepares the medical annex. [ARTEP 71-3-MTP, Task 71-3-1301/3].

   1) Includes all appropriate medical service support requirements not covered in the brigade TSOP. [ARTEP 71-3-MTP, Task 71-3-1301/3a/3f].

   2) Plan provides for medical supply and maintenance support. [ARTEP 71-3-MTP, Task 71-3-1301/1b7].

   3) Plan includes provisions for technical inspections and status reports. [ARTEP 71-3-MTP, Task 71-3-1301/1b7].

f. The MP platoon leader prepares the traffic control plan and overlay containing: [ARTEP 71-3-MTP, Task 17-3-1201/1a2].

   1) Locations for control operations. [FM 19-4, p. 166].

   2) Locations of TCPs. [FM 19-4, p. 166].

   3) Mobile patrol areas. [FM 19-4, p. 166].

   4) Locations of temporary signs. [FM 19-4, p. 166].

   5) Locations of other MP control functions. [FM 19-4, p. 166].

   6) Locations for new control functions if alternate routes are activated. [FM 19-4, p. 166].

g. The brigade commander assigns responsibility for defense of the BSA to the FSB commander. [FM 71-3, p. 8-8].

   1) The brigade commander designates the FSB commander as the BSA commander with full responsibility and authority. [LL-CALL Bulletin No. 1-86, p. 10].

2) The brigade commander coordinates this action with the DISCOM commander. [LL-CALL Bulletin No. 1-86, p. 9].

12. **The brigade commander and staff issue the operations order and fragmentary order.**

a. The brigade S4 briefs concept of support, using the CSS overlay for illustration, including: [CGSC Text 101-6, p. 3-6].

1) A brief synopsis of the support mission. [CGSC Text 101-6, p. 3-6].

2) Locations of BSA, FSB CP, brigade rear CP, MSR, logistics activities, and sites. [CGSC Text 101-6, p. 3-6].

3) Locations of DSA and any other DISCOM areas or sites (e.g., ASPs, water points). [CGSC Text 101-6, p. 3-6].

4) Division's support priorities and where the brigade fits in those priorities. [CGSC Text 101-6, p. 3-6].

5) Identity and location of DISCOM units supporting the brigade. [CGSC Text 101-6, p. 3-6].

6) Significant or unusual CSS which have an overall impact on all operational phases of this mission. [CGSC Text 101-6, p. 3-6].

7) The CSS activities before operations in terms of significant, critical, non-TSOP, or unusual actions, external priorities, internal priorities, shifts in priorities, and limitations for each of the logistic functions. [CGSC Text 101-6, pp. 3-6, 1-23].

8) The CSS activities during operations in terms of significant, critical, non-TSOP, or unusual actions, external priorities, internal priorities, shifts in priorities, and limitations, using the same phases as the tactical concept of the operation, for each of the logistic functions. [CGSC Text 101-6, pp. 3-7, 1-23].

9) The CSS activities after operations, or in preparation for future operations, in terms of significant, critical, non-TSOP, or unusual actions, external priorities, internal priorities, shifts in priorities, and limitations for each of the logistic functions. [CGSC Text 101-6, pp. 3-7, 1-23].

10) Any significant risks to successful accomplishment of the mission presented by a particular aspect of any of the logistics functions. [CGSC Text 101-6, p. 3-7].

b. The brigade S4 addresses the "culminating point" from a logistics perspective. [CGSC Text 101-6, p. 1-23].

c. The brigade S4 uses the CSS overlay and the logistics support matrix to demonstrate how the concept of support is synchronized with the concept of the operation. [CGSC Text 101-6, p. 1-23].

d. The brigade S4 ensures that the brigade OPORD, with all relevant CSS products, is issued to the FSB commander at the brigade orders brief. [FN-NTC CSS SMEs].

e. The brigade S4 ensures that copies of the brigade OPORD, with all relevant CSS products, are distributed to: [AN].

   1) The division G4. [AN].

   2) Subordinate unit S4s, to include OPCON and DS units supporting the brigade (Bn TFs, MP platoon, DS artillery Bn, ADA battery, etc.). [AN].

f. The brigade commander conducts confirmation briefs immediately after the OPORD to ensure a clear understanding of his intent. [FM 101-5, p. 4-59].

   1) Ensures that critical CSS tasks and missions are addressed, as appropriate. [AN].

   2) Requires the brigade S4 to clarify CSS issues, as appropriate. [AN].

PREPARATION

13. **The brigade S1 and the brigade S4 move and establish the brigade rear command post where it can coordinate combat service support and sustain brigade operations.**

a. The brigade rear CP personnel (brigade S4 and brigade S1 section personnel) coordinate with the FSB staff to monitor and direct sustainment of brigade close, deep, and rear operations. [ARTEP 71-3-MTP, Task 71-3-4004/1f].

1) The brigade rear CP personnel and the FSB CP maintain continuous internal communications and coordination. [FM 71-3, p. 8-19].

2) The brigade rear CP is under the OPCON of the FSB commander for defense of the BSA. [FM 71-3, p. 3-16].

b. The brigade S4 coordinates with the FSB support operations section for the establishment of forward logistics support locations. [AN].

1) The brigade S4 confirms the need for establishment of an FLE due to excessive distances for Bn TFs to travel for supplies. [FN-NTC CSS OCs].

a) The FSB plans and establishes FLE with FSB assets based on LOC distances or as a continuous operation measure when the BSA is preparing to move. [FN-NTC CSS OCs].

b) The FLE is established on terrain allocated by the brigade S3. [AN].

c) The FSB ensures that the FLE is stocked with Class III, V, and water and that security is provided. [FN-NTC CSS OCs].

d) The FSB XO or support operations officer is designated as the command element for the FLE. [FN-NTC CSS OCs].

e) The Bn TFs collocate Class III/V with the FSB FLE in preparation for refuel/rearm during tactical pauses, as required. [FN-NTC CSS OCs].

2) The brigade S4 confirms need for brigade LRPs forward of the BSA to reduce turn around time for Bn TF LOGPACs. [FN-NTC CSS OCs].

c. The brigade staff coordinates with the FSB commander and staff on movement of the BSA. [ARTEP 63-216-MTP, Task 63-1-1010].

1) The brigade S2 and the FSB S2/3 identify the impact of enemy activity on all possible routes. [ARTEP 63-216-MTP, Task 63-1-1010].

2) The brigade S3 and the FSB S2/3 coordinate: [ARTEP 63-216-MTP, Task 63-1-1010].

a) Allocation of terrain and selection of proposed site. [ARTEP 63-216-MTP, Task 63-1-1010].

b) Final route selection. [ARTEP 63-216-MTP, Task 63-1-1010].

c) Reconnaissance of route and proposed site. [ARTEP 63-216-MTP, Task 63-1-1010].

d) Route clearances for move. [ARTEP 63-216-MTP, Task 63-1-1010].

e) MP traffic control support. [ARTEP 63-216-MTP, Task 63-1-1010].

f) Additional security for the move. [AN].

3) The brigade S4 provides input to the brigade S3 and the FSB S2/3 on: [ARTEP 63-216-MTP, Task 63-1-1010].

a) BSA site selection. [AN].

b) Route selection. [AN].

d. The brigade S4 coordinates with the FSB support operations section for continuous support to the brigade during movement of the BSA. [ARTEP 63-216-MTP, Task 63-1-1010].

1) Identifies anticipated requirements during period of the move. [ARTEP 63-216-MTP, Task 63-1-1010].

2) Coordinates movement of rear CP elements with movement of the FSB support operations section. [AN].

e. The brigade rear CP moves to a new BSA location. [FM 71-3, p. 3-19].

1) The brigade rear CP displaces at one time or by echelon. [FM 71-3, p. 3-21].

2) The brigade rear CP maintains continuous communications and operations during displacement. [FM 71-3, p. 3-21; ARTEP 71-3-MTP, Task 71-3-4004/1c].

f. The brigade S4 and the brigade S1 collocate with the FSB CP at the new location to form the brigade rear CP. [FM 71-3, p. 8-19; ARTEP 71-3-MTP, Task 71-3-4004/1b].

1) The brigade S4 and the brigade S1 establish the brigade rear CP. [ARTEP 71-3-MTP, Task 71-3-4004/1; 1012/2, /3].

2) The brigade S4 and the brigade S1 coordinate with the FSB commander for establishment of the CP. [ARTEP 71-3-MTP, Task 71-3-4004/1a].

3) The brigade rear CP maintains continuous operations at the new location. [ARTEP 71-3-MTP, Task 71-3-4004/1c].

g. The brigade rear CP confirms or re-establishes communications with higher and subordinate units. [ARTEP 71-3-MTP, Task 71-3-4004/1d].

1) All units operating in the BSA establish and maintain radio, wire, or messenger communications with the brigade rear CP/FSB CP. [FM 71-3, p. 6-34/8-19].

2) The brigade rear CP maintains wire communications with subordinate units operating in the BSA. [ARTEP 71-3-MTP, Task 71-3-4004/1e].

3) The brigade rear CP/FSB CP maintains radio communications on: [ARTEP 71-3-MTP, Task 71-3-4004/1d].

a) Brigade command net. [AN].

b) FSB command net. [FM 63-20, p. 3-13].

c) Brigade A/L net (NCS). [FM 71-3, p. H39].

d) Division A/L net. [AN].

e) DISCOM Log/Ops net. [FM 63-20, p. 3-13].

f) DISCOM Cmd/Ops net. [FM 63-20, p. 3-13].

g) Brigade O&I net. [FN-CGSC, CSS SMEs].

4) The brigade rear CP maintains a representative in brigade main CP as a CSS planner. [FN-NTC CSS OCs].

h. The brigade commander and staff coordinate with the FSB commander and staff on base cluster defense of the BSA. [FM 71-3, p. 8-8].

1) The brigade S3 section establishes communications to ensure coordination with the brigade rear CP/FSB CP for rear operations. [ARTEP 71-3-MTP, Task 71-3-3008/4a].

2) The brigade S4 coordinates BSA defense preparation measures with the FSB S2/3 section. [ARTEP 63-216-MTP, Task 63-1-1050/3].

a) The brigade S4 provides input to the FSB S2/3 section for preparation of a listing of the support facilities in the BSA that are brigade priorities for defense. [ARTEP 63-216-MTP, Task 63-1-1050/2c].

b) The brigade S4 identifies BSA facilities, the loss of which would have the greatest impact on the brigade's current operations. [ARTEP 63-216-MTP, Task 63-1-1050/2c].

14. **The brigade staff acquires logistics information during brigade preparation for the battle.**

a. The brigade rear CP personnel monitor the current brigade tactical situation. [ARTEP 71-3-MTP, Task 71-3-4004/2; 4002/1; 1012/3].

1) Continuously monitor brigade command, O&I, and A/L radio nets. [ARTEP 71-3-MTP, Task 71-3-1012/3b].

2) Collect brigade SPOTREPs, SITREPs, INTSUMs, and PERINTREPs. [FM 71-3, p. H-91].

3) Perform battletracking by constantly monitoring the brigade's operations to determine the status of mission preparation. [LL-CALL Newsletter No. 94-2, p. II-9].

4) Exchange information with the brigade S1/S4 representative in the brigade main CP. [AN].

a) The brigade S1/S4 representative in the brigade main CP ensures that loss reports are promptly forwarded to the rear CP. [FN-NTC Commander's Memo, p. 17].

b) The brigade S1/S4 representative in the brigade main CP frequently exchanges equipment and personnel status information with the brigade rear CP personnel. [FN-NTC Commander's Memo, p. 17].

c) The brigade S1/S4 representative in the brigade main CP ensures that the brigade rear CP is immediately informed of any enemy activity that might impact on the BSA or any other CSS activity (e.g., MSR, convoys). [AN].

d) The brigade S1/S4 representative in the brigade main CP ensures that the brigade rear CP is immediately informed of any changes in weather forecast

that might impact on the BSA or any other CSS activity (e.g., MSR, convoys). [AN].

e) The brigade S1/S4 representative in the brigade main CP keeps the brigade main CP informed of the brigade CSS situation. [AN].

5) The brigade S1/S4 representative in the brigade main CP attends daily staff meetings at the brigade main CP. [AN].

b. The brigade S4 section acquires subordinate unit orders, LOGSTATs, and logistics SPOTREPs from subordinate unit S4s and separate company/detachment 1SGs. [FM 71-3, pp. 60, 79].

1) Obtains plans for all supported units (Bn TFs, field artillery, ADA, engineer, etc.) to identify when, how, and where units will perform missions. [FM 71-3, pp. 8-17 to 8-19].

2) Obtains information from supported units on their unit-specific support requirements. [LL-CALL Newsletter No. 94-2, p. I-3].

3) Obtains both quantities of on-hand and forecasted requirements for all classes of supply from unit LOGSTATs. [FN-NTC CSS OCs].

4) Consolidates requirements for all classes of supply for all units in brigade. [FN-NTC CSS OCs].

c. The brigade S4 monitors the implementation of the support plan in conjunction with the FSB support operations section. [FM 71-3, p. 8-8].

1) The brigade S4 monitors status of the Class III system in conjunction with the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1026/1; FN-CASCOM Training Directorate].

a) Obtains Class III consumption forecasts from all units in the brigade area. [FM 63-2, p 7-1].

b) Obtains reports on current bulk and packaged Class III levels from the FSB support operations section and the Class III distribution point(s). [ARTEP 63-216-MTP, Task 63-1-1026/2d].

2) The brigade S4 monitors status of the Class V system in conjunction with the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1027/1].

a) Obtains subordinate units' on-hand status and requirements for Class V. [FM 63-2, p. 6-4].

b) Obtains reports on Class V issued to subordinate units from the FSB support operations section and the ASP. [ARTEP 63-216-MTP, Task 63-1-1026/2d].

3) The brigade S4 monitors status of engineer Class IV and V in conjunction with the FSB support operations section. [AN].

a) Obtains subordinate units' requirements for throughput of Class IV/V from the unit LOGSTATs. [FN-NTC CSS OCs].

b) Obtains time of establishment and location of Class IV/V points in forward area from Bn TF LOGSTATs. [FN-NTC CSS OCs].

c) Obtains both quantities of on-hand and forecasted requirements for Class IV/V from subordinate units' LOGSTATs. [LL-CALL Newsletter No. 91-5, p. 15].

d) The FSB support operations section and the FSB supply company notify the brigade S4 when Class IV/V arrives at BSA and provides the brigade S4 with the location. [FN-NTC CSS OCs] .

4) The brigade S4 monitors status of Class IX in conjunction with the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1028/1].

a) Obtains subordinate units' on-hand status and requirements for Class IX. [FM 63-2, p. 6-4].

b) Obtains reports on status of subordinate units' PLL from the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1028/1c; FN-CASCOM Training Directorate SMEs].

5) The brigade S4 monitors Class I, water, Class II, Class IV, Class VI, Class VII, and Class VIII support in conjunction with the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1029/1, 1029/2, 1029/3].

a) Obtains subordinate units' on-hand status and requirements for Class I, Class II, Class IV, Class VI, Class VII, and Class VIII. [FM 63-2, p. 6-4].

b) Obtains current locations of all water points in the BSA and in the DSA. [ARTEP 63-216-MTP, Task 63-1-1030/2a].

c) Obtains reports on status of subordinate units' Class I, Class II, Class IV, Class VI, Class VII, and Class VIII from the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1029].

d) Obtains battle loss information and Class VII replacement requirements from unit LOGSTATs and logistics SPOTREPs. [ARTEP 63-216-MTP, Task 63-1-1029/3a].

d. The brigade chemical officer obtains reports on the status and location of NBC equipment and supplies from subordinate unit S4s and separate company/detachment commanders. [AN].

e. The MP platoon leader obtains reports on the number of EPW, civilian internees, and civilian refugees being received, processed, and evacuated at the brigade EPW or refugee collecting points. [ARTEP 71-3-MTP, Task 71-3-1202/2].

f. The brigade S5 obtains reports on number of civilian refugees being processed and requiring support from the brigade. [AN].

g. The brigade surgeon monitors medical requisitions and issues from the medical company to Bn TFs' aid stations in conjunction with the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1031/2].

15. **The brigade staff evaluates logistics information during brigade preparation for the battle.**

a. The brigade S4 section analyzes reports and messages to determine impact on logistical plans. [ARTEP 71-3-MTP, Task 71-3-4001/5b].

1) Analyzes brigade SPOTREPs, SITREPs, INTSUMs, and PERINTREPs. [FM 71-3, p. H-91].

a) Identifies adjustments or changes in requirements based on friendly unit activities or changes in friendly situation. [AN].

b) Identifies enemy activities or changes in enemy situation that could impact on CSS locations or activities (e.g., BSA, convoys, MSR). [AN].

c) Identifies updates in weather forecasted for the AO that could impact on CSS operations or activities (e.g., reduced trafficability on MSR due to rain.) [AN].

2) Assesses information received from the brigade S1/S4 representative in the brigade main CP. [AN].

a) Compares loss reports received from the brigade main CP with subordinate unit LOGSTATs. [AN].

b) Validates equipment and personnel status from the brigade main CP with the equipment and personnel status in the brigade rear CP. [FN-NTC Commander's Memo, p. 17].

c) Compares enemy activity updates with information from the brigade S2 to determine/verify threat to CSS locations, operations, and activities. [AN].

3) Assesses the results of battletracking to ensure ability to anticipate future support requirements and to provide additional CSS on short notice. [LL-CALL Newsletter No. 94-2, p. II-9].

a) Analyzes the brigade's operations to determine the status of mission preparation. [LL-CALL Newsletter No. 94-2, p. II-9].

b) Analyzes the brigade's operation order. [LL-CALL Newsletter No. 94-2, p. II-9].

c) Analyzes brigade subordinate units' operations orders. [AN].

b. The brigade S4 section analyzes orders, LOGSTATs, and logistics SPOTREPs from subordinate unit S4s and separate company/detachment 1SGs. [FM 71-3, pp. 60, 79].

1) Analyzes plans from all supported units to identify logistics requirements. [AN].

2) Analyzes information from supported units to identify unit-specific support requirements. [LL-CALL Newsletter No. 94-2, p. I-3].

3) Ensures that unit LOGSTATs include quantities on hand as well as forecasted requirements for all classes of supply. [LL-CALL Newsletter No. 91-5, p. 15].

4) Evaluates unit LOGSTATs to confirm that subordinate unit S4s are requesting the correct type and volume of supplies based on their mission. [FN-NTC CSS OCs].

5) Determines if requested supplies and are being received when needed. [AN].

6) Analyzes LOGSTATs for unit Class III requirements to determine overall brigade requirements. [AN].

7) Uses data from LOGSTATs to assess Class V status of subordinate units. [LL-CALL CTC Trends, NTC first quarter, fiscal year 1995 (1QFY95), p. II-20].

a) Identifies requirements to assist subordinate unit implementation of measures to maintain accurate inventories of on-hand Class V, such as: [LL-CALL CTC Trends, FN-NTC 1QFY95, p. II-20].

(1) Track munitions available for draw. [LL-CALL CTC Trends, FN-NTC 1QFY95, p. II-20].

(2) Track ammunition haulers by bumper number. [LL-CALL CTC Trends, FN-NTC 1QFY95, p. II-20].

(3) Establish triggers to push backup supply of Class V. [LL-CALL CTC Trends, FN-NTC 1QFY95, p. II-20].

b) Ensures that Class V estimates include the status of on-hand Class V. [LL-CALL CTC Trends, FN-NTC 1QFY95, p. II-20].

8) Uses data from LOGSTATs to assess engineer Classes IV and V status of subordinate units. [AN].

a) Ensures that unit LOGSTATs include both quantities of on-hand and forecasted requirements for engineer Class IV/V . [LL-CALL Newsletter No. 91-5, p. 15].

b) Verifies that time of establishment and location of engineer Class IV/V points are identified on LOGSTATs from Bn TF or engineer Bn S4s. [FN-NTC CSS OCs].

c) Monitors receipt and issue of engineer Classes IV and V. [AN].

d) Specifically monitors receipt and issue of mines during defense as a critical requirement. [FN-NTC CSS OCs].

9) Compares critical Class IX requirements included in LOGSTATs with equipment status reports. [AN].

10) Analyses LOGSTATs to ensure that units are maintaining prescribed loads of sustainment supplies (e.g., Class I, water, II, VI, and VII). [AN].

11) Contacts subordinate units' S4s to verify/clarify LOGSTATs if requirements are questionable. [FN-NTC CSS OCs].

c. The brigade S4 section conducts logistical staff visits, usually during periods of non-engagement. [ARTEP 71-3-MTP, Task 71-3-4001/5c].

1) The brigade S4 or his representative conducts daily staff visits with subordinate unit S4s and BMOs in subordinate unit field trains, combat trains, and UMCPs to: [FN-NTC CSS OCs].

   a) Verify requirements. [FN-NTC CSS OCs].

   b) Verify the status of supplies on hand. [FN-NTC CSS OCs].

   c) Confirm the receipt of all classes of supplies and maintenance assistance as requested from the FSB companies. [FN-NTC CSS OCs].

   d) Specifically confirm the receipt and issue of mission-critical supplies to each Bn TF (e.g., Classes III, IV, V, and mines). [AN].

2) The brigade S4 or his representative conducts staff visits with the FSB S3, the FSB support operations officer, and the ATP to: [FN-NTC CSS OCs].

   a) Verify BSA security and defense requirements with the FSB S3. [FN-NTC CSS OCs].

   b) Verify the status of supply company issue to Bn TFs with the FSB support operations officer. [FN-NTC CSS OCs].

   c) Verify the throughput issue of Class IV to Bn TFs with the FSB support operations officer. [FN-NTC CSS OCs].

   d) Confirm the results of daily reports on amounts of Class V received and issued to each unit with ATP. [FN-NTC CSS OCs].

d. The brigade S4 evaluates the status of support in conjunction with the FSB support operations section. [FM 71-3, p. 8-8].

   1) The brigade S4 monitors the status of the Class III system in conjunction with the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1026/1; FN-CASCOM Training Directorate].

      a) Verifies current bulk and packaged Class III levels based on the FSB support operations section and Class III distribution point(s) daily status reports. [ARTEP 63-216-MTP, Task 63-1-1026/2d].

      b) Compares subordinate units' LOGSTATs and Class III consumption forecasts with the FSB support operations section reports to determine subordinate units' basic load status and to validate forecasted requirements. [AN].

c) Verifies that subordinate units' basic load of Class III is being maintained at the prescribed levels. [AN].

2) The brigade S4 monitors the status of the Class V system in conjunction with the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1027/1].

a) Compares subordinate units' on-hand and requested Class V with Class V unit basic load by combat system to ensure that subordinate units' S4s are maintaining Class V status. [LL-CALL CTC Trends, FN-NTC, 4QFY94, p. 15].

b) Assesses Class V requisitions and issues from ATPs to Bn TFs based on the FSB support operations section reports to ensure compliance with CSR. [ARTEP 63-216-MTP, Task 63-1-1027/2b].

c) Verifies that subordinate units' basic load of Class V is being maintained at the prescribed levels. [AN].

3) The brigade S4 monitors the status of Class IX by comparing subordinate units' LOGSTAT information with subordinate units' PLL status based on the FSB support operations section reports. [ARTEP 63-216-MTP, Task 63-1-1028/1c; FN-CASCOM Training Directorate SMEs].

4) The brigade S4 monitors Class I, Class II, Class IV, Class VI, Class VII, and Class VIII support by comparing subordinate units' LOGSTAT information with the FSB support operations section reports on requisitions and issues between subordinate units and the FSB supply company. [ARTEP 63-216-MTP, Task 63-1-1029/1a, 1029/2a].

5) The brigade S4 section monitors subordinate units' maintenance operations and evaluates their ability to support current operations by comparing subordinate units' equipment status reports with the FSB support operations section reports on Class IX and maintenance backlog. [ARTEP 71-3-MTP, Task 71-3-4003/2b].

e. The brigade chemical officer assesses the brigade's ability to respond to NBC requirements based on NBC equipment and supplies status updates from subordinate unit S4s and separate company/detachment commanders. [AN].

f. The MP platoon leader assesses sufficiency of logistics support to EPW operations by comparing the number of EPW and civilian internees being received, processed, and evacuated with capacity of EPW collecting points and supplies on hand. [AN].

g. The brigade S5 and MP platoon leader assess sufficiency of logistics support to civilian refugee operations by comparing the number of civilian refugees being

received, processed, and evacuated with capacity of civilian refugee collecting points and supplies on hand. [AN].

h. The brigade surgeon assesses compliance with sustainment controls by comparing medical requisitions and issues from the medical company to Bn TF's aid stations with published controls and requirements. [AN].

16. **The brigade rear command post updates products and maintains operations and combat service support status during brigade preparation for the battle.**

a. The brigade rear CP personnel maintain current operations and CSS SITMAPs, information displays, and journals. [ARTEP 71-3-MTP, Task 71-3-3003/2].

1) Friendly SITMAPs to ensure that battletracking reflects accurate, current situation. [ARTEP 71-3-MTP, Task 71-3-1012/3a; 4004/2b].

2) Enemy SITMAPs to ensure accurate depiction of threat to rear area operations and routes. [AN].

3) Daily staff journals. [ARTEP 71-3-MTP, Task 71-3-4004/2a; 1012/2c].

4) Information displays to visually display critical data. [ARTEP 71-3-MTP, Task 71-3-4004/2c].

a) Information displays during preparation for offensive operations include: [LL-CALL Newsletter No. 95-7, p. IV-2].

(1) Class III/V status. [LL-CALL Newsletter No. 95-7, p. IV-2].

(2) Subordinate units' order issue and rehearsals status. [LL-CALL Newsletter No. 95-7, p. IV-2].

(3) Task organization completion status. [LL-CALL Newsletter No. 95-7, p. IV-2].

(4) Maintenance status. [LL-CALL Newsletter No. 95-7, p. IV-2].

(5) Combat power status. [LL-CALL Newsletter No. 95-7, p. IV-2].

(6) Breach assets and rehearsals status. [LL-CALL Newsletter No. 95-7, p. IV-2].

(7) Pre-combat inspections status. [LL-CALL Newsletter No. 95-7, p. IV-2].

b) Information displays during preparation for defensive operations include: [LL-CALL Newsletter No. 95-7, p. IV-2].

(1) Class III/IV/V status. [LL-CALL Newsletter No. 95-7, p. IV-2].

(2) Obstacle completion status. [LL-CALL Newsletter No. 95-7, p. IV-2].

(3) Combat power status. [LL-CALL Newsletter No. 95-7, p. IV-2].

(4) Survivability position completion status. [LL-CALL Newsletter No. 95-7, p. IV-2].

(5) Completion status of protective positions for CSS assets and capabilities. [AN].

(6) Subordinate units' order issue and rehearsals status. [LL-CALL Newsletter No. 95-7, p. IV-2].

5) Maintain the status of subordinate unit combat and CSS elements. [ARTEP 71-3-MTP, Task 71-3-4002/1a].

b. The brigade S4 section maintains the current status of supplies: [ARTEP 71-3-MTP, Task 71-3-4003/1].

1) Maintains accurate records of supplies on hand. [ARTEP 71-3-MTP, Task 71-3-4003/1a].

2) Records the requisition, receipt, storage, and distribution of supplies. [ARTEP 71-3-MTP, Task 71-3-4003/1b].

a) Consolidates Class III consumption forecasts from all units in the brigade area. [FM 63-2, p 7-1].

b) Maintains subordinate units' Class III basic load status. [ARTEP 63-216-MTP, Task 63-1-1026/1f].

c) Records the allocation of ground fuels based on established priorities. [ARTEP 71-3-MTP, Task 71-3-4003/1e].

d) Maintains the status of subordinate units' PLL. [ARTEP 63-216-MTP, Task 63-1-1028/1c].

e) Maintains current locations and status of all water points in the BSA and in the DSA. [ARTEP 63-216-MTP, Task 63-1-1030/2a].

f) Maintains subordinate units' Class I, II, VI, VII supply status. [AN].

3) Records battle losses to track Class VII replacement requirements for transportation assets. [ARTEP 63-216-MTP, Task 63-1-1029/3a].

4) Records the distribution of ammunition according to the CSR. [ARTEP 71-3-MTP, Task 71-3-4003/1c].

a) Collects subordinate units' Class V requirements. [FM 63-2, p. 6-4].

b) Maintains the current status of Class V stockage levels of all brigade units. [ARTEP 63-216-MTP, Task 63-1-1027/1c].

5) Records the distribution of barrier materiel. [AN].

a) Collects subordinate units' engineer Classes IV and V requirements. [AN].

b) Maintains the current status of engineer Classes IV and V stockage levels of all brigade units. [AN].

c) Specifically maintains the status of receipt and issue of mines during defense as a critical requirement. [FN-NTC CSS OCs].

6) Records the requisition, receipt, and storage of nuclear and chemical associated supplies. [ARTEP 71-3-MTP, Task 71-3-4003/1d].

7) Records the status of the clearing of obstructions and repairing of routes in support of tactical and logistical plans [ARTEP 71-3-MTP, Task 71-3-8005/1j].

c. The brigade S4 section maintains the current status of equipment readiness in the brigade. [ARTEP 71-3-MTP, Task 71-3-4003/2].

1) Maintains the consolidated brigade weapons status/combat power board. [ARTEP 71-3-MTP, Task 71-3-4003/2a].

2) Maintains the current maintenance status of subordinate units. [ARTEP 71-3-MTP, Task 71-3-4003/2b].

3) Maintains a record of battle losses to track Class VII replacement requirements. [ARTEP 63-216-MTP, Task 63-1-1029/3a].

d. The brigade chemical officer maintains the status of NBC equipment and supplies. [AN].

1) Decontamination equipment and supplies. [AN].

2) Protective clothing, equipment, and supplies. [AN].

e. The brigade surgeon maintains the status of medical requisitions and the issue of medical supplies to ensure compliance with sustainment controls. [ARTEP 63-216-MTP, Task 63-1-1031/2].

17. **The brigade staff coordinates logistics operations during brigade preparation for the battle.**

a. The brigade XO coordinates and directs CSS support for the brigade. [ARTEP 71-3-MTP, Task 71-3-0002/1].

1) Ensures that supplies, maintenance, transportation, and services are available to brigade units. [ARTEP 71-3-MTP, Task 71-3-0002/1/2].

2) Ensures synchronization of CSS with other battlefield operating systems, the brigade commander's intent, and the brigade tactical plan. [FN-CGSC CSS SME].

b. The brigade S4 coordinates support during preparation for current operations with the FSB support operations section. [FM 71-3, p. 8-8].

1) The brigade S4 coordinates Class III support activities with the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1026/2].

a) Class III pickup schedules. [ARTEP 63-216-MTP, Task 63-1-1026/2a].

b) Class III deliveries by the FSB. [ARTEP 63-216-MTP, Task 63-1-1026/2c].

c) Fuel diversions or re-routes to meet unexpected requirements. [ARTEP 63-216-MTP, Task 63-1-1026/2e].

d) Throughput bulk products delivery. [ARTEP 63-216-MTP, Task 63-1-1026/1g].

e) Resolution of actual or anticipated Class III problems through FSB support operations with the DMMC. [ARTEP 63-216-MTP, Task 63-1-1026/1h].

f) Use of host nation or captured POL after it has been tested. [LL-CALL Newsletter No. 94-2, p. II-6].

g) Class III support for offensive operations. [ARTEP 63-216-MTP, Task 63-1-1026/3].

(1) Implementation of increased consumption plan through FSB support operations with the DMMC. [ARTEP 63-216-MTP, Task 63-1-1026/3b].

(2) Adjustments by FSB support operations of bulk fuel forecasts to reflect increased requirements identified by the brigade S4. [ARTEP 63-216-MTP, Task 63-1-1026/3c].

(3) Relocation of Class III supply points to forward locations when the attack develops. [ARTEP 63-216-MTP, Task 63-1-1026/3d].

(4) Throughput of bulk fuel and fog oil distribution. [ARTEP 63-216-MTP, Task 63-1-1026/3f].

(5) Air-drop or sling-load resupply of bulk fuel. [ARTEP 63-216-MTP, Task 63-1-1026/3g].

(6) Placement of refuel assets with Bn TF, if appropriate. [LL-CALL Newsletter No. 94-2, p. II-6].

h) Class III support for defensive operations. [ARTEP 63-216-MTP, Task 63-1-1026/4].

(1) Stockpiling of limited amounts of Class III products in centrally located battle positions. [ARTEP 63-216-MTP, Task 63-1-1026/4a].

(2) The POL portion of push-packages are forward in required amounts until units request suspension of delivery through the brigade S4. [ARTEP 63-216-MTP, Task 63-1-1026/4b].

(3) Adjustments to fuel consumption forecast to reduce quantity of fuel pushed forward. [ARTEP 63-216-MTP, Task 63-1-1026/5a].

(4) Evacuation of petroleum products to planned fallback points. [ARTEP 63-216-MTP, Task 63-1-1026/5b].

(5) Resupply of Class III assets during periods of limited visibility to reduce detection or interference. [ARTEP 63-216-MTP, Task 63-1-1026/4c].

(6) Security requirements with the brigade S3. [ARTEP 63-216-MTP, Task 63-1-1026/5e].

i) Class III support in an NBC environment. [ARTEP 63-216-MTP, Task 63-1-1026/6].

(1) Identification of location, type, and amount of contaminated petroleum products within the BSA. [ARTEP 63-216-MTP, Task 63-1-1026/6a].

(2) Criteria for issue of contaminated petroleum products. [ARTEP 63-216-MTP, Task 63-1-1026/6b].

2) The brigade S4 and FSB support operations section coordinate execution of ROM with the brigade S3. [FN-NTC CSS OCs].

a) Confirmation of ROM method to be used. [FN-NTC CSS OCs].

(1) Plus up of a specific amount of fuel (e.g., 100 gallons per M1 tank). [AN].

(2) Time available for each unit on the pump (e.g., 5 minutes of pump time per vehicle), based on time on site for each group of vehicles. [AN].

b) Prioritization of Bn TFs to receive ROM. [FM 71-3, p. H-70].

c) Determine schedule for ROM: [FM 71-3, p. H-70].

(1) Times. [FN-NTC CSS OCs].

(2) Locations. [FN-NTC CSS OCs].

(3) Routes to be used. [FN-NTC CSS OCs].

(4) Time on site for each group of vehicles. [FN-NTC CSS OCs].

(5) Quantities of fuel required for each vehicle, based on ROM method designated. [FM 71-3, p. H-70].

d) Determination of convoy configuration being used by Bn TFs. [AN].

3) The brigade S4 coordinates Class V support activities with the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1027/2].

a) Class V supplies pickup schedules through FSB support operations with the ATP. [ARTEP 63-216-MTP, Task 63-1-1027/2a].

b) Deliveries of Class V from corps to brigade units through FSB support operations with the division ammunition officer (DAO) and the division MCO. [ARTEP 63-216-MTP, Task 63-1-1027/2c].

c) Diversions or re-routing of Class V to meet unexpected requirements. [ARTEP 63-216-MTP, Task 63-1-1027/2e].

d) Resolutions of actual or anticipated Class V problems with the brigade S3, FSB support operations, DAO, and DISCOM S2/3. [ARTEP 63-216-MTP, Task 63-1-1027/1d; FN-CASCOM Training Directorate].

e) Development of standardized, pre-configured ammunition loads based on expected ammunition haul requirements. [LL-CALL Newsletter No. 94-2, p. II-2].

f) Prepositioning of combat-load configured supplies in brigade and battalion trains. [LL-CALL Newsletter No. 94-2, p. I-4].

g) Class V support for offensive operations. [ARTEP 63-216-MTP, Task 63-1-1027/3].

(1) Movement of the ATP as far forward as possible. [ARTEP 63-216-MTP, Task 63-1-1027/3d].

(2) Movement of ATP preplanned and pre-configured Class V push-packages (CCLs). [ARTEP 63-216-MTP, Task 63-1-1027/3e].

(3) Air-drop or sling-load resupply of Class V. [ARTEP 63-216-MTP, Task 63-1-1027/3f].

(4) Adjustment and redistribution of Class V stocks as the tactical situation changes. [ARTEP 63-216-MTP, Task 63-1-1027/3g].

h) Class V support for defensive operations. [ARTEP 63-216-MTP, Task 63-1-1027/4].

(1) Stockpiling limited amounts of Class V in centrally located occupied positions forward in the main battle area. [ARTEP 63-216-MTP, Task 63-1-1027/4a].

(2) Adjustment of basic loads to allow Bn TFs to stock increased amounts of Class V. [ARTEP 63-216-MTP, Task 63-1-1027/4b].

(3) Delivery of ATP push packages of critical ammunition (CCLs) on a scheduled basis. [ARTEP 63-216-MTP, Task 63-1-1027/4c].

(4) Resupply plan during periods of limited visibility to reduce detection or interference. [ARTEP 63-216-MTP, Task 63-1-1027/4f].

(5) Limiting the flow of ammunition forward in retrograde operations. [ARTEP 63-216-MTP, Task 63-1-1027/5b].

(6) Storage of as much ammunition as possible on mobile tractor trailers in retrograde operations. [ARTEP 63-216-MTP, Task 63-1-1027/5d].

(7) Evacuation of Class V supplies to planned fallback points as directed. [ARTEP 63-216-MTP, Task 63-1-1027/5e].

(8) Evacuation of Class V at night and during periods of limited visibility. [ARTEP 63-216-MTP, Task 63-1-1027/5f].

(9) Instructions for destruction of ammunition to prevent capture. [ARTEP 63-216-MTP, Task 63-1-1027/5c].

(10) Security requirements for movement or storing of Class V supplies with the brigade S3. [ARTEP 63-216-MTP, Task 63-1-1027/5g].

i) Class V support in an NBC environment. [ARTEP 63-216-MTP, Task 63-1-1027/6].

(1) Identification of location, type, and amount of contaminated ammunition located in BSA. [ARTEP 63-216-MTP, Task 63-1-1027/6a].

(2) Movement of contaminated stocks. [ARTEP 63-216-MTP, Task 63-1-1027/6b].

(3) Routes for transporting contaminated stock. [ARTEP 63-216-MTP, Task 63-1-1027/6c].

(4) Criteria for issuance of contaminated stock. [ARTEP 63-216-MTP, Task 63-1-1027/6d].

4) The brigade S4 coordinates maintenance supply support activities with the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1028/2].

a) Instructions on priority for repair of critical items. [ARTEP 63-216-MTP, Task 63-1-1028/3b].

b) Maintenance repair parts portion of push-packages. [ARTEP 63-216-MTP, Task 63-1-1028/4a].

c) Evacuation of supplies and equipment at night and during other periods of limited visibility, if tactical situation permits. [ARTEP 63-216-MTP, Task 63-1-1028/5g].

d) Uploading of combat-essential authorized stockage list and PLL stocks for quick redeployment forward for offensive operations. [ARTEP 63-216-MTP, Task 63-1-1028/3f].

e) Limitations on the flow of repair parts and replacement components forward during retrograde operations. [ARTEP 63-216-MTP, Task 63-1-1028/5b].

5) The brigade S4 coordinates Class II support with the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1029/1].

a) Resolution of Class II supply problems. [ARTEP 63-216-MTP, Task 63-1-1029/1b].

b) Deliveries from corps to maneuver elements. [ARTEP 63-216-MTP, Task 63-1-1029/1c].

c) Immediate/air resupply during and immediately after NBC operations or attacks. [ARTEP 63-216-MTP, Task 63-1-1029/1d].

6) The brigade S4 coordinates Class IV support with the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1029/2].

a) Resolution of Class IV supply problems. [ARTEP 63-216-MTP, Task 63-1-1029/2b].

b) Delivery schedules. [ARTEP 63-216-MTP, Task 63-1-1029/2c].

c) Increased demands during defensive operations. [ARTEP 63-216-MTP, Task 63-1-1029/2d].

7) The brigade S4 coordinates for Class VII support and deliveries with the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1029/3, 3c].

8) The brigade S4 coordinates Class I, Class VI, and water support with the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1030/1, /2, /3].

a) Class I supply point operation schedule. [ARTEP 63-216-MTP, Task 63-1-1030/1a].

b) Resolution of Class I problems. [ARTEP 63-216-MTP, Task 63-1-1030/1c].

c) Ration change request. [ARTEP 63-216-MTP, Task 63-1-1030/1d].

d) Air resupply operations for Class I. [ARTEP 63-216-MTP, Task 63-1-1030/1e].

e) Distribution of water point operating hours. [ARTEP 63-216-MTP, Task 63-1-1030/2c].

f) Resolution of water supply problems. [ARTEP 63-216-MTP, Task 63-1-1030/2d].

g) Requests for sundry items issue. [ARTEP 63-216-MTP, Task 63-1-1030/3a].

h) Requests for exchange services. [ARTEP 63-216-MTP, Task 63-1-1030/3b].

9) The brigade S4 and the FSB support operations section coordinate the use of the sling-load system for air resupply. [LL-CALL Bulletin No 90-9, p. III-16].

a) Ensure that all units have adequate sling sets to exchange with equipment being left during a delivery to their location. [LL-CALL Bulletin No 90-9, p. III-16].

b) Coordinate with the ASP for ammunition to be pre-configured to unit combat loads suitable for sling loads. [LL-CALL Bulletin No 90-9, p. III-16].

c) Coordinate for standardized pre-packaged supplies configured to unit-specific needs, rapid distribution, and on/off loading (e.g., a company load already pre-packaged into platoon bundles). [LL-CALL Bulletin No 90-9, p. III-16].

c. The brigade S4 section and the FSB staff coordinate CSS operations during daily logistics meetings. [FN-NTC CSS OCs].

1) The brigade S4 or his representative conducts daily logistics meeting to address supply, transportation, and maintenance. [FN-NTC CSS OCs].

a) The FSB support operations officer, support operations maintenance officer, shop officer, technical supply officer, subordinate unit XO or S4s, BMOs, maintenance chiefs, and/or HHC commanders attend the meeting. [Army Logistics Management Handbook 69-6932, p. N-5; FN-NTC CSS OCs].

b) Maintenance and overall status of equipment issues are reviewed and coordinated. (e.g., on-hand, required, due up). [FN-NTC CSS OCs].

c) Critical Classes II, III, VII, and IX issues are discussed and coordinated. [FN-NTC CSS OCs].

d) Class IX management process and status is reviewed to ensure that: [LL-CALL CTC Trends, FN-NTC, 4QFY94, p. 15].

(1) PLL clerks and maintenance managers reconcile their document registers with technical supply. [LL-CALL CTC Trends, FN-NTC, 4QFY94, p. 15].

(2) Requisitions from brigade units are immediately entered into the Standard Army Retail Supply System upon delivery of the Unit Level Logistics System (ULLS) data. [LL-CALL CTC Trends, FN-NTC, 4QFY94, p. 15].

(3) Disk/formatting problems are quickly identified. [LL-CALL CTC Trends, FN-NTC, 4QFY94, p. 15].

(4) Requisitions that have gone longer than 48 to 72 hours without a valid status are reconciled. [LL-CALL CTC Trends, FN-NTC, 4QFY94, p. 15].

(5) A demand history for walk-through requisitions is created by manually posting them in ULLS. [LL-CALL CTC Trends, FN-NTC, 4QFY94, p. 15].

(6) PLL clerks use the status disk received from technical supply to update their parts status. [LL-CALL CTC Trends, FN-NTC, 4QFY94, p. 15].

e) Meetings are scheduled to occur after required CSS reports are due and relevant information has been processed and is available for review. [FN-NTC CSS OCs].

2) The FSB support operations section or the FSB S2/3 section conducts a BSA tenant meeting daily to coordinate support for the next 24 to 48 hours. [FN-NTC CSS OCs].

a) The FSB company representatives (particularly supply company), subordinate unit HHC commanders or field trains commanders, brigade S4, and representatives from other tenants in the BSA attend the meeting. [FN-NTC CSS OCs].

b) The FSB support operations officer employs a CSS synchronization matrix to orchestrate the meeting and coordinate and manage CSS support for the next 24 to 48 hours. [LL-CALL Newsletter No. 94-2, p. II-4].

(1) Ensures that the matrix provides or includes: [LL-CALL Newsletter No. 94-2, p. II-4,5].

(a) All units supported. [LL-CALL Newsletter No. 94-2, pp. II-4, 5].

(b) All classes of supply, maintenance, and services. [LL-CALL Newsletter No. 94-2, pp. II-4, 5].

(c) Times that support is to be available. [LL-CALL Newsletter No. 94-2, pp. II-4, 5].

(d) Time windows for issue and receipts for all units. [LL-CALL Newsletter No. 94-2, pp. II-4, 5].

(e) Grid locations for activities (e.g., LRPs, ROM). [LL-CALL Newsletter No. 94-2, pp. II-4, 5].

(f) Amounts to be issued. [LL-CALL Newsletter No. 94-2, pp. II-4, 5].

(g) Priorities and unit of priority. [LL-CALL Newsletter No. 94-2, pp. II-4, 5].

(h) Other pertinent information. [LL-CALL Newsletter No. 94-2, pp. II-4, 5].

(2) The FSB support operations officer issues the CSS synchronization matrix as a FRAGO. [LL-CALL Newsletter No. 94-2, p. II-4].

c) The FSB S2/3 representative reviews areas of general concern such as defense, security, movements, etc. [FN-NTC CSS OCs].

d) The brigade S4 coordinates and reviews security and existing/potential threat levels based on updated information on the enemy situation received from the brigade main CP. [FN-NTC CSS OCs].

(1) Identifies enemy activities or changes in enemy situation that impact on CSS areas or locations (e.g., BSA, MSR). [AN].

(2) Identifies enemy activities or changes in enemy situation that could impact on CSS operations or activities (e.g., convoys, throughput). [AN].

e) Subordinate unit representatives are prepared to discuss: [FN-NTC CSS OCs].

(1) Unit supply requirements and distribution. [FN-NTC CSS OCs].

(2) FSB company status on supplies. [FN-NTC CSS OCs].

(3) When and how units are receiving supplies from the FSB or the MSB locations, or corps throughput. [FN-NTC CSS OCs].

(4) How and when units should pick up their supplies to satisfy their requirements. [FN-NTC CSS OCs].

(5) LOGPAC times and locations. [FN-NTC CSS OCs].

(6) LOGSTAT requirements/information. [FN-NTC CSS OCs].

(7) Safety. [AN].

(8) Security. [AN].

f) Subordinate unit HHC commanders are prepared to provide information on their unit's operations. [LL-CALL Newsletter No. 94-2, p. II-10].

(1) Up-to-date battle maps and graphics. [LL-CALL Newsletter No. 94-2, p. II-10].

(2) Current operations order. [LL-CALL Newsletter No. 94-2, p. II-10].

d. The brigade S4 section coordinates with the FSB support operations section and the brigade engineer for the throughput of Classes IV and V materiel to the engineer supply point or as far forward as possible. [ARTEP 71-3-MTP, Task 71-3-4002/1b; FM 90-7, p. C-9; FN-CGSC CSS SME].

1) The brigade S4 forwards request for throughput of Classes IV and V through the FSB support operations section to the MMC. [FN-NTC CSS OCs].

2) The brigade S4 coordinates with the FSB support operations section for designation of a contact point in the vicinity of the BSA. [AN].

3) The FSB support operations section is responsible for throughput of Classes IV and V until it reaches the BSA. [FN-NTC CSS OCs].

4) The brigade S4 coordinates with the FSB support operations section and the FSB supply company to be notified when the Classes IV and V arrive at the BSA and to be provided with the location where it can be picked up. [FN-NTC CSS OCs].

5) The brigade S4 ensures link up of Classes IV and V materiel with the Bn TF or engineer operators at BSA, once the Classes IV and V arrive. [FN-NTC CSS OCs].

   a) Directs the Bn TF or engineer representatives report to the designated Classes IV and V arrival point. [FN-NTC CSS OCs].

   b) Oversees physical hand-off of Class IV/V from the FSB supply company to Bn TF or engineer representative at the BSA. [FN-NTC CSS OCs].

   c) Coordinates with Bn TF S4 or engineer representative for guides to delivery points. [FN-NTC CSS OCs].

   d) Bn TF S4s are responsible for throughput from BSA to drop points in Bn TF area. [FN-NTC CSS OCs].

   e) The brigade S4 coordinates with the FSB support operations section for materiel handling equipment support to remove pallets of Classes IV and V from corps transportation assets at the Bn TF/engineer Classes IV and V point. [FN-NTC CSS OCs].

6) The brigade S4 ensures link up of Classes IV and V materiel with representatives from other subordinate units at BSA, once the Class IV/V arrives. [AN].

e. The brigade S4 coordinates cross-leveling of Classes IV and V between Bn TFs, as required, based on: [LL-CALL Newsletter No. 91-5, p. 15].

1) Brigade commander's priorities and concept of operations. [AN].

2) Classes IV and V on-hand status reported by Bn TFs in LOGSTATs. [LL-CALL Newsletter No. 91-5, p. 15].

3) Classes IV and V requirements identified in Bn TFs requests and forecasts. [LL-CALL Newsletter No. 91-5, p. 15].

4) Time available to accomplish supply through normal channels. [AN].

f. The brigade S5 section coordinates with the brigade S4 for requirements for local resources and support. [ARTEP 71-3-MTP, Task 71-3-5003/2a].

   1) The brigade S5 section coordinates face-to-face contact between host nation officials, local labor leaders, owners of private property, and the brigade S4 for payment for required and available items. [ARTEP 71-3-MTP, Task 71-3-5003/2b].

   2) The brigade S5 section ensures that host nation officials have delivered the required, available, negotiated, and paid for items. [ARTEP 71-3-MTP, Task 71-3-5003/2d].

g. The brigade surgeon and the FSB medical company commander coordinate for medical (Class VIII) supplies and maintenance of medical equipment through the FSB support operations section. [FM 63-2, pp. 5-4, 5-6; FN-CGSC CSS SME].

h. The brigade S4 and the brigade S5 coordinate civil-military logistics support requirements. [AN].

   1) Availability of logistical support for civil-military operations. [ARTEP 71-3-MTP, Task 71-3-4002/4a; 5004/e1].

   2) Release of CA stocks. [ARTEP 71-3-MTP, Task 71-3-5004/2e3].

   3) Acquisition or procurement of local civilian supplies and barrier materiel to support brigade logistics requirements. [ARTEP 71-3-MTP, Task 71-3-4002/4c, 4003/1f].

i. The brigade S4 coordinates with the FSB support operations section for unit distribution of selected supplies. [FM 71-3, p. 8-14].

   1) Unit distribution by corps assets of Class IV barrier materiel to emplacement sites. [FM 71-3, p. 8-14].

   2) Throughput of selected Class VII major end items directly to the user in the forward area. [FM 71-3, p. 8-14].

   3) Unit distribution for emergency resupply via motor or air transport. [FM 71-3, p. 8-14].

j. The brigade S4 coordinates with the FSB support operations section for continuous support to the brigade during movement of the BSA. [ARTEP 63-216-MTP, Task 63-1-1010].

1) Identifies anticipated requirements during period of the move. [ARTEP 63-216-MTP, Task 63-1-1010].

2) Coordinates movement of rear CP elements with movement of the FSB support operations section. [AN].

18. **The brigade staff communicates logistics information during brigade preparation for the battle.**

a. The brigade S4 section performs logistical staff supervision. [ARTEP 71-3-MTP, Task 71-3-4001/5].

1) Ensures that logistic decisions are disseminated, understood, and executed. [ARTEP 71-3-MTP, Task 71-3-4001/5a].

2) Disseminates supply information during logistical staff visits. [AN].

b. The brigade rear CP personnel advise the brigade commander, brigade S3, and the brigade main CP on progress of logistical plan execution. [ARTEP 71-3-MTP, Task 71-3-4001/5d].

c. The brigade S4 section communicates CSS requirements to the brigade commander, the FSB commander, and higher headquarters. [ARTEP 71-3-MTP, Task 71-3-4002/1d].

d. The brigade rear CP personnel recommend revisions of the logistical plan to the brigade commander and the brigade S3 as required. [ARTEP 71-3-MTP, Task 71-3-4001/5e].

1) Adjustments to brigade CSS operations based on assessment of current brigade tactical and logistics situation. [ARTEP 71-3-MTP, Task 71-3-4002/1e].

2) New locations for the BSA and new MSRs based on assessment of current brigade tactical and logistics situation. [ARTEP 71-3-MTP, Task 71-3-4002/1f].

3) The brigade S4 and the brigade S5 provide coordinated recommendations on emergency allocations of supplies for civilian support to the brigade S3. [ARTEP 71-3-MTP, Task 71-3-5004/2e2].

e. The brigade S4 section provides information on preparation situation and changing priorities to subordinate unit S4 sections and separate company/detachment commanders. [ARTEP 71-3-MTP, Task 71-3-4002/1c].

f. The brigade S4 section provides information on preparation situation and changing priorities to the FSB staff. [ARTEP 71-3-MTP, Task 71-3-4002/1c].

g. The brigade S4 section consolidates LOGSTAT information and forwards it to the FSB support operations section for action. [AN].

1) Consolidates requirements for all classes of supply for all units in brigade (includes brigade HHC) and forwards to the FSB support operations section. [FN-NTC CSS OCs].

2) Forwards current logistical status for supply and maintenance. [LL-CALL Newsletter No. 94-2, p. II-4].

3) Forwards Bn TF Class V requirements to the DAO representative in the BSA. [FM 63-2, p. 6-4].

4) Forwards consolidated Class III forecasts to the FSB support operations section and the division G4. [FM 63-2, p. 7-2].

5) Ensures that guidelines established for storage of POL products are known, followed, and enforced. [LL-CALL Newsletter No. 90-11, p. 20].

19. **The brigade S4 responds to brigade commander-directed changes in operations during brigade preparation for the battle.**

a. The brigade S4 acknowledges receipt of the brigade commander's revised concept and decision to modify the brigade tactical plan based on changes in the situation. [AN].

b. The brigade S4 acknowledges receipt of the brigade commander's decision to adjust or refine the brigade tactical plan based on results of the brigade rehearsals. [AN].

c. The brigade S4 participates in the quick or combat decision-making process, as required. [FM 101-5, p. 4-48, 4-52].

1) Considers the brigade commander's new planning guidance. [ARTEP 71-3-MTP, Task 71-3-4001/2d].

2) Analyzes the brigade commander's new concept or refinements to determine new logistics tasks and requirements or required adjustments to the brigade CSS plan. [AN].

3) Reviews friendly situation based on: [ARTEP 71-3-MTP, Task 71-3-4001/3a1].

a) The brigade commander's guidance. [ARTEP 71-3-MTP, Task 71-3-4001/3a1].

b) Input from the brigade S3. [ARTEP 71-3-MTP, Task 71-3-4001/3a1].

c) The brigade rear CP battletracking of brigade units. [LL-CALL Newsletter No. 92-5, p. 12].

d) Analysis of subordinate unit maneuver and logistical plans. [AN].

4) Updates logistical staff estimate. [ARTEP 71-3-MTP, Task 71-3-4001/3].

a) Obtains planning assistance and information from the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1013/1].

b) Uses assessment of logistics information to determine the current and projected operational status of all key weapons systems, items of equipment, and vehicles. [ARTEP 63-216-MTP, Task 63-1-1013/1c].

c) Uses assessment of logistics information to determine the current and projected capabilities and limitations of the FSB logistics and HSS systems. [ARTEP 63-216-MTP, Task 63-1-1013/1b].

d) Uses assessment of logistics information to determine the current and projected Classes III, IV, and V stockage levels. [AN].

5) Develops new logistics concept to support the brigade commander's new COA(s), based on the updated logistics estimate. [AN].

a) Determines new logistics requirements generated by new COAs. [ARTEP 71-3-MTP, Task 71-3-4001/1a].

b) Determines available and projected resources and capabilities to satisfy new logistics requirements. [FM 71-3, p. 8-18].

c) Tailors support provided to the type unit being supported. [LL-CALL Newsletter No. 92-5, p. 12].

6) Participates in COA analysis, war gaming, and briefing, as required. [FM 71-3, p. I-4].

a) Analyses COAs to identify the best support options for the brigade commander's changes. [AN].

b) Analyzes COAs with the brigade S5 to ensure adequate supply to support dislocated civilians. [ARTEP 71-3-MTP, Task 71-3-5004/3].

(1) Provides for relief supplies to reach the dislocated civilian camps when needed. [ARTEP 71-3-MTP, Task 71-3-5004/3a].

(2) The CA stocks (Class X) supplies are available to satisfy identified requirements. [ARTEP 71-3-MTP, Task 71-3-5004/3g].

c) War games logistics COA(s) with the rest of staff to synchronize with the plan. [FM 71-3, p. I-4].

d) Briefs the brigade commander on logistics COA. [AN].

(1) Recommends COA that provides best logistical support. [AN].

(2) Recommends adjustments to brigade CSS operations based on commander's decisions. [ARTEP 71-3-MTP, Task 71-3-4002/1e].

(3) Recommends new locations for the BSA and new MSRs based on the changing tactical situation. [ARTEP 71-3-MTP, Task 71-3-4002/1f].

d. The brigade S4 modifies logistics plans to support new or refined tactical plans, as required. [AN].

1) Prepares the logistics portion of the brigade FRAGO. [AN].

2) Prepares an updated CSS overlay to support the brigade FRAGO. [AN].

3) Prepares a CSS FRAGO and overlay for adjustments, as required. [AN].

4) Ensures that logistics decisions are disseminated, understood, and executed. [ARTEP 71-3-MTP, Task 71-3-4001/5a].

a) Ensures dissemination of the modified logistics plan and new operational information critical to logistics operations to the FSB support operations section. [AN].

b) Ensures dissemination of the modified logistics plan and new operational information critical to logistics operations to subordinate unit S4s. [AN].

20. **The brigade rehearses logistics operations.**

a. The brigade XO ensures that a brigade logistics rehearsal is conducted as a part of the brigade combined arms rehearsal. [FN-NTC CSS OCs].

1) The brigade S4 and the FSB commander ensure that key logistics actions are integrated into the brigade combined arms rehearsal by briefing key actions at appropriate times. [FM 71-3, p. 3-27].

2) The brigade S4 briefs the concept of support. [FN-NTC CSS OCs].

   a) Uses maneuver terms to brief logistics plans. [FN-NTC CSS OCs].

   b) Links CSS activities to maneuver phases and phase lines. [FN-NTC CSS OCs].

3) The FSB commander portrays CSS movements and locations for each phase of the mission. [FN-NTC CSS OCs].

   a) Conducts a walk through or rock drill with a terrain model of the rear area to show the BSA location, locations of resupply points within the BSA, routes, etc. [FN-BCTP Tm B, CSS Tm].

   b) Briefs CSS for mission preparation phase (CSS "before" phase, which includes all CSS activities up to LD time), including: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

      (1) Current BSA locations. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

      (2) Critical logistical activities within the next 24 hours. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

      (3) Critical shortages. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

      (4) Throughput locations and times (e.g., ATPs, ROMs). [AN].

      (5) Anticipated moves of any CSS elements prior to the brigade's LD time. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

      (6) Posturing (eg., assembling pre-configured loads, pre-loading vehicles/ trailers). [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

      (7) Pre-positioning of CSS elements and/or supplies. [AN].

      (8) Movement of the BSA and resultant support impact. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

      (9) Road march and supply routes. [AN].

(10) Traffic control points and any critical points on routes. [AN].

(11) Contingency plans for protection, repair, or bypass of critical points on routes. [AN].

c) Briefs entire CSS execution phase (both CSS "during" and "after" phases) using the concept of maneuver phasing, including. [AN].

(1) Supplies, maintenance, recovery, and medical/AXPs. [FN-NTC CSS OCs].

(2) Location of all key logistics assets (e.g., AXPs, LRPs, routes, FLEs, ROMs) by phase and during missions. [FN-NTC CSS OCs].

(3) Where FSB assets are located for, and during, each phase of the mission. [FN-NTC CSS OCs].

(4) What CSS activities/nodes are activated, where, and when (triggered by time or event). [FN-NTC CSS OCs].

(5) Tactical triggers for CSS activities (e.g., Class III/V resupply) linked to maneuver activities. [FN-NTC CSS OCs].

(6) Conditions for tactical rearm/refuel, locations, times during each phase of the battle. [FN-NTC CSS OCs].

(7) Tactical pauses for refuel/rearm and other critical CSS operations. [FN-NTC CSS OCs].

(8) Casualties expected (i.e., how many, where, when, how evacuated). [FN-NTC CSS OCs].

(9) Brigade/FSB/CSS activities in Bn TF areas. [FN-NTC CSS OCs].

(10) Brigade/FSB/CSS activities in other subordinate unit areas. [AN].

d) Briefs CSS for execution phase (CSS "during" phase, LD time through accomplishment of commander's intent), including: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(1) Hasty displacement plans. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(2) Alternate routes and locations. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(3) Response to rear area threats and those to supply operations. [AN].

(4) Use of aerial resupply. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(5) Use of aerial evacuation. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(6) Security measures. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(7) Traffic control. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

e) Briefs CSS for actions on the objective during execution phase (CSS "after" phase, logistics actions on the objective), including: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(1) Recovery of combat systems. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(2) Clearing casualties (e.g., routes, AXPs, alternate means of transportation). [LL-CALL CTC Bulletin No. 93-4, p. 24].

(3) Resupply of all classes of supply. [AN].

(4) Pre-positioning Class IV, Class V, and other commodities. [AN].

(5) General use routes and dedicated routes, for both access and egress. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(6) Security. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(7) Traffic control. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(8) Location of obstacles and minefields. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

4) Subordinate unit S4s and selected FSB staff plan and rehearse each CSS function area to platoon and section levels prior to the brigade CSS rehearsal, based on the brigade OPORD and the concept of support. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

5) Subordinate unit S4s and the FSB staff resolve logistics support issues (e.g., time/distance factors, terrain factors, route identification) before the brigade CSS rehearsal. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

b. The FSB commander conducts a separate CSS rehearsal following the brigade combined arms rehearsal, using the same terrain model, if possible. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26, 27].

1) The FSB commander divides the CSS mission rehearsal into three phases: before, during, after. [TC Quarterly Bulletin No. 95-8, p. 25].

2) The FSB commander, as the brigade commander's senior logistician, normally directs the rehearsal. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

a) Subordinate unit participants include, at a minimum: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(1) S4. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(2) BMO. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(3) Support platoon leader. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(4) Medical platoon leader. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(5) HHC commander. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

b) The FSB participants include: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(1) Support operations officer. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(2) S2/S3. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(3) All company commanders. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(4) Supply platoon leaders and sergeants. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(5) Ambulance platoon leaders and sergeants. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(6) MEDEVAC team leader. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(7) Shop officer. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(8) Maintenance officer. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(9) Repair control supervisor. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

c) Brigade staff participants include: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(1) S4 representative. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(2) S2 representative. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(3) S3 representative. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(4) Fire support representative. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(5) Engineer representative. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(6) Specialty platoon (i.e., MP, chemical, air defense, signal) planners. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

3) Attendees arrive on time prepared to portray their portion of the plan and bring: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

a) The brigade CSS matrix. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

b) Their plan to accomplish directed missions and tasks. [AN].

c) Map with posted overlays. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

4) The brigade S4 directs the introduction to the rehearsal: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

a) The brigade S4 orients participants to the map or terrain model, briefing: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(1) Key terrain. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(2) Routes. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(3) Security considerations. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(4) Control measures. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(5) Coordination data. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(6) Critical times. [AN].

b) The FSB commander informs participants of the length of time for the rehearsal, normally not more than 1 hour. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

c) The FSB commander identifies a recorder, usually the assistant brigade S4. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

d) The brigade S2 briefs: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(1) Enemy situation, composition, and capabilities. [AN].

(2) Likely enemy avenue of approach through the entire brigade area. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(3) Updated brigade intelligence data, highlighting Level I and II threats. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(4) Refugee activity. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(5) Deep threats (e.g., artillery, aviation). [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

e) The brigade S3 representative briefs: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(1) Overview of the brigade mission and plan. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(2) Critical brigade decision points that may impact support and future operations. [AN].

f) Each subordinate unit S4 briefs: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(1) Current unit logistical asset status. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(2) Unit locations: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(a) Battalion aid stations (jump and main). [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(b) UMCP. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(c) Combat trains. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(d) Field trains. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(e) Maneuver units. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(3) Current combat power. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

g) The FSB support operations officer briefs: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(1) Current BSA locations. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(2) Current locations of CSS activities in the brigade rear outside the BSA. [AN].

(3) Critical logistical activities within the next 24 hours. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(4) Critical shortages. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(5) Throughput locations and times (e.g., ATPs, bulk fuel breaks). [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(6) Anticipated moves of any CSS activities prior to LD time or "defend as of" time. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

h) The FSB support operations officer uses the FSB's synchronization matrix as the basis for integrating DS logistical functions. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

5) During "before phase" rehearsal, unit representatives brief all CSS activities for all required subordinate unit and brigade movements from current location to tactical assembly areas, attack positions, or the LD. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

a) Each briefer links CSS activities to maneuver phases and phase lines. [FN-NTC CSS OCs].

(1) Identifies CSS requirements generated by moves. [AN].

(2) Describes and demonstrates how CSS requirements will be met. [AN].

b) Subordinate unit S4s describe: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(1) Terrain. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(2) Routes. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(3) Times. [AN].

(4) Security. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(5) Safety. [AN].

(6) Enroute requirements (e.g., ROM, recovery, evacuation). [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

c) The FSB support operations officer briefs: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(1) Posturing (e.g., assembling pre-configured loads, pre-loading trailers). [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(2) Pre-positioning. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(3) Movement of the BSA and resultant support impact. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(4) Routine resupply and distribution activities. [AN].

d) All unit representatives: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(1) Physically move unit symbols. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(2) Provide specific times, grids, communication nets, and requirements for all activities. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(3) Describe actions at trigger points, control measures, coordination points, etc. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

6) During the "during phase" rehearsal, participants brief all CSS activities, referencing the same mission phases as the brigade OPORD. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

a) Unit representatives follow the same format and sequence as during the "before phase." [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(1) Each subordinate unit representative briefs every functional area. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(2) Each subordinate unit representative continues to physically depict locations to ensure an understanding of the relationship between position and functions on the total logistics effort. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

b) The FSB support operations officer uses the terrain model to portray CSS activities and to demonstrate how subordinate units will be supported. [FN-BCTP Tm B, CSS Tm].

(1) Briefs logistics locations, resupply, recovery, MEDEVAC, AXP locations and moves. [FN-NTC CSS OCs].

(2) Links casualty evacuation and AXPs to air corridors for air evacuation. [FN-NTC CSS OCs].

(3) Links CSS activities to brigade maneuver phases and phase lines. [FN-NTC CSS OCs].

(4) Identifies LRPs and describes how resupply will be accomplished, including the mechanics of resupply actions. [FN-BCTP Tm B, CSS Tm].

(5) Describes coordination lines, communications, and how FSB elements are positioned to resupply. [CSS BOS Chief., FN-BCTP Tm B].

(6) Describes movement of the BSA, timing, methods to ensure continuous support, and decision points/triggers for moves. [AN].

(7) Identifies specific requirements for subordinate units to pick up or receive supplies from CSS activities other than the FSB or at the BSA (e.g., corps throughput of artillery Class V to DS artillery Bn). [AN].

c) All participants continually check plan for feasibility, executability, and common sense. [AN].

d) The senior logistician present ensures that actions "during" the battle contribute to the logistics preparation of the battlefield for the next fight, and include: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(1) Hasty displacement plans. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(2) Alternate routes and locations. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(3) Response to rear area threats and threats to logistics activities. [AN].

(4) Use of aerial resupply. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(5) Use of aerial evacuation. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(6) Security measures. [AN].

e) The brigade S4 gets operational briefings from key functional operators to confirm linkages from Bn TF to the FSB for specific CSS activities (e.g., MEDEVAC from point of injury to the FSB medical company, LOGPAC from the FSB to platoons.). [AN].

7) During the "after phase" rehearsal, unit representatives brief CSS measures to be taken to continue to logistically shape the battlefield for future operations. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

a) Unit representatives brief and portray logistical actions on the objective with the same level of detailed coordination as the preceding phases. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

b) Unit representatives brief: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(1) Recovery of combat systems. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(2) Clearing casualties. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(3) Resupply of all classes of supplies. [AN].

(4) Pre-positioning Class IV, Class V, and other commodities for future operations. [AN].

(5) Routes. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(6) Security. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(7) Traffic control. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

c) The senior logistician present ensures that units concentrate on speed of recovery from losses and reestablishment of the brigade's logistics base. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

d) The brigade S3 representative, MPs, and local authorities brief how they will expedite the forward movement and the evacuation of key assets. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(1) First Destination Reporting Points, if used, require specific emphasis. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(2) Dedicated routes are identified for both access and egress with emphasis on route discipline. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(3) Ensure that units know the location of obstacles and minefields. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

8) The FSB commander, brigade S4, and brigade S3 representative direct portions of the rehearsal to be repeated, as required, to brief actions resulting from changes made during the first rehearsal. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

a) Representatives identify each decision point in the brigade DST. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

b) The brigade S4, the FSB commander, and the FSB support operations officer determine potential logistics plan changes or branches that result from maneuver decisions. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

c) The FSB commander and the FSB support operations officer discuss each resulting set of branches, particularly if the branch affects division or corps throughput. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

9) All participants perform interactive coordination throughout the rehearsal. [AN].

10) The brigade S4 and the FSB commander summarize key activities at the end of rehearsals. [FM 71-3, p. 3-27].

a) The recorder recaps all changes at the end of the rehearsal, including: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(1) Adjusted timing of moves. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(2) Any route changes. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(3) Newly announced support data. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(4) Security refinements. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

b) All participants note changes on all CSS annexes and matrices. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

11) The brigade S4 ensures that all participants receive updated products before leaving, including: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

a) A completed CSS annex for brigade and FSB orders. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

b) A finalized CSS synchronization matrix. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

EXECUTION

21. **The brigade rear command post maintains communications to coordinate combat service support and sustain brigade operations during brigade execution of the battle.**

a. The brigade rear CP and the FSB CP operate from a collocated CP. [FM 71-3, p. 8-19].

1) The brigade rear CP maintains continuous operations . [ARTEP 71-3-MTP, Task 71-3-4004/1c].

2) The brigade rear CP is under the OPCON of the FSB commander for defense of the BSA. [FM 71-3, p. 3-16].

b. The brigade rear CP and the FSB CP maintain communications with higher and subordinate units. [ARTEP 71-3-MTP, Task 71-3-4004/1d].

1) Maintain wire communications with subordinate units operating in the BSA.

2) Maintain radio communications on: [ARTEP 71-3-MTP, Task 71-3-4004/1e].

a) Brigade command net. [AN].

b) FSB command net. [FM 63-20, p. 3-13].

c) Brigade A/L net (NCS). [FM 71-3, p. H39].

d) Division A/L net. [AN].

e) DISCOM Log/Ops net. [FM 63-20, p. 3-13].

f) DISCOM Cmd/Ops net. [FM 63-20, p. 3-13].

g) Brigade O&I net. [FN-CGSC, CSS SMEs].

c. All units operating in the BSA maintain radio, wire, or messenger communications with the FSB CP/brigade rear CP. [FM 71-3, pp. 6-34, 8-19].

d. The brigade S4 displaces to maintain communications. [AN].

1) Moves portions of the brigade rear CP to a forward location to ensure communications between the brigade rear CP and the brigade main CP. [AN].

2) Displaces to be able to continue to monitor brigade command net and track the battle. [AN].

3) Displaces to operate as a radio relay to allow the brigade S3 to communicate with the brigade rear CP and the FSB CP to synchronize rear area operations. [AN].

4) Displaces to operate as a radio relay and maintain communications between Bn TF combat trains locations and the FSB CP/brigade rear CP. [AN].

e. The brigade S3/brigade main CP coordinates BSA defense with the FSB base cluster operations center, in event of an attack. [FM 71-3, p. 8-8].

22. **The brigade staff acquires logistics information during brigade execution of the battle.**

a. The brigade rear CP personnel monitor the current brigade battle and logistics situation. [ARTEP 71-3-MTP, Task 71-3-4004/2, 4002/1, 1012/3].

1) Continuously monitor brigade command, O&I, and A/L radio nets. [ARTEP 71-3-MTP, Task 71-3-1012/3b].

2) Collect brigade SPOTREPs, SITREPs, INTSUMs, and PERINTREPs. [FM 71-3, p. H-91].

3) Exchange information with the brigade S1/S4 representative in the brigade main CP. [AN].

4) Collect LOGSTATs and logistics SPOTREPs from subordinate unit S4s. [FM 71-3, pp. 60, 79].

5) Receive requests for emergency/immediate resupply from subordinate units. [AN].

b. The brigade rear CP personnel monitor execution of the logistics plan. [FM 71-3, p. 8-8].

c. The brigade surgeon section monitors status of medical supplies, equipment, and personnel. [ARTEP 71-3-MTP, Task 71-3-1302/1c].

d. The brigade surgeon section monitors requests for emergency medical resupply received by the forward support medical company. [FM 71-3, p. 8-11].

e. The MP platoon leader monitors operation of forward EPW and civilian refugee collecting point facilities. [ARTEP 71-3-MTP, Task 71-3-1202/3].

23. **The brigade staff evaluates logistics information during brigade execution of the battle.**

a. The brigade S4 section analyzes reports and messages to determine impact on logistical plans. [ARTEP 71-3-MTP, Task 71-3-4001/5b].

1) Analyzes subordinate unit LOGSTATs, SPOTREPs, and other reports to identify: [AN].

a) Subordinate unit losses. [AN].

b) Potential immediate requirements for supplies, equipment, or both. [AN].

c) Significant changes in subordinate unit status or capabilities. [AN].

2) Identifies immediate requirements for supplies, equipment, or both based on emergency requests from subordinate unit S4s or separate company/detachment commanders. [FN-NTC CSS OCs].

3) Confirms emergency requirement with subordinate unit S4, if necessary, to identify reasons for emergency. [FN-NTC CSS OCs].

4) Analyzes brigade SPOTREPs and SITREPs to identify: [FM 71-3, p. H-91].

a) Additional requirements. [AN].

b) Potential resupply opportunities. [AN].

c) Significant changes in unit status or capabilities. [AN].

5) Analyzes brigade SPOTREPs, INTSUMs, and PERINTREPs to identify: [FM 71-3, p. H-91].

a) Enemy activities posing a threat to the BSA. [AN].

b) Enemy activities posing a threat to CSS activities or operations (e.g., evacuation routes, MSR, FLE). [AN].

c) Enemy activities requiring an immediate change in CSS activities or operations. [AN].

6) Anticipates requirements based on monitored information, in conjunction with the FSB support operations section. [FM 71-3, p. 8-4].

7) Determines that trigger point has been reached to initiate movement of supplies to preplanned locations. [AN].

8) Determines that trigger point has been reached to initiate prepositioning of critical supplies. [AN].

9) Determines that trigger point has been reached to initiate movement of engineer equipment and materiel. [AN].

10) Determines that trigger point has been reached to respond to surge requirement. [AN].

b. The brigade S4 evaluates degradation of the FSB's ability to provide classes of supply, based on losses resulting from an attack on the BSA. [ARTEP 63-216-MTP, Task 63-1-1052/3i].

c. The brigade S4 evaluates degradation of the FSB's ability to provide classes of supply, based on losses resulting from an attack on other logistics elements or activities (e.g., FLE, ASP, convoy). [AN].

d. The MP platoon leader analyzes EPW operations to determine the amount of equipment and materiel necessary for shelter, security, and basic human needs. [ARTEP 71-3-MTP, Task 71-3-1202/3b].

24. **The brigade rear command post updates products and maintains operations and combat service support status during brigade execution of the battle.**

a. The brigade rear CP personnel maintain/update current operations and CSS SITMAPs, information displays, and journals. [ARTEP 71-3-MTP, Task 71-3-3003/2].

1) Maintain current enemy and friendly SITMAP. [ARTEP 71-3-MTP, Task 71-3-1012/3a; 4004/2b].

2) Prepare and maintain daily staff journals. [ARTEP 71-3-MTP, Task 71-3-4004/2a; 1012/2c].

3) Prepare and maintain information displays to visually display critical data. [ARTEP 71-3-MTP, Task 71-3-4004/2c].

a) Information displays during execution phase include: [LL-CALL Newsletter No. 95-7, p. IV-3].

(1) Combat power. [LL-CALL Newsletter No. 95-7, p. IV-3].

(2) Unit locations and activities. [LL-CALL Newsletter No. 95-7, p. IV-3].

(3) Class III/V status. [LL-CALL Newsletter No. 95-7, p. IV-3].

(4) Enemy contacts, locations, and movements. [LL-CALL Newsletter No. 95-7, p. IV-3].

(5) Enemy contacts, locations, and movements in the brigade rear area. [AN].

(6) Main aid stations, forward aid station locations, and AXPs. [LL-CALL Newsletter No. 95-7, p. IV-3].

(7) Division assets in sector (e.g., ASP, throughput, MPs). [LL-CALL Newsletter No. 95-7, p. IV-3].

(8) Status of adjacent units. [LL-CALL Newsletter No. 95-7, p. IV-3].

(9) Status of transportation system. [AN].

(a) Availability and location of subordinate unit transportation elements. [ARTEP 71-3-MTP, Task 71-3-4002/1a].

(b) Movement schedules. [AN].

(c) Condition of MSR and other routes. [ARTEP 71-3-MTP, Task 71-3-4003/1].

b) Information displays during post battle phase include: [LL-CALL Newsletter No. 95-7, p. IV-3].

(1) Subordinate unit equipment readiness. [LL-CALL Newsletter No. 95-7, p. IV-3].

(2) Subordinate unit personnel strength. [LL-CALL Newsletter No. 95-7, p. IV-3].

(3) Status of all DISCOM CSS elements supporting the brigade. [AN].

(4) Resupply status of all classes of supply. [LL-CALL Newsletter No. 95-7, p. IV-3].

(5) Pre-positioning status of Class IV/V. [LL-CALL Newsletter No. 95-7, p. IV-3].

(6) Subordinate unit locations. [LL-CALL Newsletter No. 95-7, p. IV-3].

(7) Consolidation and reorganization status. [LL-CALL Newsletter No. 95-7, p. IV-3].

(8) Maintenance and casualty collection status. [LL-CALL Newsletter No. 95-7, p. IV-3].

(9) Status of transportation system. [AN].

(a) Availability and location of subordinate unit transportation elements. [ARTEP 71-3-MTP, Task 71-3-4002/1a].

(b) Movement schedules. [AN].

(c) Condition of MSR and other routes. [ARTEP 71-3-MTP, Task 71-3-4003/1].

4) Maintain the status of subordinate unit combat and CSS elements. [ARTEP 71-3-MTP, Task 71-3-4002/1a].

5) Maintain the status and locations of supporting DISCOM elements in brigade area. [AN].

6) Maintain the status of supplies. [ARTEP 71-3-MTP, Task 71-3-4003/1].

a) Quantities of supplies on hand, by class of supply. [ARTEP 71-3-MTP, Task 71-3-4003/1a].

b) Changes in subordinate unit requirements. [ARTEP 71-3-MTP, Task 71-3-4003/1b].

c) Current requirements to sustain minimum stock levels. [AN].

d) Availability of supplies in the FSB, by class. [AN].

e) Critical logistics shortages. [AN].

f) Changes in division logistics priorities. [AN].

7) Maintain the current OR status of equipment in the brigade. [ARTEP 71-3-MTP, Task 71-3-4003/2].

a) Maintain the consolidated brigade weapons status/combat power board. [ARTEP 71-3-MTP, Task 71-3-4003/2a].

b) Monitor maintenance operations to evaluate capability to support current operations. [ARTEP 71-3-MTP, Task 71-3-4003/2b].

b. The brigade surgeon section maintains status of medical supplies, equipment, and personnel. [ARTEP 71-3-MTP, Task 71-3-1302/1c].

c. The brigade main CP personnel maintain current SITMAPs, information displays, and journals: [ARTEP 71-3-MTP, Task 71-3-3003/2].

1) The brigade S3 section personnel monitor subordinate unit critical shortages of Classes III, IV, and V. [ARTEP 71-3-MTP, Task 71-3-3003/2d].

2) The brigade S3 section personnel monitor subordinate unit weapon status (crews and equipment). [ARTEP 71-3-MTP, Task 71-3-3003/2e].

25. **The brigade staff coordinates logistics operations during brigade execution of the battle.**

a. The brigade S1/S4 section and the FSB support operations section initiate actions to satisfy logistics requirements . [FM 71-3, p. 8-4].

1) Identify windows of opportunity for resupply during lulls between battles or phases. [LL-CALL Newsletter No. 94-2, p. III-1].

2) Prioritize resupply to restore the brigade's combat power: [LL-CALL Newsletter No. 94-2, p. III-1].

a) Initial logistics support for refueling and rearming operational systems. [LL-CALL Newsletter No. 94-2, p. III-1].

b) Subsequent resupply of essential major end items of equipment, basic loads of Classes III and V, critical repair parts, water, and rations. [LL-CALL Newsletter No. 94-2, p. III-1].

c) Follow-on recovery and evacuation of combat-damaged equipment which requires higher echelon maintenance. [LL-CALL Newsletter No. 94-2, p. III-1].

b. The brigade S4 coordinates support of current operation with the FSB support operations section. [FM 71-3, p. 8-8].

1) Use of FLE when distances for Bn TFs to return for supplies are excessive. [FN-NTC CSS OCs].

a) The FLE is stocked with Class III, V, and water. [FN-NTC CSS OCs].

b) The Bn TFs collocate Classes III and V with FLE in preparation for refuel/rearm during tactical pauses, as required. [FN-NTC CSS OCs].

2) Use of a brigade LRP to reduce turn around time for Bn TF LOGPACs. [FN-NTC CSS OCs].

3) Repositioning of critical supplies based on tactical situation (e.g., Classes III, IV, and V moved forward as Bn TF move into the defense from the offense). [AN].

4) Response to battle-driven surge requirements. [AN].

a) Class III and Class V to support unexpected success/pursuit of enemy. [AN].

b) Class IV, Class V, and engineer equipment to support hasty defense or mission change from offense to defense. [AN].

c) Medical personnel, supplies, and facilities to support mass casualty situation. [AN].

5) Response to consolidation and reorganization requirements. [AN].

a) Repositioning of critical supplies (e.g., Class III, IV, V). [AN].

b) Repositioning of heavy engineer equipment (e.g., bulldozers). [AN].

6) Use of combat-configured loads to subordinate units from all forward-deployed sites. [LL-CALL Newsletter No. 94-2, p. III-2].

7) Preplanned resupply operations to be conducted at night, whenever possible. [LL-CALL Newsletter No. 94-2, p. III-2].

8) Coordinate with the FSB S2/3 and the brigade S3 sections to deconflict traffic priorities on existing roads in the brigade area. [LL-CALL Newsletter No. 94-2, p. III-2].

9) Air resupply. [AN].

a) Army rotary wing for external or internal loads. [AN].

b) The USAF fixed wing for air land or air drop resupply. [AN].

c. The brigade S4 coordinates for immediate resupply. [AN].

1) The brigade S4 forwards immediate requests to the FSB support operations section. [FN-NTC CSS OCs].

2) The brigade S4 coordinates with the brigade S3 and the brigade air liaison officer for air transportation for immediate delivery requirements. [FM 55-10, p. 10-13, 10-14].

3) The brigade S4 ensures that units have the necessary equipment to recover air items from trees (e.g., hooks, chain saws, ropes) and to evacuate them to the rear for reuse, if required. [LL-CALL Newsletter No. 94-2, p. III-2].

4) The brigade S4 coordinates with FSB support operations for unit distribution of immediate resupply via motor or air transport. [FM 71-3, p. 8-14].

5) The brigade S4 coordinates for Class V air-drop or sling-load resupply through the FSB support operations section with the DMMC DAO and DISCOM MCO. [ARTEP 63-216-MTP, Task 63-1-1027/3f].

6) The brigade S4 coordinates for fuel diversions or re-routes to meet unexpected requirements through the FSB support operations section with the DMMC. [ARTEP 63-216-MTP, Task 63-1-1026/2e].

7) The brigade S4 coordinates through FSB support operations with the DAO and ATP on Class V diversions or re-route to meet unexpected requirements. [ARTEP 63-216-MTP, Task 63-1-1027/2e].

d. The MP platoon leader coordinates with the brigade S4 to request supplies to support EPW operations: [ARTEP 71-3-MTP, Task 71-3-1202/3].

26. **The brigade staff communicates logistics information during brigade execution of the battle.**

a. The brigade rear CP personnel keep the brigade commander advised on conduct of critical logistical operations. [ARTEP 71-3-MTP, Task 71-3-4001/5d].

1) Communicate critical CSS requirements and shortfalls to the brigade commander, the FSB commander, and the division G4. [ARTEP 71-3-MTP, Task 71-3-4002/1d].

2) Recommend revisions of the logistical plan to the brigade commander, as required. [ARTEP 71-3-MTP, Task 71-3-4001/5e].

b. The brigade rear CP personnel provide information on battle situation, enemy activities, and changing logistics priorities to subordinate unit S4 sections. [ARTEP 71-3-MTP, Task 71-3-4002/1c].

c. The brigade rear CP personnel provide information on battle situation, enemy activities, and changing logistics priorities to the FSB staff. [ARTEP 71-3-MTP, Task 71-3-4002/1c].

d. The brigade rear CP personnel consolidate LOGSTAT information and forward it to the FSB support operations section for action. [AN].

1) Forward current logistical status for supply and maintenance. [LL-CALL Newsletter No. 94-2, p. II-4].

2) Forward subordinate unit Class V requirements to the DAO representative in the BSA. [FM 63-2, p. 6-4].

3) Forward consolidated Class III forecasts to the FSB support operations section and division G4. [FM 63-2, p. 7-2].

27. **The brigade S4 responds to brigade commander's directed changes in the operation during brigade execution of the battle.**

a. The brigade S4 acknowledges receipt of the brigade commander's decision to modify the tactical plan or develop new plans. [AN].

b. The brigade S1/S4 representative in the main CP participates in the quick or combat decision-making process, as required. [FM 101-5, p. 4-48, 4-52].

1) Considers the brigade commander's new planning guidance. [ARTEP 71-3-MTP, Task 71-3-4001/2d].

2) Reviews friendly situation based on the brigade commander's guidance, input from the brigade S3, and brigade rear CP battletracking. [ARTEP 71-3-MTP, Task 71-3-4001/3a1].

3) Reviews and analyzes new tactical plans and concepts to determine impact on logistics. [ARTEP 71-3-MTP, Task 71-3-4005/1a].

4) Updates logistical staff estimate. [ARTEP 71-3-MTP, Task 71-3-4001/3; FM 71-3, p. 8-3 to 8-5].

a) Obtains information and planning assistance from the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1013/1].

b) Uses assessment of latest logistics information to determine current and projected status of mission-critical supplies, key weapons systems, items of equipment, and vehicles. [AN].

c) Uses information from the FSB support operations section to determine critical changes in capabilities and limitations of the FSB logistics and HSS systems. [AN].

(1) On-hand quantities of all classes of supplies. [AN].

(2) Status of supplies due in based on prior requests and forecasts. [AN].

(3) Degradation to FSB capabilities due to losses. [AN].

d) Uses information from the FSB support operations section to determine Class V stock onhand and inbound and weapons density for RSR/CSR reallocation recommendation. [FN-CGSC, CSS SMEs].

5) Develops a logistics concept to support the brigade commander's modified or new plan. [AN].

a) Determines specific logistics requirements. [ARTEP 71-3-MTP, Task 71-3-4001/1a].

b) Identifies on-hand resources to satisfy logistics requirements. [FM 71-3, p. 8-17].

6) Participates in analysis, war gaming, and briefing, as required. [FM 71-3, p. I-4].

a) Briefs logistics concept. [AN].

b) Recommends adjustments to brigade logistics operations based on the brigade commander's modified or new plan. [ARTEP 71-3-MTP, Task 71-3-4002/1e].

c) Recommends new locations for the BSA and new MSRs based on the brigade commander's modified or new plan. [ARTEP 71-3-MTP, Task 71-3-4002/1f].

c. The brigade S1/S4 representative in the main CP prepares logistics portion of the FRAGO, as required. [AN].

1) Prepares updated brigade CSS overlay to support the brigade FRAGO, as required. [AN].

2) Ensures that logistics decisions are disseminated, understood, and executed. [ARTEP 71-3-MTP, Task 71-3-4001/5a].

3) Coordinates with the FSB support operations section to request supplies to satisfy requirements in excess of supplies on hand. [AN].

28. **The brigade S4 coordinates supply support for brigade consolidation and reorganization.**

a. The brigade commander assesses the status and capability of brigade units. [FM 71-3, p. 8-23].

b. The brigade S4 responds to changes the brigade commander makes in the brigade priorities. [FM 71-3, p. 8-23].

c. The brigade S4 coordinates with the FSB support operations section to resupply Bn TFs and other subordinate units. [AN].

1) Reposition critical classes of supply in response to the tactical situation. [AN].

2) Respond to surge requirements for any class of supply. [AN].

3) Priority of resupply to unit designated as priority for next mission by the brigade commander. [AN].

4) Restore unit stocks of Class III and Class V in the combat trains. [AN].

5) Restore combat loads of Class III and Class V on all weapons systems and vehicles. [AN].

6) Replenish Class IX to expedite repair on site of damaged vehicles. [AN].

7) Expedite movement of engineer materiel and equipment to new positions. [AN].

8) Expedite recovery of damaged vehicles, if required. [AN].

9) Replenish stocks of all other classes of supply. [AN].

d. The brigade S1 section supports the reorganization of specific company/teams to regain combat power based on the brigade commander's directions. [FM 71-3, p. H-61].

1) Identifies personnel requirements to return the unit to minimum manning status based on personnel status reports from subordinate units. [AN].

2) Identifies unit personnel for cross-leveling, redistribution, or for the forming of composite units, for both tactical and CSS units. [LL-CALL Newsletter No. 94-2, p. III-3].

3) Forwards personnel requirements to division G1. [AN].

4) Considers the use of external personnel assets, provided: [LL-CALL Newsletter No. 94-2, p. III-3].

a) They are available within the time periods allowed for reorganization. [LL-CALL Newsletter No. 94-2, p. III-3].

b) The receiving unit can assimilate them. [LL-CALL Newsletter No. 94-2, p. III-3].

5) Ensures that as much unit integrity (e.g., squad, crew, team) as possible is maintained. [LL-CALL Newsletter No. 94-2, p. III-3].

e. The brigade S4 section supports the reorganization of specific company/teams to regain combat power based on the brigade commander's directions. [FM 71-3, p. H-61].

1) Identifies requirements for equipment and supplies based on subordinate unit LOGSTATs and other reports. [AN].

a) Unit equipment (e.g., weapons, tactical vehicles, combat vehicles). [AN].

b) Organizational and individual equipment (e.g., clothing, field gear, tentage, protective masks, decontamination equipment). [AN].

c) Basic load supplies, such as: [AN].

(1) Class I and water (e.g., 3 to 4 day supply of combat rations and water). [AN].

(2) Class II (e.g., expendable NBC supplies). [AN].

(3) Class III (e.g., pre-packaged POL for combat vehicles). [AN].

(4) Class IV (e.g., wire, pickets, sandbags). [AN].

(5) Class V (e.g., combat vehicle basic loads). [AN].

(6) Class IX (e.g., restore PLL). [AN].

2) Forwards requirements for equipment and supplies to the FSB support operations section. [FN-BCTP Tm B, CSS Tm].

3) Ensures that logistics assets are available for reorganization when required. [LL-CALL Newsletter No. 94-2, p. III-3].

4) Provides current brigade tactical plans to the FSB support operations section to identify unit requirements for future operations. [AN].

5) Ensures that all maintenance efforts are restricted to mission-essential maintenance only, when directed by brigade operations or specified in brigade orders. [LL-CALL Newsletter No. 94-2, p. III-3].

6) Ensures that unit- and intermediate-level maintenance personnel: [LL-CALL Newsletter No. 94-2, p. III-3].

a) Use battle damage assessments as a basis for immediate battlefield repairs. [LL-CALL Newsletter No. 94-2, p. III-3].

b) Use battlefield cross-leveling. [LL-CALL Newsletter No. 94-2, p. III-3].

c) Use expedient repairs that restore capability. [LL-CALL Newsletter No. 94-2, p. III-3].

d) Concentrate on repair of major end items critical to the effectiveness of the unit being reorganized and within the brigade commander's priorities. [LL-CALL Newsletter No. 94-2, p. III-3].

f. The brigade S4 identifies the need to reorganize or reconstitute logistics units/assets under brigade control. [AN].

1) Recommends priorities to the brigade commander and the brigade XO. [AN].

2) Coordinates to expedite allocation of personnel and materiel assets for logistics unit reorganization or reconstitution with: [AN].

a) Brigade staff. [AN].

b) FSB support operations section. [AN].

c) Parent unit of the logistic unit being reorganized or reconstituted. [AN].

g. The brigade XO oversees the reorganization or refit of units designated by the brigade commander. [ARTEP 71-3-MTP, Task 71-3-0002/3].

h. The brigade XO ensures that reorganized or refit units are combat ready upon completion of their reorganization or refit. [ARTEP 71-3-MTP, Task 71-3-0002/4].

i. The brigade S4 notifies the FSB support operations section of the status of brigade consolidation and reorganization. [AN].

29. **The brigade conducts weapons systems replacement operations.**

a. The brigade XO oversees WSRO as the designated brigade weapon systems manager. [ARTEP 71-3-MTP, Task 71-3-0002/5; FM 71-3, p. 8-25].

1) Coordinates WSRO for systems in combat support units with division major subordinate command XOs (e.g., division artillery, engineer brigade). [FM 71-123, p. 8-12].

2) Coordinates activities of the brigade S4 and S1 to maximize number of ready to fight weapon systems. [FM 71-3, p. 8-25].

3) Implements the brigade commander's priorities for issue of weapon system assets, unit weapon system shortages, and personnel and equipment assets available to fill unit shortages. [FM 71-3, p. 8-24].

4) Ensures coordinated, S1 and S4, personnel and logistical managing, reporting, and monitoring of complete weapon systems at all echelons. [FM 71-3, p. 8-24].

5) Uses WSRO to manage the following brigade key weapons systems. [FM 71-3, p. 8-25].

a) Tank with a four-man crew. [FM 71-3, p. 8-25].

b) Mortar with a four-man crew. [FM 71-3, p. 8-25].

c) Bradley Fighting Vehicle (BFV) with a three-man crew. [FM 71-3, p. 8-25].

d) The M113 with a two-man crew. [FM 71-3, p. 8-25].

e) Improved tube-launched, optically-tracked, wire-guided missile (TOW) vehicle with a three-man crew. [FM 71-3, p. 8-26].

f) Cavalry fighting vehicle with a five-man crew. [FM 71-3, p. 8-26].

b. The brigade S4 supervises WSRO in conjunction with the brigade XO. [ARTEP 71-3-MTP, Task 71-3-4002/2e].

1) Maintains WSRO status. [ARTEP 71-3-MTP, Task 71-3-4002/2d].

2) Coordinates with the brigade XO and the FSB staff for execution of WSRO. [ARTEP 71-3-MTP, Task 71-3-4003/2f].

3) Keeps the brigade XO informed of WSRO-managed systems. [FM 71-3, p. 8-25].

c. The brigade rear CP processes weapons systems status (WESS) reports. [FM 71-3, p. 8-25].

1) The Bn TF WESS reports are received by the brigade rear CP. [FM 71-3, p. 8-25].

2) The brigade S4 also identifies Bn TF losses through LOGSTATs and other reports. [FN-NTC CSS OCs].

3) The brigade S1 and the brigade S4 sections ensure that information submitted on recurring, TSOP, personnel, and logistical reports compare with the information submitted on the Bn TF WESS report. [FM 71-3, p. 8-25].

a) The brigade S1 coordinates requirements from Bn TF reports with reports of personnel returned to duty from the brigade treatment station. [FM 71-3, p. 8-25].

b) The brigade S1 coordinates requirements from other subordinate unit reports with reports of personnel returned to duty from the brigade treatment station and forwards information to parent unit. [AN].

c) The brigade S4 coordinates requirements from Bn TF reports with reports of up-to-date equipment repairs from the FSB. [FM 71-3, p. 8-25].

d) The brigade S4 coordinates requirements from other subordinate unit reports with reports of up-to-date equipment repairs from the FSB and forwards information to parent unit. [AN].

4) The brigade S1 coordinates with the brigade S4 for personnel and WSRO interface. [ARTEP 71-3-MTP, Task 71-3-1003/3c].

5) The brigade S1 and brigade S4 submit the WESS report to the DMMC and provide an information copy to the FSB support operations section. [FM 71-3, p. 8-25].

d. The brigade XO ensures that reports are processed and coordinated, as required. [FM 71-3, p. 8-25].

e. The brigade S1 notifies Bn TF S1s of projected crew gains and estimated arrival at the BSA for linkup. [FM 71-3, p. 8-26].

f. The FSB supply company notifies the brigade S4 when Class VII materiel arrives at the FSB from the MSB. [FN-NTC CSS OCs].

g. The brigade S4 section coordinates physical link up of Class VII between the FSB supply company and the unit HHC commander in the unit field trains of receiving unit so that Class VII materiel can physically pass between property book holders to ensure accountability. [FN-NTC CSS OCs].

LESSONS LEARNED INTEGRATED INTO TASK LIST
CONDUCT SUPPLY OPERATIONS (BRIGADE CCF 29)

This subcomponent identifies the lessons learned extracted from the U.S. Army CALL publications relevant to performing this CCF. The lessons learned are organized and listed by the appropriate task in the CCF task list. Where appropriate to address the absence of a task in an ARTEP-MTP, the lessons learned have been structured as tasks and are included in the detailed task list as subtasks. The purpose of the lessons learned component is to provide the user with the most recent TTPs associated with the performance of the tasks in this CCF.

PLANNING TASKS

1. The brigade rear command post coordinates brigade sustainment and protection of logistics operations and activities from its current location during planning.

LL - **Information Display Techniques**

Observation: Most units do not have an effective means of displaying information within the TOC to provide commanders and other key personnel a quick update of the unit's status.

Discussion: A commander should be able to sit in front of his map board and get a complete situation report (SITREP) for his unit without asking the shift officer numerous questions. This will only happen if the unit has an effective system in place to visually display critical data.

Effective visual information display techniques have numerous advantages. First, they offer the commander a quick and easy means of getting a snap shot of his unit. Questions to the staff should be the exception rather than the norm. Also, they provide the staff with a quick and efficient means of processing information. These techniques minimize the passing of message slips between staff sections and making numerous entries in the staff journal.

The use of status boards or charts is normally applied during four phases of an operation. These phases are: planning, battle preparation, execution, and post battle. Identifying the required charts for each phase is difficult and may produce an abundance of charts if not managed carefully. Avoid having too many charts. ***TOO MANY CHARTS IS WORSE THAN TOO FEW CHARTS***. Not only are they overwhelming inside the TOC, but they require room to transport.

Below is a recommended starting point to assist in identifying what information should be displayed and monitored. Not all of the information or charts listed below are required or recommended.

[CALL Newsletter No. 95-7, May 95, pp. IV-1 thru IV-2]

LL - **Planning Phase**

- Specified, implied, and mission-essential tasks.
- Higher headquarters mission statement and intent.
- Weather data.
- Constraints and limitations.
- Critical facts and assumptions
- Time line (include expected enemy events).
- Restated mission.
- Task Organization
- Commander's guidance.
- COA development sketch.
- Synchronization matrix.
- War game worksheet.
- CCIR.
- COA comparison.
- Decision support matrix.

[CALL Newsletter No. 95-7, May 95, pp. IV-2]

2. The brigade receives an order initiating a new mission from higher headquarters.

3. The brigade commander and staff conduct mission analysis.

LL - **S4/S1 - mission analysis:** The S4s/S1 do not routinely brief assets available during the mission analysis brief to the commander. [CTC Trends - NTC, 4QFY94, p. 14]

LL - **CSS planning and integration:** The TF S4s normally are not prepared to provide the TF commander and staff with the current logistical status of the TF prior to COA selection. The S4s do not routinely use informal estimates or receive estimates from the key CSS leaders in the TF. Once war gaming does begin, S4s are normally not included and are left to produce the CSS plan without the benefit of BOS synchronization. RESULT: maneuver plan that does not consider the current logistical status and a CSS plan that does not support TF maneuver. [CTC Trends - NTC, 4QFY94, p. 14]

4. The brigade prepares and issues a brigade warning order.

5. The brigade commander issues initial planning guidance.

6. The brigade commander and staff prepare estimates.

LL - **Logistics - Supporting the Offense Chapter I.** ***Before***

Overview

If offensive momentum is not maintained, the enemy may recover from the shock of the first assault, gain the initiative, and mount a successful counterattack. Therefore, *the CSS priority is to maintain the momentum of the attack.* A successful attack may develop into an exploitation of a pursuit. The CSS planners must be flexible to support this contingency.

The CSS system must be responsive and predictive. It must meet needs that change with little notice. Forward Support Battalion (FSB) personnel must assume that changes in priorities, support operations, and organization will be the norm; they must be ready to respond quickly. As the name of the FSB implies, the focus of the CSS structure is on providing support as far forward as practical. All CSS and logistical operations must be designed, coordinated, and executed toward providing comprehensive and uninterrupted support to the customer unit.

Continuous CSS operations require careful personnel management. Routine details, perimeter guard, and operator maintenance must be performed during any available downtime. *A carefully planned and strictly enforced rest-work schedule or sleep plan is necessary to ensure continuous capability.*

Sound preparation is the precursor to sound military operations. Preparation is the phase of a military operation that encompasses the procedures necessary to ready the force for successful mission accomplishment. The one-third to two-thirds rule states that the staff should spend no more than one third of the available time on planning and give the remaining two thirds to subordinates for planning, preparation, and execution. The CTC experience indicated that units that adhere to this principle outperform those that do not. [CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. I-2]

LL - **Components of Tactical Logistics:**

When determining what battlefield data are relevant to sustainment, it's helpful to breakdown CSS operations into certain key elements against which data can be collected for study and analysis. For this discussion, these data elements are called the components of tactical logistics. The following descriptions of these components are not doctrinal "book definition," per se, so they are not intended to be all-inclusive. They are offered here, however, to stimulate thought and to facilitate an understanding of those factors which impact on tactical logistics support.

- **Logistic resources** are the wherewithal to effect support, including CSS organizational structures, command and control, task organizing for support, communications, information automation systems, medical facilities, and material such as transportation assets and supply, maintenance and field services equipment.

- **Logistic capabilities** include soldier and leader skills and the personnel staffing which, collectively, activate logistics resources and bring to life the required support. Capabilities are degraded in adverse situations such as severe climatic conditions, night operations, or elevated MOPPs.

- **Logistic capacities** include reception and clearance capacities, carrying capacities of transportation assets, volumes of storage facilities, maintenance production output rates, and supply route characteristics such as surface composition, tunnels, overhead obstructions, bridge weight limits, and traffic circulation rates.

- **Material stocks** include the quantity and status of weapon systems, ancillary equipment, ammunition, repair parts, and consumable supplies required or available to sustain or reconstitute combat power of deployed units. Also included are logistics status reports and known or projected shortfalls.

- **Consumption and attrition rates** include experienced or expected usages of consumable supplies and weapon systems which must be considered to anticipate support requirements.

- **Time and space factors** are those requirements and restrictions of the battlefield which influence whether logistic support is provided to deployed forces at the right place and time. Included here are plans, orders, rehearsals, priority of support, positioning for support, tempo of support (intensity of demand), security, risk assessment, the effects of terrain, weather, contaminated areas, minefields, nighttime and enemy threat on logistics operations, and the battlefield signatures of logistic resources. Time and space factors, especially, impact on the synchronization and integration of logistics on the battlefield.

[CALL Newsletter No 92-5: Logistics Preparation of the Battlefield: A Perspective on Integrating Combat Service Support - Nov 92, pp. 1 - 2.]

LL - **Command and Control (C^2)**: Battle command is the key to good logistics support. The FSB commander and staff must be able to keep combat power and priority of support concentrated in space and time. Knowing the supported maneuver commander's plan, intent, and task organization is the key to this effort. *The logistics plan must be developed simultaneously with the tactical plan.* [CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. I-2]

LL - **C^2**

The CSS leaders and staffs must know and understand the commander's plan to incorporate the sustainment imperatives of anticipation, integration, continuity, responsiveness, and improvisation. They must know the supported unit's task organization. These factors help tailor logistics support. Often the plan development process used by the brigade does not incorporate input from either the brigade CSS staff or the FSB staff. As a result, the CSS plan is developed after the development of the maneuver plan.

The brigade commander and staff must plan the tactical and CSS operations concurrently. The FSB commander and staff must provide the required input to the brigade planning process to ensure the scheme of maneuver and fire support plan can be supported logistically. Poor planning puts the CSS staff in the reactive mode, rather than the pro-active mode required to support fast-paced offensive operations.

Lesson(s):

- Brigade commanders, supporting unit commanders, and FSB commanders must plan tactical and CSS operations concurrently. (NOTE: Supporting units (field artillery, air defense artillery, engineer, etc.) are often CSS intensive and, therefore, their plans must be developed, war gamed, and published concurrently).

- In the planning process, know the task organization of the supported brigade, including all attachments and OPCON units. (NOTE: FSBs do not doctrinally support OPCON units, non-divisional, and divisional units passing through the brigade sector. The FSB should plan on providing support to these elements; this means that the FSB must determine what augmentation is required from the MSB, DISCOM and/or corps support command (COSCOM) to provide responsive support to the brigade sector.)

[CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. I-3]

LL - **Automation**: Automation can significantly assist the management of support customer units. The Tactical Army Combat Service Support Computer System (TACCS) can provide a beneficial link between the supported unit and the supporter. Trained TACCS operators speed up logistics operations. The *keys to battlefield automation are SOPs and practice.* [CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. I-2]

LL - **Automation**

Tactical automation is used to manage information and to optimize use of scarce resources. Automation can help offset the difficulty of providing logistics to supported units. The TACCS is standard U.S. Army issue and is available to combat arms (CA) as well as to CSS units. In some instance, CA units can submit their requisitions via modem using TACCS. This can dramatically speed up processing, and also can provide a means to achieve requisition status information more rapidly. However, this type of automated processing must be worked out and rehearsed before execution with the supporting unit. Units experienced great difficulty with automation during Operations DESERT SHIELD and DESERT STORM. Few units had SOPs for setting up, operating, and maintaining their automation equipment. Many units do not routinely deploy with their automation systems during field exercises. Insufficient training and unfamiliarization with how to integrate automation into battlefield logistics support are often cited as reasons for the lack of experience.

Lesson(s):

- Practice the automation link between the supporting and the supported unit.
- Establish a sound working relationship with supported units. Determine how automation will be used to enhance logistics.
- Develop SOPs on how automation will be used to support the battle.
- Routinely deploy with automation.
- Intensify training on employment of automation.
- Use cross-training to increase the number of TACCS-trained soldiers in your organization.

[CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. I-6]

LL - **Logistical Reporting**: Supported units frequently fail to adequately report logistical requirements and status to supporters. This slows down the flow of logistics and makes it difficult for the maneuver commander to sustain his combat power. Operations DESERT SHIELD and DESERT STORM units stated that LOGSTATs and other logistical reports provided meaningless information to maneuver commanders. [CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. I-2]

LL - **Logistical Reporting**

During Operations DESERT SHIELD and DESERT STORM, many maneuver commanders stated the logistical reports they received were meaningless. Terms, such as "days of supply (DOS)," and number of short tons of supplies did not readily translate into the information they needed to win the fight. Logisticians think in terms of the retail and wholesale levels, while maneuver commanders are concerned about the end user level. Maneuver commanders want user-friendly information. Logisticians at the BSA and maneuver Brigade/Battalion levels must compromise by developing two sets of numbers: one set dictated by SOP outlining

retail/wholesale supply statistics for higher level CSS channels, and another indicating number of rounds per tube, tank, or soldier for maneuver commanders. The second set of numbers can be developed locally. However, it must be a joint effort between maneuver and CSS commanders, and practiced during field training exercises. Another general consensus is that the desire for information by higher headquarters is quickly exceeding the subordinate commander's ability to provide it in a timely manner. Commanders at all levels must carefully define their critical information requirements.

Lesson(s):

- Supported units must discipline themselves to submit timely, accurate logistical reports.
- Develop logistical report requirements and procedures with the supported unit that meet the needs of the maneuver commander.
- Practice logistical reporting at home station and during field training exercises.
- Develop a practical logistical reporting system for the end user.
- Logistical reports required from subordinate commanders must not be overly detailed or unnecessary.

[CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. I-7]

LL - **Battlefield Data Sources**:

Sources from which relevant battlefield data are derived include:

- **Higher headquarters briefs, plans and orders**.

- **The commander's planning guidance**. This is made up of the restated mission, initial concept of the operation, scheme of maneuver, deception objective, rear operations priorities, time plan, type of order to be issued, and type of rehearsal (backbrief, reduced force, full force). It may indicate what support tasks are required before, during, and after the mission.

- **The commander's intent (or concept)**. The intent may indicate when and where support actions are to be synchronized with maneuver, thereby suggesting logistics-triggering mechanisms.

- **Operations and intelligence briefings and overlays**. These provide locations of friendly and enemy forces, weather, terrain, likely logistics release points, resupply routes and distances.

- **Modification Tables of Organization and Equipment (MTOEs) of Task Force units**. These provide data on logistics resources, capabilities and capacities.

- **Logistics status reports**. These reports provide data on the readiness of primary weapon systems and material stocks.

- **Task Force (TF) scouts**. They are especially helpful if the need to gather data against the components of tactical logistics is included in their collection requirements (such as airlift resupply landing zones).

- **Engineer route reconnaissance overlays**.

- **Traffic circulation and highway regulating plans**.

Gathering data about the components of tactical logistics gives the staff planner the basic planning factors needed to assess the battlefield environment. These data are used to develop effective staff estimates. Then through analysis, they are transformed into decision information to determine the supportability of competing courses of action. Only by assessing the status and impact of the components of tactical logistics can logisticians bring an informed estimate to the planning process. **Tacticians must take advantage of the contributions made by logisticians during planning or face periods of diminished combat power during a mission -- potentially at a critical point in the battle**.

By analyzing relevant data elements and applying them during planning, logistics preparation of the battlefield is achieved. This is essential if we are to incorporate the sustainment imperatives of **anticipation, integration, continuity, responsiveness** and **improvisation** specified in FM 100-5, *Operations,* and FM 100-10, *Combat Service Support.*

[CALL Newsletter No 92-5: Logistics Preparation of the Battlefield: A Perspective on Integrating Combat Service Support - Nov 92, pp. 3 - 4.]

LL - Push vs. Pull System of Supply (CL III, IV, and V): Logisticians must be proactive, anticipating needs and pushing supplies foreword to sustain subordinates in continuous operations. The same is proving true for brigade and division logisticians now that we are conducting brigade operations. Experienced S4s can frequently be overheard saying something like the following to inexperienced company commanders, "Tell me what you have. I will then tell you what you are going to get based upon the established priorities." [CALL Newsletter No 88-3: Heavy Forces - Fall 88]

LL - **Tracking of high priority requisitions via transportation manifests**: The FSBs have difficulty tracking the flow of high priority parts. Manual transportation manifests are either not used or not accurate when used.

Result: The failure to have a system in place to track parts has a *negative impact on combat power.*

[CTC Trends - NTC, 1QFY95, p. II-23]

LL - **Future logistical requirement development and reporting**: Units have difficulty developing timely forecasts of logistical requirements, including the reporting of casualties, damaged/destroyed equipment (Area Damage Control) and daily LOGSTAT reports.

Result: CSS units have difficulty determining, *with any degree of accuracy,* what will be required to support the fight.

[CTC Trends - NTC, 1QFY95, pp. II-24]

LL - **Ammunition status reporting:** Field artillery (FA) units experience difficulty forecasting, managing, and resupplying FA batteries because they are not working with accurate ammunition counts.

Problems:

1. Battery leaders are not actively conducting ammunition accounting.
2. A lack of command emphasis and loose accountability *at the initial issue* contributes to units starting their rotation with poor ammunition numbers.
3. With subsequent deliveries, batteries fail to adjust their ammo status quickly.
4. Batteries then fail to *report all ammunition* received on their status board and also fail to inform battalion.
5. The accountability worsens further as units begin to cross level ammunition and manage individual rounds.

Procedures:

1. The S3 and fire direction officer (FDO) should develop an initial issue plan. This plan segregates the ammo *to be calibrated* from the unit basic loads (UBL), that batteries will receive in their *initial upload.*
2. The battery ammunition officer (BAO) and the Bn XO confirm when the ammo has been configured to meet this initial requirement.
3. Batteries confirm these counts when they report completion of upload.
4. Battery commanders should bring ammo counts to *every OPORD* and/or rehearsal, and report their status to the FSCOORD or S3.
5. Require periodic physical inventories, by component, to confirm on-hand figures.

Result: This command emphasis will place responsibility on leaders to verify the ammunition on hand *will meet their Critical Fire Support Tasks* for the upcoming mission.

Techniques:

1. Train TOC personnel to track ammunition expenditure based on their unit's execution of the scheme of fires.
2. When cross leveling ammo as part of a reorganization/reconstitution, manage munitions *according to standard packaging,* i.e., pallets of eight for 155mm rounds.
3. Leave ammunition *banded until it is time to prepare it for firing.*

Result: Units will not waste time managing ammo by "eaches."

[CTC Trends - NTC, 1QFY95, pp. II-21,22]

LL - **Status of equipment and repair parts requisitions:** Units experience difficulty transitioning the use of ULLS, Standard Army Maintenance System (SAMS) and Standard Army Retail Supply System (SARSS) *from garrison to a field environment.*

Result: Units *quickly* lose an accurate picture of what equipment is inoperative, what parts are required, and the status of the parts requisitions. This further results in units struggling to maintain readiness rates at or above 90% *during intense operational periods.* In this quarter the **mission capable** ratings during rotations for **M1 tanks was 71%** and for **BFVs 76%.**

[CTC Trends - NTC, 1QFY95, p. II-21]

LL - **Tactical Logistics Lessons**:

Logisticians routinely apply, more or less available battlefield data in developing logistics estimates without thinking of it as a formal process. By focusing on the components of tactical logistics and collecting, analyzing, and applying this critical information in planning, logisticians systematically help prepare the battlefield for their commanders. These lessons are offered to stimulate a reciprocal understanding among tactician and logisticians of the interdependency that exists between maneuver and support in planning, preparing, and executing combat missions. . .

Logisticians should treat the components of tactical logistics as essential factors that should be assessed for each plan. By doing so, they bring a professional approach to the contributions they make in the planning process. The components are variables. Some are dynamic and change with mission, enemy, terrain, troops, and time available (METT-T) so they should be validated daily, even hourly, if necessary.

Commanders should appreciate the unique contributions their logisticians make in the planning process - when they've done a thorough job of collecting and analyzing pertinent battlefield data. Commanders must not accept less. Lessons that follow

show how the components of tactical logistics relate to the sustainment imperatives of anticipation, integration, continuity, responsiveness and improvisation stated in our doctrine. They also show how the components of tactical logistics are used in developing effective logistics estimates.

[CALL Newsletter No 92-5: Logistics Preparation of the Battlefield: A Perspective on Integrating Combat Service Support - Nov 92, pp. 6-13.]

7. The brigade commander and staff develop course(s) of action.

LL - The commander must integrate the brigade S1, S4, and forward support FSB Support Operations personnel into the brigade staff's planning process. Logistics estimates are incomplete and result in a CSS plan not synchronized with the tactical plan. [CTC Bulletin No. 93-4, Jul 93, p. 13]

LL - **Components of Tactical Logistics:**

When determining what battlefield data are relevant to sustainment, it's helpful to breakdown CSS operations into certain key elements against which data can be collected for study and analysis. For this discussion, these data elements are called the components of tactical logistics. The following descriptions of these components are not doctrinal "book definition," per se, so they are not intended to be all-inclusive. They are offered here, however, to stimulate thought and to facilitate an understanding of those factors which impact on tactical logistics support.

- **Logistic resources** are the wherewithal to effect support, including CSS organizational structures, command and control, task organizing for support, communications, information automation systems, medical facilities, and material such as transportation assets and supply, maintenance and field services equipment.

- **Logistic capabilities** include soldier and leader skills and the personnel staffing which, collectively, activate logistics resources and bring to life the required support. Capabilities are degraded in adverse situations such as severe climatic conditions, night operations, or elevated MOPPs.

- **Logistic capacities** include reception and clearance capacities, carrying capacities of transportation assets, volumes of storage facilities, maintenance production output rates, and supply route characteristics such as surface composition, tunnels, overhead obstructions, bridge weight limits, and traffic circulation rates.

- **Material stocks** include the quantity and status of weapon systems, ancillary equipment, ammunition, repair parts, and consumable supplies required or

available to sustain or reconstitute combat power of deployed units. Also included are logistics status reports and known or projected shortfalls.

- **Consumption and attrition rates** include experienced or expected usages of consumable supplies and weapon systems which must be considered to anticipate support requirements.

- **Time and space factors** are those requirements and restrictions of the battlefield which influence whether logistic support is provided to deployed forces at the right place and time. Included here are plans, orders, rehearsals, priority of support, positioning for support, tempo of support (intensity of demand), security, risk assessment, the effects of terrain, weather, contaminated areas, minefields, nighttime and enemy threat on logistics operations, and the battlefield signatures of logistic resources. Time and space factors, especially, impact on the synchronization and integration of logistics on the battlefield.

[CALL Newsletter No 92-5: Logistics Preparation of the Battlefield: A Perspective on Integrating Combat Service Support - Nov 92, pp. 1 - 2.]

LL - **Integration:**

Integrating logistics into the decision making process combines support actions with maneuver to ensure unity of effort. Support is organized to give the commander the greatest possible freedom of action. By integrating support with maneuver, logisticians and the commander anticipate . . . combat power at key points in the battle. Sustainment actions are then incorporated in the plan so that support is synchronized at decisive times and locations during the mission.

- Integrate staff actions to **avoid** the "we-they" syndrome which occurs all too often because tactical and logistical **planning** are done **separately**. Integrate logistics resources, capabilities, capacities and stocks, and synchronize maneuver and sustainment with time and space factors to ensure responsive support. This is done by anticipating support requirements and transferring critical information during planning.

- **Logisticians must understand the tactical plan and its ramifications for support. Involve them early in the planning process** so they know the maneuver, obstacle, and fire support plans. By being involved early in the planning process, they develop a better understanding of unit tasks and do a better job of integrating the required support.

[CALL Newsletter No 92-5: Logistics Preparation of the Battlefield: A Perspective on Integrating Combat Service Support - Nov 92, p. 10]

LL - **Continuity:**

Continuity of support is essential to sustaining the momentum of the force. Its purpose is to eliminate pauses in the battle to restore combat power. Commanders and logisticians must ensure that logistical resources are available and integrated into the plan.

- **Build in continuity when developing . . . support plans**. Assigning light units the responsibility of providing CSS to heavy units, such as when a heavy unit conducts a passage of lines through a light unit, can't be fulfilled. For example:

  - - Heavy units that are attached to, or pass through, light units will not find the CSS they require in those light units. This is especially true of recovery support, maintenance expertise, and supplies in Classes III(P), V, and IX.

  - - CSS for heavy units must come from the heavy unit's habitual (or a designated) support system that has the logistic resources to support heavy unit operations and equipment.

[CALL Newsletter No 92-5: Logistics Preparation of the Battlefield: A Perspective on Integrating Combat Service Support - Nov 92.]

8. The brigade commander and staff analyze course(s) of action (war game).

LL - Train CSS officers to think tactically: We train combat arms officers to look at a piece of ground and envision fields of fire, avenues of approach, and key terrain. The CSS officers who have not received equivalent training, look at the same piece of ground and see a parking lot. [CALL Newsletter No 88-3: Heavy Forces - Fall 88]

LL - The brigade S4/1 will continue to be the CSS planners for the brigade commander and translate the brigade commander's intent into CSS concepts of support. This section also maintains continuous contact with the brigade XO to ensure adequacy of CSS operations. [CALL Bulletin No. 1-86 - Jul 86]

LL - **Logistics estimate:** Not prepared IAW 6-20-1. Units are not synchronizing CSS planning with the operations plan (OPLAN). RESULT: CSS staff officers are reacting, rather than acting to support requirements. The S4s and or S1s continually operate independently from any input from the HHC commander, BMO and the task force XO. Logistics reports are continuously submitted without on-hand quantities. RESULT: S4s cannot track resources nor have a systematic process to collect these resource/logistic factors. The S4s and S3s do not integrate the CSS plan into the war gaming process for operations. Without this integration, the CSS plan become unsynchronized and does not help to weight the main effort. PROCEDURE: Battalion logisticians must gather and analyze information and prepare a logistics estimate. Participation in the war gaming process allows CSS

personnel to anticipate mission requirements and establish "triggers" for resupply. [CTC Trends - NTC, 4QFY94, p. 13]

LL - **The Training Challenge: Integrating Logistics**:

Integrating logistics into tactical planning . . . continues to present a significant challenge to units during rotations at our combat training centers. It must be integrated as early as possible to bring to bear all unit resources on mission tasks. Too often . . . [the] commander and operations planners develop the maneuver plan separately and then ask . . . [the] logisticians to devise a logistics scheme to support the tactical plan.

When maneuver and support planning are done separately, critical information is not exchanged. Logisticians do not fully understand how the mission will be executed nor do they appreciate the plan's implications for support. Timing of CSS actions suffers, lapses in support occur, and combat power is plagued with peaks and valleys rather than being sustained over time.

Logistics gives depth to the battlefield and makes the tactical plan executable. By integrating critical logistics information early in the decision making process, commanders combine the tools of the logistician with those of the tactician. This focuses all unit resources on the mission. The validity of competing courses of action is more clearly seen, and . . . combat power is anticipated at critical points on the mission timeline.

[CALL Newsletter No 92-5: Logistics Preparation of the Battlefield: A Perspective on Integrating Combat Service Support - Nov 92, p. 5.]

LL - Include CSS personnel in tactical planning process: For example: when war gaming or planning upcoming operations, the brigade commander must include the FSB Support Operations Officer. This officer is akin to the FSCOORD from the DS Artillery Battalion. By including the FSB Support Operations Officer in the planning process several advantages are gained:

- An enhanced understanding of the brigade mission by the FSB.
- Avoidance of over stressing the FSB by requesting support in excess of the FSB's available capability.
- Identification of reinforcing CSS requirements for the FSB from DISCOM/Corps.

- Identification of rear battle implication of the operation on the FSB.

- Identification of tactical restrictions on CSS operations, terrain, roads, weather, etc., in the brigade operation.

- Tailoring of support to most effectively support the brigade.

[CALL Newsletter No 88-3: Heavy Forces - Fall 88]

LL - The commander must integrate the brigade S1, S4, and forward support FSB Support Operations personnel into the brigade staff's planning process. Logistics estimates are incomplete and result in a CSS plan not synchronized with the tactical plan. [CTC Bulletin No. 93-4, Jul 93, p. 13]

LL - **Integration:**

Integrating logistics into the decision making process combines support actions with maneuver to ensure unity of effort. Support is organized to give the commander the greatest possible freedom of action. By integrating support with maneuver, logisticians and the commander anticipate . . . combat power at key points in the battle. Sustainment actions are then incorporated in the plan so that support is synchronized at decisive times and locations during the mission.

- Integrate staff actions to **avoid** the "we-they" syndrome which occurs all too often because tactical and logistical **planning** are done **separately**. Integrate logistics resources, capabilities, capacities and stocks, and synchronize maneuver and sustainment with time and space factors to ensure responsive support. This is done by anticipating support requirements and transferring critical information during planning.

- **Logisticians must understand the tactical plan and its ramifications for support. Involve them early in the planning process** so they know the maneuver, obstacle, and fire support plans. By being involved early in the planning process, they develop a better understanding of unit tasks and do a better job of integrating the required support.

[CALL Newsletter No 92-5: Logistics Preparation of the Battlefield: A Perspective on Integrating Combat Service Support - Nov 92, p. 10]

LL - **Anticipation:**

The essence of all planning is to anticipate events. This includes sustainment planning. Anticipating support requirements means synchronizing support actions

so that combat power is sustained or reconstituted in concert with the tactical plan. It is timing the tempo of support with the tempo of battle.

- Logisticians must be involved early in the planning process so they understand the plan, the commander's intent, and can assess those factors which facilitate, inhibit or deny support actions.

- Anticipate support tasks during planning and designate logistics-triggering mechanisms (critical phases, time, or events) so that support is integrated with maneuver at the required times and places during the mission.

- During planning, it is critical for . . . commanders to know the status of their units' primary weapons systems because it reflects the combat power of their . . . [subordinate units].

- Commanders also need to know the duration of their units' sustained combat power for the mission at hand, as well as the projected profile of the unit's fighting strength on the objective and for the "Be prepare . . ." mission. They need to know how long fuel and ammunition supplies will allow them to fight - how and when combat power will be sustained or reconstituted.

- The following types of questions are helpful in gathering data against the components of tactical logistics. Logisticians should **treat these points as essential factors when anticipating support requirements and preparing logistics estimates.**

  - - What are the specified and implied tasks for support?

  - - What are the priorities for support (from the commander's planning guidance)?

  - - How, and when and where will combat power be reconstituted? How will support be synchronized with maneuver? Are support tasks triggered by phases (such as changing from offense to defense or pursuit), phase lines, specific times, or significant events?

  - - What is the anticipated tempo of support? Based on the commander's intended tempo of battle, . . . logisticians anticipate the intensity of demand and integrate required support tasks to sustain combat power.

  - - What specific support actions will be conducted at night? Any support task, of course, may be required at night. However, since all activities are more difficult at night, it's important to anticipate which specific support tasks will be done at night. They can be tested against their triggering mechanisms during rehearsal and refined in advance of the mission.

- - What control measures will be used to effect timely support, avoid enemy interdiction, and prevent fratricide?

- - Will logistics support be part of the deception plan? If so, what is the impact on support?

- - Will preliminary support actions expose the plan to the enemy?

- - What is the status of ammunition (or fuel) stocks? What will it be at some commonly understood, critical point in the unit's mission timeline (based on anticipated consumption or attrition rates)? Provide this information in terms which have meaning to the tactical planner, such as the number of rounds per weapon (or hours of fuel per vehicle), rather than a lump sum.

- - What is the mix of ammunition in unit basic loads, prestocked points or preconfigured log packs? Are changes needed?

- - What is the required mix of Class IV and V obstacle materials (wires, mines) or construction materials (lumber, concrete)? Who controls the issue of these supplies?

- - Which routes are available for resupply? Will they be passable for resupply vehicles at the logistics trigger points specified in the plan? Do new routes need to be constructed?

- - Are areas of defilade available to aid resupply?

- - How will actual or potential battlefield contamination affect support? Can contaminated areas be avoided? How is access controlled into and out of contaminated areas?

- - What level of MOPP is prescribed for support actions?

- - Are decontamination sites established? If so, where? Are decontamination supplies and equipment available?

- - Are mortuary affairs requirements planned and coordinated?

- - Is control of enemy prisoners planned and coordinated?

- - Are the assets available to effect resupply, recovery, maintenance, and medical evacuation at the times and places specified in the plan?

- - Are external resources available for support? If so, what coordination is required.

- - If the mission develops differently than planned, how will Logisticians and the commander improvise to sustain or reconstitute combat power?

- It is essential that support be integrated into the tactical plan so that support is anticipated and synchronized. **Assimilate, analyze, and integrate critical, logistical concerns as early as possible to ensure continuity and responsiveness** of tactical logistics support.

[CALL Newsletter No 92-5: Logistics Preparation of the Battlefield: A Perspective on Integrating Combat Service Support - Nov 92, pp. 6-10]

LL - **Support the Offense**: Supporting the offense differs dramatically from supporting the defense. Supply, maintenance, medical and other logistical support requirements all need adjustment. *A combination of "unit distribution" and "supply point distribution" logistics can be used to provide effective support. Logistics planners must develop highly mobile, flexible support packages that meet this challenge.* [CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. I-2]

LL - **Supporting the Offense**

Priority of support for offensive operations is different from that required for defensive operations. The table below illustrates the support differences for defensive and offensive operations. These considerations must be clearly understood and addressed when planning for offensive operations.

Support	**Defense**	**Offense**
Class I	**B-rations/MRE**	**MRE Only**
Class III	**(-)**	**(+)**
Class IV	**(+)**	**(-)**
Class V	**(+)**	**(-)**
Field Services	**(+)**	**(-)**
Maintenance	**(-)**	**(+)**

(-) Fewer Requirements (+) Greater Requirements

[CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. I-4]

LL - The FSB supports the maneuver element through a combination of unit distribution and supply point distribution logistics. Logistics operations at the maneuver unit occur in the field trains. Field trains directly support the maneuver companies. Field trains form LOGPACs IAW FM 71-2, *The Tank and Mechanized Infantry Battalion Task Force,* pick up supplies and perform other support requirements.

Normally field trains elements pick up supplies at the FSB. This is supply point distribution. CTC trends indicate that collocating field trains in the BSA facilitates this support relationship. Often CSS units must resort to supply point distribution because of METT-T constraints such as lack of personnel, equipment, transportation, or maneuver box constraints. Another technique is for the FSB to project support forward through the use of LRPs. This is unit distribution logistics. The CSS element transports supplies to this LRP for pickup in lieu of the supported element traveling to the BSA. This technique is important when METT-T dictates that the field trains must be located some distance from the BSA or direct support of maneuver companies is necessary. The LRPs shortened the distance supported units must travel. Other examples of improvisation that provide logistics to the supported unit in a proactive manner are ambulance exchange points, forward tactical refuel points, and maintenance support teams. These subjects are covered throughout this newsletter.

Lessons(s):
- Develop mobile, flexible logistics support capabilities that support the mission.
- Provide distribution to forward locations when possible.
- Unit distribution logistics is the U.S. Army standard and is expected by maneuver commanders. Plan for, and reconfigure, logistics packages of essential CSS items when possible.
- Use supply point distribution logistics only when absolutely necessary.
- Plan for increased use of MREs, during offensive operations.

Technique: Classes of supply can be combat-load configured and repositioned in the brigade/battalion field trains. They can then be brought forward immediately upon request.

[CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. I-4]

LL - Logistics planning should consider prestocking of ammunition to ensure resupply keeps pace with demand. This takes coordination between maneuver and logistics planners to ensure security of prestock locations and survivability of CSS vehicles conducting resupply operations far forward. [CALL Newsletter No. 4: Command and Control System - Feb 87]

LL - **Medical Operations**: Medical operation in the offense will intensify. *The violent nature of offensive operations and the fact that soldiers are more exposed will lead to more casualties. Medics must be ready to move as far forward as possible to support advancing friendly forces.* Innovation techniques, such as AXPs, meet this requirement. [CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. I-2]

LL - **Medical Operations**

Deliberate attacks will likely result in high casualty rates. Before the onset of an attack, place FSB medical company assets as far forward as combat operations permit. Once operations begin, the Division Medical Supply Officer pushes prepackaged sets of class VIII supplies through the FSB medical company to Task Force aid stations. To keep the medical company mobile, patient holding in the BSA is minimized. Maneuver element ground evacuation assets are positioned at battalion aid stations. In many cases, evacuation demands may require that nonmedical transportation assets be used. If required, this intensifies the burden on the already stressed transportation system.

Lesson(s):

- Plan for increased casualties and additional evacuation requirements for offensive operations.
- Consider using one of the above techniques to track evacuated soldiers.
- Use of a variation of the DA Form 2405, Maintenance Request Log, is a means for medical units to track patients, just as it is used to track direct-support maintenance jobs.

Technique: At the CTCs, AXPs have emerged as a technique to place FSB medical assets far forward to support the offensive battle. Position a transfer point midway between the forward line of own troops (FLOT) and the location of the medical facility. Casualties can be collected at the AXP and taken to the rear for treatment. This technique keeps ambulances more readily available for casualty evacuation. Those units that use AXPs are generally more successful at casualty evacuation, and reduce died-of-wounds (DOW) rates.

[CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. I-5]

LL - **Pre-Packaged Materials:**

The unit barrier plan is a powerful combat multiplier on which successful units have capitalized. This success is due to coordination between the engineers and the S4 to determine the class IV/V requirements. Palletized increments of barrier material can be pre-stocked in the BSA until required. The palletization of Class IV/V will occur in the BSA utilizing all necessary personnel. The BSA commander may require additional personnel resources to accomplish this mission. [CALL Newsletter No. 1: Seven Operating Systems - Jan 86]

9. The brigade staff compares courses of action.

LL - Think "observation and fields of fire, cover and concealment, obstacles, key terrain, and avenues of approach (OCOKA)". The S4s and other CSS officers can enhance their survivability through careful terrain analysis of proposed locations. Look for terrain that you can easily defend and reinforce with hasty obstacles. Avoid

obvious armor and helicopter avenues of approach. Lay out the trains with an eye towards security, defense, rapid dispersion, and withdrawal. [CALL Newsletter No 88-3: Heavy Forces - Fall 88]

10. The brigade commander announces decisions.

11. The brigade staff prepares the operations order or fragmentary order.

LL - The S-4/XO incorporates the service support plan into the operation order. He stays in close coordination with the tactical operations center, anticipates changes in the service support plan based on changes in the mission, and informs other CSS operators of the tactical situation. [CALL Newsletter No. 1: Seven Operating Systems - Jan 86]

LL - **CSS Execution Matrix:** *The CSS execution matrix is a technique used at the CTCs to synchronize and echelon logistical support.* This technique smoothly integrates the logistical plan into the maneuver plan. [CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. II-1]

LL - Other formats have been used at the CTCs to coordinate CSS support and provide information to both supported and supporting units. A good CSS synchronization matrix, however, seems to be the best method. *A good matrix should include the following to be effective:*

- Fits on one page.
- List all classes of supply, maintenance, and services.
- Cover the next 24 hours as a minimum
- Give grid location for LRPs, ROM sites, etc.
- State time windows for issue and receipts for all units.
- Provide priorities and unit of priority.
- Support the commander's intent.

The support operations officer should have war gamed the matrix to determine the best way to execute the missions and to develop alternate contingencies for the critical war stoppers. The matrix is used during execution by the FSB and field trains. The field trains commander uses the matrix to develop the CSS execution matrix discussed elsewhere in this newsletter.

[CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. II-4]

LL - **CSS Execution Matrix**

The best measurement of successful CSS has always been the generation of combat power at the decisive time and place. It is critical that execution of CSS plans is synchronized with the maneuver plan. One method used successfully at the CTCs

is the CSS execution matrix. The CSS matrix is most effective as a time line driven tool, *keyed* to the maneuver event-driven (phase line, objective) matrix. This tool helps synchronize logistical support. The *following CSS Execution Matrix and Vignette will illustrate some of the key points.*

Lesson(s):
- Practice the use of CSS execution matrices to enhance logistical support.
- Routinely use CSS execution matrices during brigade-level FTXs and CPX.
- Incorporate CSS execution matrices into SOPs.

[CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. II-11]

LL - Casualty evacuation as a system requires improvement. Units must develop and train on SOPs for evacuation starting at the squad level up through the division level. The establishment of casualty collection points (CCPs) should be planned and rehearsed for every operation based on METT-T. Units need to resolve, between the aviation and medical communities, who controls aero-medical evacuation assets in brigade and division areas. [CTC Bulletin No. 93-4, Jul 93, pp. 13]

LL - **Protecting the Brigade Support Area:**

There is conflicting doctrine in the field delineating the security responsibility for the BSA under the J-series TOE. The Armor and Infantry Schools and the logistics center (LOGCEN) have not reached agreement on this subject. For example, the interim coordinating draft of FM 71-3, The Armor and Mechanized Infantry Brigade, ch 7, (co-authored by the Armor and the Infantry Schools) states that the FSB "plan and conducts rear operations for level I and II rear battle threats for elements within the BSA." The LOGCEN does not endorse this concept. According to FM 63-20, Forward Support Battalion, dtd 17 May 1985, ch 3, "The FSB provides its own security and assists in the security of the BSA. Surveillance and security for those areas in the BSA which are not essential to the accomplishment of the FSB mission are the responsibility of the supported brigade." The dichotomy of this issue centers on the degree of responsibility invested with the FSB commander for the security of the BSA. Until this doctrinal issue is resolved, here is a solution that has worked well for some maneuver brigades.

- The brigade commander designates the FSB commander as the BSA commander with full responsibility and authority. (Since the FSB is not part of the brigade, a key player in this concept is the DISCOM commander. He must approve this arrangement to make it work.)

[CALL Bulletin No. 1-86 - Jul 86, pp. 9 - 10]

LL - **Make Your CSS Survivable**:

Proactive logistics requires survival. The CSS units are not able to defend themselves against most threats found on a non-linear battlefield.

- Train CSS officers to think tactically: We train combat arms officers to look at a piece of ground and envision fields of fire, avenues of approach, and key terrain. CSS officers who have not received equivalent training, look at the same piece of ground and see a parking lot.

- The commander must consider allocating survivability assets to the FSB based on the factors of METT-T. The majority of the FSB's equipment is thin skinned and highly vulnerable to all types of fires. small arms to artillery. A breakthrough by an MRP can pose a threat to the BSA of disproportionate magnitude. A single tank could lay waste to an entire FSB. Engineer support, air defense coverage, and an allocation of more tank support, air defense coverage, and an allocation of more killing systems (Vipers & Dragons) could significantly enhance the survivability of the FSB. Terrain allocation for the BSA should maximize existing cover, concealment, and access to ingress/egress routes. Artillery fire support should be included in the FSO's priorities and update as the tactical situation changes. Also, combat power should be allocated (on order) to defend the BSA.

  [CALL Newsletter No 88-3: Heavy Forces - Fall 88, p. 29]

LL - **Protecting the force:** The CSS units consistently have difficulty planning and providing for their own defense. Initial quartering party actions lack thoroughness. Base cluster defenses often are founded on poor quality fighting position; no sector sketches; weak coordination between supporting elements. [CTC Trends - NTC, 4QFY94, p. 14]

LL - **Troop-Leading Procedures**: The CSS NCOs must follow the troop-leading procedures that are presented in every U.S. Army leadership school. These procedures are intended to provide a standardized method of leading soldiers to accomplish the mission. *Commander must emphasize this to subordinates.*

LL - **Troop-Leading Procedures**

Many CSS NCOs do not follow the troop-leading procedures. This leadership function is not discussed in any of the CSS manuals. Troop-leading procedures help standardize actions necessary to prepare for a combat mission. The following illustrates the troop-leading procedures.

- Receive the mission.
- Issue the warning order.
- Make a tentative plan.

- Start movement.
- Reconnoiter.
- Complete order.
- Issue order.
- Supervise.

The troop-leading procedures are taken from FM 71-1, *Tank and Mechanized Infantry Company Team.* They are applicable for any branch or military organization. A CSS NCO uses this list to ensure that the unit has a plan to accomplish the mission, understands what is required, and performs the mission to standard.

Lessons(s):
- Familiarize CSS NCOs with the troop-leading procedures.
- Ensure the troop-leading procedures are integrated into the CSS mission.

[CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. II-1, II-2]

12. The brigade commander and staff issue the operations order and fragmentary order.

LL - **CSS plan dissemination**: The TF CSS plans are normally produced late; not fully disseminated; not rehearsed. RESULT: CSS plan not understood by the CSS executors prior to the mission. The TF CSS graphics are normally not ready to be issued to Co/Tm commanders at the TF OPORD brief because TFs fail to include CSS graphics in their OPORD production system. RESULT: S4 has difficulty disseminating the graphics prior to any CSS rehearsal. *If* CSS graphics are issued to Co/Tm commanders at the OPORD, a breakdown normally occurs at Co/Tm level, where either the commander fails to give the CSS graphics to the 1SG, or 1SG fails to post them on his map. [CTC Trends - NTC, 4QFY94, p. 14]

PREPARATION TASKS

13. The brigade S1 and the brigade S4 Move and establish the brigade rear command post where it can coordinate combat service support and sustain brigade operations.

LL - The FSB commander then establishes a Rear Command Post complex consisting of the FSB command section and the FSB support operation section. The Brigade S4 and S1 sections collocate in the Rear CP complex. The primary function of the rear CP is to sustain the battle. Other responsibilities include:

- Conduct rear battle operations (Level I and II only) for elements within the BSA.

- Allocate space and security requirements for battalion field trains.

- Plan, conduct, and execute the displacement of the BSA.

[CALL Bulletin No. 1-86 - Jul 86]

14. The brigade staff acquires logistics information during brigade preparation for the battle.

LL - Accurate and near real time loss reporting is essential both for prompt repair and for effective synchronization of available combat power. Timely information on overall status and an indication of significant losses are passed to the TOC on the command net with details provided to the combat trains command post (CTCP) shortly thereafter on admin log. Frequent TOC-CTCP cross validation of equipment and personnel status 'is obviously required.' [NTC Commanders Memorandum - Nov 85]

LL - **Battletracking:** Battletracking is key to providing responsive support. *Logisticians must be prepared for short-notice mission changes.* While communications capability remains a major shortfall for the FSB, there is sufficient equipment to monitor the brigade net during the battle.

Battletracking

Battletracking is the constant monitoring of the supported maneuver unit's operations to determine the status of the battle. Battletracking includes:

- Analyzing the maneuver unit's operation order.
- Monitoring the maneuver unit's tactical net during the battle.
- Maintaining and updating a battle map to stay current on the battle.
- Keeping in close contact with the supported unit.

Logisticians must be prepared to provide additional CSS on short notice to allow the maneuver commander to exploit any tactical success. The FSB personnel need to be aware of the supported brigade's mission and current status at all times. Battletracking and close coordination facilitates this effort. Track the battle to anticipate future support requirements.

Battletracking is critical during offensive operations for three reasons:

1. The FSB needs to know if the supported maneuver unit has overrun the enemy defense and is about to conduct an exploitation or pursuit operation.
2. The supported maneuver unit may have been turned back and is starting to conduct a defensive operation.
3. The supported maneuver unit has bypassed some enemy forces that may pose a threat to the BSA.

Any of the above examples will cause the FSB to rapidly change its support

operations.

Battletracking by the FSB is improving at the CTCs, but still requires constant practice. Trends show that although FM radio communication is sometimes difficult for CSS units to monitor, aggressive use of the Bde administrative/logistics (A/L) net by the FSB, BDE S4, and maneuver commanders is a must if requirements and support are to be adjusted in a timely manner.

Lesson(s):
- Use battletracking to enhance the FSB's capability to react to the rapidly changing battlefield.
- Graphics and battle maps must be accurate at all times. They must be continually updated by personnel assigned to this tasks.

[CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. II-1, II-9]

LL - **Information Display Techniques**

Observation: Most units do not have an effective means of displaying information within the TOC to provide commanders and other key personnel a quick update of the unit's status.

Discussion: A commander should be able to sit in front of his map board and get a complete SITREP for his unit without asking the shift officer numerous questions. This will only happen if the unit has an effective system in place to visually display critical data.

Effective visual information display techniques have numerous advantages. First, they offer the commander a quick and easy means of getting a snap shot of his unit. Questions to the staff should be the exception rather than the norm. Also, they provide the staff with a quick and efficient means of processing information. These techniques minimize the passing of message slips between staff sections and making numerous entries in the staff journal.

The use of status boards or charts are normally applied during four phases of an operation. These phases are: planning, battle preparation, execution, and post battle. Identifying the required charts for each phase is difficult and may produce an abundance of charts if not managed carefully. Avoid having too many charts. ***TOO MANY CHARTS IS WORSE THAN TOO FEW CHARTS***. Not only are they overwhelming inside the TOC, but they require room to transport.

Below is a recommended starting point to assist in identifying what information should be displayed and monitored. Not all of the information or charts listed below are required or recommended.

[CALL Newsletter No. 95-7, May 95, pp. IV-1 THRU IV-2]

LL - **Battle Preparation Phase**

- Offensive Operations:
  - CL III/V status.
  - Subordinate units order issue and rehearsal status.
  - pre-combat inspections (PCI) tracking.
  - Task organization completion status.
  - Maintenance status.
  - Combat power.
  - Status of breach assets and rehearsals.

Defensive Operations:

- CL III/IV/V status.
- Obstacle completion status.
- Combat power.
- Survivability status.
- Engagement area (EA) and repositioning rehearsals.
- Target reference point (TRP) emplacement.
- Subordinate units order issue and rehearsals status.

[CALL Newsletter No. 95-7, May 95, p. IV-2]

LL - **Supply Management**:

Daily reporting of logistical status to the brigade S4 by subordinate elements is generally not well done. The report formats developed for utilization have ranged from very minimal (Classes I, III, and IV) to formats comparable to those contained in FM 10-14-2 which are very comprehensive. In most cases, even the units with good formats do not execute the system with great success. Daily reports are seldom received with consistency from more than two or three of the subordinate units per rotation. Compounding this situation is the fact that reports are often constructed to reflect forecasts without addressing quantities on hand. This results in brigades acquiring more than what is needed forward while complicating the ability to properly manage stocks already in the forward area. Cross-leveling of stocks between the forward elements becomes an extremely difficult operation.

Timeliness reports and the data contained in them is another critical element in the equation. Compiled data is frequently not transmitted to the provider to allow adequate response time. This contributes to the desire of managers to push stocks forward with the purpose of avoiding any critical shortages. Although the reporting

system employed is not usually of the desired quality, the brigades rarely experience difficulties in Classes I and III management. The primary area of difficulty for most brigades tends to be Classes IV and V management. Reporting is generally limited to forecasts and is often not timely or accurate. Brigades generally experience difficulty in controlling Class IV stocks in forward areas. Management of this critical asset from its delivery to its police is not well practiced. Class V stocks often require cross-leveling. When organizations have not routinely been reporting status of on-hand stocks, the brigade experiences difficulty in achieving cross-leveling in a timely manner.

- Practice organization status reporting at home station. Emphasize submitting timely and accurate reports. Use the format in FM 10-14-2.

[CALL Newsletter No. 91-5: Battlefield Logistics - Dec. 91, p. 15]

LL - **Fix/Man the Force**

Personnel and logistics requirement reporting: The maintenance of accurate battle rosters is a continual problem. Units do not consistently use the automated strength accounting system with any degree of effectiveness. Units have difficultly developing timely forecasts of logistical requirements.

RESULTS: The CSS unit having difficulty accurately determining what will be required to support the fight.

[CTC Trends - NTC, 4QFY94, p. 15]

LL - Successful units shift from a garrison "pull" system of supply based on requests to a combat "push" supply system based on prior staff planning.

LL - Products and services should be pushed forward based on the mission of the unit and the hasty estimate done prior to the operation by the CSS staff.

LL - Ensure maximum CSS support to OPCON and supporting elements. While not attached in the task organization they must come under the operational care of a designated maneuver unit. [CALL Newsletter No. 1: Seven Operating Systems - Jan 86]

LL - **Equipment and Supply:**

The POL products were not stored correctly for shipment. Improperly stored POL products resulted in damage to POL containers. Additionally, some POL were stored with ammunition. A POL leak could lead to a catastrophic occurrence.

- Established guidelines for the storage of hazardous materials must be known, followed and enforced to ensure the safety of soldiers and equipment.

[CALL Newsletter No. 90-11, Special Edition: Getting to the Desert: Deployment and Selective Call-up Lessons, Desert Shield - Dec 90.]

LL - **Equipment and Supply:**

As new weapons systems were fielded, units did not update their basic load ammunition requests. The failure to update the requests created delays and confusion in the drawing of ammunition. The ammunition for the new weapons systems was on hand, but paperwork had to be revised during the upload.

- Units must update their basic load ammunition requests to reflect the ammunition for newly fielded systems.

Inadequate coordination between units and ASPs prevented a smooth ammunition upload. Some units expected delivery of their basic loads. In past training exercises, ammunition had been delivered to them. The supporting ordnance units were not prepared to transport the ammunition to the units (although they were prepared to ship palletized loads to Southwest Asia). When transportation to the units was arranged, it found that units had filled their organic ammunition transporters with other classes of supply. This created further storage, transportation and safety problems.

- Units and their supporting ASPs must plan and train ammunition upload procedures.

[CALL Newsletter No. 90-11, Special Edition: Getting to the Desert: Deployment and Selective Callup Lessons, Desert Shield - Dec 90.]

LL - **Class V estimates**

Problems:

1. The TF leaders and CSS planners are not conducting accurate inventories of CL V on hand
2. Munitions available for draw are not being tracked
3. Ammunition haulers are not being tracked by bumper number
4. The TF FDO is not being consulted on the schedule of fires or expected expenditures he has determined
5. The CSS planners are not associating specific support requirements for the artillery battalion's critical fire support tasks (CFSTs)
6. Units down to battery level are not being resourced to fulfill CFSTs

7. Triggers are not being established for backup supply to the battery or to the alternate shooter

Results:

1. Units are not correctly resourced to accomplish their mission
2. Resupply considerations are occurring too late to prevent mission interruption
3. The CSS and operations planners do not have accurate information about *where* ammo is, on *which truck, and how long* will it take to resupply a unit that needs the ammunition

Technique:

STEP 1: Develop a work sheet that prompts answers to key question in estimating expenditure for future operations.
STEP 2: Use this work sheet, or checklist, to ensure key ammo information is requested, pushed and tracked accurately.
STEP 3: Convert ammo estimates to *trigger* for resupply, these triggers should also be included on a mission execution matrix.
STEP 4: Publish ammunition numbers in the field artillery support plan (FASP) which reflect the ammo required, by battery, to accomplish their respective CFSTs.
STEP 4a: Should also specify the ammo to be carried by the ammo platoon and/or repositioning requirements.
STEP 5: Following coordination with the BAO, publish which standard load plans, by bumper number, the ammo platoon will use.

Results: Leaders and staff will understand...
1. where all of the ammo is located
2. when and where it is expected to be *pushed*
3. which quick adjustments, based on a changing tactical situation, are feasible.

[CTC Trends - NTC, 1QFY95, pp. II-20,21]

LL - **Arm - Class V UBL:**

Most TFs do not know their Class V UBL by weapon system. Vehicle commanders to not know either their unconstrained UBL or the NTC issued combat load prior to moveout day. The same lack of knowledge exists at TF and Co/Tm level. The S4s typically do not compare their UBLs with the NTC combat load in order to be able to tell the TF commander if there will be a Class V problem. Class V tracking is inaccurate with no identified start point. RESULT: Class V shortages within the TF because of poor tracking and management. [CTC Trends - NTC, 4QFY94, p. 15]

LL - **Fix - Materiel readiness tracking:**

Units have difficulty transitioning the use of ULLS, SAMS 1/2, and SARSS from garrison to a field environment. RESULT: units quickly lose an accurate picture of what equipment is inoperative; what parts are required; requisition status. Without an accurate and timely maintenance/repair parts management system in place, units struggle at maintaining readiness rates at or above 90% during intense operations. This quarter the fully mission capable (FMC) for M1 tanks was 71%; Bradleys were 69%. [CTC Trends - NTC, 4QFY94, p. 15]

15. The brigade staff evaluates logistics information during brigade preparation for the battle.

16. The brigade rear command post updates products and maintains operations and combat service support status during brigade preparation for the battle.

17. The brigade staff coordinates logistics operations during brigade preparation for the battle.

LL - Technique: Many FSBs that support their brigade task forces at the CTCs hold tenant meetings for all units located in the BSA. The field trains commanders should attend these meetings to coordinate support for the next 24 to 48 hours.

LL - Technique: At these tenant meetings, the support operations officer (SPO) passes out a support matrix (CSS synchronization matrix) he has developed. It is used to coordinate and manage CSS support. The matrix includes all units supported and all classes of supply, maintenance, and services. The SPO normally provides the times that support is to be available, locations, amounts, priorities, and other pertinent information on the matrix and issues it as a FRAGO. [CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. II-4]

LL - **Distribute - Class IX management:**

This quarter, TFs had less than 15% of their Class IX part requisitions on valid status. WHY? 1) PLL clerks and maintenance managers did not reconcile their document registers with technical supply. 2) Units did not ensure that all requisitions were immediately read into the SARSS upon delivery of the ULLS. 3) Long delays in identifying disk/formatting problems. 4) Failure to follow-up requisitions that went longer than 48 - 72 hours without a valid status. 5) Units did not create a demand history for walk-thru requisitions by manually posting them in ULLS. 6) Some PLL clerks failed to use the status disk received from technical supply to update their parts status. [CTC Trends - NTC, 4QFY94, p. 15]

LL - **The TF HHC Commander:** The TF HHC Commander can be a key resource for the FSB commander and staff. *He often has superior information on the TF and Brigade plans and operations, and can help integrate logistics into the maneuver plan.* [CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. II-1]

LL - **The TF HHC Commander**

The HHC commander of the maneuver battalion is often collocated at the BSA. A trend has been developing that employs this officer as a key player in BSA operations. This commander sits in at BSA meetings. The HHC commander often has superior information on TF operations, up-to-date battle maps and graphics, and a current operations order. Sharing this information with the BSA staff provides a significant resource.

Lesson(s): Use the maneuver battalion HHC commander as a source of additional information.

[CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. II-10]

LL - In some rotations at the CTCs, insufficient combat power is generated to conduct the mission. Part of the problem is the inability of units to pass information from platoons up to battalion on maintenance status. A maintenance meeting can serve as a focal conduit for information passing. Only through the aggressive pursuit of maintenance status and accurate reporting will commanders and CSS planners be able to sustain a high level of combat power.

Lesson(s): Foster improved communications with supported units. Stress the importance of accurate logistical requests and reporting.

[CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. II-4]

LL - **Echelon training concepts**: The S4 continually supersedes or bypasses the HHC commander in the interface with the FSB TECHNIQUE: The S4/S1 must primarily plan for the current battle and operations forward in the task force area of operations. Any interface and coordination with the FSB is strictly a mission for the HHC commander. If S4s/S1s bypass this doctrinal relationship, their efficiency in performing current operations, and planning for future operations will be severely degraded. [CTC Trends - NTC, 4QFY94, p. 14]

LL - **Class IV/V point operations:** Units deployed to the NTC trained to routinely have FT S4 involvement in running the Class IV/V point.

Result: Allowed critical engineer assets forward to focus on emplacement of defensive obstacles and survivability position, *rather than running the Class IV/V point.* The fewer number of engineers used to run a Class IV/V point, the more engineers available to emplace obstacles or dig survivability positions.

Technique: It is very important, however, that an engineer expert work directly with the TF S4 at the Class IV/V point to ensure the proper minefield packages are distributed and who can assist in prioritizing resources.

[CTC Trends - NTC, 1QFY95, p. II-19]

LL - **Arm, Fuel, and Fix:** The most critical supplies are Classes III, V, and IX. These relate to the terms *Arm, Fuel and Fix* as introduced in FM 100-5, *Operations.* Failure of one of these systems can influence combat power and adversely affect the outcome of the battle. *Therefore, preplanned combat-configured packages of these essential items pushed forward to the maneuver units are necessary.* [CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. II-1]

LL - **Arm**

Although ammunition expenditures may not be as high in the offense as they are in defensive operations, responsive ammunition resupply is essential. A significant challenge is maintaining this support over extended supply lines. The sustainer cannot require artillery vehicles to travel far from firing elements or maneuver battalion support platoons to haul ammunition great distances. The FSB must ensure ATP elements are as far forward as tactically feasible.

Lesson(s):
- Place the ATP as far forward as possible. Use the factors of METT-T to determine the best location for the ATP.
- Anticipate future ammunition requirements.
- Consider the increasing distances and longer travel times to ASPs and ATPs.

Technique: Several divisional units successfully used CCLs during Operation DESERT STORM. This significantly reduced the amount of time maneuver units spent handling ammunition. Coordination with the maneuver unit and corps support area is critical with CCLs. The CCL operations are outlined in Chapter 7, FM 63-20, *Forward Support Battalion.*

[CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. II-5]

LL - **Establishment of standardized, pre-configured ammunition loads:**

FM 6-20-1, Chapter 7 states that "a series of standardized, pre-configured ammunition loads should be developed and the ammunition sections are trained to use them. This allows flexibility and saves time when briefing crews and uploading carriers."

Problems:

1. 155mm units are not developing pre-configured combat loads to facilitate ammunition management.
2. The CSS planner and S3s are not coordinating to develop load plans and configuration suitable to support the scheme of maneuver and fires.

3. Most units leave it up to the battalion ammunition officer to develop load plans *without guidance* from the battalion commander, XO, S3 or other staff members.
4. Units do not train with pre-configured loads at Home Station.
5. Too often ammo sections are required to *draw all the FTX ammo forecast* and deliver all the ammo directly from the ASP.

Results:

1. The CSS planners and staff do not know what ammunition is available in the battalion and on what carriers.
2. The desire to deliver ammunition to the guns quickly upon deployment and ASP requirements are *actually* driving unit ammunition planning and management.

Procedures:

1. Develop a workable UBL referencing FM 101-10-1/2 series.
2. Identify *probable* RSR/CSR for mid/high tempo combat operations, both offense and defense.
3. Combine these expected ammunition haul requirements with technical data from the ammunition carriers to develop several standardized load plans. Two or three configurations are recommended:
   - load ammunition by type and lot, i.e., all dual-purpose integrated conventional munitions (DPICMs) or all high explosives (HEs)
   - load based on a mix that reflects the same percentages loaded on the gun sections UBL
   - high usage missions, ie. offensive preps, family of scatterable mines (FASCAM), or smoke

Techniques:

1. Load only complete rounds, make allowances for 10% overage on powders and fuses and maximize each carriers capability.
2. Other factors to consider:
   - standardized ammunition packaging
   - palletization
   - weights
   - physical characteristics of the pallets, as they relate to the dimensions of the carrier bed
3. The ASPs do not allow complete rounds to be loaded, but <u>once drawn</u>, range regulations *do allow combat configuring* of ammunition on authorized combat vehicles and ammunition haulers.
4. Draw excess ammunition and allow sections to train with these rounds, while training leaders how to inspect the loads to enforce compliance.

[CTC Trends - NTC, 1QFY95, p. II-19, 20]

LL - **Fuel**

Fuel requirements are highest in the offense. To handle fuel consumption, forward stocks are built up, and the Class III point is prepared to move forward rapidly. Another technique is to set up forward tactical refuel points. Fuel is provided through supply point distribution. Fuel resupply points should be positioned far enough away from the supply points to prevent contamination, or in the case of an attack, collateral destruction. During Operations DESERT SHIELD and DESERT STORM, host-nation support was critical for POL operations. Enemy POL stocks may become available during operations. This fuel must be tested by POL personnel before use; such kits are available through Self-Service Supply Center (SSSC) channels and can be used at the organization level.

Lesson(s):

- Plan for increased consumption of POL.
- Use host-nation POL support where feasible.
- Plan for usage of captured enemy POL (before use, test for contamination.)
- Whenever possible, move fuel assets with the maneuver force to sustain momentum during movement to contact or in an attack.

Technique: ROM has been used successfully at the CTCs in past REFORGERs, and during Operation DESERT SHIELD.

[CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. II-6]

LL - **Fix**

Despite popular opinion, maintenance requirements do increase while units conduct offensive operations. This is because of increased movement, dispersion, and difficulty in getting maintenance recovery and evacuation resources to multiple forward positions on the battlefield. The key differences in terms of providing the required maintenance support are: defense is more centralized than the offense; there is less dispersion; it is less difficult to establish UMCPs; and very little recovery and evacuation are required when compared to the offense.

To maintain momentum during offense operations, U.S. Army doctrine emphasizes the concept of "fix forward." Maintenance support teams (MSTs) are a product of this concept. Each MST will work closely with the supported battalion's BMO. Make maximum use of lulls in the battle to repair as much equipment as possible. During the planning process, prioritize what equipment should be repaired

immediately, what equipment should be placed or collocated at maintenance control points, and which should be evacuated to the rear.

Lesson(s):

- Customize combat-load packages of major assemblies to match task force's projected needs.
- Have BMO attend daily maintenance meetings in the BSA.
- Ensure that all documents sent in an air LOGPAC are delivered promptly to the addressee.
- Ensure that air LOGPAC resupply of major assembles, repairable exchange (RX) parts and Class IX parts are clearly marked and properly delivered to appropriate units. Proper control measures must be in place and exercised by the element that meets the aircraft.
- Ensure BMOs include the MST in their planning process.
- Use controlled exchange and cannibalization as a source of repair parts.
- Establish maintenance priorities based on the commander's guidance or intent and the factors of METT-T. Priorities may change as different phases of an operation are completed.
- Plan for increased vehicular maintenance requirements, especially when the unit is negotiating rough terrain.
- Make maximum use of company maintenance teams and maintenance support teams in forward areas.
- Task-organize the MST prior to deployment with tools, manuals, Class IX push packages and MOS-qualified soldiers.

[CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. II-7]

LL - **Command Trends in the CSS Arena:**

Effective CSS requires thorough mission specific planning analogous to that required for successful tactical maneuver. Good SOPs are a vital starting point, but only that.

- Train CSS soldiers better in individual soldier skills: By and large we have expert and able mechanics, medics, and supply personnel who have only one fault . . . they die in excessive numbers when the shooting starts. Example: The quality of fighting positions usually depends on the imagination of the soldier digging in because neither he nor his supervisors have been trained to construct them properly. The same goes for land navigation, first aid, and chemical defense. Trained soldiers kill; untrained soldiers die.

[CALL Newsletter No 88-3: Heavy Forces - Fall 88, pp. 30 -31 pp. 30 -31.]

LL - **BSA Security:**

The planning and execution of the BSA defense and general security have shown positive trends. Support Battalion S3s generally have a good concept of how to plan a BSA defense. Integration of pre-planned artillery fires, wire barriers, tank ditches, air defense assets and minefields are normally drawn together into a comprehensive plan that can help the BSA defeat a Level II threat (a threat beyond base/base cluster defense capability).

Artillery fires are normally planned by the S3, often in conjunction with the artillery battalion service battery commander if he is located in the BSA. These fires are then forwarded to the brigade fire support officer for approval and consolidation into the brigade fire support plan. The brigade FSO then relays the mission to a battery in position to support the BSA. Another means is to relay the fire request through the service battery commander who contacts the firing battery directly. Of the two methods, the latter seems to get quicker results.

Obstacles and minefields are planned by the FSB S3, in conjunction with the brigade engineer. Execution of these obstacle plans is good overall; however, the BSA does not enjoy a very high priority within the brigade for engineer assets. Availability of Class IV material is normally not a problem, so concertina obstacles and minefields can be installed by BSA units. Any other barriers which require engineers, such as tank ditches, are often planned but seldom executed as these assets are committed to the task forces and are not available for the BSA.

Stingers and Chaparrals normally comprise the air defense capability for the BSA and the brigade rear area. The FSB S3 normally coordinates ADA defensive fires for the BSA with the Stinger section leader or the Chaparral platoon leader. Locations of the air defense (AD) systems and the air corridors covered are posted on the S3 sector sketch. Monitoring of the Division Early Warning net or the Chaparral platoon's net is normally not accomplished. The support battalion and air defenders lack the communications capability.

For the most part, lookout points/observation points (LPs/OPs) are established and maintained with communications to either the BSA TOC or to unit CPs.

The reaction force plan for the BSA is normally very good, and the units understand the importance of rehearsals for employing these forces. Guards at the entrances to the BSA are normally two-man positions and challenge entrance to the BSA.

Technique(s):

- Train an FSB staff officer to be an expert on emplacement of obstacle material. He can train others.

- The BSA has very few armor-defeating weapons systems organic to it. Normally a few Vipers and one or two Dragons comprise the antiarmor capability of the BSA. One concept still not completely understood is the use of non-mission-capable tanks and TOWs that are in the task force field trains for repairs. The FSB S3 is encouraged to dig in these antiarmor systems around the perimeter and accomplish maintenance in position.

- Train soldiers on how to Call For Fire.

[CALL Newsletter No. 91-5: Battlefield Logistics - Dec 91, p. 3-4.]

18. The brigade staff communicates logistics information during brigade preparation for the battle.

LL - **Coordination:** Coordination is a key element of successful logistical support. The quality of the forecasts and requirements submitted by supported units is in direct proportion to the quality of logistical support received. *Maneuver and support units must work together to attain an effective logistics system.*

Successful CSS begins with the relationship between the supporting and the supported unit. It is imperative to get close to the supported unit. Supply schedules, maintenance schedules and medical operations must all be worked out. The supported unit must be able to accurately forecast requirements and provide current logistical status (supply and maintenance) to CSS operators. The CTC experience indicates that coordination between CSS and CA units is a major shortfall. Unfamiliarity can lead to a loss of confidence.

[CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. II-1, II-4]

19. The brigade S4 responds to brigade commander directed changes in operations during brigade preparation for the battle.

LL - **Continuity:** The plan-prepare-execute model is a continuous process. Logisticians often must execute one mission, while planning and preparing for the next. *This concept must be clearly understood to generate the most efficient and effective logistical support.* [CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. II-1]

LL - **Responsiveness:**

Responsiveness is the ability to meed the needs of a task-organized force or its changing requirements on short notice. Responsive support gives the commander flexibility.

- Logisticians must track the battle to ensure that support is triggered in concert with the plan. They must also discern when changes in support are warranted and seize fleeting support opportunities so that momentum is sustained.

- Logisticians must understand the characteristics of the . . . force with its unique support requirements and assets. Determine the characteristics of the . . . forces by studying their MTOEs and readiness reports.

- Ensure the support slice [to each subordinate TF] is sufficient. The differences in light and heavy unit logistics requirements are significant and require planning and coordination during combined arms operations to assure adequate support.

[CALL Newsletter No 92-5: Logistics Preparation of the Battlefield: A Perspective on Integrating Combat Service Support - Nov 92.]

20. The brigade rehearses logistics operations.

LL - **CSS rehearsal**: Typically turn into briefings of the maneuver and CSS plan with no focus on rehearsing the concept of support. The 1SGs arrive without knowing the Co/Tm's task and purpose and cannot participate in the rehearsal. The TF XOs and CSMs fail to participate in the rehearsal, as well as attached combat support elements. The TFs conduct CSS rehearsals only 50% of the time because of conflicts in the TF time line and LOGPAC operations. [CTC Trends - NTC, 4QFY94, p. 14]

LL - **Combat Service Support Rehearsals - A Framework**

Just as combined arms rehearsal contribute to tactical success, a CSS rehearsal can improve support operations for the brigade.

Rehearsals:
* validate synchronization plans
* ensure continuity of supporting plans
* verify the sustainability of the tactical plan within the maneuver commander's intent.

Rehearsals deconflict terrain, routes, and sustainment in the near term, while contributing to the *logistics preparation of the battlefield* for the next fight. Rehearsals also validate security considerations and help integrate the BSA defense

into the brigade's overall defense plan. This cohesively binds the close, deep and rear battle.

This article offers a basic framework for CSS rehearsals, with example products, for use by a FSB working with its supported brigade. With no doctrinally prescribed format for a CSS rehearsal, a look at the rehearsal process in conjunction with CSS functions and imperatives provides a basis for a logistics-specific rehearsal.

[CTC Quarterly Bulletin, 3d Qtr, FY 95, No. 95-8, Jun 95, p. 24]

a. Brigade S4 and FSB commander ensure key logistics actions are integrated into brigade rehearsals.

LL - **Products from the rehearsal**: two critical products should result from the CSS rehearsal:

* a completed CSS annex for grade and FSB orders
* a finalized CSS synchronization matrix

These products form the basis for execution and the benchmark from which logisticians manage change.

(NOTE: Ensure all participants receive a draft matrix before the rehearsal and an updated model before leaving.)

[CTC Quarterly Bulletin, 3d Qtr, FY 95, No. 95-8, Jun 95, p. 29]

LL - **Benefits of a CSS rehearsal**

* **synchronization** of logistics for logisticians
* brigade war fighters get a **detailed** understanding of the support plan
* **key events** impacting operational logistics become readily apparent
* **focused** intelligence gathering
* **improved** communications
* **integration** of the close, deep and rear battle

Conclusion: the CSS specific rehearsal techniques and procedures provide a framework which units can situationally adapt to meet their requirements. Regardless of the technique employed, the central concept of the CSS rehearsal remains - matching logistical functions and capabilities with time and space to ensure mission success.

[CTC Quarterly Bulletin, 3d Qtr, FY 95, No. 95-8, Jun 95, p. 31]

b. A brigade tactical logistics rehearsal is conducted as part of the brigade combined arms rehearsal.

LL - **Brigade Rehearsals**

A combined arms rehearsal is more effective than a maneuver, or even a maneuver and fires rehearsal. The brigade subordinate unit commanders need to "see" their relationship to each other as the battle unfolds. The effects on the battlefield need to be replicated in accordance with the plan and the assumptions about the enemy. Timing and spacial relationships are practiced during the rehearsals, and discrepancies are resolved. [CTC Bulletin No. 93-4, Jul 93, pp. 17]

LL - **TTP**

Each subordinate unit commander "plays" himself and the subordinates in his unit. The rehearsal is just that - each subordinate acts out his unit's actions as they will occur in accordance with the brigade and his plans. When possible, each gives the report he expects to give at the appropriate time; the commander should rehearse giving the orders he expects to give as appropriate. Fire support may be rehearsed with the subordinate battalions and company FSOs rehearsing their planned fire missions at the appropriate time and place. Enemy events and a general chronology of critical friendly events trigger actions at the rehearsal. The sequence should usually be enemy actions, acquisition of these actions and the subsequent reports, friendly maneuver actions, and friendly fire support actions. As applicable, engineer/chemical defense/ADA/CP actions, and logistics support actions are also rehearsed. War gaming should occur only when a shortfall in the plan is discovered; otherwise, rehearse the approved plan. [CTC Bulletin No. 93-4, Jul 93, pp. 17]

LL - **Conducting the Rehearsal**

Discussion: The commander commands the rehearsal; his staff runs it.

- Key CSS items need to be briefed, including plans for casualty evacuation (routes, AXP locations), ROM, Class IV/V resupply points, forward logistics bases, planned locations and effective times, LRPs, displacement times/locations for the BSA, and EPW collection points. These items should be injected into the rehearsal at the appropriate times. Summarizing these actions at the end of the rehearsal lessens the value of the rehearsal as a coordination tool.

- After the initial walk-through of the base order, "recock" to the situation at the initial decision point. State the criteria for a decision to change the plan. Assume these criteria have been met and then refight the fight from that point forward, all the way until the desired end state is attained. Complete any coordination to ensure understanding and requirements are met: record any changes.

- Go to the next decision point and assume that the criteria have been met.

- After the rehearsal is complete, the recorder should restate any changes, coordination or clarifications directed by the commander, and estimate the time that a written FRAGO to codify the changes will follow.

- The commander should stress any points needing additional emphasis. He should consider reiterating his intent (purpose, importance, end state) to remind all participants that the goal is to accomplish the brigade mission.

[CTC Bulletin No. 93-4, Jul 93, pp. 24]

c. A separate brigade CSS rehearsal should follow the brigade combined arms rehearsal using the same terrain model, if possible.

LL - **Rehearsal Principles**

Several CALL newsletters and FM 71-123, ***Tactics, Techniques and Procedures for Combined Arms Heavy Forces,*** Sep 92, provide excellent information about rehearsal types and some techniques on how to conduct rehearsals.

Three key points relevant to developing CSS specific rehearsals emerge from these rehearsal references:

* Based on METT-T, select a rehearsal technique that *maximizes* the logistics community's ability to *visualize* the battlefield during each phase of the operation.

* Before rehearsing the basic mission plan, **orient** the rehearsal to:
  - terrain
  - threat
  - friendly forces
  - timelines
  - future operations

* Ensure *coordination* of all aspects of the plan throughout the rehearsal and **"recock"** the rehearsal to critical decision points to *consider branches, sequels and contingencies.*

[CTC Quarterly Bulletin, 3d Qtr, FY 95, No. 95-8, Jun 95, p. 24]

LL - **CSS-Specific Rehearsal**

CSS rehearsals should focus on these *critical functions:*

* **Man**

* **Arm**
* **Fuel -------- The Force**
* **Fix**
* **Move**
* **Sustain**

Divide your mission rehearsal into three phases: BEFORE, DURING, AFTER, where LD time represents the transition from "before" to "during," and the "after" phase begins with *achievement of the commander's end state, or on order.*

1. Each CSS function area must be planned and rehearsed to *platoon* and *section* levels prior to the brigade rehearsal, based on the OPORD and the concept of support.
   * use the rehearsal to *verify and validate* plans already made
   * **do not** use a rehearsal to *conduct basic staff* coordination
   * **resolve** the following **before** you rehearse:
     - time/distance factors
     - terrain factors
     - route identification
     - air defense coverage
     - other basic security considerations

2. What your CSS rehearsal **should do**:
   * validate the synchronization of operational logistics, the WHO, WHAT, WHEN, WHERE, and HOW for support
   * demonstrate that supporting plans integrate the following **logistical imperatives:**
     - anticipation
     - integration
     - continuity
     - responsiveness
     - improvisation
   * visualize conditions for **actions and triggers** for change

3. **Who** should **conduct** and who should **attend**?
   * this is the brigade commander's rehearsal; his representative, the brigade S-4, would *normally* **conduct** the rehearsal
   * the CSS rehearsal must receive the same emphasis and importance as the combined arms rehearsal
   * each task force should send, as a minimum:
     - S-4
     - BMO
     - Support Platoon Leader
     - Medical Platoon Leader
     - HHC commander

* FSB should send:
  - Support Operations officer
  - S2/S3
  - all company commanders
  - supply platoon leaders and sergeants
  - ambulance platoon leaders and sergeants
  - MEDEVAC team leader
  - shop officer
  - maintenance officer
  - repair control supervisor
* the brigade staff should send:
  - S-4 representative
  - S-2 representative
  - S-3 representative
  - fire support representative
  - engineer representative
  - specialty platoon (MP, chemical, air defense, signal) planners

4. **When** should you conduct the rehearsal?
   * Whenever possible, the CSS rehearsal **should follow the brigade combined arms rehearsal**
   * Use the sam terrain model, map set or diagram.

Benefit: The scheme of maneuver and plan for fire support are set and readily available, and *many of the key players will already be at the rehearsal site.*

5. What **type** rehearsal works **best**?
   * **map** or **terrain model** rehearsals provide the most effective and efficient results given the large area over which CSS must operate. Whatever *type* rehearsal chosen, from full-force down to backbrief **always** conduct an AAR *of the rehearsal.*
   * develop a rehearsal SOP that specifies:
     - format
     - participants
     - products
     - standards

[CTC Quarterly Bulletin, 3d Qtr, FY 95, No. 95-8, Jun 95, p. 25-27]

LL - **CSS Rehearsal: Techniques and Procedures**

1. Attendees should arrive **on time;** bring
   * the brigade CSS matrix
   * a functional plan for their part of the overall plan
   * a map with posted overlays

* ability to "act out" their portion of the plan

2. **Sequence** of events

Preparation:

* Brigade S4 **orients participants** to the map or terrain model
  - key terrain
  - routes
  - security considerations
  - control measures
  - coordination data
* Brigade S4 establishes a **time target**, normally not more than **one hour**; time limit will be **enforced.**
* Brigade S4 identifies a **recorder**, usually the assistant brigade S4.
* Brigade S2 briefs:
  - the **threat**
  - likely enemy avenue of approach
  - updated brigade intelligence data, highlighting Level I and II threats
  - refugee activity
  - deep threats: artillery and aviation
* Brigade S3 representative briefs:
  - overview of the brigade mission and plan
  - highlights critical **decision points** that may **impact support** and future operations
* each **TF S4** briefs:
  - current TF logistical **assets**
  - unit **locations**
    - battalion aid stations (jump and main)
    - UMCP
    - combat trains
    - field trains
    - *current* combat power
    - maneuver unit locations
* **FSB** Support **Operations** officer briefs:
  - current BSA locations
  - critical logistical activities within the next 24 hours
  - critical shortages
  - throughput locations and times, i.e., ATPs, bulk fuel breaks, etc
  - anticipated moves *prior* to LD

  (NOTE: FSB's synch matrix serves as the basis for **integrating** DS logistical functions.)

Before Phase: consists of all **required** task force and brigade **movements** from current location to TAAs, attack positions or the LD.

* TF S4s successively lay out:
  - terrain

- routes
- security
- en route requirements, i.e., ROM, recovery, evacuation, etc.

* FSB Support Operations officer briefs:
  - posturing
  - pre-positioning
  - movement of the BSA and resultant support impact
* Unit representatives:
  - physically move unit symbols
  - provide specific times; grids; com nets; requirements
  - must include: trigger points; control measures; coordination points.

  (NOTE: Interactive coordination occurs throughout this process.)

During Phase: should reflect the same mission phases (if applicable as the OPORD)

* follow the format and sequence listed above.
  - each TF lays out *every functional* area
  - each TF continues to physically depict locations, to ensure an understanding of the relationship between position and functions on the total logistics effort.
* *feasibility, executability; common sense* checks should continuously occur.
* senior logisticians present should ensure **actions** "during" the battle contribute to the logistics **preparation** of the battlefield for the **next fight**:
  - hasty displacement plans
  - alternate routes and locations
  - response to rear threats
  - use of aerial resupply
  - use of aerial evacuation
  - security measures
* get **briefbacks** by key functional operators to **confirm** TF to FSB **linkage** EXAMPLE: Walk through medical evacuation from point of injury to the Forward Support Medical Company - across all phases - emphasizing the connectivity of the AXP and potential reconstitution. *PLAYERS MUST "SEE" THE OPERATION FROM ALL ASPECTS.*

After Phase: focus on continuing to *logistically shape* the battlefield for future operations.

* logistical *actions on the objective* should reflect the same level of detailed coordination as the preceding phases. Focus on:
  - recovery of combat systems
  - clearing casualties
  - pre-positioning Class IV and other commodities
* concentrate on **speed of recovery from losses** and **reestablishment of the brigade's logistics base.**
* other topics to address in detail:

- routes
- security
- traffic control

* the brigade S3, MPs, and local authorities must **expedite** the forward **movement** and the **evacuation** of key assets.
  - First Destination Release Points, if used, require specific emphasis.
  - identify **dedicated routes**, for both access and egress; emphasize **route discipline**.
  - ensure units know the location of obstacles and minefields.

[CTC Quarterly Bulletin, 3d Qtr, FY 95, No. 95-8, Jun 95, p. 27-29]

LL - **Recocking: based on the rehearsal**: based on what you found during the rehearsal, to *back* to the first decision point in the Decision Support Template (DST) and, with the Brigade S3 representative, discuss *potential* logistics plan changes that may result from maneuver decisions.

* The FSB commander and the Support Operations officer should discuss each set of *branches*, particularly if the branch effects division or corps throughput.
* the rehearsal should finish with the recorder **recapping** all **changes**:
  - adjusted timing of moves
  - any route changes
  - newly announced support data
  - security refinements

  (NOTE: These **changes** should be noted on all CSS annexes and matrices, and become **part of the plan/order.)**

[CTC Quarterly Bulletin, 3d Qtr, FY 95, No. 95-8, Jun 95, p. 29]

LL - **Pre-Combat Checks:** CSS NCOs are often unfamiliar with the concept of pre-combat checks that is presented in FM 25-101, *Battle-Focused Training. Pre-combat checks ensure that soldiers are prepared for the mission and that every detail has been performed.* [CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. II-1]

LL - **Pre-Combat Checks**

Many CSS NCOs are also unfamiliar with the concept of precombat checks. Pre-combat checks are detailed first checks that all units conduct before and during execution of combat operations. Pre-combat checks ensure that soldiers are prepared to execute the mission. They are also conducted at the beginning of each operation as part of the troop-leading procedures. The following illustrates some examples of pre-combat checks applicable to all units:

√ OPORD briefed.
√ Safety checks and briefings completed.
√ All required equipment on hand and operational

√ Soldiers and equipment inspected and camouflaged.
√ Compasses, maps and strip maps present.
√ Communications checks completed.
√ Ammunition drawn and issued.
√ Rations drawn and issued.

Lesson(s): Familiarize NCOs with pre-combat checks. Help NCOs develop pre-combat checks for every type of routine mission the unit performs.

[CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. II-3]

EXECUTION TASKS

21. The brigade rear command post maintains communications to coordinate combat service support and sustain brigade operations during brigade execution of the battle.

LL - Execution is the bottom-line phase of military operations. It begins at the conclusion of the plan and prepare phases. For CSS units supporting the offensive battle, it is the provision of logistics resources to support the friendly maneuver force's engagement of the enemy. [CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. II-1]

21. The Brigade Staff Receives Logistics Information.

LL - **Information Display Techniques**

Observation: Most units do not have an effective means of displaying information within the TOC to provide commanders and other key personnel a quick update of the unit's status.

Discussion: A commander should be able to sit in front of his map board and get a complete SITREP for his unit without asking the shift officer numerous questions. This will only happen if the unit has an effective system in place to visually display critical data.

Effective visual information display techniques have numerous advantages. First, they offer the commander a quick and easy means of getting a snap shot of his unit. Questions to the staff should be the exception rather than the norm. Also, they provide the staff with a quick and efficient means of processing information. These techniques minimize the passing of message slips between staff sections and making numerous entries in the staff journal.

The use of status boards or charts are normally applied during four phases of an operation. These phases are: planning, battle preparation, execution, and post battle. Identifying the required charts for each phase is difficult and may produce

an abundance of charts if not managed carefully. Avoid having too many charts. ***TOO MANY CHARTS IS WORSE THAN TOO FEW CHARTS***. Not only are they overwhelming inside the TOC, but they require room to transport.

Below is a recommended starting point to assist in identifying what information should be displayed and monitored. Not all of the information or charts listed below are required or recommended.

[CALL Newsletter No. 95-7, May 95, pp. IV-1 THRU IV-2]

LL - **Execution Phase**

- Combat power.
- Unit locations and activities.
- CL III/V status.
- Enemy contacts, locations, and movements.
- Enemy battle damage assessment (BDA).
- Main aid station and forward aid station locations.
- Brigade or division assets in your sector (ground surveillance radar (GSR), MPs, etc.)
- Status of adjacent units.

Post Battle Phase

- Unit equipment readiness.
- Unit personnel strength.
- Resupply status of CL III/V/IX.
- Unit locations.
- Consolidations and reorganization status.
- Maintenance and casualty collection status.

[CALL Newsletter No. 95-7, May 95, p. IV-3]

LL - **TTP**: Units that have and utilize charts tend to manage large amounts of information better than those that do not. Charts alone will not make you successful. You must first identify what critical information must be tracked. A TOC cannot process every piece of information that it receives, especially during the battle. Units must prioritize and train their personnel to distinguish between critical information and routine information. Charts have proved to be useful in handling some type of information. Before developing charts, consider the following:

√ Determine what critical information must be tracked and displayed. Avoid information and chart overload.

√ Charts used during the planning process significantly reduce briefing time.

√ Build a box to store and transport charts. This reduces unnecessary wear and tear, and also helps maximize use of available cargo space.

√ Keep a miniature version of all charts in a notebook for use while moving. This will facilitate maintaining an accurate status during offensive operations while moving the TOC.

√ Some units use 36"x18" boards; others use 8.5"x11" sheets of paper in document protectors. Both techniques are fine and have proven successful. The only drawback to the small sheets is that they are difficult to read from a distance while conducting a briefing or war gaming session,

[CALL Newsletter No. 95-7, May 95, p. IV-3]

22. The brigade staff acquires logistics information during brigade execution of the battle.

23. The brigade staff evaluates logistics information during brigade execution of the battle.

24. The brigade rear command post updates products and maintains operations and combat service support status during brigade execution of the battle.

25. The brigade staff coordinates logistics operations during brigade execution of the battle.

LL - **Improvisation**

Logisticians must seek innovative ways to provide support. Traditional methods of support are discarded if they fail to solve the problem at hand; extraordinary methods may be required to sustain the force.

During a light infantry combat operation, an innovative means was used to provide emergency resupply of water. With no landing zone available near the fighting unit, and not time to cut one out of the dense jungle, rubber bags were inserted into 155-mm shell casings, partially filled with water and tied off at the top. The casings were dropped from a helicopter through the jungle canopy within recovery distance of the unit on the ground.

- **Apply ingenuity and innovation to overcome time and space restrictions** of the battlefield.

- To improvise effectively, . . . **logisticians must understand the tactical plan, the commander's intent, and track the battle as it develops.**

[CALL Newsletter No 92-5: Logistics Preparation of the Battlefield: A Perspective on Integrating Combat Service Support - Nov 92.]

LL - **Night Operations:** On today's extremely lethal battlefield, night logistical operations remain the best way to provide support and protect the logistical forces.

Many FSB commanders remain skeptical of night operations because of safety considerations. This creates a training shortfall. *Intensify night training to master successful night operations.* [CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. II-2]

LL - **Night Operations**

Most enemy air attacks on "soft targets" occur during the day when visibility is the highest. This tactic hinders daylight CSS operations. Many FSB commanders are hesitant to fully exploit the advantages of night operations. Most soldiers lack the training necessary for safe, comprehensive night operations; however, that training is a commander's responsibility and must be undertaken. Night operations reduce the daytime signature of the BSA, and promote BSA survivability.

Most units at the CTCs conduct moves at night. A key point to remember here is this: *Night or limited visibility operations require rehearsal under similar conditions.* Many units conduct their rehearsals for night operations during the day, with a kind of "check-the-block" attitude. However, terrain appears significantly different at night. As many CTC units have discovered, one wrong turn at night can take them kilometers away from their intended site. Not conducting a night rehearsal is the best way to get lost during a move. *Night rehearsals and operations during any periods of reduced visibility are essential to both maneuver and CSS success.*

Lesson(s):

- Reduce daylight resupply.
- Intensify training on night movement, noise, and light discipline, and land navigation at night.
- Coordinate and enforce unit issue schedules.
- Practice night movements.
- Conduct night rehearsals.

[CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. II-10]

LL - **Supporting the Offense**: *The CSS elements must take advantage of lulls between battles.* This is the best window of opportunity for restoring the maneuver commander's combat power. Maintenance, supply and normal services occur whenever the opportunity exits. Initial logistics support should emphasize refueling and rearming operations systems. This should be followed by resupply of essential major end items of equipment, basic loads of Classes III and V, critical repair parts, water and rations. *Recovery and evacuation of combat-damaged, but not expeditiously repairable, equipment should begin as soon as possible.* [CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. III-1]

LL - The CSS elements conduct sustainment operations on a continuous basis; when maneuver elements are not fighting, CSS elements take advantage of the lull to prepare for the next operation. Maintenance, resupply, and normal services are done whenever the opportunity exists. Repairing damaged equipment and returning it to the fight requires early diagnosis and identification of faults. This should be accomplished as far forward as possible. [CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. III-2]

LL- Combat-configured loads is the preferred method of distribution from forward-deployed sites. This method shortens the time spent on site for the customer and eases the workload for the forward support element.

Lesson(s):
- The CSS elements conduct sustainment operations on a continuous basis.
- When maneuver elements are not fighting, CSS elements take advantage of the lull in the battle to prepare for the next operations.
- Use the combat configured loads to distribute supplies to forward units.

[CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. III-2]

LL - Emergency resupply is conducted when needed, but routine resupply is usually conducted at night. The LOGPACs are used extensively to move supplies, personnel and equipment forward. Vulnerability and limited cross-county mobility of CSS vehicle dictate that LOGPACs use existing roads at night.

[CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. III-2]

LL - **Air Item Recovery**: *The CSS elements must formally train in the methods and techniques of air item recovery.* Units must order the necessary equipment to get resupply chutes out of trees. [CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. III-1]

LL - **Air Item Recovery**

Experience from the CTCs shows that all units need to improve their air item recovery skills. Rotational units often have not trained in the skills necessary in recovering air items. Soldiers are not trained in parachute recovery and proper methods of rolling and storing high and low velocity parachutes. Units routinely do not have the necessary equipment to recover air items from trees (hooks, chain saws, and ropes). Units also do not consider the importance of evacuation of air items. Limited quantities of air items which are available for exercises and operations dictate that all available means to transport these items back to the rear must be used. This is especially true for units that rely on aerial resupply.

Lesson(s): Units must add proper air item recovery to their air resupply training plans.

[CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. III-2]

LL - **Resupply**:

The use of the sling-load system minimizes aircraft dead time and is the preferred method of delivery. All units must have adequate sling sets to exchange with equipment being left during a delivery to their location. Shortages cause unnecessary slowdowns and tie up aircraft that have to wait for bundles to be derigged before they can return for additional loads. Preconfigured ammunition sets devised by the ASP simplify operations at the supply point as well as within the supported unit. Water is critical, and the 5-gallon can continues to be the best container for rapid exchange during LOGPAC operations.

- The push concept of pre-packaged supplies configured to unit-specific needs should become standardized. Standardize procedures for rapid distribution and on/off loading, such as a company load already pre-packaged into platoon bundles.

- Ammunition pre-configured to unit combat loads and shipped to an ATP allows an uninterrupted flow of common, high-use ammunition.

- Internal loading of supplies is too time-consuming. Train and qualify supply personnel in all units to configure and rig supplies for external helicopter lift.

- Units must deploy with airload slings and nets, and procedures must be established for handling and backhaul to expedite resupply operations. Additional slings and nets must be available for high priority missions.

- The C-130s (inter-theater air) can be used to deliver supplies to forward locations when Army aviation and ground convoys are not available or impractical.

- The CDS, which rapidly drops multiple bundles from a C-130 or C-141, is a viable means for resupply when convoys and Army aviation are limited. This is especially effective if bundles from the initial assault have not been broken and only require minimal rigging to deliver to the owning units.

[CALL Bulletin No 90-9: Operation Just Cause Lessons Learned: Volume III. Intelligence, Logistics & Equipment - Oct 90, p. III-16 - 17.]

26. The brigade staff communicates logistics information during brigade execution of the battle.

27. The brigade S4 responds to brigade commander's directed changes in the operation during brigade execution of the battle.

28. The brigade S4 coordinates supply support for brigade consolidation and reorganization.

LL - **Manning, Fixing, and Casualty Evacuation:** These three items must be considered during the *after* phase of an operation. But they should only be addressed in an OPLAN/OPORD if they are different than during the *before* and *during* phases. Manning, fixing, and casualty evacuation are all means of maintaining combat strength and instilling the warrior spirit. *The CSS planner must realize that their jobs are to support the war fighters, and, therefore, they must be able to execute and react to one plan while they plan and prepare to execute another.* [CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. III-1]

LL - **Manning**

Once a battle has ended, execution of the plan to man the force must be considered. There are three methods of bringing a unit back to the necessary personnel and equipment strength. All three depend on the factors of METT-T and how much a unit has been depleted. These three methods are reorganization, regeneration, and reconstitution. Regeneration and reconstitution are normally planned and executed by units at division level and above for units that are brigade size and below. For the purpose of this newsletter, discussion will focus on reorganization.

During reorganization, primary emphasis is on the use of unit personnel for cross-leveling, for redistribution, or for the forming of a composite unit. External assets may be used, provided they are available within the relatively short time periods allowed for reorganization and the unit can assimilate them.

Even though reorganization normally occurs after the battle is completed or as lulls between battles occur, it must be planned for throughout the *before* and *during* phases of an operation. To efficiently execute a reorganization, CSS members of the brigade and battalion staffs and the FSB must understand the context of the commander's intent, what future operations the unit will participate in, and ensure that logistics assets are planned for and available.

Lesson(s): Commanders should maintain as much unit integrity (e.g., squad, crew or team) as possible under the circumstances. This contributes to retention of cohesion and guidance provides a base for rebuilding units if regeneration is to be accomplished in the future.

[CALL Newsletter No. 94-2: Logistics - Supporting the Offense - Jul 94, p. III-3]

LL - **Fixing**

Restoring combat capability of unit equipment is of utmost importance. Restoration of combat power is important because it allows the unit to consolidate on the objective, sustain current operations, and prepare for future operations. How a unit goes about restoring combat capability effectively and efficiently will dictate how soon it is ready for the next mission. Unit- and intermediate-level maintenance personnel often use battle damage assessments as a basis for immediate battlefield repairs (including battlefield cross-leveling and use of expedient repairs that restore capability). They should concentrate on repair of major end items critical to the unit's effectiveness and within the commander's priorities. All maintenance efforts may be restricted to mission-essential maintenance only (MEMO) as authorized in appropriate operations or A/L orders.

Lesson(s): Restoring combat capability after operations is dependent on thorough planning and preparation throughout the *before* and *during* phases of an operation. Maintainers will prioritize their efforts based on provided guidance.

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29. The brigade conducts weapons systems replacement operations.

GATE TASKS
CONDUCT SUPPLY OPERATIONS (BRIGADE CCF 29)

This component identifies critical individual or collective tasks upon which the performance of each CCF task identified in the Task List is dependent. In order to ensure efficient and safe training of the major CCF task, the participants should first have achieved mastery in performing these gate tasks.

The officers, NCOs, and soldiers listed in this component are based on the TOE for the echelon and type of unit being analyzed. In some cases, the MQSs and STPs for those officers, NCOs, and soldiers may not have yet been published or are being revised. In such as instance, existing MQS and STP publications were used to identify gate tasks which are still relevant. This may result in the identification of gate tasks derived from another proponent MQS or STP publication (e.g., an infantry STP task listed as relevant to a field artillery MOS).

In other cases, the Army has designated a new MOS to replace the MOS listed in the TOE. In such an instance, the analyst selected tasks from STPs for like/similar MOSs or tasks from the original TOE MOS to depict those tasks which must still be performed.

Based on the analyst's analysis and review of doctrine, gate tasks may be identified for which there is no published doctrine.

	PLANNING TASKS	INDIVIDUAL/COLLECTIVE GATE TASKS
1.	The brigade rear command post coordinates brigade sustainment and protection of logistics operations and activities from its current location during planning.	**Bde S4, Asst Bde S4s, Bde S1** [STP 7-11II-MQS, Infantry] - Perform Duties as a TOC Shift Officer [01-3317.04-0006] [STP 9-91 BCII-MQS, Ordnance] - Oversee the Planning, Establishment, and Management of a Multi Functional Tactical CP [O1-9253.00-0002] **Bde S4, Asst Bde S4s** [STP 10-92ABDII-MQS, Quartermaster] - Determine Field Locations for CSS Units [01-9253.00-0003]
2.	The brigade receives an order initiating a new mission from higher headquarters.	
3.	The brigade commander and staff conduct mission analysis.	**Bde S4, Asst Bde S4s** [STP 10-92ABDII-MQS, Quartermaster]

- Prepare Command Logistics Plans, Estimates, and Orders [O3-5106.00-0166]
- Analyze Division Medical Supply System [S1-8310.00-6006]

4. The brigade prepares and issues a brigade warning order.

5. The brigade commander issues initial planning guidance.

6. The brigade commander and staff prepare estimates.

Bde S4, Asst Bde S4s
[STP 9-91 BCII-MQS, Ordnance]
- Develop a Concept of Support for a Brigade Level Combat Operation [01-9253.00-001]
- Evaluate Class IX Performance [01-4716.26-0002]

[STP 10-92ABDII-MQS, Quartermaster]
- Determine Class V (Conventional) Requirements [O1-4000.11-1111]
- Determine and Verify Water Requirements for a Unit [O1-5103.00-0030]
- Assess Unit Capabilities to Support Proposed Operations [S3-5101.00-0229]

Bde S4 Section (Sec), command food service technician
[STP 10-94B25-SM-TG Food Service Specialist (Spec)]
- Monitor Army Field Feeding Service (AFFS) Requisitioning and Accounting Procedures [101-524-5205]
- Coordinate with Class I Operations [101-524-5206]

Bde S4 Sec, senior supply sergeant
[STP 10-92A35-SM-TG Automated Log Spec]

- Check the Accuracy of the PLL Using the Automated ULLS [101-525-3015]

[STP 10-92A35-SM-TG Automated Log Spec]
- Review Stock Status Listings [101-525-5007]

[STP 10-92Y24-SM-TG Unit Supply Spec]
- Inspect and Provide Technical Assistance to Units [101-521-4101]
- Check Accuracy of PLL Records [101-521-4107]
- Check Accuracy of The Army Maintenance Management System Maintenance and Historical Records [101-521-4108]

[STP 10-92Y24-SM-TG Unit Supply Spec]
- Prepare Materiel Condition Status Report [101-521-4104]
- Direct the Planning and Forecasting of Supplies (Classes I, III, and V) at the Unit Level [101-521-3254]

[STP 10-76Z5-SM-TG Senior Supply Sgt]
- Review Road Movement Graphs and Tables [101-522-5503]
- Review the Flow of Requests for Supplies and the Subsequent Return of Supplies to the Using Unit [101-522-5506]
- Evaluate Procedures for Reconciliation of Supply Requests and Requisitions [101-522-5511]
- Monitor Automated Supply Cycles [101-522-5525]

Bde S4 Sec, senior food operations management NCO

[STP 10-94B25-SM-TG Food Service Spec]
- Determine Requirements and Establish Procedures in Support of Field Operations [101-524-3279]

- Coordinate with Food Advisor [101-524-4105]
- Develop Standing Operating Procedures for Dining Facilities and Field Kitchens [101-524-4131]
- Review and Monitor the Requisition and Turn-In of Subsistence Items Under the AFFS [101-524-4141]
- Monitor AFFS Requisitioning and Accounting Procedures [101-524-5205]

7. The brigade commander and staff develop course(s) of action.

8. The brigade commander and staff analyze course(s) of action (war game).

9. The brigade staff compares courses of action.

10. The brigade commander announces decisions.

11. The brigade staff prepares the operations order or fragmentary order.

Bde S4, Asst Bde S4s, Bde S1
[STP 10-92ABDII-MQS, Quartermaster]
- Prepare Command Logistics Plans, Estimates, and Orders [O3-5106.00-0166]

Bde S4 Sec, command food service technician
[STP 10-94B25-SM-TG Food Service Spec]
- Provide Logistics Input for the Administrative or Logistics Order

Bde S4 Sec, senior supply sergeant
[STP 10-92A35-SM-TG Automated Logistics (Log) Spec]
- Provide Logistics Input for the Administrative or Logistics Order [101-525-5008]

[STP 10-92Y24-SM-TG]
- Direct the Planning and Forecasting of Supplies (Classes I, III, and V) at the Unit Level [101-521-3254]
- Plan for the Storage of Supplies (Classes, I, III, and V) [101-521-2202]

[STP 10-76Z5-SM-TG Senior Supply Sgt]
- Coordinate Rear Area Protection Plan (RAPP) [101-522-5523]
- Provide Logistics Input for the Administrative or Logistics Order,101-522-5403]

12. The brigade commander and staff issue the operations order and fragmentary order.

PREPARATION TASKS

INDIVIDUAL/COLLECTIVE GATE TASKS

13. The brigade S1 and the brigade S4 move and establish the brigade rear command post where it can coordinate combat service support and sustain brigade operations.

Bde S4, Asst Bde S4s, Bde S1
[STP 7-11II-MQS, Infantry]
- Perform Duties as a TOC Shift Officer [01-3317.04-0006]

[STP 9-91 BCII-MQS, Ordnance]
- Oversee the Planning, Establishment, and Management of a Multi Functional Tactical CP [O1-9253.00-0002]

Bde S4, Asst Bde S4s
[STP 10-92ABDII-MQS, Quartermaster]
- Determine Field Locations for CSS Units [01-9253.00-0003]

14. The brigade staff acquires logistics information during brigade preparation for the battle.

Bde S4, Asst Bde S4s, Bde S1
[STP 7-11II-MQS, Infantry]
- Perform Duties as a TOC Shift Officer [01-3317.04-0006]

[STP 9-91 BCII-MQS, Ordnance]

- Oversee the Planning, Establishment, and Management of a Multi Functional Tactical CP [O1-9253.00-0002]

[STP 9-91 BCII-MQS, Ordnance]
- Inspect Class IX Operations [03-5101.00-0295]

Bde S4 Sec, command food service technician
[STP 10-94B25-SM-TG Food Service Spec]
- Consult with Preventive Medicine Activity [101-524-4134]
- Coordinate with the Surgeon or Director of Medical Services [101-524-5155]
- Provide Assistance to Officers and NCOs Operating Field Kitchens [101-524-5202]

Bde S4 Sec, senior supply sergeant
[STP 10-92A35-SM-TG Automated Logistics Spec]
- Review Materiel Receipts and Document Processing Procedures, [101-525-5004]
- Review Stock Status Listings [101-525-5007]

[STP 10-76Z5-SM-TG Senior Supply Sgt]
- Review the Flow of Requests for Supplies and the Subsequent Return of Supplies to the Using Unit [101-522-5506]
- Monitor Reports of Survey [101-522-5531]
- Monitor Automated Supply Cycles [101-522-5525]

15. The brigade staff evaluates logistics information during brigade preparation for the battle.

Bde S4, Asst Bde S4s, Bde S1
[STP 9-91 BCII-MQS, Ordnance]
- Interpret Maintenance Reports [01-4730.27-0002]
- Identify Maintenance Trends [01-4710.26-0004]

[STP 10-92ABDII-MQS, Quartermaster]
- Evaluate Supply Point Operations [O1-5101.00-0194]

Bde S4 Sec, senior supply sergeant
[STP 10-92A35-SM-TG Automated Logistics Spec]
- Evaluate Supply Support Procedures [101-525-5003]
- Evaluate PLL Procedures [101-525-5005]
- Evaluate Supply Performance Indicators [101-525-5006]

[STP 10-76Z5-SM-TG Senior Supply Sgt]
- Evaluate Logistical Procedures and Provide Technical Assistance as Needed [101-522-5601]
- Evaluate Supply Support Storage Procedures [101-522-5529]

[STP 10-92Y24-SM-TG Unit Supply Spec]
- Evaluate Preparation, Cooking, and Serving of Food Products [101-524-4110]
- Evaluate the Sanitation Program in a Dining Facility and at a Field Kitchen [101-524-4112]
- Evaluate Subsistence Protection and Decontamination Procedures [101-524-4132]
- Evaluate Nutrition Procedures in Preparing, Serving, and Storage of Food Products [101-524-5104]
- Evaluate the Subsistence Sanitation Program [101-524-5204]

16. The brigade rear command post updates products and maintains operations and combat service support status during brigade preparation for the battle.

Bde S4, Asst Bde S4s, Bde S1
[STP 9-91 BCII-MQS, Ordnance]
- Track Critical Requisitions from Support Level to the National Inventory Control Point (NICP) [03-5101.00-0294]

[STP 10-92ABDII-MQS, Quartermaster]
- Trace the Flow of Requests for and Receipt of Class I, II, III, IV, V, VII, and IX Supplies and Identify Field Services Available to Divisional Units [S3-5101.00-0273]

Bde S4 Sec, senior supply sergeant
[STP 10-92Y24-SM-TG Unit Supply Spec]
- Compile Logistical Data for Unit Status Report (USR) Worksheet [101-521-4151

17. The brigade staff coordinates logistics operations during brigade preparation for the battle.

Bde S4, Asst Bde S4s
[STP 10-92ABDII-MQS, Quartermaster]
- Direct Receipt, Storage, and Issue of Supplies [O3-5101.00-0018]
- Manage the Receipt, Issue, and Storage of Supplies [O3-5101.00-0287]

[STP 10-92ABDII-MQS, Quartermaster]
- Supervise the Receipt, Storage, and Distribution of Petroleum Products [O3-5103.00-0081]
- Supervise Quality Surveillance of Petroleum Products [O3-5103.00-0099]
- Manage Bulk Petroleum Operations [O3-5103.00-0130]

[STP 10-92ABDII-MQS, Quartermaster]
- Supervise Water Purification, Storage, and Distribution [O3-5103.00-0102]
- Coordinate Water Supply Support [O3-5106.04-0008]
- Supervise Receipt, Storage, and Distribution of Subsistence Products [O3-5105.00-0108]
- Supervise Field Feeding Operations [O3-5105.00-0107]

Bde S4 Sec, command food service technician

[STP 10-94B25-SM-TG Food Service Spec]
- Consult with Preventive Medicine Activity [101-524-4134]
- Coordinate with the Surgeon or Director of Medical Services [101-524-5155]
- Provide Assistance to Officers and NCOs Operating Field Kitchens [101-524-5202]

[STP 10-92A35-SM-TG Automated Log Spec]
- Control and Provide Assistance in Automated Systems [101-525-4001]
- Review the Process and Handling of Hazardous Materiel [101-525-4008]

[STP 10-92Y24-SM-TG Unit Supply Spec]
- Account for and Adjust Property Records for Bulk Petroleum [101-521-3151]
- Request and Turn In Ammunition [101-521-2161]
- Prepare Equipment Transfer, Loss, or Gain Report [101-521-2252]
- Control/Supervise Property Administration in Unit Supported by Manual/Automated Systems [101-521-3252]

[STP 10-76Z5-SM-TG Senior Supply Sgt]
- Coordinate RAPP [101-522-5523]

Bde S4 Sec, senior food operations management NCO

[STP 10-94B25-SM-TG Food Service Spec]
- Monitor AFFS Requisitioning and Accounting Procedures [101-524-5205]
- Review and Monitor the Requisition and Turn-In of Subsistence Items Under the AFFS [101-524-4141]

- Direct Personnel in the Protection and Decontamination of Subsistence items in an NBC Environment [101-524-3281]
- Coordinate with Class I Operations [101-524-5206]
- Coordinate with Troop Issue Subsistence Activity (TISA) [101-524-4118]
- Provide Assistance to Officers and NCOs Operating Field Kitchens [101-524-5202]
- Consult with Preventive Medicine Activity [101-524-4134]
- Coordinate with the Surgeon or Director of Medical Services [101-524-5155]

Bde S4, Asst S4s, Bde surgeon
[STP 9-91 BCII-MQS, Ordnance]
- Coordinate Support of Health Services and Casualty Evacuation Within Division Combat Service Support [O1-8310.00-4015]

18. The brigade staff communicates logistics information during brigade preparation for the battle.

Bde S4, Asst S4s, Bde S1
[STP 7-11II-MQS, Infantry]
- Perform Duties as a TOC Shift Officer [01-3317.04-0006]

[STP 9-91 BCII-MQS, Ordnance]
- Oversee the Planning, Establishment, and Management of a Multi Functional Tactical CP [O1-9253.00-0002]

Bde S4 Sec, senior supply sergeant
[STP 10-92Y24-SM-TG Unit Supply Spec]
- Prepare Material Condition Status Report [101-522-5529]

19. The brigade S4 responds to brigade commander directed changes in operations during brigade preparation

Bde S4, Asst Bde S4
[STP 10-92ABDII-MQS, Quartermaster]

for the battle.

- Determine Class V (Conventional) Requirements [O1-4000.11-1111]
- Determine and Verify Water Requirements for a Unit [O1-5103.00-0030]
- Assess Unit Capabilities to Support Proposed Operations [S3-5101.00-0229]

[STP 10-92ABDII-MQS, Quartermaster]
- Plan Subsistence Field Operations and Advise Commander on Subsistence Operations [O3-5106.00-0130]
- Plan for Airdrop of Supplies [03-5102.02-0001]
- Plan Transport by Helicopter [01-7310.95-0415]
- Plan Evacuation for Equipment [01-4999.26-0001]

[STP 9-91 BCII-MQS, Ordnance]
- Plan Logistics Support for Maintenance Operations [O1-4720.26-0001]

Bde S4 Sec, senior supply sergeant
[STP 10-92A35-SM-TG Automated Log Spec]

[STP 10-92Y24-SM-TG Unit Supply Spec]
- Direct the Planning and Forecasting of Supplies (Classes I, III, and V) at the Unit Level [101-521-3254]
- Plan for the Storage of Supplies (Classes, I, III, and V) [101-521-2202]
- Provide Logistics Input for the Administrative or Logistics Order [101-522-5403]
- Coordinate RAPP [101-522-5523]

20. The brigade rehearses logistics operations.

EXECUTION TASKS

INDIVIDUAL/COLLECTIVE GATE TASKS

21. The brigade rear command post maintains communications to coordinate combat service support and sustain brigade operations during brigade execution of the battle.

Bde S4, Asst Bde S4s, Bde S1
[STP 7-11II-MQS, Infantry]
- Perform Duties as a TOC Shift Officer [01-3317.04-0006]

[STP 9-91 BCII-MQS, Ordnance]
- Oversee the Planning, Establishment, and Management of a Multi Functional Tactical CP [O1-9253.00-0002]

Bde S4, Asst Bde S4s
[STP 10-92ABDII-MQS, Quartermaster]
- Determine Field Locations for CSS Units [01-9253.00-0003]

22. The brigade staff acquires logistics information during brigade execution of the battle.

Bde S4, Asst Bde S4s, Bde S1
[STP 7-11II-MQS, Infantry]
- Perform Duties as a TOC Shift Officer [01-3317.04-0006]

[STP 9-91 BCII-MQS, Ordnance]
- Oversee the Planning, Establishment, and Management of a Multi Functional Tactical CP [O1-9253.00-0002]

Bde S4 Sec, command food service technician
[STP 10-94B25-SM-TG Food Service Spec]
- Review Materiel Receipts and Document Processing Procedures, [101-525-5004]

Bde S4, Asst Bde S4
[STP 9-91 BCII-MQS, Ordnance]
- Inspect Class IX Operations [03-5101.00-0295]

Bde S4 Sec, senior supply sergeant
[STP 10-76Z5-SM-TG Senior Supply Sgt]
- Review the Flow of Requests for Supplies and the Subsequent Return of Supplies to the Using Unit [101-522-5506]
- Monitor Reports of Survey [101-522-5531]

- Monitor Automated Supply Cycles [101-522-5525]

23. The brigade staff evaluates logistics information during brigade execution of the battle.

Bde S4 Sec, command food service technician
[STP 10-94B25-SM-TG Food Service Spec]
- Evaluate Supply Support Procedures [101-525-5003]
- Evaluate PLL Procedures [101-525-5005]
- Evaluate Supply Performance Indicators [101-525-5006]
- Review Stock Status Listings [101-525-5007]
- Evaluate Subsistence Protection and Decontamination Procedures [101-524-4132]
- Evaluate Nutrition Procedures in Preparing, Serving, and Storage of Food Products [101-524-5104]
- Evaluate the Subsistence Sanitation Program [101-524-5204]

Bde S4, Asst Bde S4
[STP 9-91 BCII-MQS, Ordnance]
- Interpret Maintenance Reports [01-4730.27-0002]
- Identify Maintenance Trends [01-4710.26-0004]

[STP 10-92ABDII-MQS, Quartermaster]
- Evaluate Supply Point Operations [O1-5101.00-0194]

Bde S4 Sec, senior supply sergeant
[STP 10-76Z5-SM-TG Senior Supply Sgt]
- Evaluate Logistical Procedures and Provide Technical Assistance as Needed [101-522-5601]
- Evaluate Supply Support Storage Procedures [101-522-5529]

24. The brigade rear command post updates products and maintains operations and combat service support status during brigade execution of the battle.

Bde S4, Asst Bde S4
[STP 9-91 BCII-MQS, Ordnance]
- Track Critical Requisitions from Support Level to the NCIP [03-5101.00-0294]
- Inspect Class IX Operations [03-5101.00-0295]

[STP 10-92ABDII-MQS, Quartermaster]
- Trace the Flow of Requests for and Receipt of Class I, II, III, IV, V, VII, and IX Supplies and Identify Field Services Available to Divisional Units [S3-5101.00-0273]

25. The brigade staff coordinates logistics operations during brigade execution of the battle.

Bde S4, Asst Bde S4s
[STP 10-92ABDII-MQS, Quartermaster]
- Coordinate Movement Requests Processing [01-7320.70-0425]
- Monitor Airdrop Support Operations [03-5503.00-0084]

Bde S4 Sec, command food service technician
[STP 10-94B25-SM-TG Food Service Spec]
- Consult with Preventive Medicine Activity [101-524-4134]
- Coordinate with the Surgeon or Director of Medical Services [101-524-5155]
- Provide Assistance to Officers and NCOs Operating Field Kitchens [101-524-5202]
- Monitor AFFS Requisitioning and Accounting Procedures [101-524-5205]
- Coordinate with Class I Operations [101-524-5206]

Bde S4 Sec, senior supply sergeant
[STP 10-92A35-SM-TG Automated Log Spec]
- Control and Provide Assistance in Automated Systems [101-525-4001]

- Supervise External Transport Operations (Sling Load) [101-525-3011]

[STP 10-92Y24-SM-TG Unit Supply Spec]
- Request and Turn In Ammunition [101-521-2201]
- Direct the Rigging of External Sling Loads [101-521-3901]
- Coordinate with TISA [101-524-4118]
- Develop, Evaluate, and Maintain Field Kitchen Layout and Field Site [101-524-4140]
- Consult with Preventive Medicine Activity [101-524-4134]
- Coordinate with the Surgeon or Director of Medical Services [101-524-5155]
- Provide Assistance to Officers and NCOs Operating Field Kitchens [101-524-5202]

26. The brigade staff communicates logistics information during brigade execution of the battle.

Bde S4, Asst Bde S4s, Bde S1
[STP 7-11II-MQS, Infantry]
- Perform Duties as a TOC Shift Officer [01-3317.04-0006]

[STP 9-91 BCII-MQS, Ordnance]
- Oversee the Planning, Establishment, and Management of a Multi Functional Tactical CP [O1-9253.00-0002]

Bde S4 Sec, senior supply sergeant
[STP 10-92Y24-SM-TG Unit Supply Spec]
- Prepare Materiel Condition Status Report [101-521-4104]
- Compile Logistical Data for USR Worksheet [101-521-4151]

27. The brigade S4 responds to brigade commander's directed changes in the operation during brigade execution of the battle.

Bde S4, Asst Bde S4
[STP 10-92ABDII-MQS, Quartermaster]
- Plan Subsistence Field Operations and Advise Commander on Subsistence Operations [O3-5106.00-0130]

- Plan for Airdrop of Supplies [03-5102.02-0001]
- Plan Transport by Helicopter [01-7310.95-0415]
- Plan Evacuation for Equipment [01-4999.26-0001]

[STP 9-91 BCII-MQS, Ordnance]
- Plan Logistics Support for Maintenance Operations [O1-4720.26-0001]

Bde S4 Sec, senior supply sergeant
[STP 10-92A35-SM-TG Automated Log Spec]
- Provide Logistics Input for the Administrative or Logistics Order [101-522-5403]

[STP 10-92Y24-SM-TG Unit Supply Spec]
- Direct the Planning and Forecasting of Supplies (Classes I, III, and V) at the Unit Level [101-521-3254]
- Plan for the Storage of Supplies (Classes, I, III, and V) [101-521-2202]

28. The brigade S4 coordinates supply support for brigade consolidation and reorganization.

29. The brigade conducts weapons systems replacement operations.

Bde S4 Sec, senior supply sergeant
[STP 10-92Y24-SM-TG Unit Supply Sec]
- Prepare Equipment Transfer, Loss, or Gain Report [101-521-2252]
- Request and Post Changes to Equipment Portion of Authorization Documents [101-521-4102]
- Control/Supervise Property Administration in Unit Supported by Manual/Automated Systems [101-521-3252]

TASKS ORGANIZED BY OUTCOMES
CONDUCT SUPPLY OPERATIONS (BRIGADE CCF 29)

This component links the tasks with the outcomes the task performance supports. Each outcome is linked with all appropriate tasks. This component is used for two purposes. The first is to ensure that each CCF outcome is sufficiently supported by all tasks necessary to achieve the outcome. The second is to verify that the outcomes selected support the CCF purpose and that they are complete in that no additional outcomes are required to define the CCF. This component can be used by trainers to facilitate assessment of training proficiency and to plan training.

Outcome 1

Brigade combat service support activities, nodes, and bases are positioned and protected appropriate to the mission, enemy, terrain, troops, and time.

PLANNING Tasks and Task Elements

1. **The brigade rear command post coordinates brigade sustainment and protection of logistics operations and activities from its current location during planning.**

   a. The brigade rear CP and FSB CP operate from a collocated rear CP. [FM 71-3, p. 8-19; ARTEP 71-3-MTP, Task 71-3-4004/1b].

      1) The brigade S4 and brigade S1 sections operate from the brigade rear CP. [ARTEP 71-3-MTP, Task 71-3-4004/1; 1012/2, /3].

      2) The brigade rear CP maintains continuous operations. [ARTEP 71-3-MTP, Task 71-3-4004/1c].

      3) The brigade rear CP personnel (brigade S4 and brigade S1 sections) coordinate with the FSB staff to monitor and direct sustainment of brigade close, deep, and rear operations. [ARTEP 71-3-MTP, Task 71-3-4004/1f].

      4) The brigade rear CP and the FSB CP maintain continuous internal communications and coordination. [FM 71-3, p. 8-19].

   b. The brigade rear CP maintains communications with higher and subordinate units. [ARTEP 71-3-MTP, Task 71-3-4004/1d].

      1) All units operating in the BSA maintain radio, wire, or messenger communications with the FSB CP and the brigade rear CP. [FM 71-3, p. 6-34/8-19].

      2) The brigade rear CP maintains communications IAW the brigade TSOP. [FN-CGSC, CSS SMEs].

a) Brigade command net. [AN].

b) The FSB command net. [FM 63-20, p. 3-13].

c) Brigade A/L net. [FM 71-3, p. H-39].

d) Division A/L net. [AN].

e) The DISCOM logistics/operations (Log/Ops) net. [FM 63-20, p. 3-13].

f) The DISCOM Cmd/Ops net. [FM 63-20, p. 3-13].

g) Brigade O&I net. [FN-CGSC, CSS SMEs].

3) The brigade rear CP operates as the NCS for the brigade A/L net. [FM 71-3, p. H-39].

4) The brigade rear CP establishes wire communications with subordinate units operating in the BSA. [ARTEP 71-3-MTP, Task 71-3-4004/1e].

5) The brigade rear CP places a representative in brigade main CP as a CSS planner, normally an assistant brigade S4. [FN-NTC CSS SMEs].

c. The brigade rear CP personnel monitor the brigade tactical situation. [ARTEP 71-3-MTP, Task 71-3-1012/3].

1) Continuously monitor brigade command, O&I, and A/L radio nets. [ARTEP 71-3-MTP, Task 71-3-1012/3b].

2) Collect and analyze brigade SPOTREPs, SITREPs, INTSUMs, and PERINTREPs. [FM 71-3, p. H-79].

a) Identify potential threats to the BSA. [AN].

b) Identify potential threats to other rear area logistics activities (e.g., MSRs, convoys, supply points, ASPs). [AN].

3) Exchange information with the brigade S1/S4 representative in the brigade main CP. [AN].

a) Provide information to the brigade S1/S4 representative in the main CP for the brigade S3 and brigade S2 on rear area combat operations requirements or issues. [AN].

b) Provide requirements to the brigade S1/S4 representative in the main CP for additional security for other logistics activities (e.g., MSR, convoys, supply points, ASPs). [AN].

c) Receive current information from the brigade S3 on ongoing operations or operations that impact on logistics activities. [AN].

d) Receive current information from the brigade S2 on enemy activities or changes in the weather that impact on logistics activities. [AN].

4) The brigade S4, or his designated representative, attends daily and special staff meetings at the brigade main CP. [AN].

f. The brigade rear CP personnel maintain current operations and CSS SITMAPs, information displays, and journals. [ARTEP 71-3-MTP, Task 71-3-3003/2].

1) Maintain current enemy and friendly SITMAPs. [ARTEP 71-3-MTP, Task 71-3-1012/3a; 4004/2b].

2) Maintain daily staff journals. [ARTEP 71-3-MTP, Task 71-3-4004/2a; 1012/2c].

3) Prepare and maintain information displays to visually display critical data during planning. [ARTEP 71-3-MTP, Task 71-3-4004/2c; LL-CALL Newsletter No. 95-7, p. IV-2].

a) Restated mission. [LL-CALL Newsletter No. 95-7, pp. IV-2].

b) Specified, implied, and mission-essential tasks. [LL-CALL Newsletter No. 95-7, p. IV-2].

c) Division mission statement and division commander's intent. [LL-CALL Newsletter No. 95-7, p. IV-2].

d) Weather data. [LL-CALL Newsletter No. 95-7, p. IV-2].

e) Constraints and limitations. [LL-CALL Newsletter No. 95-7, p. IV-2].

f) Critical facts and assumptions. [LL-CALL Newsletter No. 95-7, p. IV-2].

g) Timeline, including expected enemy events. [LL-CALL Newsletter No. 95-7, pp. IV-2].

h) Task organization. [LL-CALL Newsletter No. 95-7, p. IV-2].

i) Brigade commander's guidance. [LL-CALL Newsletter No. 95-7, p. IV-2].

j) Brigade commander's CCIR. [LL-CALL Newsletter No. 95-7, p. IV-2].

k) The COA development sketch. [LL-CALL Newsletter No. 95-7, p. IV-2].

l) The COA comparison. [LL-CALL Newsletter No. 95-7, p. IV-2].

m) War game worksheet. [LL-CALL Newsletter No. 95-7, p. IV-2].

n) The CSS synchronization matrix. [AN].

o) The DST. [LL-CALL Newsletter No. 95-7, p. IV-2].

PREPARATION Tasks and Task Elements

13. **The brigade S1 and the brigade S4 move and establish the brigade rear command post where it can coordinate combat service support and sustain brigade operations.**

a. The brigade rear CP personnel (brigade S4 and brigade S1 section personnel) coordinate with the FSB staff to monitor and direct sustainment of brigade close, deep, and rear operations. [ARTEP 71-3-MTP, Task 71-3-4004/1f].

1) The brigade rear CP personnel and the FSB CP maintain continuous internal communications and coordination. [FM 71-3, p. 8-19].

2) The brigade rear CP is under the OPCON of the FSB commander for defense of the BSA. [FM 71-3, p. 3-16].

b. The brigade S4 coordinates with the FSB support operations section for the establishment of forward logistics support locations. [AN].

1) The brigade S4 confirms the need for establishment of a FLE due to excessive distances for Bn TFs to travel for supplies. [FN-NTC CSS OCs].

a) The FSB plans and establishes FLE with FSB assets based on LOC distances or as a continuous operation measure when the BSA is preparing to move. [FN-NTC CSS OCs].

b) The FLE is established on terrain allocated by the brigade S3. [AN].

c) The FSB ensures that the FLE is stocked with Class III, V, and water and that security is provided. [FN-NTC CSS OCs].

d) The FSB XO or support operations officer is designated as the command element for the FLE. [FN-NTC CSS OCs].

e) The Bn TFs collocate Class III/V with the FSB FLE in preparation for refuel/rearm during tactical pauses, as required. [FN-NTC CSS OCs].

2) The brigade S4 confirms need for brigade LRPs forward of the BSA to reduce turn around time for Bn TF LOGPACs. [FN-NTC CSS OCs].

c. The brigade staff coordinates with the FSB commander and staff on movement of the BSA. [ARTEP 63-216-MTP, Task 63-1-1010].

1) The brigade S2 and the FSB S2/3 identify the impact of enemy activity on all possible routes. [ARTEP 63-216-MTP, Task 63-1-1010].

2) The brigade S3 and the FSB S2/3 coordinate: [ARTEP 63-216-MTP, Task 63-1-1010].

a) Allocation of terrain and selection of proposed site. [ARTEP 63-216-MTP, Task 63-1-1010].

b) Final route selection. [ARTEP 63-216-MTP, Task 63-1-1010].

c) Reconnaissance of route and proposed site. [ARTEP 63-216-MTP, Task 63-1-1010].

d) Route clearances for move. [ARTEP 63-216-MTP, Task 63-1-1010].

e) The MP traffic control support. [ARTEP 63-216-MTP, Task 63-1-1010].

f) Additional security for the move. [AN].

3) The brigade S4 provides input to the brigade S3 and the FSB S2/3 on: [ARTEP 63-216-MTP, Task 63-1-1010].

a) The BSA site selection. [AN].

b) Route selection. [AN].

e. The brigade rear CP moves to a new BSA location. [FM 71-3, p. 3-19].

1) The brigade rear CP displaces at one time or by echelon. [FM 71-3, p. 3-21].

2) The brigade rear CP maintains continuous communications and operations during displacement. [FM 71-3, p. 3-21; ARTEP 71-3-MTP, Task 71-3-4004/1c].

f. The brigade S4 and the brigade S1 collocate with the FSB CP at the new location to form the brigade rear CP. [FM 71-3, p. 8-19; ARTEP 71-3-MTP, Task 71-3-4004/1b].

1) The brigade S4 and the brigade S1 establish the brigade rear CP. [ARTEP 71-3-MTP, Task 71-3-4004/1; 1012/2, /3].

2) The brigade S4 and the brigade S1 coordinate with the FSB commander for establishment of the CP. [ARTEP 71-3-MTP, Task 71-3-4004/1a].

3) The brigade rear CP maintains continuous operations at the new location. [ARTEP 71-3-MTP, Task 71-3-4004/1c].

g. The brigade rear CP confirms or re-establishes communications with higher and subordinate units. [ARTEP 71-3-MTP, Task 71-3-4004/1d].

1) All units operating in the BSA establish and maintain radio, wire, or messenger communications with the brigade rear CP/FSB CP. [FM 71-3, p. 6-34/8-19].

2) The brigade rear CP maintains wire communications with subordinate units operating in the BSA. [ARTEP 71-3-MTP, Task 71-3-4004/1e].

3) The brigade rear CP/FSB CP maintains radio communications on: [ARTEP 71-3-MTP, Task 71-3-4004/1d].

a) Brigade command net. [AN].

b) FSB command net. [FM 63-20, p. 3-13].

c) Brigade A/L net (NCS). [FM 71-3, p. H39].

d) Division A/L net. [AN].

e) DISCOM Log/Ops net. [FM 63-20, p. 3-13].

f) DISCOM Cmd/Ops net. [FM 63-20, p. 3-13].

g) Brigade O&I net. [FN-CGSC, CSS SMEs].

4) The brigade rear CP maintains a representative in brigade main CP as a CSS planner. [FN-NTC CSS OCs].

h. The brigade commander and staff coordinate with the FSB commander and staff on base cluster defense of the BSA. [FM 71-3, p. 8-8].

1) The brigade S3 section establishes communications to ensure coordination with the brigade rear CP/FSB CP for rear operations. [ARTEP 71-3-MTP, Task 71-3-3008/4a].

2) The brigade S4 coordinates BSA defense preparation measures with the FSB S2/3 section. [ARTEP 63-216-MTP, Task 63-1-1050/3].

a) The brigade S4 provides input to the FSB S2/3 section for preparation of a listing of the support facilities in the BSA that are brigade priorities for defense. [ARTEP 63-216-MTP, Task 63-1-1050/2c].

b) The brigade S4 identifies BSA facilities, the loss of which would have the greatest impact on the brigade's current operations. [ARTEP 63-216-MTP, Task 63-1-1050/2c].

15. **The brigade staff evaluates logistics information during brigade preparation for the battle.**

a. The brigade S4 section analyzes reports and messages to determine impact on logistical plans. [ARTEP 71-3-MTP, Task 71-3-4001/5b].

1) Analyzes brigade SPOTREPs, SITREPs, INTSUMs, and PERINTREPs. [FM 71-3, p. H-91].

b) Identifies enemy activities or changes in enemy situation that could impact on CSS locations or activities (e.g., BSA, convoys, MSR). [AN].

2) Assesses information received from the brigade S1/S4 representative in the brigade main CP. [AN].

c) Compares enemy activity updates with information from the brigade S2 to determine/verify threat to CSS locations, operations, and activities. [AN].

16. **The brigade rear command post updates products and maintains operations and combat service support status during brigade preparation for the battle.**

a. The brigade rear CP personnel maintain current operations and CSS SITMAPs, information displays, and journals. [ARTEP 71-3-MTP, Task 71-3-3003/2].

1) Friendly SITMAPs to ensure that battletracking reflects accurate, current situation. [ARTEP 71-3-MTP, Task 71-3-1012/3a; 4004/2b].

2) Enemy SITMAPs to ensure accurate depiction of threat to rear area operations and routes. [AN].

4) Information displays to visually display critical data. [ARTEP 71-3-MTP, Task 71-3-4004/2c].

a) Information displays during preparation for offensive operations include: [LL-CALL Newsletter No. 95-7, p. IV-2].

(1) Class III/V status. [LL-CALL Newsletter No. 95-7, p. IV-2].

(2) Subordinate units' order issue and rehearsals status. [LL-CALL Newsletter No. 95-7, p. IV-2].

b) Information displays during preparation for defensive operations include: [LL-CALL Newsletter No. 95-7, p. IV-2].

(4) Survivability position completion status. [LL-CALL Newsletter No. 95-7, p. IV-2].

(5) Completion status of protective positions for CSS assets and capabilities. [AN].

17. **The brigade staff coordinates logistics operations during brigade preparation for the battle.**

c. The brigade S4 section and the FSB staff coordinate CSS operations during daily logistics meetings. [FN-NTC CSS OCs].

2) The FSB support operations section or the FSB S2/3 section conducts a BSA tenant meeting daily to coordinate support for the next 24 to 48 hours. [FN-NTC CSS OCs].

c) The FSB S2/3 representative reviews areas of general concern such as defense, security, movements, etc. [FN-NTC CSS OCs].

d) The brigade S4 coordinates and reviews security and existing/potential threat levels based on updated information on the enemy situation received from the brigade main CP. [FN-NTC CSS OCs].

(1) Identifies enemy activities or changes in enemy situation that impact on CSS areas or locations (e.g., BSA, MSR). [AN].

(2) Identifies enemy activities or changes in enemy situation that could impact on CSS operations or activities (e.g., convoys, throughput). [AN].

EXECUTION Tasks and Task Elements

21. **The brigade rear command post maintains communications to coordinate combat service support and sustain brigade operations during brigade execution of the battle.**

a. The brigade rear CP and the FSB CP operate from a collocated CP. [FM 71-3, p. 8-19].

1) The brigade rear CP maintains continuous operations . [ARTEP 71-3-MTP, Task 71-3-4004/1c].

2) The brigade rear CP is under the OPCON of the FSB commander for defense of the BSA. [FM 71-3, p. 3-16].

b. The brigade rear CP and the FSB CP maintain communications with higher and subordinate units. [ARTEP 71-3-MTP, Task 71-3-4004/1d].

1) Maintain wire communications with subordinate units operating in the BSA.

2) Maintain radio communications on: [ARTEP 71-3-MTP, Task 71-3-4004/1e].

a) Brigade command net. [AN].

b) FSB command net. [FM 63-20, p. 3-13].

c) Brigade A/L net (NCS). [FM 71-3, p. H39].

d) Division A/L net. [AN].

e) DISCOM Log/Ops net. [FM 63-20, p. 3-13].

f) DISCOM Cmd/Ops net. [FM 63-20, p. 3-13].

g) Brigade O&I net. [FN-CGSC, CSS SMEs].

d. The brigade S4 displaces to maintain communications. [AN].

1) Moves portions of the brigade rear CP to a forward location to ensure communications between the brigade rear CP and the brigade main CP. [AN].

2) Displaces to be able to continue to monitor brigade command net and track the battle. [AN].

3) Displaces to operate as a radio relay to allow the brigade S3 to communicate with the brigade rear CP and the FSB CP to synchronize rear area operations. [AN].

4) Displaces to operate as a radio relay and maintain communications between Bn TF combat trains locations and the FSB CP/brigade rear CP. [AN].

e. The brigade S3/brigade main CP coordinates BSA defense with the FSB base cluster operations center, in event of an attack. [FM 71-3, p. 8-8].

23. **The brigade staff evaluates logistics information during brigade execution of the battle.**

a. The brigade S4 section analyzes reports and messages to determine impact on logistical plans. [ARTEP 71-3-MTP, Task 71-3-4001/5b].

5) Analyzes brigade SPOTREPs, INTSUMs, and PERINTREPs to identify: [FM 71-3, p. H-91].

a) Enemy activities posing a threat to the BSA. [AN].

b) Enemy activities posing a threat to CSS activities or operations (e.g., evacuation routes, MSR, FLE). [AN].

c) Enemy activities requiring an immediate change in CSS activities or operations. [AN].

Outcome 2

The brigade plans to continuously supply the items necessary to equip, maintain, and operate the brigade.

PLANNING Tasks and Task Elements

2. **The brigade receives an order initiating a new mission from higher headquarters.**

   a. The brigade S4 attends the division orders brief, as directed by the brigade commander. [AN].

   b. The brigade S4 coordinates with the division G4 to clarify supply issues, as required. [AN].

      1) Priorities by unit and class of supply. [AN].

      2) The CSS unit task organization. [AN].

      3) The CSR/RSR. [AN].

      4) Critical shortages. [AN].

      5) Division CCIR for supply. [AN].

   c. The brigade S4 uses pre-mission guidance from the brigade commander to focus staff estimate data collection. [FN-NTC CSS OCs].

   d. The brigade S4 communicates pertinent planning information from the division orders briefing to the FSB support operations officer to initiate FSB parallel planning. [AN].

3. **The brigade commander and staff conduct mission analysis.**

   a. The brigade S4 uses pre-mission guidance from the brigade commander to focus data collection for mission analysis and the CSS staff estimate. [FN-NTC CSS OCs].

   b. The brigade S4 updates supply status and materiel readiness information. [AN].

   c. The brigade S2 and the ABE analyze the AO to determine impact on supply operations. [ARTEP 71-3-MTP, Task 71-3-2001/2b; 8005/2].

      1) The brigade S2 and the ABE identify LOC and transportation in the AO. [ARTEP 71-3-MTP, Task 71-3-2001/2b4; 8005/2a].

2) The brigade S2 and the ABE determine trafficability and condition of road net in the AO. [ARTEP 71-3-MTP, Task 71-3-2001/2b5; 8005/2e; FN-CASCOM Training Directorate].

3) The brigade S2 determines the impact of current and forecasted weather on both on-road and off-road trafficability in the AO. [ARTEP 71-3-MTP, Task 71-3-2001/2c2].

4) The brigade S2 determines enemy capabilities in the AO that could disrupt supply operations. [AN].

d. The brigade S4 identifies specified and implied logistics tasks. [ARTEP 71-3-MTP, Task 71-3-4001/2a].

1) Tactical situation (e.g., type of mission). [FN-NTC CSS OCs].

2) Task organization of units to the brigade. [AN].

3) Missions requiring specific logistics support (e.g., engineer Classes IV and V required as a result of a division directed obstacle). [AN].

e. The brigade S4 identifies essential logistical tasks necessary to accomplish the mission. [ARTEP 71-3-MTP, Task 71-3-4001/2b].

1) Movement requirements and times for distribution of supplies. [FN-NTC CSS OCs].

2) Projected consumption of critical classes of supplies (e.g., Classes III, IV, and V). [FN-NTC CSS OCs].

f. The brigade S4 identifies logistical constraints and restrictions impacting on the brigade mission. [ARTEP 71-3-MTP, Task 71-3-4001/2c].

1) Division-directed logistics support to non-brigade units in the brigade area. [AN].

2) Division-imposed CSR. [AN].

3) Division-directed sustainment controls. [AN].

4) Division-identified logistics support constraints and restrictions. [AN].

a) Availability (or lack) and task organization of division support elements to support the brigade. [AN].

b) Availability (or lack) and task organization of other CSS assets to support the brigade. [AN].

5) Enemy activity in the brigade rear area. [AN].

6) Weather and road conditions in the brigade AO. [AN].

g. The brigade S4 updates current logistics estimate. [FN-CGSC CSS SME].

h. The brigade S4 includes current logistical status based on latest information in his mission analysis. [FN-NTC CSS OCs].

1) Current combat power, 12, 24, and 48-hour projections based on results of most recent daily logistics meeting. [FN-NTC CSS OCs].

2) On-hand supply and maintenance status based on latest LOGSTATs. [FN-NTC CSS OCs].

i. The brigade S5 determines brigade specified and implied tasks for civil affairs. [AN].

1) Requirements for logistics support. [AN].

2) Authority for control of displaced civilians/refugees. [AN].

3) Authority to use local civilian resources, facilities, and support. [AN].

j. The brigade S4 ensures dissemination of logistics information resulting from mission analysis to the FSB support operations section and FSB S2/3 to support their parallel planning. [FN-NTC CSS OCs].

4. **The brigade prepares and issues a brigade warning order.**

a. The brigade S4 provides the brigade S3 with critical logistics information to be included in the WARNO; e.g., any critical logistic information known to the S4 prior to the WARNO, based primarily on his experience and the mission analysis. [AN].

1) The CSS unit locations. [AN].

2) Required special equipment or supplies [AN].

3) Supply priorities and schedules. [AN].

4) The CSR/RSR. [AN].

5) Required movements, times, and schedules. [AN].

b. The brigade S4 ensures dissemination of operational information critical to logistics planning, as well as information on logistics requirements, to the FSB support operations section and subordinate unit S4s, if available. [AN].

1) Task organization. [AN].

2) Subordinate unit missions and locations. [AN].

3) Timeline for operations. [AN].

5. **The brigade commander issues initial planning guidance.**

a. The brigade commander provides mission directives and establishes priorities for CSS. [FM 71-3, p. 8-20].

1) Sustainment guidance (e.g., desired ration cycle during preparation). [AN].

2) Priorities by unit and class of supply. [AN].

3) Maintenance and repair guidance and priorities. [AN].

4) Unit priorities for transportation. [AN].

5) Security of logistics nodes, routes, and convoys. [AN].

b. The brigade S4 ensures dissemination of logistics information resulting from the brigade commander's planning guidance to the FSB support operations section, subordinate unit S4s, and the division G4 to support their parallel planning. [AN].

6. **The brigade commander and staff prepare estimates.**

a. The brigade S4 determines what must be supported. [FM 71-3, pp. 8-18, 8-19].

1) Analyzes the operations order to identify the brigade's task organization, including all attachments and units under the brigade's OPCON. [LL-CALL Newsletter No. 94-2, p. I-3].

2) Analyzes modification tables of organization and equipment of Bn TFs to determine logistics resources, capabilities, and capacities. [LL-CALL Newsletter No. 92-5, pp. 3-4.].

3) Analyzes unit logistics reports to identify the density of personnel and equipment being supported. [FM 71-3, p. 8-17].

4) Analyzes unit logistics status reports to determine the readiness of primary weapon systems and materiel stocks. [LL-CALL Newsletter No. 92-5, pp. 3-4].

5) Coordinates with augmenting/attached units to identify requirements for nonstandard supplies or repair parts. [ARTEP 71-3-MTP, Task 71-3-4003/1g].

6) Coordinates with the FSB support operations section to determine what support is required for non-brigade units in the brigade sector. [AN].

7) Coordinates with the FSB support operations section to determine what augmentation is required from the MSB, DISCOM, and/or corps support command to provide responsive support to the brigade sector. [LL-CALL Newsletter No. 94-2, p. I-3].

b. The brigade S4 determines the brigade's logistical situation. [ARTEP 71-3-MTP, Task 71-3-4001/3a5; FM 71-3, p. 8-3].

1) The brigade rear CP personnel coordinate for the status of supplies, services, and capabilities input and planning assistance from the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1013/1].

a) Division support priorities and sustainment controls for supplies, field services, maintenance, transportation, and HSS assets. [ARTEP 63-216-MTP, Task 63-1-1013/1a].

b) Information on the current capabilities and limitations of the FSB logistics and HSS systems. [ARTEP 63-216-MTP, Task 63-1-1013/1b].

(1) Reception and clearance capacities. [LL-CALL Newsletter No. 92-5, pp. 1-2].

(2) Carrying capacities of transportation assets. [LL-CALL Newsletter No. 92-5, pp. 1-2].

(3) Volumes of storage facilities. [LL-CALL Newsletter No. 92-5, pp. 1-2].

(4) Maintenance production output rates. [LL-CALL Newsletter No. 92-5, pp. 1-2].

(5) Supply route characteristics, such as: [LL-CALL Newsletter No. 92-5, pp. 1-2].

(a) Surface composition. [LL-CALL Newsletter No. 92-5, pp. 1-2].

(b) Tunnels. [LL-CALL Newsletter No. 92-5, pp. 1-2].

(c) Overhead obstructions. [LL-CALL Newsletter No. 92-5, pp. 1-2].

(d) Bridge weight limits. [LL-CALL Newsletter No. 92-5, pp. 1-2].

(e) Traffic circulation rates. [LL-CALL Newsletter No. 92-5, pp. 1-2].

c) Information on current materiel stocks in the FSB. [LL-CALL Newsletter No. 92-5, pp. 1-2].

(1) Quantity and status of weapon systems. [LL-CALL Newsletter No. 92-5, pp. 1-2].

(2) Ancillary equipment. [LL-CALL Newsletter No. 92-5, pp. 1-2].

(3) Fuel (Class III). [LL-CALL Newsletter No. 92-5, pp. 1-2].

(4) Engineer barrier materiel (Class IV). [LL-CALL Newsletter No. 92-5, pp. 1-2].

(5) Engineer demolitions (Class V). [AN].

(6) Ammunition (Class V). [LL-CALL Newsletter No. 92-5, pp. 1-2].

(7) Repair parts (Class IX). [LL-CALL Newsletter No. 92-5, pp. 1-2].

(8) Medical supplies (Class VIII). [AN].

(9) Other consumable supplies and materiel (Class I, II, VI, and VII) available to sustain or reconstitute combat power of deployed units. [AN].

d) Inbound Class III, IV, and V stocks. [FN-BCTP Tm B, CSS Tm; FN-CGSC, CSS SMEs].

e) Projected 12, 24, and 48-hour status of supplies resulting from the expected usages of consumable supplies and weapon systems, based on previous consumption and attrition rates for similar missions. [LL-CALL Newsletter No. 92-5, Nov 92, p. 1-2].

f) The FSB contact team availability for current and projected on-site repairs. [ARTEP 63-216-MTP, Task 63-1-1013/1d].

g) Known division-level logistics and HSS shortfalls and solutions. [ARTEP 63-216-MTP, Task 63-1-1013/1e].

h) Sources of Class IV and V obstacle and construction materials. [LL-CALL Newsletter No. 92-5, p. 9].

2) The brigade S4 continuously analyzes information from subordinate units to identify the status of supplies, equipment, and tentative requirements. [FN-NTC CSS OCs].

a) Determines on-hand and projected status for all classes of supply and maintenance based on last LOGSTATs. [FN-NTC CSS OCs].

b) Determines the current and projected operational status of all key weapons systems, items of equipment, and vehicles. [ARTEP 63-216-MTP, Task 63-1-1013/1c; FN-BCTP Tm B, CSS Tm].

c) Determines current combat power, and 12, 24, and 48-hour projections, based on information from last logistics meeting. [FN-NTC CSS OCs].

d) Determines on-hand status, and 12, 24, and 48-hour projections, for Class III, IV, and V. [FN-BCTP Tm B, CSS Tm; FN-CGSC, CSS SMEs].

e) Determines weapons density for RSR/CSR allocation recommendations. [FN-BCTP Tm B, CSS Tm; FN-CGSC, CSS SMEs].

3) The brigade S4 coordinates with other brigade staff sections to determine logistics capabilities, shortfalls, and requirements. [ARTEP 71-3-MTP, Task 71-3-4001/1a; FN-CGSC CSS SME].

a) Obtains information on changes in the personnel situation that could impact on logistical support to the brigade from the brigade S1 (e.g., projections of key logistics personnel shortages). [ARTEP 71-3-MTP, Task 71-3-4002/2a].

b) Obtains applicable IPB information from the brigade S2 to review and incorporate, as appropriate. [ARTEP 71-3-MTP, Task 71-3-4001/3a4].

(1) Locations and conditions of routes and LOCs suitable for MSRs. [AN].

(a) Whether new routes need to be constructed. [LL-CALL Newsletter No. 92-5, p. 9].

(b) Whether sections of routes need repairs/improvements. [AN].

(2) Locations and facilities suitable for storage of supplies. [AN].

(3) Impact of forecasted weather on operations to identify general supply/sustainment requirements. [ARTEP 71-3-MTP, Task 71-3-2001/2c4].

(4) Impact of weather conditions, both present and forecasted, on CSS activities and supply requirements, (e.g., if routes available for resupply will be passable, from a road or surface condition stand point, for resupply vehicles at the times use is anticipated). [ARTEP 71-3-MTP, Task 71-3-4002/3f].

(5) Identification of areas of defilade for protection of resupply operations. [LL-CALL Newsletter No. 92-5, p. 9].

(6) Enemy capabilities to disrupt supply operations. [AN].

c) Coordinates with the brigade S2 to identify transportation related information requirements and priority information requirements. [AN].

d) Obtains and analyzes input from the brigade S3 on changes in the brigade's task organization. [AN].

e) Obtains general logistics support requirements for brigade civil/military operations from the brigade S5. [ARTEP 71-3-MTP, Task 71-3-5001/2c].

(1) Estimate of number of civilian refugees and internees requiring logistical support based on brigade S5's determination of the number of personnel in each collection camp, assembly area, and dislocated civilian camp within the brigade AO. [ARTEP 71-3-MTP, Task 71-3-4002/4b; 5004/1b].

(2) Projection of number of civilian refugees and internees that will require logistical support based on brigade S5's estimates of the increase or decrease of dislocated civilians within the next 48 hours. [ARTEP 71-3-MTP, Task 71-3-5004/1g].

(3) Identification of support for division civilian refugee collection point, if required. [AN].

f) Obtains determination of area resources available to support the brigade combat mission from the brigade S5. [ARTEP 71-3-MTP, Task 71-3-4001/3a4; 5001/2c3].

(1) Identification of local resources, facilities, and support available to satisfy brigade CSS requirements. [ARTEP 71-3-MTP, Task 71-3-5003/1].

(2) Determination of total quantities of supply and materiel resources available, organized IAW the ten classes of supply. [ARTEP 71-3-MTP, Task 71-3-5001/2c1; 5001/2c4].

(3) Identification of U.S. Government agencies supporting local civilian community. [ARTEP 71-3-MTP, Task 71-3-5002/2a].

g) Obtains identification of actual or potential battlefield NBC contamination from the brigade chemical officer and the brigade S2 to determine: [LL-CALL Newsletter No. 92-5, p. 9].

(1) Impact on logistics support. [LL-CALL Newsletter No. 92-5, p. 9].

(2) Routes to avoid contaminated areas. [LL-CALL Newsletter No. 92-5, p. 9].

(3) Control of access into and egress out of contaminated areas. [LL-CALL Newsletter No. 92-5, p. 9].

h) Obtains information on the traffic circulation and highway regulation plans and requirements from the brigade MP platoon leader. [AN].

i) Obtains general logistics support requirements for EPW operations and civilian refugee collection operations from brigade MP platoon leader. [AN].

(1) Estimates of personnel required to support forward collecting points for EPWs, refugees, and civilian internees. [ARTEP 71-3-MTP, Task 71-3-1202/2d].

(2) Estimates of materiel required to support forward collecting points for EPWs, refugees, and civilian internees. [ARTEP 71-3-MTP, Task 71-3-1202/2d].

4) The brigade S4 identifies potential supply routes based on: [AN].

a) IPB information. [AN].

b) Engineer route reconnaissance overlays. [LL-CALL Newsletter No. 92-5, pp. 3-4].

c) Division traffic circulation and highway regulating plans. [LL-CALL Newsletter No. 92-5, pp. 3-4].

5) The brigade S4 coordinates directly with the division G4 to check the status of Classes II and VII end items which have been requested on previous brigade LOGSTATs and SITREPs. [FN-NTC CSS OCs].

6) The brigade S4 coordinates directly with the division G4, when necessary, to request assistance or intervention on issues of logistics concern. [FN-NTC CSS OCs].

c. The brigade S4 prepares logistical staff estimate. [ARTEP 71-3-MTP, Task 71-3-4001/3].

1) Considers the brigade commander's planning guidance. [ARTEP 71-3-MTP, Task 71-3-4001/2d].

2) Forecasts logistical requirements based on reports of damaged/destroyed equipment and daily LOGSTAT reports. [LL-CALL CTC Trends - FN-NTC, 1QFY95, p. II-24].

3) Prepares logistics information in terms which have meaning to the tactical planner, such as: [LL-CALL Newsletter No. 92-5, p. 8].

a) The number of rounds per weapon/weapon system. [LL-CALL Newsletter No. 92-5, p. 8].

b) Hours of fuel per vehicle. [LL-CALL Newsletter No. 92-5, p. 8].

c) Days of rations per individual. [LL-CALL Newsletter No. 92-5, p. 8].

4) Ensures that the estimate provides an accurate and up-to-date assessment of the brigade's current and projected CSS situation, capabilities, and limitations which includes: [FM 101-5, p. C-9].

a) The brigade commander's restated mission. [FM 101-5, p. C-40].

b) Intelligence situation that applies to CSS operations. [FM 101-5, p. C-40].

(1) Specific aspects of the AO which might affect the CS effort. [FM 101-5, p. C-40].

(2) Enemy activities affecting CSS activities. [FM 101-5, p. C-40].

c) Tactical situation that applies to CSS operations. [FM 101-5, p. C-41].

d) Personnel situation based on information obtained from the brigade S1. [FM 101-5, p. C-41].

e) Current and potential locations for CSS units and logistics sites. [FM 101-5, p. C-42].

f) Current and projected CSS status and capabilities for each CSS functional area. [FM 101-5, p. C-42].

(1) Supply: [FM 101-5, p. C-43].

(a) Overall status of controlled items. [FM 101-5, p. C-43].

(b) Specific information on current and projected status, allocations, and availability of each class of supply. [CGSC Text 101-6, p. 1-8].

(2) Transportation: [FM 101-5, p. C-43].

(a) Current and projected status and capabilities. [FM 101-5, p. C-43].

(b) Adequacy and limitations of routes. [FM 101-5, p. C-43].

(c) Capability of movement control. [FM 101-5, p. C-43].

(d) Time, distance, and fuel factors. [FM 101-5, p. C-43].

(3) Services: [FM 101-5, p. C-43].

(a) Current and projected status and capabilities of services (e.g., clothing, mortuary affairs, bath, laundry, trash collection). [CGSC Text 101-6, p. 1-8; FM 63-3, p. A-6].

(b) Problems. [FM 101-5, p. C-43].

(4) Maintenance. [FM 101-5, p. C-42].

(a) Current and projected Class IX status. [FM 101-5, p. C-42].

(b) Class IX shortages. [CGSC Text 101-6, p. 1-7].

(c) Cannibalization authority. [CGSC Text 101-6, p. 1-7].

(d) Class VII end item status. [FM 101-5, p. C-42].

(e) Maintenance priorities and repair time factors. [CGSC Text 101-6, p. 1-7].

(5) Civilian labor: [FM 101-5, p. C-43].

(a) Current and projected situation and status. [FM 101-5, p. C-43].

(b) Restrictions on use of civilians. [FM 101-5, p. C-43].

(6) Facilities and construction. [FM 101-5, p. C-43].

(a) Hardstand suitable for maintenance operations. [AN].

(b) Sheltered or roofed facilities suitable for maintenance or supply storage. [AN].

(7) HSS: [FM 101-5, p. C-44].

(a) Current and projected status of treatment and evacuation resources. [FM 101-5, p. C-44].

(b) Projected locations for patient collection points and AXPs. [FM 101-5, p. C-44].

(c) Current and projected status of health service logistics. [FM 101-5, p. C-44].

(8) EPW and refugee operations: [FM 101-5, p. C-44].

(a) Facilities status. [AN].

(b) Potential sustainment requirements. [FM 101-5, p. C-44].

d. The brigade S4 submits the logistics estimate to the brigade S3, brigade XO, and the FSB commander. [ARTEP 71-3-MTP, Task 71-3-4001/3c].

7. **The brigade commander and staff develop course(s) of action.**

a. The brigade XO ensures that the brigade S1, brigade S4, and FSB support operations officer are integrated into the brigade staff's planning process. [LL-CALL CTC Bulletin No. 93-4, p. 13].

1) The brigade XO ensures that logistics estimates are complete and the tactical plan and CSS plan are coordinated. [LL-CALL CTC Bulletin No. 93-4, p. 13].

2) The brigade XO ensures that logisticians are provided information on the tactical COAs and their ramifications for support. [LL-CALL Newsletter No. 92-5, p. 10].

a) Maneuver plan. [LL-CALL Newsletter No. 92-5, p. 10].

b) Obstacle plan. [LL-CALL Newsletter No. 92-5, p. 10].

c) Fire support plans. [LL-CALL Newsletter No. 92-5, p. 10].

d) Movement plans. [AN].

3) The brigade staff and FSB support operations section anticipate changes in priorities, support operations, and brigade task organizations. [FM 71-3, p. 8-3].

4) The brigade staff and FSB support operations section prepare to rapidly tailor available capabilities in response to anticipated changes. [FM 100-10, p. 1-4].

b. The brigade S3 identifies and allocates terrain for a general BSA location which does not interfere with tactical movement, based on the following factors: [FM 71-3, p. 8-6].

1) Situated away from logical enemy avenues of approach. [FM 71-3, p. 8-6].

2) Beyond the range of enemy cannon artillery. [FM 71-3, p. 8-6].

3) Large enough space to allow dispersion of facilities. [FM 71-3, p. 8-6].

4) Close to, or served by, a road network which would be suitable to use as a MSR. [FM 71-3, p. 8-6; FM 63-20, p. 2-4].

5) Able to support extensive vehicular traffic. [FM 63-20, p. 2-4].

6) Adequate surface and trafficability to support large vehicles in all weather. [FM 63-20, p. 2-4].

c. The brigade S4 and FSB support operations officer identify a logistics concept of support for each brigade COA proposed by the brigade S3. [ARTEP 71-3-MTP, Task 71-3-4001/3b].

1) Review friendly situation based on the brigade commander's guidance and input from the brigade S3. [ARTEP 71-3-MTP, Task 71-3-4001/3a1].

2) Analyze the brigade tactical mission and the brigade commander's intent for indications of when and where support actions are to be synchronized with

maneuver to identify logistics-triggering mechanisms. [LL-CALL Newsletter No. 92-5, pp. 3-4].

3) Coordinate with the brigade S2 to identify logistics intelligence factors: [ARTEP 71-3-MTP, Task 71-3-4002].

   a) Assess the impact of enemy capabilities on the brigade's logistical operations. [ARTEP 71-3-MTP, Task 71-3-4002/3a].

   b) Consider the effects of counterintelligence on logistics activities (e.g., impact of noise and light discipline, camouflage requirements, restrictions on number of vehicles traveling together). [ARTEP 71-3-MTP, Task 71-3-4002/3e].

   c) Consider essential elements of friendly information based on enemy capabilities that could have a major impact on CSS activities. [ARTEP 71-3-MTP, Task 71-3-4002/3b].

   d) Assess the impact of weather conditions, both present and forecasted, on CSS activities. [ARTEP 71-3-MTP, Task 71-3-4002/3f].

   e) Assess capabilities of potential routes based on IPB input (e.g., if routes available for resupply will be passable, from a road or surface condition stand point, for resupply vehicles at the logistics trigger points anticipated in the COA). [LL-CALL Newsletter No. 92-5, p. 9].

4) Analyze operations information to determine locations of friendly forces, likely logistics release points, resupply routes, and distances. [LL-CALL Newsletter No. 92-5, pp. 3-4].

5) Analyze each brigade COA to identify missions for subordinate units. [FM 71-3, p. 8-18].

   a) Identify when, how, and where units will perform missions. [FM 71-3, pp. 8-17 to 8-19].

   b) Obtain information from supporting unit (field artillery, ADA, engineer, etc.) liaison officers or representatives in the brigade main CP on their unit specific support requirements. [LL-CALL Newsletter No. 94-2, p. I-3].

6) Forecast, identify, and examine logistics requirements. [ARTEP 71-3-MTP, Task 71-3-4001/1c].

   a) Analyze requirements for all classes of supplies for each COA. [AN].

b) Analyze tactical support requirements received from the brigade S4 section in the brigade rear CP. [FN-NTC CSS OCs].

c) Analyze information received from the FSB support operations section on assets available to support operations. [FN-NTC CSS OCs].

7) Determine logistics support requirements for offensive COAs. [ARTEP 63-216-MTP, Task 63-1-1013/8].

a) Increased quantities of meals, ready to eat, Class III, and maintenance supplies. [LL-CALL Newsletter No. 94-2, p. I-4].

b) Decreased quantities of Class IV, Class V, and field services. [LL-CALL Newsletter No. 94-2, p. I-4].

c) Positioning of ammunition, POL, medical, and maintenance elements forward as lines of support increase. [ARTEP 63-216-MTP, Task 63-1-1013/8b].

(1) Relocation of ATPs due to increased distances and longer travel times to ASPs and ATPs. [LL-CALL Newsletter No. 94-2, p. II-2].

(2) Standardized, pre-configured ammunition loads based on expected ammunition haul requirements. [LL-CALL Newsletter No. 94-2, p. II-2].

(3) Class III point to move forward on short notice to reduce distances for subordinate units' access. [LL-CALL Newsletter No. 94-2, p. II-6].

(4) Use of host nation or captured enemy POL. [LL-CALL Newsletter No. 94-2, p. II-6].

(5) The AXPs to be located forward to reduce time and distances for subordinate unit evacuation. [AN].

d) Pre-positioning of combat-load configured supplies in brigade and battalion trains. [LL-CALL Newsletter No. 94-2, p. I-4].

e) Aerial resupply. [ARTEP 63-216-MTP, Task 63-1-1013/8d].

f) Uploading equipment and supplies on unit organic vehicles. [AN].

g) The ROM operations. [AN].

h) Forward tactical refuel points. [LL-CALL Newsletter No. 94-2, p. I-4].

i) The FLE. [AN].

j) The LRP. [AN].

k) Nonmedical transportation assets to meet requirements for additional evacuation due to increased casualties. [LL-CALL Newsletter No. 94-2, p. I-5].

l) Prepackaged sets of Class VIII supplies pushed through the FSB medical company to task force aid stations. [LL-CALL Newsletter No. 94-2, p. I-5].

8) Determine logistics support requirements for defensive COAs. [ARTEP 63-216-MTP, Task 63-1-1013/9].

a) Increased quantities of B-rations, Class IV, Class V, and field services. [LL-CALL Newsletter No. 94-2, p. I-4].

b) Decreased quantities of Class III and maintenance. [LL-CALL Newsletter No. 94-2, p. I-4].

c) Recovery operations during retrograde. [AN].

d) Stockpiling limited amounts of Classes III, IV, and V in centrally located battle positions. [ARTEP 63-216-MTP, Task 63-1-1013/9a].

e) Locations for prepositioning of supplies. [FM 101-5, p. F-28].

f) Echeloning support elements and supplies in depth throughout the defensive area. [ARTEP 63-216-MTP, Task 63-1-1013/9b].

g) Infiltration techniques for LOGPAC operations. [ARTEP 63-216-MTP, Task 63-1-1013/9c].

h) Conducting LOGPACs during periods of limited visibility to reduce detection. [ARTEP 63-216-MTP, Task 63-1-1013/9c].

i) Evacuation or repositioning of supplies and equipment to planned fallback points (e.g., movement of engineer equipment, Class IV, and Class V). [ARTEP 63-216-MTP, Task 63-1-1013/10c].

j) Destruction of supplies and equipment (except medical). [ARTEP 63-216-MTP, Task 63-1-1013/10d].

k) Limiting forward movement of supplies for retrograde operations. [ARTEP 63-216-MTP, Task 63-1-1013/10b].

9) Determine projected logistics support of battle-driven surge requirements. [AN].

a) Class III and Class V to support unexpected success/pursuit of enemy. [AN].

b) Class IV, Class V, and engineer equipment to support hasty defense or mission change from offense to defense. [AN].

c) Medical personnel, supplies, and facilities to support mass casualty situation. [AN].

10) Determine brigade requirements for transportation for sustainment operations as well as for additional supply requirements. [AN].

11) Coordinate with brigade staff sections to determine specific logistics support requirements. [ARTEP 71-3-MTP, Task 71-3-4001/1a; AN; FN-CGSC CSS SME].

a) Logistics support requirements for the brigade personnel replacement system from the brigade S1. [ARTEP 71-3-MTP, Task 71-3-4002/2c].

b) Logistics support requirements for brigade intelligence operations from the brigade S2. [AN].

(1) The EW equipment and supplies. [ARTEP 71-3-MTP, Task 71-3-4002/3g].

(2) The PSYOPS equipment and supplies. [ARTEP 71-3-MTP, Task 71-3-4002/3h].

c) Logistics support requirements for brigade civil/military operations based on the brigade S5's determination of mission to support civilian population. [ARTEP 71-3-MTP, Task 71-3-5001/2c].

(1) Number of civilian refugees and internees in each collection camp, assembly area, and dislocated civilian camp requiring logistical support from the brigade. [ARTEP 71-3-MTP, Task 71-3-4002/4b; 5004/1b].

(2) Other civilian support requirements. [ARTEP 71-3-MTP, Task 71-3-5001/2c2].

(a) Food, water, heating, and cooking fuel. [AN].

(b) Shelter. [AN].

(c) The HSS. [AN].

d) Logistics support requirements for brigade engineer operations from the brigade engineer. [ARTEP 71-3-MTP, Task 71-3-8001/3b; FM 101-5, p. 3-50].

(1) Class IV/V requirements based on projections of the engineer battalion Class IV/V requirements. [AN].

(2) Class III requirements based on projections of the engineer battalion survivability and countermobility work to be performed. [AN].

e) Logistics support requirements for EPW operations from the brigade MP platoon leader. [AN].

(1) Number of personnel to support forward collecting points. [ARTEP 71-3-MTP, Task 71-3-1202/2d].

(2) Supplies and materiel to support forward collecting points. [ARTEP 71-3-MTP, Task 71-3-1202/2d].

f) Logistics support requirements for brigade chemical operations from the brigade chemical officer. [AN].

(1) Decontamination. [AN].

(2) Smoke. [AN].

g) Chemical defense requirements for CSS operations from the brigade chemical officer. [AN].

(1) What level of mission-oriented protective posture is anticipated for support actions. [LL-CALL Newsletter No. 92-5, p. 9].

(2) Supply requirements for decontamination sites. [LL-CALL Newsletter No. 92-5, p. 9].

(3) Decontamination supplies and equipment required for CSS operations. [LL-CALL Newsletter No. 92-5, p. 9].

h) Logistics support requirements for brigade medical operations from the brigade surgeon. [ARTEP 71-3-MTP, Task 71-3-1301/2d].

(1) Medical supplies. [AN].

(2) Supplies and materiel for treatment of contaminated patients. [AN].

(3) Supplies and materiel for mortuary affairs requirements. [LL-CALL Newsletter No. 92-5, p. 9].

12) Determine, in coordination with the brigade S2, if preliminary support actions could expose the plan to the enemy. [LL-CALL Newsletter No. 92-5, p. 8].

13) Prepare an outline logistics support plan for each brigade COA. [ARTEP 71-3-MTP, Task 71-3-4001/3b1].

a) Apply logistics guidance and information from logistics estimate to the COA. [FN-NTC CSS OCs].

b) Determine general supportability of each COA. [FN-NTC CSS OCs].

c) Identify probable locations for the BSA, the MSR, and logistics sites. [FN-CGSC CSS SME].

d. The brigade rear CP personnel and the brigade S4 representative in the main CP exchange planning information. [AN].

1) The brigade S4 representative in the main CP provides information on developing brigade COAs and requirements to the FSB support operations section. [FN-NTC CSS OCs].

2) The brigade S4 representative in main CP continues to receive information on FSB status and capabilities to support from the FSB support operations section. [AN].

3) The brigade S4 representative in the main CP analyzes additional information received from FSB support operations on assets and resources available to satisfy identified requirements. [FN-NTC CSS OCs].

e. The brigade S4 identifies and briefs concept of support for each COA. [ARTEP 71-3-MTP, Task 71-3-4001/3d].

f. The brigade S4 ensures dissemination of logistics information resulting from the brigade's COA development to the FSB support operations section and subordinate unit S4s to support their parallel planning. [AN].

8. **The brigade commander and staff analyze course(s) of action (war game).**

a. The brigade XO ensures that the brigade S1, the brigade S4, and the FSB support operations officer are integrated into the brigade staff's planning process. [LL-CALL CTC Bulletin No. 93-4, p. 13].

1) Integrates logistics support planning with maneuver planning by ensuring that the brigade S4 and the FSB support operations officer: [LL-CALL Newsletter No. 92-5, p. 10].

a) Identify combat power requirements at key points in the battle. [LL-CALL Newsletter No. 92-5, p. 10].

b) Plan sustainment actions so that support is synchronized at decisive times and locations during the mission. [LL-CALL Newsletter No. 92-5, p. 10].

c) Integrate logistics resources, capabilities, capacities, and stocks. [LL-CALL Newsletter No. 92-5, p. 10].

2) Synchronizes maneuver and sustainment with time and space factors to ensure responsive support. [LL-CALL Newsletter No. 92-5, p. 10].

b. The brigade S3 integrates CSS factors into war gaming to ensure that: [LL-CALL Newsletter No. 92-5, p. 5].

1) The brigade S4 and the FSB support operations officer are provided with relevant information on the mission and how it will be executed. [LL-CALL Newsletter No. 92-5, p. 5].

2) Backwards planning for supply operations from point and time of need to initiation of supply operations. [AN].

3) Integration of critical logistics information (e.g., Class III and V projected to be on hand and issued prior to crossing the LD, engineer Class IV available when obstacle construction scheduled to begin) with maneuver planning. [LL-CALL Newsletter No. 92-5, p. 5].

4) Focusing of all brigade resources on the mission. [LL-CALL Newsletter No. 92-5, p. 5].

5) Avoidance of over-stressing the FSB by requesting support in excess of the FSB's available capability. [LL-CALL Newsletter No. 88-3, p. 31].

6) Identification of implications of rear battle operations on FSB and other logistics operations. [LL-CALL Newsletter No 88-3, p. 31].

7) Tailoring of support to most effectively support the brigade mission. [LL-CALL Newsletter No 88-3, p. 31].

c. The brigade S4 and FSB support operations officer participate in the brigade war gaming, assessing the concept of support and impact of logistics factors for each brigade COA. [ARTEP 71-3-MTP, Task 71-3-4001/3d; FN-CGSC CSS SME].

1) Analyze all logistics factors to determine problems and deficiencies. [FM 101-5, p. F-27, C-44].

2) Perform an analysis of the results of logistics computations and applied logic (e.g., the mathematical calculations performed to assess the status of any class of supply, maintenance attrition rates, tonnage lift capacity, etc., and the analysis of the results of those calculations to determine the CSS and tactical impact in any given area) for each logistics functional area. [FM 101-5, p. C-44].

a) Supply status. [FM 101-5, p. F-27].

b) Maintenance-attrition rates. [FM 101-5, p. F-27].

c) Tonnage-lift capacity. [FM 101-5, p. F-27].

d) Consumption rates. [FM 101-5, p. F-27].

e) Time-distance-density factors. [FM 101-5, p. F-27].

3) Analyze the intensity and the duration of combat expected to determine: [AN].

a) The anticipated tempo of support or intensity of demand. [LL-CALL Newsletter No. 92-5, p. 8].

b) The accuracy of projected consumption and attrition rates. [LL-CALL Newsletter No. 92-5, p. 8].

c) What, if any, specific support actions will need to be conducted at night. [LL-CALL Newsletter No. 92-5, p. 8].

d) Points in the battle when surge requirements are likely to be generated, such as: [AN].

(1) Seizing objective at completion of attack (e.g., surge to reposition critical supplies for consolidation and reorganization or surge in Class III and Class V to support unexpected success/pursuit of enemy). [AN].

(2) Initiation of hasty defense or mission change from offense to defense (e.g., surge in Class IV, Class V, and engineer equipment to support defense preparation). [AN].

(3) Attack of prepared defensive position with major obstacles (e.g., potential surge in medical personnel, supplies, and facilities to support mass casualty situation). [AN].

e) Tactical restrictions on CSS operations (e.g., terrain that cannot be used for logistics operations because it is being occupied by a tactical unit, roads which are dedicated to a Bn TF's movement to the LD during a specific period and not available for use by logistical vehicles, weather conditions that prevent logistics operations in specific areas due to trafficability). [LL-CALL Newsletter No 88-3, p. 31].

f) The mix of ammunition in unit basic loads, prestocked points, and preconfigured LOGPACs and the need for changes based on the mission. [LL-CALL Newsletter No. 92-5, p. 8].

g) The required mix of Class IV and V obstacle and construction materials. [LL-CALL Newsletter No. 92-5, p. 9].

(1) Wire, pickets, and associated equipment. [AN].

(2) Mines. [LL-CALL Newsletter No. 92-5, p. 9].

(3) Lumber. [LL-CALL Newsletter No. 92-5, p. 9].

(4) Concrete. [LL-CALL Newsletter No. 92-5, p. 9].

(5) Demolitions. [AN].

4) Analyze time and space factors to ensure responsive support, such as: [LL-CALL Newsletter No. 92-5, p. 2].

a) Priority of support. [LL-CALL Newsletter No. 92-5, p. 2].

b) Positioning for support. [LL-CALL Newsletter No. 92-5, p. 2].

c) Tempo of support (intensity of demand). [LL-CALL Newsletter No. 92-5, p. 2].

d) Timing of CSS actions to avoid lapses in support. [LL-CALL Newsletter No. 92-5, p. 5].

(1) Time to load supplies. [AN].

(2) Time to move supplies. [AN].

(3) Time to issue supplies. [AN].

(4) Time for unit to use supplies issued. [AN].

e) Security. [LL-CALL Newsletter No. 92-5, p. 2].

f) Risk assessment. [LL-CALL Newsletter No. 92-5, p. 2].

g) The effects of terrain, weather, contaminated areas, minefields, nighttime, and enemy threat on logistics operations. [LL-CALL Newsletter No. 92-5, p. 2].

5) Compare requirements for supplies with available resources and capabilities of CSS units to determine: [FM 101-5, p. A-29].

a) Projected status and availability of all classes of supply at times and places required in plan. [AN].

b) If the assets are available to effect resupply, recovery, maintenance, and medical evacuation at the times and places specified in the plan. [LL-CALL Newsletter No. 92-5, p. 9].

c) Availability of required combat power at critical points on the mission timeline (e.g., subordinate unit combat vehicle projected OR rate at LD or at the objective in preparation for the follow-on mission). [LL-CALL Newsletter No. 92-5, p. 5].

d) Identification of reinforcing CSS requirements for the FSB from DISCOM or higher logistics support elements. [LL-CALL Newsletter No 88-3, p. 31].

e) If external resources are available for support and what coordination is required to obtain them. [LL-CALL Newsletter No. 92-5, p. 9].

f) Availability of assets to respond to surge requirements. [AN].

g) The projected status of Class V and Class III stocks at critical points in the unit's mission timeline (based on carrying capacity and anticipated consumption or attrition rates). [LL-CALL Newsletter No. 92-5, p. 8].

6) Summarize analysis of impact of logistics factors into two sections for comparison of COAs: [FM 101-5, p. C-45].

a) Sufficiency of the area. [FM 101-5, p. C-44].

(1) Adequacy of the area for CSS operations (e.g., tentative BSA locations). [FM 101-5, p. C-45].

(2) Necessity to share area with other units. [FM 101-5, p. C-45].

(3) Security of the area. [CGSC Text 101-6, p. 1-11].

(4) Requirements for BSA moves and availability of new locations. [AN].

(5) Times and/or tactical triggers for initiation of BSA movement. [AN].

(6) Requirements for continued support during movement of BSA. [AN].

(7) Capability to conduct CSS operations for subordinate units during tactical pauses. [AN].

(8) Necessity to use FLEs or other measures to maintain support capabilities during movements. [AN].

b) Materiel and services, addressing as appropriate: [FM 101-5, p. C-45].

(1) Maintenance. [FM 101-5, p. C-45].

(a) Loss/maintenance projections. [CGSC Text 101-6, p. 1-11].

(b) Maintenance support requirements and priorities. [AN].

(2) Supply. [FM 101-5, p. C-45].

(a) Supply status projections by class of supply. [CGSC Text 101-6, p. 1-11].

(b) Critical shortfall of any classes of supply. [AN].

(c) Supply priorities. [AN].

(3) Services. [FM 101-5, p. C-45].

(4) Transportation. [FM 101-5, p. C-45].

(a) Requirements for transportation by class of supply. [CGSC Text 101-6, p. 1-11].

(b) Impact of distances required. [CGSC Text 101-6, p. 1-11].

(c) Availability of assets to meet requirements. [CGSC Text 101-6, p. 1-11].

(d) Availability of special equipment (e.g., HET). [CGSC Text 101-6, p. 1-11].

(5) Labor. [FM 101-5, p. C-45].

(a) Availability of civilian labor. [CGSC Text 101-6, p. 1-11].

(b) Requirements for additional soldier labor to support the logistics operation. [CGSC Text 101-6, p. 1-11].

(6) Facilities. [FM 101-5, p. C-45].

(a) Availability of built-up areas for hardened shelter. [AN].

(b) Availability of mission-specific facilities (e.g., maintenance bays, loading docks). [AN].

(7) Other. [FM 101-5, p. C-45].

7) Compares the data from this analysis to existing stockages, anticipated receipts, and capacities to identify potential shortfalls. [FM 101-5, p. F-27].

8) Determines actions that could eliminate shortfalls or reduce their effect for each COA. [FM 101-5, p. F-27].

9) Coordinates with the brigade S3 to ensure that BSA locations, logistic sites, and the MSR do not conflict with the brigade commander's intent and scheme of maneuver. [FN-CGSC CSS SME].

d. The brigade S5 war games the impact of civilian movement requirements and identifies routes which must be reserved exclusively for military logistical reasons, if required. [ARTEP 71-3-MTP, Task 71-3-4002/4d].

e. The brigade S5 war games the impact of civilian refugees and identifies logistical requirements for control and assistance of civilians. [AN].

1) Resources for control or evacuation of dislocated civilians. [AN].

2) Supplies and equipment required for civilian assistance. [AN].

3) Impact of the requirement to provide logistical support to division refugee collection points. [AN].

f. The brigade surgeon war games COAs based on medical support requirements and projected resources available. [ARTEP 71-3-MTP, Task 71-3-1301/2e1].

g. The ABE war games COAs based on requirements for throughput of Class IV and V obstacle materials. [ARTEP 71-3-MTP, Task 71-3-8005/2c].

1) Requirements for pre-stocking palletized packets of barrier materiel in the BSA until required. [LL-CALL Newsletter No. 1, p. 16].

2) Requirements for additional personnel resources to accomplish palletization of Class IV/V. [LL-CALL Newsletter No. 1, p. 16].

h. The brigade S3 ensures that war gaming addresses the integration of rear operations into the brigade scheme of maneuver. [ARTEP 71-3-MTP, Task 71-3-3008/3].

1) The brigade S4 monitors rear area situation and threat and passes information to the brigade S3 for planning rear operations. [FN-NTC CSS OCs].

2) The brigade S3 war games current and projected positioning of rear area units to ensure support of brigade combat units and enhance security of the brigade rear, in conjunction with the brigade S4 and the FSB commander. [ARTEP 71-3-MTP, Task 71-3-3008/3d].

a) Ensures that BSA is positioned away from main avenues of approach. [ARTEP 71-3-MTP, Task 71-3-3008/3d1].

b) Ensures that BSA is positioned in an easily defended area. [ARTEP 71-3-MTP, Task 71-3-3008/3d2].

c) Ensures that BSA is positioned near brigade reserve location. [ARTEP 71-3-MTP, Task 71-3-3008/3d3].

d) Ensures that BSA is positioned away from likely enemy airborne or airmobile landing sites. [ARTEP 71-3-MTP, Task 71-3-3008/3d4].

3) The brigade S3 war games protection of CSS operations (e.g., convoys, movements of BSA). [AN].

4) The brigade S4 advises the brigade S3 on the logistics implications of rear area protection operations. [ARTEP 71-3-MTP, Task 71-3-4002/3j].

i. The brigade S4 and FSB support operations officer select a specific BSA location in conjunction with the brigade S3 and the FSB commander, based on: [FM 71-3, p. 8-6].

1) Capability to support brigade operations. [AN].

2) Convenience to units served in a local haul context (able to perform two round trips per day). [FM 71-3, p. 8-6; FN-CGSC, CSS SMEs].

3) Suitability for FSB technical support operations. [FM 63-20, p. 2-4].

4) Capability for concealment from hostile ground and air observation. [FM 71-3, p. 8-6].

5) Availability of firm ground for support of all vehicular traffic. [FM 71-3, p. 8-6].

6) Avoidance of major obstacles or canalizing terrain. [FM 71-3, p. 8-6].

7) Proximity to a water source. [FM 71-3, p. 8-6].

8) Suitability for a helicopter landing site. [FM 71-3, p. 8-6].

9) Availability of built-up areas to harden CPs, improve work areas, and lessen visual and infrared signature. [FM 71-3, p. 8-6].

10) Suitability for defense. [FM 71-3, p. 8-6].

11) Adequate communications profiles. [FM 63-20, p. 2-5].

12) Suitability for technical operations. [FM 63-20, p. 2-4].

j. The brigade S4 and FSB support operations officer select the brigade MSR and ASR in conjunction with the brigade S3 and the FSB commander. [ARTEP 71-3-MTP, Task 71-3-4005/1d].

k. The brigade S4 and FSB support operations officer determine the logistics shortfalls and deficiencies of each COA based on the war gaming. [CGSC Text 101-6, p. 1-14].

l. The brigade S4 ensures that the results of war gaming are forwarded to the FSB support operations section and subordinate unit S4s to support their parallel planning. [AN].

9. **The brigade staff compares courses of action.**

a. The brigade S4 and FSB support operations officer compare the assessment of each COA to determine the logistics advantages and disadvantages, using factors such as: [FM 101-5, p. C-45; F-35].

1) Area trafficability. [FM 101-5, p. F-35].

2) Quantities of supplies required, by class, by time needed. [AN].

3) Capacity of LOCs. [FM 101-5, p. F-35].

4) Movement time and distance factors. [FM 101-5, p. F-35].

5) Availability of built-up and/or wooded areas for positioning CSS units. [FM 101-5, p. F-35].

6) Location and activity of enemy forces. [FM 101-5, p. F-35].

b. The brigade S4 describes the supportability of each COA. [FN-NTC CSS OCs].

c. The brigade S4 and FSB support operations officer determine actions that could eliminate identified shortfalls and specific deficiencies, or reduce their effect, on the COA selected. [FM 101-5, p. F-27].

d. The brigade S4 ensures that the results of COA comparison are forwarded to the FSB support operations section and subordinate unit S4s to support their parallel planning. [AN].

10. **The brigade commander announces decisions.**

a. The brigade S4, in coordination with the FSB commander or the FSB support operations officer, briefs concept of support, considerations, and recommended course of action that best supports the brigade operation from the logistical point of view to the brigade commander. [ARTEP 71-3-MTP, Task 71-3-4001/3e; FN-CGSC CSS SME].

b. The brigade S4 briefs logistics aspects of the COA recommended by the brigade staff. [AN].

1) Recommends BSA location and MSR to the brigade commander. [ARTEP 71-3-MTP, Task 71-3-4001/5f; 4005/1d; FN-CASCOM Training Directorate; FN-3/16 CAV].

2) Recommends support and supply priorities to support operations. [FM 101-5, p. 3-23].

3) Recommends allocation of CSR in conjunction with the brigade S3. [FM 101-5, p. A-29].

4) Identifies requirements for additional transportation assets to augment brigade operations. [AN].

5) Identifies security requirements. [AN].

c. The brigade S4 records the brigade commander's decision for use in preparation of the logistics annex and CSS overlays. [AN].

1) Identifies the priority of support for each supported unit. [FM 71-3, p. 8-17].

2) Responds to logistics questions from the brigade commander. [AN].

d. The brigade S4 ensures that the brigade commander's decisions are forwarded to the FSB support operations section and subordinate unit S4s to support their parallel planning. [AN].

11. **The brigade staff prepares the operations order or fragmentary order.**

a. The brigade S4 completes logistics planning. [ARTEP 71-3-MTP, Task 71-3-4001/4].

1) Examines and forecasts specific logistics requirements based on the brigade commander's decision, in conjunction with the assistant brigade S4s and the FSB support operations officer. [ARTEP 71-3-MTP, Task 71-3-4001/1c].

a) Analyzes the concept of the operation. [FM 71-3, p. 8-17].

b) Identifies what type of support is required. [FM 71-3, p. 8-18].

c) Identifies what quantities of support are required. [FM 71-3, p. 8-18].

d) Identifies the brigade commander's priorities by type and unit. [FM 71-3, p. 8-18].

2) Coordinates with brigade staff sections and subordinate units to determine specific logistics requirements and finalize plans, based on war gaming. [ARTEP 71-3-MTP, Task 71-3-4001/1a; AN; FN-CGSC CSS SME].

a) Confirms logistics coordination with the brigade S1. [AN].

(1) Finalizes support requirements for the brigade personnel replacement system [ARTEP 71-3-MTP, Task 71-3-4002/2c].

(2) Recommends priorities of personnel replacement for attached and assigned CSS units to the brigade S1. [ARTEP 71-3-MTP, Task 71-3-4002/2b].

b) Confirms logistics support requirements for brigade intelligence operations with the brigade S2. [ARTEP 71-3-MTP, Task 71-3-4002].

(1) The EW equipment and supplies. [ARTEP 71-3-MTP, Task 71-3-4002/3g].

(2) The PSYOPS equipment and supplies. [ARTEP 71-3-MTP, Task 71-3-4002/3h].

c) Confirms operational aspects of logistics support for the brigade mission with brigade S3. [ARTEP 71-3-MTP, Task 71-3-4001, 4002].

(1) Current and future locations of the BSA. [ARTEP 71-3-MTP, Task 71-3-4001/5f].

(2) Selection of the MSR and supply routes. [FM 71-3, p. 8-6].

(a) Includes the MSR and alternates on CSS overlays. [FM 71-3, p. 8-7].

(b) Ensures that the MSR and alternates have a sufficient number of traffic control points. [FM 71-3, p. 8-8].

(3) Allocation of terrain for the FSB to use for an FLE. [AN].

(4) Support and supply priorities. [FM 101-5, p. 3-23].

(5) How, when, and where combat power will have to be reconstituted. [LL-CALL Newsletter No. 92-5, p. 8].

(6) Synchronization of support with maneuver. [LL-CALL Newsletter No. 92-5, p. 8].

(a) Trigger points for support tasks. [LL-CALL Newsletter No. 92-5, p. 8].

1 Phases (such as changing from offense to defense or pursuit). [LL-CALL Newsletter No. 92-5, p. 8].

2 Phase lines. [LL-CALL Newsletter No. 92-5, p. 8].

3 Specific times. [LL-CALL Newsletter No. 92-5, p. 8].

4 Significant events. [LL-CALL Newsletter No. 92-5, p. 8].

(b) Use of control measures to: [LL-CALL Newsletter No. 92-5, p. 8].

1 Effect timely support. [LL-CALL Newsletter No. 92-5, p. 8].

2 Avoid enemy interdiction. [LL-CALL Newsletter No. 92-5, p. 8].

3 Prevent fratricide. [LL-CALL Newsletter No. 92-5, p. 8].

(c) Routes available for resupply. [LL-CALL Newsletter No. 92-5, p. 9].

(d) Whether the designated routes will be passable, from an operational and traffic standpoint (e.g., not projected to be in use by a tactical unit for movement at the same time, projected traffic is not heavy enough to interfere with logistics convoy operations), for resupply vehicles at the logistics trigger points specified in the plan [LL-CALL Newsletter No. 92-5, p. 9].

(7) Recommended basic and prescribed loads. [FM 101-5, p. 3-23].

(8) Allocation of CSR based on identified resources and requirements. [FM 101-5, p. A-29].

(9) Security support required for logistics operations (e.g., convoys, LRPs, MSR). [AN].

(10) Logistics support of deception operations. [ARTEP 71-3-MTP, Task 71-3-4002/3i].

(11) Impact the deception plan has on logistics support (e.g., requirement for use of logistics vehicles loaded with dummy supplies to activate a FLE in an area not being used for the attack). [LL-CALL Newsletter No. 92-5, p. 8].

(12) Requirements for ROM to support tactical operation. [FM 71-3, p. H-69].

(a) Identifies which Bn TFs are the brigade S3's priorities to receive fuel, based on brigade tactical priorities (e.g., lead Bn TF in main attack has first priority for ROM). [FM 71-3, p. H-69].

(b) Determines approximate distances Bn TFs will have to move. [AN].

(c) Determines tentative ROM sites. [FM 71-3, p. H-70].

(d) Determines tentative linkup times for Bn TFs. [FM 71-3, p. H-70].

(e) Identifies need for security at ROM site. [FM 71-3, p. H-70].

d) Identifies future brigade operations to ensure that logistics assets are planned for and available for reorganization when required. [LL-CALL Newsletter No. 94-2, p. III-3].

e) Confirms logistics support requirements for brigade civil/military operations based on the brigade S5's determination of mission to support civilian population. [ARTEP 71-3-MTP, Task 71-3-5001/2c].

(1) Number of civilian refugees and internees in each collection camp, assembly area, and dislocated civilian camp requiring logistical support from the brigade. [ARTEP 71-3-MTP, Task 71-3-4002/4b; 5004/1b].

(2) Other civilian support requirements. [ARTEP 71-3-MTP, Task 71-3-5001/2c2].

(a) Food, water, heating, and cooking fuel. [AN].

(b) Shelter. [AN].

(c) The HSS. [AN].

f) Coordinates with the brigade S5 to plan for control of civilian refugees with the brigade S3. [ARTEP 71-3-MTP, Task 71-3-5004/2c].

(1) Determines the priorities for allocation of resources for control or evacuation of dislocated civilians. [ARTEP 71-3-MTP, Task 71-3-5004/2c3].

(2) Determines priorities and allocations of supplies and equipment for civilian assistance. [ARTEP 71-3-MTP, Task 71-3-5004/2c6].

(3) Determines the impact of the requirement to support division refugee collection points. [AN].

g) Confirms logistics support requirements for brigade engineer operations from the brigade engineer. [ARTEP 71-3-MTP, Task 71-3-8001/3b; FM 101-5, p. 3-50].

(1) Class IV/V requirements based on projections of the engineer battalion Class IV/V requirements. [AN].

(2) Class III requirements based on projections of the engineer battalion survivability and countermobility work to be performed. [AN].

h) Confirms logistics support requirements for EPW operations from the brigade MP platoon leader. [AN].

(1) Number of personnel to support forward collecting points. [ARTEP 71-3-MTP, Task 71-3-1202/2d].

(2) Supplies and materiel to support forward collecting points. [ARTEP 71-3-MTP, Task 71-3-1202/2d].

i) Confirms logistics support requirements for brigade chemical operations from the brigade chemical officer. [AN].

(1) Decontamination. [AN].

(2) Smoke. [AN].

j) Confirms chemical defense requirements for CSS operations from the brigade chemical officer. [AN].

(1) Level of mission-oriented protective posture is prescribed for support actions. [LL-CALL Newsletter No. 92-5, p. 9].

(2) Establishment of decontamination sites. [LL-CALL Newsletter No. 92-5, p. 9].

(a) Where they are located. [LL-CALL Newsletter No. 92-5, p. 9].

(b) Whether decontamination supplies and equipment are available for CSS operations. [LL-CALL Newsletter No. 92-5, p. 9].

k) Confirms logistics support requirements for brigade medical operations from the brigade surgeon. [ARTEP 71-3-MTP, Task 71-3-1301/2d].

(1) Medical supplies. [AN].

(2) Supplies and materiel for treatment of contaminated patients. [AN].

(3) Supplies and materiel for mortuary affairs requirements. [LL-CALL Newsletter No. 92-5, p. 9].

l) Confirms artillery Class V requirements based on information from the fire support element. [FN-NTC CSS OCs].

m) Determines potential push packages for the brigade mission. [FN-NTC CSS OCs].

3) Coordinates with the FSB support operations section to complete plans for support of tactical operations, based on war gaming and the brigade commander's decisions. [ARTEP 63-216-MTP, Task 63-1-1013].

a) Identifies FSB capability to support operation. [AN].

b) Identifies resources to satisfy supply requirements. [AN].

c) Finalizes plans for support of offensive operations. [AN].

(1) Increased quantities of meals, ready to eat, Class III, and maintenance. [LL-CALL Newsletter No. 94-2, p. I-4].

(2) Decreased quantities of Class IV, Class V, and field services. [LL-CALL Newsletter No. 94-2, p. I-4].

(3) Positioning of ammunition, POL, medical, and maintenance elements forward as lines of support increase. [ARTEP 63-216-MTP, Task 63-1-1013/8b].

(4) Standardized, pre-configured ammunition loads based on expected ammunition haul requirements. [LL-CALL Newsletter No. 94-2, p. II-2].

(5) Prepositioning of combat-load configured supplies in brigade and battalion trains. [LL-CALL Newsletter No. 94-2, p. I-4].

(6) Aerial resupply. [ARTEP 63-216-MTP, Task 63-1-1013/8d].

(7) Uploading equipment and supplies on unit organic vehicles. [AN].

(8) Forward tactical refuel points. [LL-CALL Newsletter No. 94-2, p. I-4].

(9) The ROM. [FM 71-3, p. H-70].

(a) Confirmation of ROM method to be used (e.g., plus up or time on pump). [FN-NTC CSS OCs].

(b) Prioritization of Bn TFs to receive ROM. [FM 71-3, p. H-70].

(c) Determination of the quantities of fuel required for each vehicle, based on ROM method designated. [FM 71-3, p. H-70].

(d) Identification of scheduled times. [FM 71-3, p. H-70].

(e) Identification of locations. [FM 71-3, p. H-70].

(f) Identification of routes to be used. [FM 71-3, p. H-70].

(g) Determination of time on site for each group of vehicles. [FM 71-3, p. H-70].

(h) Determination of convoy configuration being used by Bn TFs. [AN].

(10) The FLE. [AN].

(a) The FSB prepared to stock FLE with Class III, V, and water. [FN-NTC CSS OCs].

(b) Coordination is being made for Bn TFs to collocate Class III/V with FLE in preparation for refuel/rearm during tactical pauses. [FN-NTC CSS OCs, mod.].

(11) Brigade LRP. [AN].

(12) Prepackaged sets of Class VIII supplies pushed through the FSB medical company to task force aid stations. [LL-CALL Newsletter No. 94-2, p. I-5].

d) Finalizes plans for support of defensive operations. [AN].

(1) Increased quantities of B-rations, Class IV, Class V, and field services. [LL-CALL Newsletter No. 94-2, p. I-4].

(2) Decreased quantities of Class III and maintenance. [LL-CALL Newsletter No. 94-2, p. I-4].

(3) Recovery operations during retrograde. [AN].

(4) Stockpiling limited amounts of Classes III, IV, and V in centrally located battle positions. [ARTEP 63-216-MTP, Task 63-1-1013/9a].

(5) Locations for prepositioning of supplies. [FM 101-5, p. F-28].

(6) Echeloning support elements and supplies in depth throughout the defensive area. [ARTEP 63-216-MTP, Task 63-1-1013/9b].

(7) Infiltration techniques for LOGPAC operations. [ARTEP 63-216-MTP, Task 63-1-1013/9c].

(8) Conducting LOGPACs during periods of limited visibility to reduce detection. [ARTEP 63-216-MTP, Task 63-1-1013/9c].

(9) Evacuation or repositioning of supplies and equipment to planned fallback points (e.g., movement of engineer equipment, Class IV, and Class V). [ARTEP 63-216-MTP, Task 63-1-1013/10c].

(10) Destruction of supplies and equipment (except medical). [ARTEP 63-216-MTP, Task 63-1-1013/10d].

(11) Limiting forward movement of supplies for retrograde operations. [ARTEP 63-216-MTP, Task 63-1-1013/10b].

e) Finalizes plans for support of anticipated, battle-driven, surge requirements. [AN].

(1) Class III and Class V to support unexpected success/pursuit of enemy. [AN].

(2) Class IV, Class V, and engineer equipment to support hasty defense or mission change from offense to defense. [AN].

(3) Medical personnel, supplies, and facilities to support mass casualty situation. [AN].

f) Finalizes plans for support of consolidation and reorganization. [AN].

(1) Repositioning of critical supplies (e.g., Class III, IV, V). [AN].

(2) Repositioning of heavy engineer equipment (e.g., bulldozers). [AN].

4) Finalizes plans for night and reduced visibility resupply operations. [ARTEP 63-216-MTP, Task 63-1-1013/2f].

5) Confirms support request procedures with the FSB support operations section for inclusion in the service support annex. [ARTEP 63-216-MTP, 63-1-1013].

a) Request, storage, and distribution of supplies in the BSA. [ARTEP 63-216-MTP, Task 63-1-1013/2c].

b) Requesting the FSB's participation in weapon replacement system. [ARTEP 63-216-MTP, Task 63-1-1013/2d].

c) Requesting airdrop and slingload resupply. [ARTEP 63-216-MTP, Task 63-1-1013/2e].

d) Coordination channels for additional supply requirements. [ARTEP 63-216-MTP, Task 63-1-1013/2i].

e) Request, storage, and distribution of repair parts within the BSA. [ARTEP 63-216-MTP, Task 63-1-1013/3g].

f) Requesting maintenance support for the weapons replacement system. [ARTEP 63-216-MTP, Task 63-1-1013/3i].

6) Requests supplies through the FSB support operations section to support requirements identified during planning. [AN].

b. The brigade S4 prepares the logistics portion of the brigade OPORD. [ARTEP 71-3-MTP, Task 71-3-4001/4].

1) The brigade S4 prepares paragraph 4a, brigade general concept of support of the OPORD, including: [ARTEP 71-3-MTP, Task 71-3-4001/4d/4e; FN-NTC CSS OCs].

a) An overall visualization of the concept of support, for before, during, and after operations, describing how the operation will be logistically supported. [FM 101-5, p. H-75].

b) A brief synopsis of the support mission. [FM 101-5, p. H-75].

c) Locations of support headquarters and areas. [FM 101-5, p. H-76].

d) Locations of DISCOM logistics bases. [FM 101-5, p. H-76].

e) Division support priorities and where the brigade fits in those priorities. [FM 101-5, p. H-76].

f) Division CSS units supporting the brigade. [FM 101-5, p. H-76].

g) Priorities of support for before, during, and after the operation, if they remain the same throughout the operation. [FM 101-5, p. H-76].

h) Significant, critical, unusual, and non-TSOP CSS issues that might impact on the overall operation. [FM 101-5, p. H-76].

i) Support of non-brigade elements directed by division. [AN].

j) Structured by phases consistent with the tactical concept of the operation. [CGSC Text 101-6, p. 1-16].

k) Addresses any significant risk to the operation presented by any logistics functional area, identified by before, during, and after the operation phases, considering logistics functional areas such as: [FM 101-5, p. H-76].

(1) General areas of interest. [CGSC Text 101-6, p. 1-19].

(a) Support boundaries, areas, and relationships. [CGSC Text 101-6, p. 1-18].

(b) Support of attached or detached forces. [CGSC Text 101-6, p. 1-18].

(c) The CSS actions in assembly areas, staging areas, and attack positions. [CGSC Text 101-6, p. 1-18].

(d) Planned locations and projected displacements of logistics support units and areas. [CGSC Text 101-6, p. 1-18].

(e) Support provided by/to higher or adjacent units. [CGSC Text 101-6, p. 1-18].

(f) Unusual support arrangements, such as ROM, FLE, brigade LRP, etc. [CGSC Text 101-6, p. 1-18].

(g) The CSS actions in support of security and/or deception operations. [CGSC Text 101-6, p. 1-18].

(h) Host nation support arrangements. [CGSC Text 101-6, p. 1-18].

(i) The CSS task organization. [CGSC Text 101-6, p. 1-18].

(j) Unusual and/or critical impact of weather, terrain, and security on CSS operations. [CGSC Text 101-6, p. 1-18].

(k) Extended operations (e.g., long distances, extended time periods). [AN].

(2) Priorities. [FM 101-5, p. H-76].

(a) By unit. [CGSC Text 101-6, p. 1-21].

(b) For personnel replacements. [CGSC Text 101-6, p. 1-21].

(c) Maintenance and/or recovery and evacuation, by unit and equipment type. [CGSC Text 101-6, p. 1-21].

(d) Route use. [CGSC Text 101-6, p. 1-21].

(3) Manning. [FM 101-5, p. H-76].

(a) Priorities for personnel replacements. [CGSC Text 101-6, p. 1-19].

(b) Personnel status and replacement operations, such as WSRO. [CGSC Text 101-6, p. 1-19].

(c) Projected casualties and their effect on combat readiness. [CGSC Text 101-6, p. 1-19].

(d) Requirements for mortuary affairs operations and support. [CGSC Text 101-6, p. 1-19].

(4) Arming. [FM 101-5, p. H-76].

(a) Basic load status. [CGSC Text 101-6, p. 1-19].

(b) Operational loads. [CGSC Text 101-6, p. 1-19].

(c) The RSR versus CSR. [CGSC Text 101-6, p. 1-19].

(d) The CSR suballocation. [CGSC Text 101-6, p. 1-19].

(e) Ammunition prestocking arrangements. [CGSC Text 101-6, p. 1-19].

(f) Forecasted requirements. [CGSC Text 101-6, p. 1-19].

(g) Priorities for ammunition. [CGSC Text 101-6, p. 1-19].

(h) The ATP and ASP general locations. [CGSC Text 101-6, p. 1-19].

(i) Distribution methods. [CGSC Text 101-6, p. 1-19].

(j) The CCLs. [CGSC Text 101-6, p. 1-19].

(k) Emergency resupply procedures. [CGSC Text 101-6, p. 1-19].

(l) Expenditure restrictions. [CGSC Text 101-6, p. 1-19].

(m) Monitoring and reporting requirements. [CGSC Text 101-6, p. 1-19].

(n) Explosive ordnance disposal support. [CGSC Text 101-6, p. 1-19].

(o) Significant risks. [CGSC Text 101-6, p. 1-19].

(5) Fueling. [FM 101-5, p. H-76].

(a) Current status (in vehicles and in bulk carriers or storage). [CGSC Text 101-6, p. 1-19].

(b) Anticipated requirements. [CGSC Text 101-6, p. 1-19].

(c) Priorities for fuel. [CGSC Text 101-6, p. 1-19].

(d) En route requirements and operations. [CGSC Text 101-6, p. 1-19].

(e) Bulk refueling procedures. [CGSC Text 101-6, p. 1-19].

(f) The ROM. [CGSC Text 101-6, p. 1-19].

(g) Forward area rearm/refuel operations. [CGSC Text 101-6, p. 1-19].

(h) Refuel assets. [CGSC Text 101-6, p. 1-19].

(i) Systems capabilities. [CGSC Text 101-6, p. 1-19].

(j) Distribution plan and methods. [CGSC Text 101-6, p. 1-19].

(k) Fuel allocations. [CGSC Text 101-6, p. 1-19].

(l) Displacement of fuel and refueling assets. [CGSC Text 101-6, p. 1-19].

(m) Significant risks. [CGSC Text 101-6, p. 1-19].

(6) Fixing. [FM 101-5, p. H-76].

(a) The WSRO procedures. [CGSC Text 101-6, p. 1-20].

(b) Distribution methods for classes VII and XI. [CGSC Text 101-6, p. 1-20].

(c) Priorities for maintenance and evacuation, by unit and by system. [CGSC Text 101-6, p. 1-21].

(d) Locations and displacements of maintenance and repair part supply units. [CGSC Text 101-6, p. 1-20].

(e) Evacuation procedures. [CGSC Text 101-6, p. 1-20].

(7) Moving. [FM 101-5, p. H-76].

(a) Transportation requirements, logistic versus tactical. [CGSC Text 101-6, p. 1-20].

(b) Priorities for movement and route use, by unit, commodity, or both. [CGSC Text 101-6, p. 1-20].

(c) Traffic control requirements. [CGSC Text 101-6, p. 1-20].

(d) Transportation unit/asset displacements. [CGSC Text 101-6, p. 1-20].

(e) Throughput operations. [CGSC Text 101-6, p. 1-20].

(f) Security of LOCs. [CGSC Text 101-6, p. 1-20].

(g) Supply routes. [CGSC Text 101-6, p. 1-20].

(h) Route maintenance requirements. [CGSC Text 101-6, p. 1-20].

(i) The HET priorities. [CGSC Text 101-6, p. 1-20].

(j) Backhaul priorities. [CGSC Text 101-6, p. 1-20].

(k) Extended movement distances. [AN].

(8) Sustaining. [FM 101-5, p. H-76].

(a) Reconstitution. [CGSC Text 101-6, p. 1-20].

(b) Classes of supply I, II, IV, VI, and VIII. [CGSC Text 101-6, p. 1-20].

(c) Distribution methods, such as supply point or unit. [CGSC Text 101-6, p. 1-20].

(d) Support from other sources. [CGSC Text 101-6, p. 1-20].

(e) Refugees. [CGSC Text 101-6, p. 1-20].

(f) Field services. [CGSC Text 101-6, p. 1-20].

(g) Locations of medical treatment facilities. [CGSC Text 101-6, p. 1-20].

2) The brigade S4 prepares CSS overlays for incorporation into the OPORD, which include primary and alternate locations and routes for: [ARTEP 71-3-MTP, Task 71-3-4001/4g; FN-NTC CSS OCs].

a) Current and proposed logistics areas (e.g., BSA, FLE, LRPs). [CGSC Text 101-6, p. 1-24].

b) Boundaries for CSS responsibilities. [CGSC Text 101-6, p. 1-24].

c) Major headquarters. [CGSC Text 101-6, p. 1-24].

d) The CSS units and supply points in the BSA or other areas in the brigade rear. [CGSC Text 101-6, p. 1-24].

e) Critical resources (potable water, etc.). [CGSC Text 101-6, p. 1-24].

f) The MSR from DSA to BSA. [CGSC Text 101-6, p. 1-24].

g) Supply routes from BSA to LRPs. [CGSC Text 101-6, p. 1-24].

h) The LRPs. [FN-NTC CSS OCs].

i) The AXPs. [FN-NTC CSS OCs].

j) Maintenance collection points. [FN-NTC CSS OCs].

k) Decontamination points. [FN-NTC CSS OCs].

l) The ATPs. [FN-NTC CSS OCs].

3) The brigade S4 prepares the logistics execution matrix for inclusion in the OPORD. [FN-NTC CSS OCs].

a) The matrix: [LL-CALL Newsletter No. 94-2, p. II-4].

(1) Fits on one page. [LL-CALL Newsletter No. 94-2, p. II-4].

(2) Lists all classes of supply, maintenance, and services. [LL-CALL Newsletter No. 94-2, p. II-4].

(3) Covers a minimum of the next 24 hours. [LL-CALL Newsletter No. 94-2, p. II-4].

(4) Provides grid locations for LRPs, ROM sites, etc. [LL-CALL Newsletter No. 94-2, p. II-4].

(5) States time windows for issue and receipts for all units. [LL-CALL Newsletter No. 94-2, p. II-4].

(6) Provides priorities by unit and commodity. [LL-CALL Newsletter No. 94-2, p. II-4].

(7) Is linked to the maneuver execution (phase line, objective) matrix. [AN].

b) The matrix addresses the logistic functions of manning, arming, fueling, fixing, moving, and sustaining in the context of before, during, and after operations, highlighting critical aspects of each function, such as: [FN-NTC CSS OCs].

(1) Priorities. [CGSC Text 101-6, p. 1-25].

(2) Shifts in priorities. [CGSC Text 101-6, p. 1-25].

(3) Critical events. [CGSC Text 101-6, p. 1-25].

(4) Critical actions. [CGSC Text 101-6, p. 1-25].

(5) Critical times. [AN].

(6) Problem areas. [CGSC Text 101-6, p. 1-25].

4) The brigade S4 prepares the brigade service support annex in coordination with the brigade S1 and the FSB staff, which includes: [ARTEP 71-3-MTP, Task 71-3-4001/4b].

a) Situation, including information affecting service support not included in paragraph 1 of the OPORD, such as: [FM 101-5, p. H-158].

(1) Enemy service support. [FM 101-5, p. H-158].

(2) Division and adjacent unit service support plans. [FM 101-5, p. H-158].

(3) Other service support resources supporting the brigade. [FM 101-5, p. H-158].

b) Mission, concisely stating the service support mission. [FM 101-5, p. H-158].

c) Execution, briefly stating the proposed service support operation. [FM 101-5, p. H-159].

(1) Priorities. [FM 101-5, p. H-159].

(2) Tasks to subordinate service support units. [FM 101-5, p. H-159].

(3) Coordinating instructions which apply to two or more subordinate units. [FM 101-5, p. H-159].

d) Service support (materiel and services), including the detailed CSS information about each logistic function that was not addressed in the concept of support, organized by before, during, and after the operation. [FM 101-5, p. H-159; CGSC Text 101-6, p. 1-16].

(1) Supply, provided by class of supply, to include: [FM 101-5, p. H-159].

(a) Priorities by unit. [CGSC Text 101-6, p. 1-16].

(b) Priorities by class of supply. [CGSC Text 101-6, p. 1-16].

(c) The CSR for Class V, as established by the brigade commander and the brigade S3. [FM 101-5, p. 3-16, 3-23].

(2) Transportation, identifying: [FM 101-5, p. H-159].

(a) Facility locations. [CGSC Text 101-6, p. 1-16].

(b) Traffic control. [CGSC Text 101-6, p. 1-16].

(c) MSRs and ASRs. [CGSC Text 101-6, p. 1-16].

(d) Critical shortages. [CGSC Text 101-6, p. 1-16].

(3) Services, identifying: [FM 101-5, p. H-159].

(a) Unit providing service. [CGSC Text 101-6, p. 1-16].

(b) Time and location service available. [CGSC Text 101-6, p. 1-16].

(4) Labor. [FM 101-5, p. H-159].

(5) Maintenance, including: [FM 101-5, p. H-159].

(a) Priority of maintenance (by unit and type equipment). [CGSC Text 101-6, p. 1-16].

(b) Locations of facilities and collection points. [CGSC Text 101-6, p. 1-16].

(c) Timelines. [CGSC Text 101-6, p. 1-16].

(d) Evacuation procedures. [CGSC Text 101-6, p. 1-16].

(6) Details and numerical data relevant to the operation and of primary interest to unit logistic personnel. [CGSC Text 101-6, p. 1-17].

(7) Composition and location of all key CSS elements, such as: [AN].

(a) BSA. [AN].

(b) FLE. [AN].

(c) AXPs. [AN].

(d) Brigade rear CP. [AN].

(e) ROM sites. [AN].

(f) LRPs. [AN].

e) Sustainment controls and priorities for all classes of supplies. [AN].

c. The brigade S4 submits paragraph 4a, the CSS overlay, the logistics execution matrix, and the service support annex to the brigade S3 for incorporation into the OPORD. [ARTEP 71-3-MTP, Task 71-3-4001/4c/4d/4e; FN-NTC CSS OCs].

d. The ABE coordinates with the brigade S4 and the FSB support operations section to verify that Classes IV and V obstacle materials are requisitioned and transported to designated engineer supply points. [ARTEP 71-3-MTP, Task 71-3-8005/2c; FN-CGSC CSS SME].

e. The brigade surgeon prepares the medical annex. [ARTEP 71-3-MTP, Task 71-3-1301/3].

1) Includes all appropriate medical service support requirements not covered in the brigade TSOP. [ARTEP 71-3-MTP, Task 71-3-1301/3a/3f].

2) Plan provides for medical supply and maintenance support. [ARTEP 71-3-MTP, Task 71-3-1301/1b7].

3) Plan includes provisions for technical inspections and status reports. [ARTEP 71-3-MTP, Task 71-3-1301/1b7].

f. The MP platoon leader prepares the traffic control plan and overlay containing: [ARTEP 71-3-MTP, Task 17-3-1201/1a2].

1) Locations for control operations. [FM 19-4, p. 166].

2) Locations of TCPs. [FM 19-4, p. 166].

3) Mobile patrol areas. [FM 19-4, p. 166].

4) Locations of temporary signs. [FM 19-4, p. 166].

5) Locations of other MP control functions. [FM 19-4, p. 166].

6) Locations for new control functions if alternate routes are activated. [FM 19-4, p. 166].

g. The brigade commander assigns responsibility for defense of the BSA to the FSB commander. [FM 71-3, p. 8-8].

1) The brigade commander designates the FSB commander as the BSA commander with full responsibility and authority. [LL-CALL Bulletin No. 1-86, p. 10].

2) The brigade commander coordinates this action with the DISCOM commander. [LL-CALL Bulletin No. 1-86, p. 9].

12. **The brigade commander and staff issue the operations order and fragmentary order.**

a. The brigade S4 briefs concept of support, using the CSS overlay for illustration, including: [CGSC Text 101-6, p. 3-6].

1) A brief synopsis of the support mission. [CGSC Text 101-6, p. 3-6].

2) Locations of BSA, FSB CP, brigade rear CP, MSR, logistics activities, and sites. [CGSC Text 101-6, p. 3-6].

3) Locations of DSA and any other DISCOM areas or sites (e.g., ASPs, water points). [CGSC Text 101-6, p. 3-6].

4) Division's support priorities and where the brigade fits in those priorities. [CGSC Text 101-6, p. 3-6].

5) Identity and location of DISCOM units supporting the brigade. [CGSC Text 101-6, p. 3-6].

6) Significant or unusual CSS which have an overall impact on all operational phases of this mission. [CGSC Text 101-6, p. 3-6].

7) CSS activities before operations in terms of significant, critical, non-TSOP, or unusual actions, external priorities, internal priorities, shifts in priorities, and limitations for each of the logistic functions. [CGSC Text 101-6, pp. 3-6, 1-23].

8) CSS activities during operations in terms of significant, critical, non-TSOP, or unusual actions, external priorities, internal priorities, shifts in priorities, and limitations, using the same phases as the tactical concept of the operation, for each of the logistic functions. [CGSC Text 101-6, pp. 3-7, 1-23].

9) CSS activities after operations, or in preparation for future operations, in terms of significant, critical, non-TSOP, or unusual actions, external priorities, internal

priorities, shifts in priorities, and limitations for each of the logistic functions. [CGSC Text 101-6, pp. 3-7, 1-23].

10) Any significant risks to successful accomplishment of the mission presented by a particular aspect of any of the logistics functions. [CGSC Text 101-6, p. 3-7].

b. The brigade S4 addresses the "culminating point" from a logistics perspective. [CGSC Text 101-6, p. 1-23].

c. The brigade S4 uses the CSS overlay and the logistics support matrix to demonstrate how the concept of support is synchronized with the concept of the operation. [CGSC Text 101-6, p. 1-23].

d. The brigade S4 ensures that the brigade OPORD, with all relevant CSS products, is issued to the FSB commander at the brigade orders brief. [FN-NTC CSS SMEs].

e. The brigade S4 ensures that copies of the brigade OPORD, with all relevant CSS products, are distributed to: [AN].

1) The division G4. [AN].

2) Subordinate unit S4s, to include OPCON and DS units supporting the brigade (Bn TFs, MP platoon, DS artillery Bn, ADA battery, etc.). [AN].

f. The brigade commander conducts confirmation briefs immediately after the OPORD to ensure a clear understanding of his intent. [FM 101-5, p. 4-59].

1) Ensures that critical CSS tasks and missions are addressed, as appropriate. [AN].

2) Requires the brigade S4 to clarify CSS issues, as appropriate. [AN].

PREPARATION Tasks and Task Elements

15. **The brigade staff evaluates logistics information during brigade preparation for the battle.**

a. The brigade S4 section analyzes reports and messages to determine impact on logistical plans. [ARTEP 71-3-MTP, Task 71-3-4001/5b].

1) Analyzes brigade SPOTREPs, SITREPs, INTSUMs, and PERINTREPs. [FM 71-3, p. H-91].

a) Identifies adjustments or changes in requirements based on friendly unit activities or changes in friendly situation. [AN].

b) Identifies enemy activities or changes in enemy situation that could impact on CSS locations or activities (e.g., BSA, convoys, MSR). [AN].

c) Identifies updates in weather forecasted for the AO that could impact on CSS operations or activities (e.g., reduced trafficability on MSR due to rain.) [AN].

2) Assesses information received from the brigade S1/S4 representative in the brigade main CP. [AN].

a) Compares loss reports received from the brigade main CP with subordinate unit LOGSTATs. [AN].

b) Validates equipment and personnel status from the brigade main CP with the equipment and personnel status in the brigade rear CP. [FN-NTC Commander's Memo, p. 17].

c) Compares enemy activity updates with information from the brigade S2 to determine/verify threat to CSS locations, operations, and activities. [AN].

3) Assesses the results of battletracking to ensure ability to anticipate future support requirements and to provide additional CSS on short notice. [LL-CALL Newsletter No. 94-2, p. II-9].

a) Analyzes the brigade's operations to determine the status of mission preparation. [LL-CALL Newsletter No. 94-2, p. II-9].

b) Analyzes the brigade's operation order. [LL-CALL Newsletter No. 94-2, p. II-9].

c) Analyzes brigade subordinate units' operations orders. [AN].

18. **The brigade staff communicates logistics information during brigade preparation for the battle.**

b. The brigade rear CP personnel advise the brigade commander, brigade S3, and the brigade main CP on progress of logistical plan execution. [ARTEP 71-3-MTP, Task 71-3-4001/5d].

d. The brigade rear CP personnel recommend revisions of the logistical plan to the brigade commander and the brigade S3 as required. [ARTEP 71-3-MTP, Task 71-3-4001/5e].

1) Adjustments to brigade CSS operations based on assessment of current brigade tactical and logistics situation. [ARTEP 71-3-MTP, Task 71-3-4002/1e].

2) New locations for the BSA and new MSRs based on assessment of current brigade tactical and logistics situation. [ARTEP 71-3-MTP, Task 71-3-4002/1f].

3) The brigade S4 and the brigade S5 provide coordinated recommendations on emergency allocations of supplies for civilian support to the brigade S3. [ARTEP 71-3-MTP, Task 71-3-5004/2e2].

19. **The brigade S4 responds to brigade commander directed changes in operations during brigade preparation for the battle.**

a. The brigade S4 acknowledges receipt of the brigade commander's revised concept and decision to modify the brigade tactical plan based on changes in the situation. [AN].

b. The brigade S4 acknowledges receipt of the brigade commander's decision to adjust or refine the brigade tactical plan based on results of the brigade rehearsals. [AN].

c. The brigade S4 participates in the quick or combat decision-making process, as required. [FM 101-5, p. 4-48, 4-52].

1) Considers the brigade commander's new planning guidance. [ARTEP 71-3-MTP, Task 71-3-4001/2d].

2) Analyzes the brigade commander's new concept or refinements to determine new logistics tasks and requirements or required adjustments to the brigade CSS plan. [AN].

3) Reviews friendly situation based on: [ARTEP 71-3-MTP, Task 71-3-4001/3a1].

a) The brigade commander's guidance. [ARTEP 71-3-MTP, Task 71-3-4001/3a1].

b) Input from the brigade S3. [ARTEP 71-3-MTP, Task 71-3-4001/3a1].

c) The brigade rear CP battletracking of brigade units. [LL-CALL Newsletter No. 92-5, p. 12].

d) Analysis of subordinate unit maneuver and logistical plans. [AN].

4) Updates logistical staff estimate. [ARTEP 71-3-MTP, Task 71-3-4001/3].

a) Obtains planning assistance and information from the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1013/1].

b) Uses assessment of logistics information to determine the current and projected operational status of all key weapons systems, items of equipment, and vehicles. [ARTEP 63-216-MTP, Task 63-1-1013/1c].

c) Uses assessment of logistics information to determine the current and projected capabilities and limitations of the FSB logistics and HSS systems. [ARTEP 63-216-MTP, Task 63-1-1013/1b].

d) Uses assessment of logistics information to determine the current and projected Class III, IV, and V stockage levels. [AN].

5) Develops new logistics concept to support the brigade commander's new COA(s), based on the updated logistics estimate. [AN].

a) Determines new logistics requirements generated by new COAs. [ARTEP 71-3-MTP, Task 71-3-4001/1a].

b) Determines available and projected resources and capabilities to satisfy new logistics requirements. [FM 71-3, p. 8-18].

c) Tailors support provided to the type unit being supported. [LL-CALL Newsletter No. 92-5, p. 12].

6) Participates in COA analysis, war gaming, and briefing, as required. [FM 71-3, p. I-4].

a) Analyzes COAs to identify the best support options for the brigade commander's changes. [AN].

b) Analyzes COAs with the brigade S5 to ensure adequate supply to support dislocated civilians. [ARTEP 71-3-MTP, Task 71-3-5004/3].

(1) Provides for relief supplies to reach the dislocated civilian camps when needed. [ARTEP 71-3-MTP, Task 71-3-5004/3a].

(2) CA stocks (Class X) supplies are available to satisfy identified requirements. [ARTEP 71-3-MTP, Task 71-3-5004/3g].

c) War games logistics COA(s) with the rest of staff to synchronize with the plan. [FM 71-3, p. I-4].

d) Briefs the brigade commander on logistics COA. [AN].

(1) Recommends COA that provides best logistical support. [AN].

(2) Recommends adjustments to brigade CSS operations based on commander's decisions. [ARTEP 71-3-MTP, Task 71-3-4002/1e].

(3) Recommends new locations for the BSA and new MSRs based on the changing tactical situation. [ARTEP 71-3-MTP, Task 71-3-4002/1f].

d. The brigade S4 modifies logistics plans to support new or refined tactical plans, as required. [AN].

1) Prepares the logistics portion of the brigade FRAGO. [AN].

2) Prepares an updated CSS overlay to support the brigade FRAGO. [AN].

3) Prepares a CSS FRAGO and overlay for adjustments, as required. [AN].

4) Ensures that logistics decisions are disseminated, understood, and executed. [ARTEP 71-3-MTP, Task 71-3-4001/5a].

a) Ensures dissemination of the modified logistics plan and new operational information critical to logistics operations to the FSB support operations section. [AN].

b) Ensures dissemination of the modified logistics plan and new operational information critical to logistics operations to subordinate unit S4s. [AN].

20. **The brigade rehearses logistics operations.**

b. The FSB commander conducts a separate CSS rehearsal following the brigade combined arms rehearsal, using the same terrain model, if possible. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26, 27].

10) The brigade S4 and the FSB commander summarize key activities at the end of rehearsals. [FM 71-3, p. 3-27].

a) The recorder recaps all changes at the end of the rehearsal, including: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(1) Adjusted timing of moves. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(2) Any route changes. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(3) Newly announced support data. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(4) Security refinements. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

b) All participants note changes on all CSS annexes and matrices. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

EXECUTION Tasks and Task Elements

23. **The brigade staff evaluates logistics information during brigade execution of the battle.**

a. The brigade S4 section analyzes reports and messages to determine impact on logistical plans. [ARTEP 71-3-MTP, Task 71-3-4001/5b].

1) Analyzes subordinate unit LOGSTATs, SPOTREPs, and other reports to identify: [AN].

a) Subordinate unit losses. [AN].

b) Potential immediate requirements for supplies and/or equipment. [AN].

c) Significant changes in subordinate unit status or capabilities. [AN].

2) Identifies immediate requirements for supplies and/or equipment based on emergency requests from subordinate unit S4s or separate company/detachment commanders. [FN-NTC CSS OCs].

3) Confirms emergency requirement with subordinate unit S4, if necessary, to identify reasons for emergency. [FN-NTC CSS OCs].

4) Analyzes brigade SPOTREPs and SITREPs to identify: [FM 71-3, p. H-91].

a) Additional requirements. [AN].

b) Potential resupply opportunities. [AN].

c) Significant changes in unit status or capabilities. [AN].

5) Analyzes brigade SPOTREPs, INTSUMs, and PERINTREPs to identify: [FM 71-3, p. H-91].

a) Enemy activities posing a threat to the BSA. [AN].

b) Enemy activities posing a threat to CSS activities or operations (e.g., evacuation routes, MSR, FLE). [AN].

c) Enemy activities requiring an immediate change in CSS activities or operations. [AN].

6) Anticipates requirements based on monitored information, in conjunction with the FSB support operations section. [FM 71-3, p. 8-4].

7) Determines that trigger point has been reached to initiate movement of supplies to preplanned locations. [AN].

8) Determines that trigger point has been reached to initiate prepositioning of critical supplies. [AN].

9) Determines that trigger point has been reached to initiate movement of engineer equipment and materiel. [AN].

10) Determines that trigger point has been reached to respond to surge requirement. [AN].

b. The brigade S4 evaluates degradation of the FSB's ability to provide classes of supply, based on losses resulting from an attack on the BSA. [ARTEP 63-216-MTP, Task 63-1-1052/3i].

c. The brigade S4 evaluates degradation of the FSB's ability to provide classes of supply, based on losses resulting from an attack on other logistics elements or activities (e.g., FLE, ASP, convoy). [AN].

d. The MP platoon leader analyzes EPW operations to determine the amount of equipment and materiel necessary for shelter, security, and basic human needs. [ARTEP 71-3-MTP, Task 71-3-1202/3b].

26. **The brigade staff communicates logistics information during brigade execution of the battle.**

a. The brigade rear CP personnel keep the brigade commander advised on conduct of critical logistical operations. [ARTEP 71-3-MTP, Task 71-3-4001/5d].

1) Communicate critical CSS requirements and shortfalls to the brigade commander, the FSB commander, and the division G4. [ARTEP 71-3-MTP, Task 71-3-4002/1d].

2) Recommend revisions of the logistical plan to the brigade commander, as required. [ARTEP 71-3-MTP, Task 71-3-4001/5e].

27. **The brigade S4 responds to brigade commander's directed changes in the operation during brigade execution of the battle.**

a. The brigade S4 acknowledges receipt of the brigade commander's decision to modify the tactical plan or develop new plans. [AN].

b. The brigade S1/S4 representative in the main CP participates in the quick or combat decision-making process, as required. [FM 101-5, p. 4-48, 4-52].

1) Considers the brigade commander's new planning guidance. [ARTEP 71-3-MTP, Task 71-3-4001/2d].

2) Reviews friendly situation based on the brigade commander's guidance, input from the brigade S3, and brigade rear CP battletracking. [ARTEP 71-3-MTP, Task 71-3-4001/3a1].

3) Reviews and analyzes new tactical plans and concepts to determine impact on logistics. [ARTEP 71-3-MTP, Task 71-3-4005/1a].

4) Updates logistical staff estimate. [ARTEP 71-3-MTP, Task 71-3-4001/3; FM 71-3, p. 8-3 to 8-5].

a) Obtains information and planning assistance from the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1013/1].

b) Uses assessment of latest logistics information to determine current and projected status of mission-critical supplies, key weapons systems, items of equipment, and vehicles. [AN].

c) Uses information from the FSB support operations section to determine critical changes in capabilities and limitations of the FSB logistics and HSS systems. [AN].

(1) On-hand quantities of all classes of supplies. [AN].

(2) Status of supplies due in based on prior requests and forecasts. [AN].

(3) Degradation to FSB capabilities due to losses. [AN].

d) Uses information from the FSB support operations section to determine Class V stock on-hand and inbound and weapons density for RSR/CSR reallocation recommendation. [FN-CGSC, CSS SMEs].

5) Develops a logistics concept to support the brigade commander's modified or new plan. [AN].

a) Determines specific logistics requirements. [ARTEP 71-3-MTP, Task 71-3-4001/1a].

b) Identifies on-hand resources to satisfy logistics requirements. [FM 71-3, p. 8-17].

6) Participates in analysis, war gaming, and briefing, as required. [FM 71-3, p. I-4].

a) Briefs logistics concept. [AN].

b) Recommends adjustments to brigade logistics operations based on the brigade commander's modified or new plan. [ARTEP 71-3-MTP, Task 71-3-4002/1e].

c) Recommends new locations for the BSA and new MSRs based on the brigade commander's modified or new plan. [ARTEP 71-3-MTP, Task 71-3-4002/1f].

c. The brigade S1/S4 representative in the main CP prepares logistics portion of the FRAGO, as required. [AN].

1) Prepares updated brigade CSS overlay to support the brigade FRAGO, as required. [AN].

2) Ensures that logistics decisions are disseminated, understood, and executed. [ARTEP 71-3-MTP, Task 71-3-4001/5a].

3) Coordinates with the FSB support operations section to request supplies to satisfy requirements in excess of supplies on hand. [AN].

Outcome 3

The brigade staff coordinates implementation of the logistics plan to equip, maintain, and operate the brigade.

PLANNING Tasks and Task Elements

1. **The brigade rear command post coordinates brigade sustainment and protection of logistics operations and activities from its current location during planning.**

   a. The brigade rear CP and FSB CP operate from a collocated rear CP. [FM 71-3, p. 8-19; ARTEP 71-3-MTP, Task 71-3-4004/1b].

      1) The brigade S4 and brigade S1 sections operate from the brigade rear CP. [ARTEP 71-3-MTP, Task 71-3-4004/1; 1012/2, /3].

      2) The brigade rear CP maintains continuous operations. [ARTEP 71-3-MTP, Task 71-3-4004/1c].

      3) The brigade rear CP personnel (brigade S4 and brigade S1 sections) coordinate with the FSB staff to monitor and direct sustainment of brigade close, deep, and rear operations. [ARTEP 71-3-MTP, Task 71-3-4004/1f].

      4) The brigade rear CP and the FSB CP maintain continuous internal communications and coordination. [FM 71-3, p. 8-19].

   b. The brigade rear CP maintains communications with higher and subordinate units. [ARTEP 71-3-MTP, Task 71-3-4004/1d].

      1) All units operating in the BSA maintain radio, wire, or messenger communications with the FSB CP and the brigade rear CP. [FM 71-3, p. 6-34/8-19].

      2) The brigade rear CP maintains communications IAW the brigade TSOP. [FN-CGSC, CSS SMEs].

         a) Brigade command net. [AN].

         b) The FSB command net. [FM 63-20, p. 3-13].

         c) Brigade A/L net. [FM 71-3, p. H-39].

         d) Division A/L net. [AN].

         e) DISCOM Log/Ops net. [FM 63-20, p. 3-13].

f) The DISCOM Cmd/Ops net. [FM 63-20, p. 3-13].

g) Brigade O&I net. [FN-CGSC, CSS SMEs].

3) The brigade rear CP operates as the NCS for the brigade A/L net. [FM 71-3, p. H-39].

4) The brigade rear CP establishes wire communications with subordinate units operating in the BSA. [ARTEP 71-3-MTP, Task 71-3-4004/1e].

5) The brigade rear CP places a representative in brigade main CP as a CSS planner, normally an assistant brigade S4. [FN-NTC CSS SMEs].

c. The brigade rear CP personnel monitor the brigade tactical situation. [ARTEP 71-3-MTP, Task 71-3-1012/3].

1) Continuously monitor brigade command, O&I, and A/L radio nets. [ARTEP 71-3-MTP, Task 71-3-1012/3b].

2) Collect and analyze brigade SPOTREPs, SITREPs, INTSUMs, and PERINTREPs. [FM 71-3, p. H-79].

a) Identify potential threats to the BSA. [AN].

b) Identify potential threats to other rear area logistics activities (e.g., MSR, convoys, supply points, ASP). [AN].

3) Exchange information with the brigade S1/S4 representative in the brigade main CP. [AN].

a) Provide information to the brigade S1/S4 representative in the main CP for the brigade S3 and brigade S2 on rear area combat operations requirements or issues. [AN].

b) Provide requirements to the brigade S1/S4 representative in the main CP for additional security for other logistics activities (e.g., MSR, convoys, supply points, ASPs). [AN].

c) Receive current information from the brigade S3 on ongoing operations or operations that impact on logistics activities. [AN].

d) Receive current information from the brigade S2 on enemy activities or changes in the weather that impact on logistics activities. [AN].

4) The brigade S4, or his designated representative, attends daily and special staff meetings at the brigade main CP. [AN].

d. The brigade S4 section acquires LOGSTATs and logistics SPOTREPs from subordinate unit (e.g., Bn TFs, DS artillery Bn, combat engineer Bn, ADA battery, MP Plt, brigade HHC, etc.) S4s, 1SG, or logistics representatives. [FM 71-3, pp. H-60, H-79].

1) Subordinate units identify supply requirements by submitting their LOGSTAT through their unit field trains to brigade S4. [FN-NTC CSS OCs].

2) The brigade S4 section consolidates requirements for all classes of supply for all brigade units, including the brigade HHC, and then forwards them to the FSB support operations section. [FN-NTC CSS OCs].

3) The brigade S4 section evaluates Bn TF LOGSTATs to confirm that Bn TF S4s are requesting the correct type and volume of supplies based on their tentative missions. [FN-NTC CSS OCs].

4) The brigade S4 section identifies Class II or VII end items which are identified as destroyed in LOGSTATs, SITREPs, or loss reports. [FN-NTC CSS OCs].

e. The brigade S4 section personnel conduct logistical staff visits, usually during periods of nonengagement. [ARTEP 71-3-MTP, Task 71-3-4001/5c].

1) The brigade S4, or his representative, conducts daily staff visits with subordinate unit S4s and BMOs in subordinate unit field trains, combat trains, and UMCPs to: [FN-NTC CSS OCs].

a) Verify requirements. [FN-NTC CSS OCs].

b) Verify status of supplies on hand. [FN-NTC CSS OCs].

c) Confirm unit receipt of supplies and maintenance assistance as requested from FSB companies. [FN-NTC CSS OCs].

d) Confirm amounts of Classes IV and V received and issued to each TF. [FN-NTC CSS OCs].

2) The brigade S4, or his representative, conducts staff visits with the FSB S3, the FSB support operations officer, and the ATP to: [FN-NTC CSS OCs]

a) Coordinate BSA security and defense concerns with the FSB S3. [FN-NTC CSS OCs].

b) Coordinate FSB and MSB operations with the FSB support operations officer. [FN-NTC CSS OCs].

c) Verify status of the FSB supply company issue to subordinate units with the FSB support operations officer. [FN-NTC CSS OCs].

d) Confirm results of daily reports with ATP on amounts of Class IV & V received and issued to each unit. [FN-NTC CSS OCs].

f. The brigade rear CP personnel maintain current operations and CSS SITMAPs, information displays, and journals. [ARTEP 71-3-MTP, Task 71-3-3003/2].

1) Maintain current enemy and friendly SITMAPs. [ARTEP 71-3-MTP, Task 71-3-1012/3a; 4004/2b].

2) Maintain daily staff journals. [ARTEP 71-3-MTP, Task 71-3-4004/2a; 1012/2c].

3) Prepare and maintain information displays to visually display critical data during planning. [ARTEP 71-3-MTP, Task 71-3-4004/2c; LL-CALL Newsletter No. 95-7, p. IV-2].

a) Restated mission. [LL-CALL Newsletter No. 95-7, pp. IV-2].

b) Specified, implied, and mission-essential tasks. [LL-CALL Newsletter No. 95-7, p. IV-2].

c) Division mission statement and division commander's intent. [LL-CALL Newsletter No. 95-7, p. IV-2].

d) Weather data. [LL-CALL Newsletter No. 95-7, p. IV-2].

e) Constraints and limitations. [LL-CALL Newsletter No. 95-7, p. IV-2].

f) Critical facts and assumptions. [LL-CALL Newsletter No. 95-7, p. IV-2].

g) Timeline, including expected enemy events. [LL-CALL Newsletter No. 95-7, pp. IV-2].

h) Task organization. [LL-CALL Newsletter No. 95-7, p. IV-2].

i) Brigade commander's guidance. [LL-CALL Newsletter No. 95-7, p. IV-2].

j) Brigade commander's CCIR. [LL-CALL Newsletter No. 95-7, p. IV-2].

k) The COA development sketch. [LL-CALL Newsletter No. 95-7, p. IV-2].

l) The COA comparison. [LL-CALL Newsletter No. 95-7, p. IV-2].

m) War game worksheet. [LL-CALL Newsletter No. 95-7, p. IV-2].

n) The CSS synchronization matrix. [AN].

o) The DST. [LL-CALL Newsletter No. 95-7, p. IV-2].

g. The brigade rear CP personnel coordinate with the FSB support operations section for resupply of brigade subordinate units. [AN].

1) Continuously update supply status and materiel readiness information through unit LOGSTATs and daily logistics meetings. [AN].

2) Continuously monitor status of Classes III, V, VIII, and IX in brigade. [AN].

3) Forward consolidated supply requirements for all brigade units to the FSB support operations. [AN].

4) Forward requests for Class II or VII end items which have been identified in LOGSTATs and SITREPs as destroyed. [FN-NTC CSS OCs].

PREPARATION Tasks and Task Elements

13. **The brigade S1 and the brigade S4 move and establish the brigade rear command post where it can coordinate combat service support and sustain brigade operations.**

d. The brigade S4 coordinates with the FSB support operations section for continuous support to the brigade during movement of the BSA. [ARTEP 63-216-MTP, Task 63-1-1010].

1) Identifies anticipated requirements during period of the move. [ARTEP 63-216-MTP, Task 63-1-1010].

2) Coordinates movement of rear CP elements with movement of the FSB support operations section. [AN].

g. The brigade rear CP confirms or re-establishes communications with higher and subordinate units. [ARTEP 71-3-MTP, Task 71-3-4004/1d].

1) All units operating in the BSA establish and maintain radio, wire, or messenger communications with the brigade rear CP/FSB CP. [FM 71-3, p. 6-34/8-19].

2) The brigade rear CP maintains wire communications with subordinate units operating in the BSA. [ARTEP 71-3-MTP, Task 71-3-4004/1e].

3) The brigade rear CP/FSB CP maintains radio communications on: [ARTEP 71-3-MTP, Task 71-3-4004/1d].

a) Brigade command net. [AN].

b) FSB command net. [FM 63-20, p. 3-13].

c) Brigade A/L net (NCS). [FM 71-3, p. H39].

d) Division A/L net. [AN].

e) DISCOM Log/Ops net. [FM 63-20, p. 3-13].

f) DISCOM Cmd/Ops net. [FM 63-20, p. 3-13].

g) Brigade O&I net. [FN-CGSC, CSS SMEs].

4) The brigade rear CP maintains a representative in brigade main CP as a CSS planner. [FN-NTC CSS OCs].

14. **The brigade staff acquires logistics information during brigade preparation for the battle.**

a. The brigade rear CP personnel monitor the current brigade tactical situation. [ARTEP 71-3-MTP, Task 71-3-4004/2; 4002/1; 1012/3].

1) Continuously monitor brigade command, O&I, and A/L radio nets. [ARTEP 71-3-MTP, Task 71-3-1012/3b].

2) Collect brigade SPOTREPs, SITREPs, INTSUMs, and PERINTREPs. [FM 71-3, p. H-91].

3) Perform battletracking by constantly monitoring the brigade's operations to determine the status of mission preparation. [LL-CALL Newsletter No. 94-2, p. II-9].

4) Exchange information with the brigade S1/S4 representative in the brigade main CP. [AN].

a) The brigade S1/S4 representative in the brigade main CP ensures that loss reports are promptly forwarded to the rear CP. [FN-NTC Commander's Memo, p. 17].

b) The brigade S1/S4 representative in the brigade main CP frequently exchanges equipment and personnel status information with the brigade rear CP personnel. [FN-NTC Commander's Memo, p. 17].

c) The brigade S1/S4 representative in the brigade main CP ensures that the brigade rear CP is immediately informed of any enemy activity that might impact on the BSA or any other CSS activity (e.g., MSR, convoys). [AN].

d) The brigade S1/S4 representative in the brigade main CP ensures that the brigade rear CP is immediately informed of any changes in weather forecast that might impact on the BSA or any other CSS activity (e.g., MSR, convoys). [AN].

e) The brigade S1/S4 representative in the brigade main CP keeps the brigade main CP informed of the brigade CSS situation. [AN].

5) The brigade S1/S4 representative in the brigade main CP attends daily staff meetings at the brigade main CP. [AN].

b. The brigade S4 section acquires subordinate unit orders, LOGSTATs, and logistics SPOTREPs from subordinate unit S4s and separate company/detachment 1SGs. [FM 71-3, pp. 60, 79].

1) Obtains plans for all supported units (Bn TFs, field artillery, ADA, engineer, etc.) to identify when, how, and where units will perform missions. [FM 71-3, pp. 8-17 to 8-19].

2) Obtains information from supported units on their unit-specific support requirements. [LL-CALL Newsletter No. 94-2, p. I-3].

3) Obtains both quantities of on-hand and forecasted requirements for all classes of supply from unit LOGSTATs. [FN-NTC CSS OCs].

4) Consolidates requirements for all classes of supply for all units in brigade. [FN-NTC CSS OCs].

c. The brigade S4 monitors the implementation of the support plan in conjunction with the FSB support operations section. [FM 71-3, p. 8-8].

1) The brigade S4 monitors status of the Class III system in conjunction with the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1026/1; FN-CASCOM Training Directorate].

a) Obtains Class III consumption forecasts from all units in the brigade area. [FM 63-2, p 7-1].

b) Obtains reports on current bulk and packaged Class III levels from the FSB support operations section and the Class III distribution point(s). [ARTEP 63-216-MTP, Task 63-1-1026/2d].

2) The brigade S4 monitors status of the Class V system in conjunction with the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1027/1].

a) Obtains subordinate units' on-hand status and requirements for Class V. [FM 63-2, p. 6-4].

b) Obtains reports on Class V issued to subordinate units from the FSB support operations section and the ASP. [ARTEP 63-216-MTP, Task 63-1-1026/2d].

3) The brigade S4 monitors status of engineer Class IV and V in conjunction with the FSB support operations section. [AN].

a) Obtains subordinate units' requirements for throughput of Class IV/V from the unit LOGSTATs. [FN-NTC CSS OCs].

b) Obtains time of establishment and location of Class IV/V points in forward area from Bn TF LOGSTATs. [FN-NTC CSS OCs].

c) Obtains both quantities of on-hand and forecasted requirements for Class IV/V from subordinate units' LOGSTATs. [LL-CALL Newsletter No. 91-5, p. 15].

d) The FSB support operations section and the FSB supply company notify the brigade S4 when Class IV/V arrives at BSA and provides the brigade S4 with the location. [FN-NTC CSS OCs] .

4) The brigade S4 monitors status of Class IX in conjunction with the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1028/1].

a) Obtains subordinate units' on-hand status and requirements for Class IX. [FM 63-2, p. 6-4].

b) Obtains reports on status of subordinate units' PLL from the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1028/1c; FN-CASCOM Training Directorate SMEs].

5) The brigade S4 monitors Class I, water, Class II, Class IV, Class VI, Class VII, and Class VIII support in conjunction with the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1029/1, 1029/2, 1029/3].

a) Obtains subordinate units' on-hand status and requirements for Class I, Class II, Class IV, Class VI, Class VII, and Class VIII. [FM 63-2, p. 6-4].

b) Obtains current locations of all water points in the BSA and in the DSA. [ARTEP 63-216-MTP, Task 63-1-1030/2a].

c) Obtains reports on status of subordinate units' Class I, Class II, Class IV, Class VI, Class VII, and Class VIII from the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1029].

d) Obtains battle loss information and Class VII replacement requirements from unit LOGSTATs and logistics SPOTREPs. [ARTEP 63-216-MTP, Task 63-1-1029/3a].

d. The brigade chemical officer obtains reports on the status and location of NBC equipment and supplies from subordinate unit S4s and separate company/detachment commanders. [AN].

e. The MP platoon leader obtains reports on the number of EPW, civilian internees, and civilian refugees being received, processed, and evacuated at the brigade EPW or refugee collecting points. [ARTEP 71-3-MTP, Task 71-3-1202/2].

f. The brigade S5 obtains reports on number of civilian refugees being processed and requiring support from the brigade. [AN].

g. The brigade surgeon monitors medical requisitions and issues from the medical company to Bn TFs' aid stations in conjunction with the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1031/2].

15. **The brigade staff evaluates logistics information during brigade preparation for the battle.**

a. The brigade S4 section analyzes reports and messages to determine impact on logistical plans. [ARTEP 71-3-MTP, Task 71-3-4001/5b].

1) Analyzes brigade SPOTREPs, SITREPs, INTSUMs, and PERINTREPs. [FM 71-3, p. H-91].

a) Identifies adjustments or changes in requirements based on friendly unit activities or changes in friendly situation. [AN].

b) Identifies enemy activities or changes in enemy situation that could impact on CSS locations or activities (e.g., BSA, convoys, MSR). [AN].

c) Identifies updates in weather forecasted for the AO that could impact on CSS operations or activities (e.g., reduced trafficability on MSR due to rain.) [AN].

2) Assesses information received from the brigade S1/S4 representative in the brigade main CP. [AN].

a) Compares loss reports received from the brigade main CP with subordinate unit LOGSTATs. [AN].

b) Validates equipment and personnel status from the brigade main CP with the equipment and personnel status in the brigade rear CP. [FN-NTC Commander's Memo, p. 17].

c) Compares enemy activity updates with information from the brigade S2 to determine/verify threat to CSS locations, operations, and activities. [AN].

3) Assesses the results of battletracking to ensure ability to anticipate future support requirements and to provide additional CSS on short notice. [LL-CALL Newsletter No. 94-2, p. II-9].

a) Analyzes the brigade's operations to determine the status of mission preparation. [LL-CALL Newsletter No. 94-2, p. II-9].

b) Analyzes the brigade's operation order. [LL-CALL Newsletter No. 94-2, p. II-9].

c) Analyzes brigade subordinate units' operations orders. [AN].

b. The brigade S4 section analyzes orders, LOGSTATs, and logistics SPOTREPs from subordinate unit S4s and separate company/detachment 1SGs. [FM 71-3, pp. 60, 79].

1) Analyzes plans from all supported units to identify logistics requirements. [AN].

2) Analyzes information from supported units to identify unit-specific support requirements. [LL-CALL Newsletter No. 94-2, p. I-3].

3) Ensures that unit LOGSTATs include quantities on hand as well as forecasted requirements for all classes of supply. [LL-CALL Newsletter No. 91-5, p. 15].

4) Evaluates unit LOGSTATs to confirm that subordinate unit S4s are requesting the correct type and volume of supplies based on their mission. [FN-NTC CSS OCs].

5) Determines if requested supplies and are being received when needed. [AN].

6) Analyzes LOGSTATs for unit Class III requirements to determine overall brigade requirements. [AN].

7) Uses data from LOGSTATs to assess Class V status of subordinate units. [LL-CALL CTC Trends, NTC 1QFY95, p. II-20].

   a) Identifies requirements to assist subordinate unit implementation of measures to maintain accurate inventories of on-hand Class V, such as: [LL-CALL CTC Trends, FN-NTC 1QFY95, p. II-20].

      (1) Track munitions available for draw. [LL-CALL CTC Trends, FN-NTC 1QFY95, p. II-20].

      (2) Track ammunition haulers by bumper number. [LL-CALL CTC Trends, FN-NTC 1QFY95, p. II-20].

      (3) Establish triggers to push backup supply of Class V. [LL-CALL CTC Trends, FN-NTC 1QFY95, p. II-20].

   b) Ensures that Class V estimates include the status of on-hand Class V. [LL-CALL CTC Trends, FN-NTC 1QFY95, p. II-20].

8) Uses data from LOGSTATs to assess engineer Class IV and V status of subordinate units. [AN].

   a) Ensures that unit LOGSTATs include both quantities of on-hand and forecasted requirements for engineer Class IV/V . [LL-CALL Newsletter No. 91-5, p. 15].

   b) Verifies that time of establishment and location of engineer Class IV/V points are identified on LOGSTATs from Bn TF or engineer Bn S4s. [FN-NTC CSS OCs].

   c) Monitors receipt and issue of engineer Classes IV and V. [AN].

   d) Specifically monitors receipt and issue of mines during defense as a critical requirement. [FN-NTC CSS OCs].

9) Compares critical Class IX requirements included in LOGSTATs with equipment status reports. [AN].

10) Analyses LOGSTATs to ensure that units are maintaining prescribed loads of sustainment supplies (e.g., Class I, water, II, VI, and VII). [AN].

11) Contacts subordinate units' S4s to verify/clarify LOGSTATs if requirements are questionable. [FN-NTC CSS OCs].

c. The brigade S4 section conducts logistical staff visits, usually during periods of non-engagement. [ARTEP 71-3-MTP, Task 71-3-4001/5c].

1) The brigade S4 or his representative conducts daily staff visits with subordinate unit S4s and BMOs in subordinate unit field trains, combat trains, and UMCPs to: [FN-NTC CSS OCs].

a) Verify requirements. [FN-NTC CSS OCs].

b) Verify the status of supplies on hand. [FN-NTC CSS OCs].

c) Confirm the receipt of all classes of supplies and maintenance assistance as requested from the FSB companies. [FN-NTC CSS OCs].

d) Specifically confirm the receipt and issue of mission-critical supplies to each Bn TF (e.g., Class III, IV, V, and mines). [AN].

2) The brigade S4 or his representative conducts staff visits with the FSB S3, the FSB support operations officer, and the ATP to: [FN-NTC CSS OCs].

a) Verify BSA security and defense requirements with the FSB S3. [FN-NTC CSS OCs].

b) Verify the status of supply company issue to Bn TFs with the FSB support operations officer. [FN-NTC CSS OCs].

c) Verify the throughput issue of Class IV to Bn TFs with the FSB support operations officer. [FN-NTC CSS OCs].

d) Confirm the results of daily reports on amounts of Class V received and issued to each unit with ATP. [FN-NTC CSS OCs].

d. The brigade S4 evaluates the status of support in conjunction with the FSB support operations section. [FM 71-3, p. 8-8].

1) The brigade S4 monitors the status of the Class III system in conjunction with the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1026/1; FN-CASCOM Training Directorate].

a) Verifies current bulk and packaged Class III levels based on the FSB support operations section and Class III distribution point(s) daily status reports. [ARTEP 63-216-MTP, Task 63-1-1026/2d].

b) Compares subordinate units' LOGSTATs and Class III consumption forecasts with the FSB support operations section reports to determine subordinate units' basic load status and to validate forecasted requirements. [AN].

c) Verifies that subordinate units' basic load of Class III is being maintained at the prescribed levels. [AN].

2) The brigade S4 monitors the status of the Class V system in conjunction with the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1027/1].

a) Compares subordinate units' on-hand and requested Class V with Class V unit basic load by combat system to ensure that subordinate units' S4s are maintaining Class V status. [LL-CALL CTC Trends, FN-NTC, 4QFY94, p. 15].

b) Assesses Class V requisitions and issues from ATPs to Bn TFs based on the FSB support operations section reports to ensure compliance with CSR. [ARTEP 63-216-MTP, Task 63-1-1027/2b].

c) Verifies that subordinate units' basic load of Class V is being maintained at the prescribed levels. [AN].

3) The brigade S4 monitors the status of Class IX by comparing subordinate units' LOGSTAT information with subordinate units' PLL status based on the FSB support operations section reports. [ARTEP 63-216-MTP, Task 63-1-1028/1c; FN-CASCOM Training Directorate SMEs].

4) The brigade S4 monitors Class I, Class II, Class IV, Class VI, Class VII, and Class VIII support by comparing subordinate units' LOGSTAT information with the FSB support operations section reports on requisitions and issues between subordinate units and the FSB supply company. [ARTEP 63-216-MTP, Task 63-1-1029/1a, 1029/2a].

5) The brigade S4 section monitors subordinate units' maintenance operations and evaluates their ability to support current operations by comparing subordinate units' equipment status reports with the FSB support operations section reports on Class IX and maintenance backlog. [ARTEP 71-3-MTP, Task 71-3-4003/2b].

e. The brigade chemical officer assesses the brigade's ability to respond to NBC requirements based on NBC equipment and supplies status updates from subordinate unit S4s and separate company/detachment commanders. [AN].

f. The MP platoon leader assesses sufficiency of logistics support to EPW operations by comparing the number of EPW and civilian internees being received, processed, and evacuated with capacity of EPW collecting points and supplies on hand. [AN].

g. The brigade S5 and MP platoon leader assess sufficiency of logistics support to civilian refugee operations by comparing the number of civilian refugees being received, processed, and evacuated with capacity of civilian refugee collecting points and supplies on hand. [AN].

h. The brigade surgeon assesses compliance with sustainment controls by comparing medical requisitions and issues from the medical company to Bn TF's aid stations with published controls and requirements. [AN].

16. **The brigade rear command post updates products and maintains operations and combat service support status during brigade preparation for the battle.**

a. The brigade rear CP personnel maintain current operations and CSS SITMAPs, information displays, and journals. [ARTEP 71-3-MTP, Task 71-3-3003/2].

1) Friendly SITMAPs to ensure that battletracking reflects accurate, current situation. [ARTEP 71-3-MTP, Task 71-3-1012/3a; 4004/2b].

2) Enemy SITMAPs to ensure accurate depiction of threat to rear area operations and routes. [AN].

3) Daily staff journals. [ARTEP 71-3-MTP, Task 71-3-4004/2a; 1012/2c].

4) Information displays to visually display critical data. [ARTEP 71-3-MTP, Task 71-3-4004/2c].

a) Information displays during preparation for offensive operations include: [LL-CALL Newsletter No. 95-7, p. IV-2].

(1) Class III/V status. [LL-CALL Newsletter No. 95-7, p. IV-2].

(2) Subordinate units' order issue and rehearsals status. [LL-CALL Newsletter No. 95-7, p. IV-2].

(3) Task organization completion status. [LL-CALL Newsletter No. 95-7, p. IV-2].

(4) Maintenance status. [LL-CALL Newsletter No. 95-7, p. IV-2].

(5) Combat power status. [LL-CALL Newsletter No. 95-7, p. IV-2].

(6) Breach assets and rehearsals status. [LL-CALL Newsletter No. 95-7, p. IV-2].

(7) Pre-combat inspections status. [LL-CALL Newsletter No. 95-7, p. IV-2].

b) Information displays during preparation for defensive operations include: [LL-CALL Newsletter No. 95-7, p. IV-2].

(1) Class III/IV/V status. [LL-CALL Newsletter No. 95-7, p. IV-2].

(2) Obstacle completion status. [LL-CALL Newsletter No. 95-7, p. IV-2].

(3) Combat power status. [LL-CALL Newsletter No. 95-7, p. IV-2].

(4) Survivability position completion status. [LL-CALL Newsletter No. 95-7, p. IV-2].

(5) Completion status of protective positions for CSS assets and capabilities. [AN].

(6) Subordinate units' order issue and rehearsals status. [LL-CALL Newsletter No. 95-7, p. IV-2].

5) Maintain the status of subordinate unit combat and CSS elements. [ARTEP 71-3-MTP, Task 71-3-4002/1a].

b. The brigade S4 section maintains the current status of supplies: [ARTEP 71-3-MTP, Task 71-3-4003/1].

1) Maintains accurate records of supplies on hand. [ARTEP 71-3-MTP, Task 71-3-4003/1a].

2) Records the requisition, receipt, storage, and distribution of supplies. [ARTEP 71-3-MTP, Task 71-3-4003/1b].

a) Consolidates Class III consumption forecasts from all units in the brigade area. [FM 63-2, p 7-1].

b) Maintains subordinate units' Class III basic load status. [ARTEP 63-216-MTP, Task 63-1-1026/1f].

c) Records the allocation of ground fuels based on established priorities. [ARTEP 71-3-MTP, Task 71-3-4003/1e].

d) Maintains the status of subordinate units' PLL. [ARTEP 63-216-MTP, Task 63-1-1028/1c].

e) Maintains current locations and status of all water points in the BSA and in the DSA. [ARTEP 63-216-MTP, Task 63-1-1030/2a].

f) Maintains subordinate units' Class I, II, VI, VII supply status. [AN].

3) Records battle losses to track Class VII replacement requirements for transportation assets. [ARTEP 63-216-MTP, Task 63-1-1029/3a].

4) Records the distribution of ammunition according to the CSR. [ARTEP 71-3-MTP, Task 71-3-4003/1c].

a) Collects subordinate units' Class V requirements. [FM 63-2, p. 6-4].

b) Maintains the current status of Class V stockage levels of all brigade units. [ARTEP 63-216-MTP, Task 63-1-1027/1c].

5) Records the distribution of barrier materiel. [AN].

a) Collects subordinate units' engineer Class IV and V requirements. [AN].

b) Maintains the current status of engineer Class IV and V stockage levels of all brigade units. [AN].

c) Specifically maintains the status of receipt and issue of mines during defense as a critical requirement. [FN-NTC CSS OCs].

6) Records the requisition, receipt, and storage of nuclear and chemical associated supplies. [ARTEP 71-3-MTP, Task 71-3-4003/1d].

7) Records the status of the clearing of obstructions and repairing of routes in support of tactical and logistical plans [ARTEP 71-3-MTP, Task 71-3-8005/1j].

c. The brigade S4 section maintains the current status of equipment readiness in the brigade. [ARTEP 71-3-MTP, Task 71-3-4003/2].

1) Maintains the consolidated brigade weapons status/combat power board. [ARTEP 71-3-MTP, Task 71-3-4003/2a].

2) Maintains the current maintenance status of subordinate units. [ARTEP 71-3-MTP, Task 71-3-4003/2b].

3) Maintains a record of battle losses to track Class VII replacement requirements. [ARTEP 63-216-MTP, Task 63-1-1029/3a].

d. The brigade chemical officer maintains the status of NBC equipment and supplies. [AN].

1) Decontamination equipment and supplies. [AN].

2) Protective clothing, equipment, and supplies. [AN].

e. The brigade surgeon maintains the status of medical requisitions and the issue of medical supplies to ensure compliance with sustainment controls. [ARTEP 63-216-MTP, Task 63-1-1031/2].

17. **The brigade staff coordinates logistics operations during brigade preparation for the battle.**

a. The brigade XO coordinates and directs CSS support for the brigade. [ARTEP 71-3-MTP, Task 71-3-0002/1].

1) Ensures that supplies, maintenance, transportation, and services are available to brigade units. [ARTEP 71-3-MTP, Task 71-3-0002/1/2].

2) Ensures synchronization of CSS with other battlefield operating systems, the brigade commander's intent, and the brigade tactical plan. [FN-CGSC CSS SME].

b. The brigade S4 coordinates support during preparation for current operations with the FSB support operations section. [FM 71-3, p. 8-8].

1) The brigade S4 coordinates Class III support activities with the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1026/2].

a) Class III pickup schedules. [ARTEP 63-216-MTP, Task 63-1-1026/2a].

b) Class III deliveries by the FSB. [ARTEP 63-216-MTP, Task 63-1-1026/2c].

c) Fuel diversions or re-routes to meet unexpected requirements. [ARTEP 63-216-MTP, Task 63-1-1026/2e].

d) Throughput bulk products delivery. [ARTEP 63-216-MTP, Task 63-1-1026/1g].

e) Resolution of actual or anticipated Class III problems through FSB support operations with the DMMC. [ARTEP 63-216-MTP, Task 63-1-1026/1h].

f) Use of host nation or captured POL after it has been tested. [LL-CALL Newsletter No. 94-2, p. II-6].

g) Class III support for offensive operations. [ARTEP 63-216-MTP, Task 63-1-1026/3].

(1) Implementation of increased consumption plan through FSB support operations with the DMMC. [ARTEP 63-216-MTP, Task 63-1-1026/3b].

(2) Adjustments by FSB support operations of bulk fuel forecasts to reflect increased requirements identified by the brigade S4. [ARTEP 63-216-MTP, Task 63-1-1026/3c].

(3) Relocation of Class III supply points to forward locations when the attack develops. [ARTEP 63-216-MTP, Task 63-1-1026/3d].

(4) Throughput of bulk fuel and fog oil distribution. [ARTEP 63-216-MTP, Task 63-1-1026/3f].

(5) Airdrop or slingload resupply of bulk fuel. [ARTEP 63-216-MTP, Task 63-1-1026/3g].

(6) Placement of refuel assets with Bn TF, if appropriate. [LL-CALL Newsletter No. 94-2, p. II-6].

h) Class III support for defensive operations. [ARTEP 63-216-MTP, Task 63-1-1026/4].

(1) Stockpiling of limited amounts of Class III products in centrally located battle positions. [ARTEP 63-216-MTP, Task 63-1-1026/4a].

(2) The POL portion of push-packages are forward in required amounts until units request suspension of delivery through the brigade S4. [ARTEP 63-216-MTP, Task 63-1-1026/4b].

(3) Adjustments to fuel consumption forecast to reduce quantity of fuel pushed forward. [ARTEP 63-216-MTP, Task 63-1-1026/5a].

(4) Evacuation of petroleum products to planned fallback points. [ARTEP 63-216-MTP, Task 63-1-1026/5b].

(5) Resupply of Class III assets during periods of limited visibility to reduce detection or interference. [ARTEP 63-216-MTP, Task 63-1-1026/4c].

(6) Security requirements with the brigade S3. [ARTEP 63-216-MTP, Task 63-1-1026/5e].

i) Class III support in an NBC environment. [ARTEP 63-216-MTP, Task 63-1-1026/6].

(1) Identification of location, type, and amount of contaminated petroleum products within the BSA. [ARTEP 63-216-MTP, Task 63-1-1026/6a].

(2) Criteria for issue of contaminated petroleum products. [ARTEP 63-216-MTP, Task 63-1-1026/6b].

2) The brigade S4 and FSB support operations section coordinate execution of ROM with the brigade S3. [FN-NTC CSS OCs].

a) Confirmation of ROM method to be used. [FN-NTC CSS OCs].

(1) Plus up of a specific amount of fuel (e.g., 100 gallons per M1 tank). [AN].

(2) Time available for each unit on the pump (e.g., five minutes of pump time per vehicle), based on time on site for each group of vehicles. [AN].

b) Prioritization of Bn TFs to receive ROM. [FM 71-3, p. H-70].

c) Determine schedule for ROM: [FM 71-3, p. H-70].

(1) Times. [FN-NTC CSS OCs].

(2) Locations. [FN-NTC CSS OCs].

(3) Routes to be used. [FN-NTC CSS OCs].

(4) Time on site for each group of vehicles. [FN-NTC CSS OCs].

(5) Quantities of fuel required for each vehicle, based on ROM method designated. [FM 71-3, p. H-70].

d) Determination of convoy configuration being used by Bn TFs. [AN].

3) The brigade S4 coordinates Class V support activities with the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1027/2].

a) Class V supplies pickup schedules through FSB support operations with the ATP. [ARTEP 63-216-MTP, Task 63-1-1027/2a].

b) Deliveries of Class V from corps to brigade units through FSB support operations with the DAO and the division MCO. [ARTEP 63-216-MTP, Task 63-1-1027/2c].

c) Diversions or re-routing of Class V to meet unexpected requirements. [ARTEP 63-216-MTP, Task 63-1-1027/2e].

d) Resolutions of actual or anticipated Class V problems with the brigade S3, FSB support operations, DAO, and DISCOM S2/3. [ARTEP 63-216-MTP, Task 63-1-1027/1d; FN-CASCOM Training Directorate].

e) Development of standardized, pre-configured ammunition loads based on expected ammunition haul requirements. [LL-CALL Newsletter No. 94-2, p. II-2].

f) Prepositioning of combat-load configured supplies in brigade and battalion trains. [LL-CALL Newsletter No. 94-2, p. I-4].

g) Class V support for offensive operations. [ARTEP 63-216-MTP, Task 63-1-1027/3].

   (1) Movement of the ATP as far forward as possible. [ARTEP 63-216-MTP, Task 63-1-1027/3d].

   (2) Movement of ATP preplanned and pre-configured Class V push-packages (CCLs). [ARTEP 63-216-MTP, Task 63-1-1027/3e].

   (3) Airdrop or slingload resupply of Class V. [ARTEP 63-216-MTP, Task 63-1-1027/3f].

   (4) Adjustment and redistribution of Class V stocks as the tactical situation changes. [ARTEP 63-216-MTP, Task 63-1-1027/3g].

h) Class V support for defensive operations. [ARTEP 63-216-MTP, Task 63-1-1027/4].

   (1) Stockpiling limited amounts of Class V in centrally located occupied positions forward in the main battle area. [ARTEP 63-216-MTP, Task 63-1-1027/4a].

   (2) Adjustment of basic loads to allow Bn TFs to stock increased amounts of Class V. [ARTEP 63-216-MTP, Task 63-1-1027/4b].

(3) Delivery of ATP push packages of critical ammunition (CCLs) on a scheduled basis. [ARTEP 63-216-MTP, Task 63-1-1027/4c].

(4) Resupply plan during periods of limited visibility to reduce detection or interference. [ARTEP 63-216-MTP, Task 63-1-1027/4f].

(5) Limiting the flow of ammunition forward in retrograde operations. [ARTEP 63-216-MTP, Task 63-1-1027/5b].

(6) Storage of as much ammunition as possible on mobile tractor trailers in retrograde operations. [ARTEP 63-216-MTP, Task 63-1-1027/5d].

(7) Evacuation of Class V supplies to planned fallback points as directed. [ARTEP 63-216-MTP, Task 63-1-1027/5e].

(8) Evacuation of Class V at night and during periods of limited visibility. [ARTEP 63-216-MTP, Task 63-1-1027/5f].

(9) Instructions for destruction of ammunition to prevent capture. [ARTEP 63-216-MTP, Task 63-1-1027/5c].

(10) Security requirements for movement or storing of Class V supplies with the brigade S3. [ARTEP 63-216-MTP, Task 63-1-1027/5g].

i) Class V support in an NBC environment. [ARTEP 63-216-MTP, Task 63-1-1027/6].

(1) Identification of location, type, and amount of contaminated ammunition located in BSA. [ARTEP 63-216-MTP, Task 63-1-1027/6a].

(2) Movement of contaminated stocks. [ARTEP 63-216-MTP, Task 63-1-1027/6b].

(3) Routes for transporting contaminated stock. [ARTEP 63-216-MTP, Task 63-1-1027/6c].

(4) Criteria for issuance of contaminated stock. [ARTEP 63-216-MTP, Task 63-1-1027/6d].

4) The brigade S4 coordinates maintenance supply support activities with the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1028/2].

a) Instructions on priority for repair of critical items. [ARTEP 63-216-MTP, Task 63-1-1028/3b].

b) Maintenance repair parts portion of push-packages. [ARTEP 63-216-MTP, Task 63-1-1028/4a].

c) Evacuation of supplies and equipment at night and during other periods of limited visibility, if tactical situation permits. [ARTEP 63-216-MTP, Task 63-1-1028/5g].

d) Uploading of combat-essential authorized stockage list and PLL stocks for quick redeployment forward for offensive operations. [ARTEP 63-216-MTP, Task 63-1-1028/3f].

e) Limitations on the flow of repair parts and replacement components forward during retrograde operations. [ARTEP 63-216-MTP, Task 63-1-1028/5b].

5) The brigade S4 coordinates Class II support with the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1029/1].

a) Resolution of Class II supply problems. [ARTEP 63-216-MTP, Task 63-1-1029/1b].

b) Deliveries from corps to maneuver elements. [ARTEP 63-216-MTP, Task 63-1-1029/1c].

c) Immediate/air resupply during and immediately after NBC operations or attacks. [ARTEP 63-216-MTP, Task 63-1-1029/1d].

6) The brigade S4 coordinates Class IV support with the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1029/2].

a) Resolution of Class IV supply problems. [ARTEP 63-216-MTP, Task 63-1-1029/2b].

b) Delivery schedules. [ARTEP 63-216-MTP, Task 63-1-1029/2c].

c) Increased demands during defensive operations. [ARTEP 63-216-MTP, Task 63-1-1029/2d].

7) The brigade S4 coordinates for Class VII support and deliveries with the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1029/3, 3c].

8) The brigade S4 coordinates Class I, Class VI, and water support with the FSB support operations section. [ARTEP 63-216-MTP, Task 63-1-1030/1, /2, /3].

a) Class I supply point operation schedule. [ARTEP 63-216-MTP, Task 63-1-1030/1a].

b) Resolution of Class I problems. [ARTEP 63-216-MTP, Task 63-1-1030/1c].

c) Ration change request. [ARTEP 63-216-MTP, Task 63-1-1030/1d].

d) Air resupply operations for Class I. [ARTEP 63-216-MTP, Task 63-1-1030/1e].

e) Distribution of water point operating hours. [ARTEP 63-216-MTP, Task 63-1-1030/2c].

f) Resolution of water supply problems. [ARTEP 63-216-MTP, Task 63-1-1030/2d].

g) Requests for sundry items issue. [ARTEP 63-216-MTP, Task 63-1-1030/3a].

h) Requests for exchange services. [ARTEP 63-216-MTP, Task 63-1-1030/3b].

9) The brigade S4 and the FSB support operations section coordinate the use of the sling-load system for air resupply. [LL-CALL Bulletin No 90-9, p. III-16].

a) Ensure that all units have adequate sling sets to exchange with equipment being left during a delivery to their location. [LL-CALL Bulletin No 90-9, p. III-16].

b) Coordinate with the ASP for ammunition to be pre-configured to unit combat loads suitable for sling loads. [LL-CALL Bulletin No 90-9, p. III-16].

c) Coordinate for standardized pre-packaged supplies configured to unit-specific needs, rapid distribution, and on/off loading (e.g., a company load already pre-packaged into platoon bundles). [LL-CALL Bulletin No 90-9, p. III-16].

c. The brigade S4 section and the FSB staff coordinate CSS operations during daily logistics meetings. [FN-NTC CSS OCs].

1) The brigade S4 or his representative conducts daily logistics meeting to address supply, transportation, and maintenance. [FN-NTC CSS OCs].

a) The FSB support operations officer, support operations maintenance officer, shop officer, technical supply officer, subordinate unit XO or S4s, BMOs,

maintenance chiefs, and/or HHC commanders attend the meeting. [Army Logistics Management Handbook 69-6932, p. N-5; FN-NTC CSS OCs].

b) Maintenance and overall status of equipment issues are reviewed and coordinated. (e.g., on-hand, required, due up). [FN-NTC CSS OCs].

c) Critical Class II, III, VII, and IX issues are discussed and coordinated. [FN-NTC CSS OCs].

d) Class IX management process and status is reviewed to ensure that: [LL-CALL CTC Trends, FN-NTC, 4QFY94, p. 15].

(1) PLL clerks and maintenance managers reconcile their document registers with technical supply. [LL-CALL CTC Trends, FN-NTC, 4QFY94, p. 15].

(2) Requisitions from brigade units are immediately entered into the Standard Army Retail Supply System upon delivery of the ULLS data. [LL-CALL CTC Trends, FN-NTC, 4QFY94, p. 15].

(3) Disk/formatting problems are quickly identified. [LL-CALL CTC Trends, FN-NTC, 4QFY94, p. 15].

(4) Requisitions that have gone longer than 48 to 72 hours without a valid status are reconciled. [LL-CALL CTC Trends, FN-NTC, 4QFY94, p. 15].

(5) A demand history for walk-through requisitions is created by manually posting them in ULLS. [LL-CALL CTC Trends, FN-NTC, 4QFY94, p. 15].

(6) PLL clerks use the status disk received from technical supply to update their parts status. [LL-CALL CTC Trends, FN-NTC, 4QFY94, p. 15].

e) Meetings are scheduled to occur after required CSS reports are due and relevant information has been processed and is available for review. [FN-NTC CSS OCs].

2) The FSB support operations section or the FSB S2/3 section conducts a BSA tenant meeting daily to coordinate support for the next 24 to 48 hours. [FN-NTC CSS OCs].

a) The FSB company representatives (particularly supply company), subordinate unit HHC commanders or field trains commanders, brigade S4,

and representatives from other tenants in the BSA attend the meeting. [FN-NTC CSS OCs].

b) The FSB support operations officer employs a CSS synchronization matrix to orchestrate the meeting and coordinate and manage CSS support for the next 24 to 48 hours. [LL-CALL Newsletter No. 94-2, p. II-4].

(1) Ensures that the matrix provides or includes: [LL-CALL Newsletter No. 94-2, p. II-4,5].

(a) All units supported. [LL-CALL Newsletter No. 94-2, pp. II-4, 5].

(b) All classes of supply, maintenance, and services. [LL-CALL Newsletter No. 94-2, pp. II-4, 5].

(c) Times that support is to be available. [LL-CALL Newsletter No. 94-2, pp. II-4, 5].

(d) Time windows for issue and receipts for all units. [LL-CALL Newsletter No. 94-2, pp. II-4, 5].

(e) Grid locations for activities (e.g., LRPs, ROM). [LL-CALL Newsletter No. 94-2, pp. II-4, 5].

(f) Amounts to be issued. [LL-CALL Newsletter No. 94-2, pp. II-4, 5].

(g) Priorities and unit of priority. [LL-CALL Newsletter No. 94-2, pp. II-4, 5].

(h) Other pertinent information. [LL-CALL Newsletter No. 94-2, pp. II-4, 5].

(2) The FSB support operations officer issues the CSS synchronization matrix as a FRAGO. [LL-CALL Newsletter No. 94-2, p. II-4].

c) The FSB S2/3 representative reviews areas of general concern such as defense, security, movements, etc. [FN-NTC CSS OCs].

d) The brigade S4 coordinates and reviews security and existing/potential threat levels based on updated information on the enemy situation received from the brigade main CP. [FN-NTC CSS OCs].

(1) Identifies enemy activities or changes in enemy situation that impact on CSS areas or locations (e.g., BSA, MSR). [AN].

(2) Identifies enemy activities or changes in enemy situation that could impact on CSS operations or activities (e.g., convoys, throughput). [AN].

e) Subordinate unit representatives are prepared to discuss: [FN-NTC CSS OCs].

(1) Unit supply requirements and distribution. [FN-NTC CSS OCs].

(2) FSB company status on supplies. [FN-NTC CSS OCs].

(3) When and how units are receiving supplies from the FSB or the MSB locations, or corps throughput. [FN-NTC CSS OCs].

(4) How and when units should pick up their supplies to satisfy their requirements. [FN-NTC CSS OCs].

(5) LOGPAC times and locations. [FN-NTC CSS OCs].

(6) LOGSTAT requirements/information. [FN-NTC CSS OCs].

(7) Safety. [AN].

(8) Security. [AN].

f) Subordinate unit HHC commanders are prepared to provide information on their unit's operations. [LL-CALL Newsletter No. 94-2, p. II-10].

(1) Up-to-date battle maps and graphics. [LL-CALL Newsletter No. 94-2, p. II-10].

(2) Current operations order. [LL-CALL Newsletter No. 94-2, p. II-10].

d. The brigade S4 section coordinates with the FSB support operations section and the brigade engineer for the throughput of Class IV and V materiel to the engineer supply point or as far forward as possible. [ARTEP 71-3-MTP, Task 71-3-4002/1b; FM 90-7, p. C-9; FN-CGSC CSS SME].

1) The brigade S4 forwards request for throughput of Classes IV and V through the FSB support operations section to the MMC. [FN-NTC CSS OCs].

2) The brigade S4 coordinates with the FSB support operations section for designation of a contact point in the vicinity of the BSA. [AN].

3) The FSB support operations section is responsible for throughput of Classes IV and V until it reaches the BSA. [FN-NTC CSS OCs].

4) The brigade S4 coordinates with the FSB support operations section and the FSB supply company to be notified when the Class IV and V arrives at the BSA and to be provided with the location where it can be picked up. [FN-NTC CSS OCs].

5) The brigade S4 ensures link up of Classes IV and V materiel with the Bn TF or engineer operators at BSA, once the Classes IV and V arrives. [FN-NTC CSS OCs].

   a) Directs the Bn TF or engineer representatives report to the designated Class IV and V arrival point. [FN-NTC CSS OCs].

   b) Oversees physical hand-off of Class IV/V from the FSB supply company to Bn TF or engineer representative at the BSA. [FN-NTC CSS OCs].

   c) Coordinates with Bn TF S4 or engineer representative for guides to delivery points. [FN-NTC CSS OCs].

   d) The Bn TF S4s are responsible for throughput from BSA to drop points in Bn TF area. [FN-NTC CSS OCs].

   e) The brigade S4 coordinates with the FSB support operations section for materiel handling equipment support to remove pallets of Classes IV and V from corps transportation assets at the Bn TF/engineer Classes IV and V point. [FN-NTC CSS OCs].

6) The brigade S4 ensures link up of Classes IV and V materiel with representatives from other subordinate units at BSA, once the Class IV/V arrives. [AN].

e. The brigade S4 coordinates cross-leveling of Classes IV and V between Bn TFs, as required, based on: [LL-CALL Newsletter No. 91-5, p. 15].

1) Brigade commander's priorities and concept of operations. [AN].

2) Classes IV and V on-hand status reported by Bn TFs in LOGSTATs. [LL-CALL Newsletter No. 91-5, p. 15].

3) Classes IV and V requirements identified in Bn TFs requests and forecasts. [LL-CALL Newsletter No. 91-5, p. 15].

4) Time available to accomplish supply through normal channels. [AN].

f. The brigade S5 section coordinates with the brigade S4 for requirements for local resources and support. [ARTEP 71-3-MTP, Task 71-3-5003/2a].

1) The brigade S5 section coordinates face-to-face contact between host nation officials, local labor leaders, owners of private property, and the brigade S4 for payment for required and available items. [ARTEP 71-3-MTP, Task 71-3-5003/2b].

2) The brigade S5 section ensures that host nation officials have delivered the required, available, negotiated, and paid for items. [ARTEP 71-3-MTP, Task 71-3-5003/2d].

g. The brigade surgeon and the FSB medical company commander coordinate for medical (Class VIII) supplies and maintenance of medical equipment through the FSB support operations section. [FM 63-2, pp. 5-4, 5-6; FN-CGSC CSS SME].

h. The brigade S4 and the brigade S5 coordinate civil-military logistics support requirements. [AN].

1) Availability of logistical support for civil-military operations. [ARTEP 71-3-MTP, Task 71-3-4002/4a; 5004/e1].

2) Release of civil affairs stocks. [ARTEP 71-3-MTP, Task 71-3-5004/2e3].

3) Acquisition or procurement of local civilian supplies and barrier materiel to support brigade logistics requirements. [ARTEP 71-3-MTP, Task 71-3-4002/4c, 4003/1f].

i. The brigade S4 coordinates with the FSB support operations section for unit distribution of selected supplies. [FM 71-3, p. 8-14].

1) Unit distribution by corps assets of Class IV barrier materiel to emplacement sites. [FM 71-3, p. 8-14].

2) Throughput of selected Class VII major end items directly to the user in the forward area. [FM 71-3, p. 8-14].

3) Unit distribution for emergency resupply via motor or air transport. [FM 71-3, p. 8-14].

j. The brigade S4 coordinates with the FSB support operations section for continuous support to the brigade during movement of the BSA. [ARTEP 63-216-MTP, Task 63-1-1010].

1) Identifies anticipated requirements during period of the move. [ARTEP 63-216-MTP, Task 63-1-1010].

2) Coordinates movement of rear CP elements with movement of the FSB support operations section. [AN].

18. **The brigade staff communicates logistics information during brigade preparation for the battle.**

a. The brigade S4 section performs logistical staff supervision. [ARTEP 71-3-MTP, Task 71-3-4001/5].

1) Ensures that logistic decisions are disseminated, understood, and executed. [ARTEP 71-3-MTP, Task 71-3-4001/5a].

2) Disseminates supply information during logistical staff visits. [AN].

b. The brigade rear CP personnel advise the brigade commander, brigade S3, and the brigade main CP on progress of logistical plan execution. [ARTEP 71-3-MTP, Task 71-3-4001/5d].

c. The brigade S4 section communicates CSS requirements to the brigade commander, the FSB commander, and higher headquarters. [ARTEP 71-3-MTP, Task 71-3-4002/1d].

d. The brigade rear CP personnel recommend revisions of the logistical plan to the brigade commander and the brigade S3 as required. [ARTEP 71-3-MTP, Task 71-3-4001/5e].

1) Adjustments to brigade CSS operations based on assessment of current brigade tactical and logistics situation. [ARTEP 71-3-MTP, Task 71-3-4002/1e].

2) New locations for the BSA and new MSRs based on assessment of current brigade tactical and logistics situation. [ARTEP 71-3-MTP, Task 71-3-4002/1f].

3) The brigade S4 and the brigade S5 provide coordinated recommendations on emergency allocations of supplies for civilian support to the brigade S3. [ARTEP 71-3-MTP, Task 71-3-5004/2e2].

e. The brigade S4 section provides information on preparation situation and changing priorities to subordinate unit S4 sections and separate company/detachment commanders. [ARTEP 71-3-MTP, Task 71-3-4002/1c].

f. The brigade S4 section provides information on preparation situation and changing priorities to the FSB staff. [ARTEP 71-3-MTP, Task 71-3-4002/1c].

g. The brigade S4 section consolidates LOGSTAT information and forwards it to the FSB support operations section for action. [AN].

1) Consolidates requirements for all classes of supply for all units in brigade (includes brigade HHC) and forwards to the FSB support operations section. [FN-NTC CSS OCs].

2) Forwards current logistical status for supply and maintenance. [LL-CALL Newsletter No. 94-2, p. II-4].

3) Forwards Bn TF Class V requirements to the DAO representative in the BSA. [FM 63-2, p. 6-4].

4) Forwards consolidated Class III forecasts to the FSB support operations section and the division G4. [FM 63-2, p. 7-2].

5) Ensures that guidelines established for storage of POL products are known, followed, and enforced. [LL-CALL Newsletter No. 90-11, p. 20].

20. **The brigade rehearses logistics operations.**

a. The brigade XO ensures that a brigade logistics rehearsal is conducted as a part of the brigade combined arms rehearsal. [FN-NTC CSS OCs].

1) The brigade S4 and the FSB commander ensure that key logistics actions are integrated into the brigade combined arms rehearsal by briefing key actions at appropriate times. [FM 71-3, p. 3-27].

2) The brigade S4 briefs the concept of support. [FN-NTC CSS OCs].

a) Uses maneuver terms to brief logistics plans. [FN-NTC CSS OCs].

b) Links CSS activities to maneuver phases and phase lines. [FN-NTC CSS OCs].

3) The FSB commander portrays CSS movements and locations for each phase of the mission. [FN-NTC CSS OCs].

a) Conducts a walk through or rock drill with a terrain model of the rear area to show the BSA location, locations of resupply points within the BSA, routes, etc. [FN-BCTP Tm B, CSS Tm].

b) Briefs CSS for mission preparation phase (CSS "before" phase, which includes all CSS activities up to LD time), including: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(1) Current BSA locations. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(2) Critical logistical activities within the next 24 hours. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(3) Critical shortages. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(4) Throughput locations and times (e.g., ATPs, ROMs). [AN].

(5) Anticipated moves of any CSS elements prior to the brigade's LD time. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(6) Posturing (e.g., assembling pre-configured loads, pre-loading vehicles/ trailers). [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(7) Pre-positioning of CSS elements and/or supplies. [AN].

(8) Movement of the BSA and resultant support impact. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(9) Road march and supply routes. [AN].

(10) Traffic control points and any critical points on routes. [AN].

(11) Contingency plans for protection, repair, or bypass of critical points on routes. [AN].

c) Briefs entire CSS execution phase (both CSS "during" and "after" phases) using the concept of maneuver phasing, including. [AN].

(1) Supplies, maintenance, recovery, and medical/AXPs. [FN-NTC CSS OCs].

(2) Location of all key logistics assets (e.g., AXPs, LRPs, routes, FLEs, ROMs) by phase and during missions. [FN-NTC CSS OCs].

(3) Where FSB assets are located for, and during, each phase of the mission. [FN-NTC CSS OCs].

(4) What CSS activities/nodes are activated, where, and when (triggered by time or event). [FN-NTC CSS OCs].

(5) Tactical triggers for CSS activities (e.g., Class III/V resupply) linked to maneuver activities. [FN-NTC CSS OCs].

(6) Conditions for tactical rearm/refuel, locations, times during each phase of the battle. [FN-NTC CSS OCs].

(7) Tactical pauses for refuel/rearm and other critical CSS operations. [FN-NTC CSS OCs].

(8) Casualties expected (i.e., how many, where, when, how evacuated). [FN-NTC CSS OCs].

(9) Brigade/FSB/CSS activities in Bn TF areas. [FN-NTC CSS OCs].

(10) Brigade/FSB/CSS activities in other subordinate unit areas. [AN].

d) Briefs CSS for execution phase (CSS "during" phase, LD time through accomplishment of commander's intent), including: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(1) Hasty displacement plans. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(2) Alternate routes and locations. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(3) Response to rear area threats and those to supply operations. [AN].

(4) Use of aerial resupply. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(5) Use of aerial evacuation. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(6) Security measures. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(7) Traffic control. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

e) Briefs CSS for actions on the objective during execution phase (CSS "after" phase, logistics actions on the objective), including: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(1) Recovery of combat systems. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(2) Clearing casualties (e.g., routes, AXPs, alternate means of transportation). [LL-CALL CTC Bulletin No. 93-4, p. 24].

(3) Resupply of all classes of supply. [AN].

(4) Pre-positioning Class IV, Class V, and other commodities. [AN].

(5) General use routes and dedicated routes, for both access and egress. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(6) Security. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(7) Traffic control. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(8) Location of obstacles and minefields. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

4) Subordinate unit S4s and selected FSB staff plan and rehearse each CSS function area to platoon and section levels prior to the brigade CSS rehearsal, based on the brigade OPORD and the concept of support. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

5) Subordinate unit S4s and the FSB staff resolve logistics support issues (e.g., time/distance factors, terrain factors, route identification) before the brigade CSS rehearsal. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

b. The FSB commander conducts a separate CSS rehearsal following the brigade combined arms rehearsal, using the same terrain model, if possible. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26, 27].

1) The FSB commander divides the CSS mission rehearsal into three phases: before, during, after. [TC Quarterly Bulletin No. 95-8, p. 25].

2) The FSB commander, as the brigade commander's senior logistician, normally directs the rehearsal. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

a) Subordinate unit participants include, at a minimum: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(1) S4. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(2) BMO. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(3) Support platoon leader. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(4) Medical platoon leader. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(5) HHC commander. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

b) The FSB participants include: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(1) Support operations officer. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(2) S2/S3. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(3) All company commanders. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(4) Supply platoon leaders and sergeants. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(5) Ambulance platoon leaders and sergeants. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(6) MEDEVAC team leader. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(7) Shop officer. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(8) Maintenance officer. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(9) Repair control supervisor. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

c) Brigade staff participants include: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(1) S4 representative. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(2) S2 representative. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(3) S3 representative. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(4) Fire support representative. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(5) Engineer representative. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

(6) Specialty platoon (i.e., MP, chemical, air defense, signal) planners. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 26].

3) Attendees arrive on time prepared to portray their portion of the plan and bring: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

a) The brigade CSS matrix. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

b) Their plan to accomplish directed missions and tasks. [AN].

c) Map with posted overlays. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

4) The brigade S4 directs the introduction to the rehearsal: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

a) The brigade S4 orients participants to the map or terrain model, briefing: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(1) Key terrain. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(2) Routes. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(3) Security considerations. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(4) Control measures. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(5) Coordination data. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(6) Critical times. [AN].

b) The FSB commander informs participants of the length of time for the rehearsal, normally not more than one hour. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

c) The FSB commander identifies a recorder, usually the assistant brigade S4. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

d) The brigade S2 briefs: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(1) Enemy situation, composition, and capabilities. [AN].

(2) Likely enemy avenue of approach through the entire brigade area. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(3) Updated brigade intelligence data, highlighting level I and II threats. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(4) Refugee activity. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(5) Deep threats (e.g., artillery, aviation). [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

e) The brigade S3 representative briefs: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(1) Overview of the brigade mission and plan. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(2) Critical brigade decision points that may impact support and future operations. [AN].

f) Each subordinate unit S4 briefs: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(1) Current unit logistical asset status. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(2) Unit locations: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(a) Battalion aid stations (jump and main). [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(b) UMCP. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(c) Combat trains. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(d) Field trains. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 27].

(e) Maneuver units. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(3) Current combat power. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

g) The FSB support operations officer briefs: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(1) Current BSA locations. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(2) Current locations of CSS activities in the brigade rear outside the BSA. [AN].

(3) Critical logistical activities within the next 24 hours. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(4) Critical shortages. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(5) Throughput locations and times (e.g., ATPs, bulk fuel breaks). [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(6) Anticipated moves of any CSS activities prior to LD time or "defend as of" time. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

h) The FSB support operations officer uses the FSB's synchronization matrix as the basis for integrating DS logistical functions. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

5) During "before phase" rehearsal, unit representatives brief all CSS activities for all required subordinate unit and brigade movements from current location to

tactical assembly areas, attack positions, or the LD. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

a) Each briefer links CSS activities to maneuver phases and phase lines. [FN-NTC CSS OCs].

   (1) Identifies CSS requirements generated by moves. [AN].

   (2) Describes and demonstrates how CSS requirements will be met. [AN].

b) Subordinate unit S4s describe: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

   (1) Terrain. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

   (2) Routes. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

   (3) Times. [AN].

   (4) Security. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

   (5) Safety. [AN].

   (6) Enroute requirements (e.g., ROM, recovery, evacuation). [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

c) The FSB support operations officer briefs: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

   (1) Posturing (e.g., assembling pre-configured loads, pre-loading trailers). [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

   (2) Pre-positioning. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

   (3) Movement of the BSA and resultant support impact. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

   (4) Routine resupply and distribution activities. [AN].

d) All unit representatives: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

   (1) Physically move unit symbols. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(2) Provide specific times, grids, communication nets, and requirements for all activities. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(3) Describe actions at trigger points, control measures, coordination points, etc. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

6) During the "during phase" rehearsal, participants brief all CSS activities, referencing the same mission phases as the brigade OPORD. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

a) Unit representatives follow the same format and sequence as during the "before phase." [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(1) Each subordinate unit representative briefs every functional area. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(2) Each subordinate unit representative continues to physically depict locations to ensure an understanding of the relationship between position and functions on the total logistics effort. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

b) The FSB support operations officer uses the terrain model to portray CSS activities and to demonstrate how subordinate units will be supported. [FN-BCTP Tm B, CSS Tm].

(1) Briefs logistics locations, resupply, recovery, MEDEVAC, AXP locations and moves. [FN-NTC CSS OCs].

(2) Links casualty evacuation and AXPs to air corridors for air evacuation. [FN-NTC CSS OCs].

(3) Links CSS activities to brigade maneuver phases and phase lines. [FN-NTC CSS OCs].

(4) Identifies LRPs and describes how resupply will be accomplished, including the mechanics of resupply actions. [FN-BCTP Tm B, CSS Tm].

(5) Describes coordination lines, communications, and how FSB elements are positioned to resupply. [CSS BOS CH., FN-BCTP Tm B].

(6) Describes movement of the BSA, timing, methods to ensure continuous support, and decision points/triggers for moves. [AN].

(7) Identifies specific requirements for subordinate units to pick up or receive supplies from CSS activities other than the FSB or at the BSA (e.g., corps throughput of artillery Class V to DS artillery Bn). [AN].

c) All participants continually check plan for feasibility, executability, and common sense. [AN].

d) The senior logistician present ensures that actions "during" the battle contribute to the logistics preparation of the battlefield for the next fight, and include: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(1) Hasty displacement plans. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(2) Alternate routes and locations. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(3) Response to rear area threats and threats to logistics activities. [AN].

(4) Use of aerial resupply. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(5) Use of aerial evacuation. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 28].

(6) Security measures. [AN].

e) The brigade S4 gets operational briefings from key functional operators to confirm linkages from Bn TF to the FSB for specific CSS activities (e.g., MEDEVAC from point of injury to the FSB medical company, LOGPAC from the FSB to platoons.). [AN].

7) During the "after phase" rehearsal, unit representatives brief CSS measures to be taken to continue to logistically shape the battlefield for future operations. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

a) Unit representatives brief and portray logistical actions on the objective with the same level of detailed coordination as the preceding phases. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

b) Unit representatives brief: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(1) Recovery of combat systems. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(2) Clearing casualties. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(3) Resupply of all classes of supplies. [AN].

(4) Pre-positioning Class IV, Class V, and other commodities for future operations. [AN].

(5) Routes. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(6) Security. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(7) Traffic control. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

c) The senior logistician present ensures that units concentrate on speed of recovery from losses and reestablishment of the brigade's logistics base. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

d) The brigade S3 representative, MPs, and local authorities brief how they will expedite the forward movement and the evacuation of key assets. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(1) First Destination Reporting Points, if used, require specific emphasis. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(2) Dedicated routes are identified for both access and egress with emphasis on route discipline. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(3) Ensure that units know the location of obstacles and minefields. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

8) The FSB commander, brigade S4, and brigade S3 representative direct portions of the rehearsal to be repeated, as required, to brief actions resulting from changes made during the first rehearsal. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

a) Representatives identify each decision point in the brigade DST. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

b) The brigade S4, the FSB commander, and the FSB support operations officer determine potential logistics plan changes or branches that result from maneuver decisions. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

c) The FSB commander and the FSB support operations officer discuss each resulting set of branches, particularly if the branch affects division or corps throughput. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

9) All participants perform interactive coordination throughout the rehearsal. [AN].

10) The brigade S4 and the FSB commander summarize key activities at the end of rehearsals. [FM 71-3, p. 3-27].

a) The recorder recaps all changes at the end of the rehearsal, including: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(1) Adjusted timing of moves. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(2) Any route changes. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(3) Newly announced support data. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

(4) Security refinements. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

b) All participants note changes on all CSS annexes and matrices. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

11) The brigade S4 ensures that all participants receive updated products before leaving, including: [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

a) A completed CSS annex for brigade and FSB orders. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

b) A finalized CSS synchronization matrix. [LL-CALL CTC Quarterly Bulletin No. 95-8, p. 29].

EXECUTION Tasks and Task Elements

21. **The brigade rear command post maintains communications to coordinate combat service support and sustain brigade operations during brigade execution of the battle.**

a. The brigade rear CP and the FSB CP operate from a collocated CP. [FM 71-3, p. 8-19].

   1) The brigade rear CP maintains continuous operations . [ARTEP 71-3-MTP, Task 71-3-4004/1c].

   2) The brigade rear CP is under the OPCON of the FSB commander for defense of the BSA. [FM 71-3, p. 3-16].

b. The brigade rear CP and the FSB CP maintain communications with higher and subordinate units. [ARTEP 71-3-MTP, Task 71-3-4004/1d].

   1) Maintain wire communications with subordinate units operating in the BSA.

   2) Maintain radio communications on: [ARTEP 71-3-MTP, Task 71-3-4004/1e].

      a) Brigade command net. [AN].

      b) FSB command net. [FM 63-20, p. 3-13].

      c) Brigade A/L net (NCS). [FM 71-3, p. H39].

      d) Division A/L net. [AN].

      e) DISCOM Log/Ops net. [FM 63-20, p. 3-13].

      f) DISCOM Cmd/Ops net. [FM 63-20, p. 3-13].

      g) Brigade O&I net. [FN-CGSC, CSS SMEs].

c. All units operating in the BSA maintain radio, wire, or messenger communications with the FSB CP/brigade rear CP. [FM 71-3, pp. 6-34, 8-19].

d. The brigade S4 displaces to maintain communications. [AN].

   1) Moves portions of the brigade rear CP to a forward location to ensure communications between the brigade rear CP and the brigade main CP. [AN].

   2) Displaces to be able to continue to monitor brigade command net and track the battle. [AN].

   3) Displaces to operate as a radio relay to allow the brigade S3 to communicate with the brigade rear CP and the FSB CP to synchronize rear area operations. [AN].

4) Displaces to operate as a radio relay and maintain communications between Bn TF combat trains locations and the FSB CP/brigade rear CP. [AN].

22. **The brigade staff acquires logistics information during brigade execution of the battle.**

a. The brigade rear CP personnel monitor the current brigade battle and logistics situation. [ARTEP 71-3-MTP, Task 71-3-4004/2, 4002/1, 1012/3].

1) Continuously monitor brigade command, O&I, and A/L radio nets. [ARTEP 71-3-MTP, Task 71-3-1012/3b].

2) Collect brigade SPOTREPs, SITREPs, INTSUMs, and PERINTREPs. [FM 71-3, p. H-91].

3) Exchange information with the brigade S1/S4 representative in the brigade main CP. [AN].

4) Collect LOGSTATs and logistics SPOTREPs from subordinate unit S4s. [FM 71-3, pp. 60, 79].

5) Receive requests for emergency/immediate resupply from subordinate units. [AN].

b. The brigade rear CP personnel monitor execution of the logistics plan. [FM 71-3, p. 8-8].

c. The brigade surgeon section monitors status of medical supplies, equipment, and personnel. [ARTEP 71-3-MTP, Task 71-3-1302/1c].

d. The brigade surgeon section monitors requests for emergency medical resupply received by the forward support medical company. [FM 71-3, p. 8-11].

e. The MP platoon leader monitors operation of forward EPW and civilian refugee collecting point facilities. [ARTEP 71-3-MTP, Task 71-3-1202/3].

23. **The brigade staff evaluates logistics information during brigade execution of the battle.**

a. The brigade S4 section analyzes reports and messages to determine impact on logistical plans. [ARTEP 71-3-MTP, Task 71-3-4001/5b].

1) Analyzes subordinate unit LOGSTATs, SPOTREPs, and other reports to identify: [AN].

a) Subordinate unit losses. [AN].

b) Potential immediate requirements for supplies and/or equipment. [AN].

c) Significant changes in subordinate unit status or capabilities. [AN].

2) Identifies immediate requirements for supplies, equipment, or both, based on emergency requests from subordinate unit S4s or separate company/detachment commanders. [FN-NTC CSS OCs].

3) Confirms emergency requirement with subordinate unit S4, if necessary, to identify reasons for emergency. [FN-NTC CSS OCs].

4) Analyzes brigade SPOTREPs and SITREPs to identify: [FM 71-3, p. H-91].

a) Additional requirements. [AN].

b) Potential resupply opportunities. [AN].

c) Significant changes in unit status or capabilities. [AN].

5) Analyzes brigade SPOTREPs, INTSUMs, and PERINTREPs to identify: [FM 71-3, p. H-91].

a) Enemy activities posing a threat to the BSA. [AN].

b) Enemy activities posing a threat to CSS activities or operations (e.g., evacuation routes, MSR, FLE). [AN].

c) Enemy activities requiring an immediate change in CSS activities or operations. [AN].

6) Anticipates requirements based on monitored information, in conjunction with the FSB support operations section. [FM 71-3, p. 8-4].

7) Determines that trigger point has been reached to initiate movement of supplies to preplanned locations. [AN].

8) Determines that trigger point has been reached to initiate prepositioning of critical supplies. [AN].

9) Determines that trigger point has been reached to initiate movement of engineer equipment and materiel. [AN].

10) Determines that trigger point has been reached to respond to surge requirement. [AN].

b. The brigade S4 evaluates degradation of the FSB's ability to provide classes of supply, based on losses resulting from an attack on the BSA. [ARTEP 63-216-MTP, Task 63-1-1052/3i].

c. The brigade S4 evaluates degradation of the FSB's ability to provide classes of supply, based on losses resulting from an attack on other logistics elements or activities (e.g., FLE, ASP, convoy). [AN].

d. The MP platoon leader analyzes EPW operations to determine the amount of equipment and materiel necessary for shelter, security, and basic human needs. [ARTEP 71-3-MTP, Task 71-3-1202/3b].

24. **The brigade rear command post updates products and maintains operations and combat service support status during brigade execution of the battle.**

a. The brigade rear CP personnel maintain/update current operations and CSS SITMAPs, information displays, and journals. [ARTEP 71-3-MTP, Task 71-3-3003/2].

1) Maintain current enemy and friendly SITMAP. [ARTEP 71-3-MTP, Task 71-3-1012/3a; 4004/2b].

2) Prepare and maintain daily staff journals. [ARTEP 71-3-MTP, Task 71-3-4004/2a; 1012/2c].

3) Prepare and maintain information displays to visually display critical data. [ARTEP 71-3-MTP, Task 71-3-4004/2c].

a) Information displays during execution phase include: [LL-CALL Newsletter No. 95-7, p. IV-3].

(1) Combat power. [LL-CALL Newsletter No. 95-7, p. IV-3].

(2) Unit locations and activities. [LL-CALL Newsletter No. 95-7, p. IV-3].

(3) Class III/V status. [LL-CALL Newsletter No. 95-7, p. IV-3].

(4) Enemy contacts, locations, and movements. [LL-CALL Newsletter No. 95-7, p. IV-3].

(5) Enemy contacts, locations, and movements in the brigade rear area. [AN].

(6) Main aid stations, forward aid station locations, and AXPs. [LL-CALL Newsletter No. 95-7, p. IV-3].

(7) Division assets in sector (e.g., ASP, throughput, MPs). [LL-CALL Newsletter No. 95-7, p. IV-3].

(8) Status of adjacent units. [LL-CALL Newsletter No. 95-7, p. IV-3].

(9) Status of transportation system. [AN].

(a) Availability and location of subordinate unit transportation elements. [ARTEP 71-3-MTP, Task 71-3-4002/1a].

(b) Movement schedules. [AN].

(c) Condition of MSR and other routes. [ARTEP 71-3-MTP, Task 71-3-4003/1].

b) Information displays during post battle phase include: [LL-CALL Newsletter No. 95-7, p. IV-3].

(1) Subordinate unit equipment readiness. [LL-CALL Newsletter No. 95-7, p. IV-3].

(2) Subordinate unit personnel strength. [LL-CALL Newsletter No. 95-7, p. IV-3].

(3) Status of all DISCOM CSS elements supporting the brigade. [AN].

(4) Resupply status of all classes of supply. [LL-CALL Newsletter No. 95-7, p. IV-3].

(5) Prepositioning status of Class IV/V. [LL-CALL Newsletter No. 95-7, p. IV-3].

(6) Subordinate unit locations. [LL-CALL Newsletter No. 95-7, p. IV-3].

(7) Consolidation and reorganization status. [LL-CALL Newsletter No. 95-7, p. IV-3].

(8) Maintenance and casualty collection status. [LL-CALL Newsletter No. 95-7, p. IV-3].

(9) Status of transportation system. [AN].

(a) Availability and location of subordinate unit transportation elements. [ARTEP 71-3-MTP, Task 71-3-4002/1a].

(b) Movement schedules. [AN].

(c) Condition of MSR and other routes. [ARTEP 71-3-MTP, Task 71-3-4003/1].

4) Maintain the status of subordinate unit combat and CSS elements. [ARTEP 71-3-MTP, Task 71-3-4002/1a].

5) Maintain the status and locations of supporting DISCOM elements in brigade area. [AN].

6) Maintain the status of supplies. [ARTEP 71-3-MTP, Task 71-3-4003/1].

a) Quantities of supplies on hand, by class of supply. [ARTEP 71-3-MTP, Task 71-3-4003/1a].

b) Changes in subordinate unit requirements. [ARTEP 71-3-MTP, Task 71-3-4003/1b].

c) Current requirements to sustain minimum stock levels. [AN].

d) Availability of supplies in the FSB, by class. [AN].

e) Critical logistics shortages. [AN].

f) Changes in division logistics priorities. [AN].

7) Maintain the current OR status of equipment in the brigade. [ARTEP 71-3-MTP, Task 71-3-4003/2].

a) Maintain the consolidated brigade weapons status/combat power board. [ARTEP 71-3-MTP, Task 71-3-4003/2a].

b) Monitor maintenance operations to evaluate capability to support current operations. [ARTEP 71-3-MTP, Task 71-3-4003/2b].

b. The brigade surgeon section maintains status of medical supplies, equipment, and personnel. [ARTEP 71-3-MTP, Task 71-3-1302/1c].

c. The brigade main CP personnel maintain current SITMAPs, information displays, and journals: [ARTEP 71-3-MTP, Task 71-3-3003/2].

1) The brigade S3 section personnel monitor subordinate unit critical shortages of Classes III, IV, and V. [ARTEP 71-3-MTP, Task 71-3-3003/2d].

2) The brigade S3 section personnel monitor subordinate unit weapon status (crews and equipment). [ARTEP 71-3-MTP, Task 71-3-3003/2e].

25. **The brigade staff coordinates logistics operations during brigade execution of the battle.**

a. The brigade S1/S4 section and the FSB support operations section initiate actions to satisfy logistics requirements . [FM 71-3, p. 8-4].

1) Identify windows of opportunity for resupply during lulls between battles or phases. [LL-CALL Newsletter No. 94-2, p. III-1].

2) Prioritize resupply to restore the brigade's combat power: [LL-CALL Newsletter No. 94-2, p. III-1].

a) Initial logistics support for refueling and rearming operational systems. [LL-CALL Newsletter No. 94-2, p. III-1].

b) Subsequent resupply of essential major end items of equipment, basic loads of classes III and V, critical repair parts, water, and rations. [LL-CALL Newsletter No. 94-2, p. III-1].

c) Follow-on recovery and evacuation of combat-damaged equipment which requires higher echelon maintenance. [LL-CALL Newsletter No. 94-2, p. III-1].

b. The brigade S4 coordinates support of current operation with the FSB support operations section. [FM 71-3, p. 8-8].

1) Use of FLE when distances for Bn TFs to return for supplies are excessive. [FN-NTC CSS OCs].

a) The FLE is stocked with Class III, V, and water. [FN-NTC CSS OCs].

b) The Bn TFs collocate Class III and V with FLE in preparation for refuel/rearm during tactical pauses, as required. [FN-NTC CSS OCs].

2) Use of a brigade LRP to reduce turn around time for Bn TF LOGPACs. [FN-NTC CSS OCs].

3) Repositioning of critical supplies based on tactical situation (e.g., Class III, IV, and V moved forward as Bn TF move into the defense from the offense). [AN].

4) Response to battle-driven surge requirements. [AN].

a) Class III and Class V to support unexpected success/pursuit of enemy. [AN].

b) Class IV, Class V, and engineer equipment to support hasty defense or mission change from offense to defense. [AN].

c) Medical personnel, supplies, and facilities to support mass casualty situation. [AN].

5) Response to consolidation and reorganization requirements. [AN].

a) Repositioning of critical supplies (e.g., Class III, IV, V). [AN].

b) Repositioning of heavy engineer equipment (e.g., bulldozers). [AN].

6) Use of combat-configured loads to subordinate units from all forward-deployed sites. [LL-CALL Newsletter No. 94-2, p. III-2].

7) Preplanned resupply operations to be conducted at night, whenever possible. [LL-CALL Newsletter No. 94-2, p. III-2].

8) Coordinate with the FSB S2/3 and the brigade S3 sections to deconflict traffic priorities on existing roads in the brigade area. [LL-CALL Newsletter No. 94-2, p. III-2].

9) Air resupply. [AN].

a) Army rotary wing for external or internal loads. [AN].

b) The USAF fixed wing for air land or air drop resupply. [AN].

c. The brigade S4 coordinates for immediate resupply. [AN].

1) The brigade S4 forwards immediate requests to the FSB support operations section. [FN-NTC CSS OCs].

2) The brigade S4 coordinates with the brigade S3 and the brigade air liaison officer for air transportation for immediate delivery requirements. [FM 55-10, p. 10-13, 10-14].

3) The brigade S4 ensures that units have the necessary equipment to recover air items from trees (e.g., hooks, chain saws, ropes) and to evacuate them to the rear for reuse, if required. [LL-CALL Newsletter No. 94-2, p. III-2].

4) The brigade S4 coordinates with FSB support operations for unit distribution of immediate resupply via motor or air transport. [FM 71-3, p. 8-14].

5) The brigade S4 coordinates for Class V air-drop or sling-load resupply through the FSB support operations section with the DMMC DAO and DISCOM MCO. [ARTEP 63-216-MTP, Task 63-1-1027/3f].

6) The brigade S4 coordinates for fuel diversions or re-routes to meet unexpected requirements through the FSB support operations section with the DMMC. [ARTEP 63-216-MTP, Task 63-1-1026/2e].

7) The brigade S4 coordinates through FSB support operations with the DAO and ATP on Class V diversions or re-route to meet unexpected requirements. [ARTEP 63-216-MTP, Task 63-1-1027/2e].

d. The MP platoon leader coordinates with the brigade S4 to request supplies to support EPW operations: [ARTEP 71-3-MTP, Task 71-3-1202/3].

26. **The brigade staff communicates logistics information during brigade execution of the battle.**

a. The brigade rear CP personnel keep the brigade commander advised on conduct of critical logistical operations. [ARTEP 71-3-MTP, Task 71-3-4001/5d].

1) Communicate critical CSS requirements and shortfalls to the brigade commander, the FSB commander, and the division G4. [ARTEP 71-3-MTP, Task 71-3-4002/1d].

2) Recommend revisions of the logistical plan to the brigade commander, as required. [ARTEP 71-3-MTP, Task 71-3-4001/5e].

b. The brigade rear CP personnel provide information on battle situation, enemy activities, and changing logistics priorities to subordinate unit S4 sections. [ARTEP 71-3-MTP, Task 71-3-4002/1c].

c. The brigade rear CP personnel provide information on battle situation, enemy activities, and changing logistics priorities to the FSB staff. [ARTEP 71-3-MTP, Task 71-3-4002/1c].

d. The brigade rear CP personnel consolidate LOGSTAT information and forward it to the FSB support operations section for action. [AN].

1) Forward current logistical status for supply and maintenance. [LL-CALL Newsletter No. 94-2, p. II-4].

2) Forward subordinate unit Class V requirements to the DAO representative in the BSA. [FM 63-2, p. 6-4].

3) Forward consolidated Class III forecasts to the FSB support operations section and division G4. [FM 63-2, p. 7-2].

28. **The brigade S4 coordinates supply support for brigade consolidation and reorganization.**

a. The brigade commander assesses the status and capability of brigade units. [FM 71-3, p. 8-23].

b. The brigade S4 responds to changes the brigade commander makes in the brigade priorities. [FM 71-3, p. 8-23].

c. The brigade S4 coordinates with the FSB support operations section to resupply Bn TFs and other subordinate units. [AN].

1) Reposition critical classes of supply in response to the tactical situation. [AN].

2) Respond to surge requirements for any class of supply. [AN].

3) Priority of resupply to unit designated as priority for next mission by the brigade commander. [AN].

4) Restore unit stocks of Class III and Class V in the combat trains. [AN].

5) Restore combat loads of Class III and Class V on all weapons systems and vehicles. [AN].

6) Replenish Class IX to expedite repair on site of damaged vehicles. [AN].

7) Expedite movement of engineer materiel and equipment to new positions. [AN].

8) Expedite recovery of damaged vehicles, if required. [AN].

9) Replenish stocks of all other classes of supply. [AN].

d. The brigade S1 section supports the reorganization of specific company/teams to regain combat power based on the brigade commander's directions. [FM 71-3, p. H-61].

1) Identifies personnel requirements to return the unit to minimum manning status based on personnel status reports from subordinate units. [AN].

2) Identifies unit personnel for cross-leveling, redistribution, or for the forming of composite units, for both tactical and CSS units. [LL-CALL Newsletter No. 94-2, p. III-3].

3) Forwards personnel requirements to division G1. [AN].

4) Considers the use of external personnel assets, provided: [LL-CALL Newsletter No. 94-2, p. III-3].

a) They are available within the time periods allowed for reorganization. [LL-CALL Newsletter No. 94-2, p. III-3].

b) The receiving unit can assimilate them. [LL-CALL Newsletter No. 94-2, p. III-3].

5) Ensures that as much unit integrity (e.g., squad, crew, team) as possible is maintained. [LL-CALL Newsletter No. 94-2, p. III-3].

e. The brigade S4 section supports the reorganization of specific company/teams to regain combat power based on the brigade commander's directions. [FM 71-3, p. H-61].

1) Identifies requirements for equipment and supplies based on subordinate unit LOGSTATs and other reports. [AN].

a) Unit equipment (e.g., weapons, tactical vehicles, combat vehicles). [AN].

b) Organizational and individual equipment (e.g., clothing, field gear, tentage, protective masks, decontamination equipment). [AN].

c) Basic load supplies, such as: [AN].

(1) Class I and water (e.g., 3 to 4 day supply of combat rations and water). [AN].

(2) Class II (e.g., expendable NBC supplies). [AN].

(3) Class III (e.g., pre-packaged POL for combat vehicles). [AN].

(4) Class IV (e.g., wire, pickets, sandbags). [AN].

(5) Class V (e.g., combat vehicle basic loads). [AN].

(6) Class IX (e.g., restore PLL). [AN].

2) Forwards requirements for equipment and supplies to the FSB support operations section. [FN-BCTP Tm B, CSS Tm].

3) Ensures that logistics assets are available for reorganization when required. [LL-CALL Newsletter No. 94-2, p. III-3].

4) Provides current brigade tactical plans to the FSB support operations section to identify unit requirements for future operations. [AN].

5) Ensures that all maintenance efforts are restricted to mission-essential maintenance only, when directed by brigade operations or specified in brigade orders. [LL-CALL Newsletter No. 94-2, p. III-3].

6) Ensures that unit- and intermediate-level maintenance personnel: [LL-CALL Newsletter No. 94-2, p. III-3].

a) Use battle damage assessments as a basis for immediate battlefield repairs. [LL-CALL Newsletter No. 94-2, p. III-3].

b) Use battlefield cross-leveling. [LL-CALL Newsletter No. 94-2, p. III-3].

c) Use expedient repairs that restore capability. [LL-CALL Newsletter No. 94-2, p. III-3].

d) Concentrate on repair of major end items critical to the effectiveness of the unit being reorganized and within the brigade commander's priorities. [LL-CALL Newsletter No. 94-2, p. III-3].

f. The brigade S4 identifies the need to reorganize or reconstitute logistics units/assets under brigade control. [AN].

1) Recommends priorities to the brigade commander and the brigade XO. [AN].

2) Coordinates to expedite allocation of personnel and materiel assets for logistics unit reorganization or reconstitution with: [AN].

a) Brigade staff. [AN].

b) FSB support operations section. [AN].

c) Parent unit of the logistic unit being reorganized or reconstituted. [AN].

g. The brigade XO oversees the reorganization or refit of units designated by the brigade commander. [ARTEP 71-3-MTP, Task 71-3-0002/3].

h. The brigade XO ensures that reorganized or refit units are combat ready upon completion of their reorganization or refit. [ARTEP 71-3-MTP, Task 71-3-0002/4].

i. The brigade S4 notifies the FSB support operations section of the status of brigade consolidation and reorganization. [AN].

29. **The brigade conducts weapons systems replacement operations.**

a. The brigade XO oversees WSRO as the designated brigade weapon systems manager. [ARTEP 71-3-MTP, Task 71-3-0002/5; FM 71-3, p. 8-25].

1) Coordinates WSRO for systems in combat support units with division major subordinate command XOs (e.g., division artillery, engineer brigade). [FM 71-123, p. 8-12].

2) Coordinates activities of the brigade S4 and S1 to maximize number of ready to fight weapon systems. [FM 71-3, p. 8-25].

3) Implements the brigade commander's priorities for issue of weapon system assets, unit weapon system shortages, and personnel and equipment assets available to fill unit shortages. [FM 71-3, p. 8-24].

4) Ensures coordinated, S1 and S4, personnel and logistical managing, reporting, and monitoring of complete weapon systems at all echelons. [FM 71-3, p. 8-24].

5) Uses WSRO to manage the following brigade key weapons systems. [FM 71-3, p. 8-25].

a) Tank with a four-man crew. [FM 71-3, p. 8-25].

b) Mortar with a four-man crew. [FM 71-3, p. 8-25].

c) The BFV with a three-man crew. [FM 71-3, p. 8-25].

d) The M113 with a two-man crew. [FM 71-3, p. 8-25].

e) Improved TOW vehicle with a three-man crew. [FM 71-3, p. 8-26].

f) Cavalry fighting vehicle with a five-man crew. [FM 71-3, p. 8-26].

b. The brigade S4 supervises WSRO in conjunction with the brigade XO. [ARTEP 71-3-MTP, Task 71-3-4002/2e].

1) Maintains WSRO status. [ARTEP 71-3-MTP, Task 71-3-4002/2d].

2) Coordinates with the brigade XO and the FSB staff for execution of WSRO. [ARTEP 71-3-MTP, Task 71-3-4003/2f].

3) Keeps the brigade XO informed of WSRO-managed systems. [FM 71-3, p. 8-25].

c. The brigade rear CP processes WESS reports. [FM 71-3, p. 8-25].

1) The Bn TF WESS reports are received by the brigade rear CP. [FM 71-3, p. 8-25].

2) The brigade S4 also identifies Bn TF losses through LOGSTATs and other reports. [FN-NTC CSS OCs].

3) The brigade S1 and the brigade S4 sections ensure that information submitted on recurring, TSOP, personnel, and logistical reports compare with the information submitted on the Bn TF WESS report. [FM 71-3, p. 8-25].

a) The brigade S1 coordinates requirements from Bn TF reports with reports of personnel returned to duty from the brigade treatment station. [FM 71-3, p. 8-25].

b) The brigade S1 coordinates requirements from other subordinate unit reports with reports of personnel returned to duty from the brigade treatment station and forwards information to parent unit. [AN].

c) The brigade S4 coordinates requirements from Bn TF reports with reports of up-to-date equipment repairs from the FSB. [FM 71-3, p. 8-25].

d) The brigade S4 coordinates requirements from other subordinate unit reports with reports of up-to-date equipment repairs from the FSB and forwards information to parent unit. [AN].

4) The brigade S1 coordinates with the brigade S4 for personnel and WSRO interface. [ARTEP 71-3-MTP, Task 71-3-1003/3c].

5) The brigade S1 and brigade S4 submit the WESS report to the DMMC and provide an information copy to the FSB support operations section. [FM 71-3, p. 8-25].

d. The brigade XO ensures that reports are processed and coordinated as required. [FM 71-3, p. 8-25].

e. The brigade S1 notifies Bn TF S1s of projected crew gains and estimated arrival at the BSA for linkup. [FM 71-3, p. 8-26].

f. The FSB supply company notifies the brigade S4 when Class VII materiel arrives at the FSB from the MSB. [FN-NTC CSS OCs].

g. The brigade S4 section coordinates physical link up of Class VII between the FSB supply company and the unit HHC commander in the unit field trains of receiving unit so that Class VII materiel can physically pass between property book holders to ensure accountability. [FN-NTC CSS OCs].

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19-4	Military Police Battlefield Circulation Control, Area Security, and Enemy Prisoner of War Operations, May 93
25-100	Training the Force, 15 November 1988
25-101	Battle Focused Training, 30 September 1990
55-2	Division Transportation Operations, Jan 85
55-10	Movement Control in a Theater of Operations, Dec 92
63-1	Support Battalions and Squadrons, Separate Brigades and Armored Cavalry Regiment, Sep 93
63-2	Division Support Command, May 91
63-3	Corps Support Command, Sep 93
63-20	Forward Support Battalion, Feb 90
63-21	Main Support Battalion, Aug 90
71-1	Tank and Mechanized Infantry Company Team, 22 Nov 88
71-3	The Tank and Mechanized Infantry Brigade, Draft, Jul 95
71-123	Tactics, Techniques and Procedures for Combined Arms Heavy Forces, Sep 92

90-7	Combined Arms Obstacle Integration, Sep 94
100-5	Operations, Jun 93
100-10	Combat Services Support, Oct 95
101-5	Command and Control for Commanders and Staff, Jan 96
101-10-1/2	Staff Officers Field Manual, Jul 90

Army Training and Evaluation Program (ARTEP) Mission Training Plans (MTP)

71-3-MTP	Mission Training Plan for Heavy Brigade Command Group and Staff, Oct 88
63-216-MTP	Mission Training Plan for Battalion Headquarters, Forward Support Battalion, Light Infantry Division, Nov 92
63-005-MTP	Mission Training Plan for Battalion Headquarters, Forward Support Battalion, Heavy Division, Oct 88

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7-11II-MQS	Military Qualification Standards II, Infantry Branch (11), Company Grade Officer's Manual, Jul 91
9-91BCII-MQS	Military Qualification Standards II, Ordnance Branch (91BC), Company Grade Officer's Manual, Jun 91
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55-88II-MQS	Military Qualification Standards II, Transportation Corps (88), Company Grade Officer's Manual, Oct 91
10-76Z5-SM-TG	MOS 76Z (Skill Level 5) Senior Supply/Service Sergeant, Soldier's Manual and Trainer's Guide, May 89
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ACRONYMS AND ABBREVIATIONS

This component identifies the acronyms used by the author in the development of Critical Combat Functions task analysis components. For those acronyms derived from doctrinal publications, the publication appears in brackets.

	1SG	first sergeant [FM 71-3]
	1QFY95	first quarter, fiscal year 1995 [CALL CTC Trends-FN-NTC, 1QFY95]
	2IC	second in command
	3QFY95	third quarter, fiscal year 1995
	4QFY94	fourth quarter, fiscal year 1994 [CALL CTC Trends-NTC, 4QFY94]
A	A2C2	army airspace command and control [FM 71-3]
	AAR	after action reviews
	ABE	assistant brigade engineer [FM 71-3]
	ACA	airspace coordination area
	AD	air defense
	ADA	air defense artillery [FM 71-3]
	ADC	area damage control
	AFFS	Army Field Feeding Service [STP-10-94B25-SM-TG]
	A/L	administrative/logistics [FM 71-3]
	ALO	air liaison officer [FM 71-3]
	AN	author note
	AO	area of operations [FM 71-3]
	ARTEP	Army Training and Evaluation Program [FM 71-3]
	ASP	ammunition supply point [FM 71-3]

	ASR	alternate supply route [FM 55-10]
	Asst	assistant [FM 71-100]
	ATDL	Army Training Digital Library
	ATP	ammunition transfer point [FM 71-3]
	AXP	ambulance exchange point [FM 71-3]
B	BAO	battalion ammunition officer [CALL newsletter: CTC Trends - NTC, 1QFY95]
	BAS	battalion aid station
	BCBST	Battle Command and Battle Staff Training, Ft. Leavenworth, KS
	BCOC	base cluster operations center [FM 63-3]
	BCT	brigade combat team
	BCTP	Battle Command Training Program, Ft. Leavenworth, KS [FM 101-5]
	BDA	battle damage assessment [FM 71-3]
	Bde	brigade [FM 71-3]
	BFV	Bradley Fighting Vehicle (M2/M3) [FM 71-3]
	BMO	battalion maintenance officer [FM 71-2]
	Bn	battalion [FM 71-3]
	Bn TF	battalion task force [FM 71-3]
	BOS	battlefield operating system(s) [FM 71-3]
	BSA	brigade support area [FM 71-3]
	BSO	brigade signal officer [FM 71-3]
C	C2	command and control

CA	civilian affairs [FM 71-3]
CALL	Center for Army Lessons Learned [CALL Newsletter No. 92-5: Logistics Preparation of the Battlefield: A Perspective on Integrating Combat Service Support - Nov 92]
CASCOM	United States Army Combined Arms Support Command, Ft. Lee, VA [FM 63-3]
CASEVAC	casualty evacuation
CATS	Combined Arms Training Strategy
CCF	critical combat function(s)
CCIR	commander's critical information requirements [FM 71-3]
CCL	combat configured load [FM 63-3]
CCP	casualty collection point
Cdr	commander [FM 71-3]
CDS	container delivery system
CEWI	combat electronic warfare intelligence
CFST	critical fire support tasks
CGSC	Command and General Staff College, Ft. Leavenworth, KS [AR 310-50]
CL	class(es) [FM 101-5-1]
CL I	subsistence items [FM 101-5-1]
CL II	individual equipment, clothing, tool sets, housekeeping supplies [FM 101-5-1]
CL III	petroleum, oils, lubricants [FM 101-5-1]
CL IV	construction and barrier material [FM 101-5-1]

	CL V	ammunition [FM 101-5-1]
	CL VI	personal demand items [FM 101-5-1]
	CL VII	major end items [FM 101-5-1]
	CL VIII	medical material [FM 101-5-1]
	CL IX	repair parts and components [FM 101-5-1]
	Cmd/Ops	command/operations [FM 71-3]
	Co/Tm	Company/Team
	COA	course of action [FM 71-3]
	COSCOM	corps support command [FM 71-3]
	CP	command post [FM 71-3]
	CPOG	chemical protective overgarment
	CPX	command post exercise
	CSR	controlled supply rate [FM 71-3]
	CSS	combat service support [FM 71-3]
	CTC	Combat Training Center [CTC Quarterly Bulletin, 3rd Qtr. FY 95, No. 95-8, Jan 95]
	CTCP	combat trains command post [FM 71-2]
D	DAO	division ammunition officer [FM 71-3]
	DISCOM	division support command [FM71-3]
	Div	division [FM 71-3]
	DMMC	division material management center [FM 71-3]
	DOS	days of supply
	DOW	died-of-wounds

	DPICM	dual-purpose integrated conventional munition
	DS	direct support [FM 71-3]
	DSA	division support area [FM 71-3]
	DST	decision support template [FM 71-3]
	DTO	division transportation officer [FM 71-3]
	DTTP	doctrine, tactics, techniques, and procedures
	DZ	drop zone [FM 71-3]
E	EA	engagement area
	Engr	engineer [FM 5-71-3]
	EPW	enemy prisoner(s) of war [FM 71-3]
	EW	electronic warfare [FM 71-3]
F	FA	field artillery
	FASCAM	family of scatterable mines
	FASP	field artillery support plan
	FCT	fire control team
	FDC	fire direction center
	FDO	fire direction officer [CALL newsletter: CTC Trends - NTC, 1QFY95]
	FEA	front end analysis
	FLE	forward logistics element [FM 63-1]
	FLOT	forward line of our troops
	FM	field manual [FM 101-5]

	FMC	fully mission capable
	FN	field note
	FORSCOM	U.S. Army Forces Command [FM 101-5]
	FRAGO	fragmentary order [FM 71-3]
	FSB	forward support battalion [FM 71-3]
	FSCOORD	Fire Support Coordinator
	FSE	fire support element
	FSO	fire support officer [FM 71-3]
	FT	Fort, Foot (or Feet)
	FTCP	field trains command post [FM 71-2]
	FTX	field training exercise
G	G3	Operations (division); Operations and Plans (corps), General Staff [FM 101-5]
	G4	Logistics, General Staff [FM 101-5]
	GRREG	graves registration [FM 101-5]
	GS	general support
	GSR	ground surveillance radar [FM 71-3]
H	HE	high explosive
	HET	heavy equipment transport [FM 71-3]
	HHC	headquarters and headquarters company [FM 71-3]
	HMMWV	high mobility multi-purpose wheeled vehicle
	HQ	headquarters [FM 101-5]

	HSS	health service support [FM 71-3]
I	IAW	in accordance with [AR 310-50]
	INTSUM	intelligence summary [FM 71-3]
	IPB	intelligence preparation of the battlefield [FM 71-3]
L	LD	line of departure [FM 71-3]
	Ldr	leader [FM 101-5]
	LL	lessons learned [CALL Newsletter No. 92-5: Logistics Preparation of the Battlefield: A Perspective on Integrating Combat Service Support - Nov 92]
	LO	liaison officer [FM 71-3]
	LOC	lines of communication [FM 71-3]
	log	logistics [FM 71-3]
	LOGCEN	logistics center
	Log/Ops	logistics/operations [FM 71-3]
	LOGPAC	logistics package [FM 71-3]
	LOGSTAT	logistics status (report) [FM 71-123]
	LP/OP	lookout point/observation point
	LRP	logistics release point [FM 71-3]
	LZ	landing zone [FM 71-3]
M	M/CM/S	mobility, countermobility, and survivability [FM 5-71-100]
	MCC	movement control center
	MCO	movement control officer [FM 71-3]

	MCOO	modified combined obstacle overlay
	MEDEVAC	medical evacuation [FM 71-3]
	MEMO	mission essential task list
	METL	mission essential task list
	METT-T	mission, enemy, terrain, troops, and time available
	MIJI	meaconing, intrusion, jamming, and interference [FM 71-3]
	MMC	Material Management Center [FM 71-3]
	MOS	military occupation specialty [FM 71-3]
	MOPP	mission oriented protective posture [FM 71-3]
	MP	military police [FM 71-3]
	MQS	Military Qualification Standards [ARTEP 71-3-MTP]
	MRE	meals, ready to eat [FM 63-3]
	MSB	main support battalion [FM 71-3]
	MSR	main supply route [FM 71-3]
	MST	maintenance support team [FM 71-3]
	MTOE	modification table of organization and equipment [FM 71-3]
	MTP	Mission Training Plan [ARTEP 71-3-MTP]
N	NAI	named areas of interest
	NBC	nuclear, biological, and chemical [FM 71-3]
	NCO	noncommissioned officer [FM 71-3]
	NCODP	noncommissioned officer's development program
	NCS	net control station [FM 71-3]

	NICP	National Inventory Control Point [FM 63-3]
	NTC	National Training Center, Ft. Irwin, CA [Battle Command Techniques and Procedures, April 21, 1995]
O	OC	observer-controller [FM 101-5]
	OCOKA	observation and fields of fire, cover and concealment, obstacles, key terrain, and avenues of approach
	ODP	officer's development program
	OEG	operational exposure guide
	Off	officer [FM 71-100]
	OIC	officer in charge [FM 71-3]
	O&I	operations and intelligence [FM 71-3]
	OPCON	operational control [FM 71-3]
	OPLAN	operations plan [FM 71-3]
	OPORD	operations order [FM 71-3]
	Ops	operations [FM 71-3]
	OPSEC	operational security
	OR	operational readiness
P	PCI	pre-combat inspections [FM 71-3]
	PERINTREP	periodic intelligence report [FM 71-3]
	PLL	prescribed load list [FM 71-3]
	Plt	platoon [FM 101-5]
	POL	petroleum, oils, and lubricants [FM 71-3]
	POMCUS	prepositioned material configured in unit sets

	PSYOPS	psychological operations [FM 71-3]
	PZ	pickup zone [FM 71-3]
R	RACO	rear area combat operations
	ROM	refuel-on-the-move [FM 71-3]
	RP	research product
	RSR	required supply rate [FM 71-3]
	R&S	reconnaissance and surveillance
	RX	repairable exchange
S	S1	Adjutant/Personnel Officer, Brigade and Battalion Staff [FM 71-3]
	S2	Intelligence Officer, Brigade and Battalion Staff [FM 71-3]
	S3	Operations and Training Officer, Brigade and Battalion Staff [FM 71-3]
	S3-Air	Operations and Training Officer - air operations, Brigade and Battalion Staff [FM 71-3]
	S4	Supply/Logistics Officer, Brigade and Battalion Staff [FM 71-3]
	S5	Civil-Military Operations, Brigade and Battalion Staff [FM 71-3]
	SALT	supporting arms liaison team
	SAMS	Standard Army Maintenance System [FM 63-3]
	SARSS	Standard Army Retail Supply System [FM 63-3]
	SATS	Standard Army Training System
	Sec	section [FM 71-3]

	SITMAP	situation map [FM 71-3]
	SITREP	situation report [FM 71-3]
	SME	subject matter experts [FM 71-3]
	SOP	standing operating procedure(s) [FM 71-3]
	spec	specialist
	SPO	security, plans, and operations [FM 19-4]
	SPOTREP	spot report [FM 71-3]
	Spt	support [FM 71-3]
	SSSC	self-service supply center
	STAARS	Standard After Action Review System
	STP	Soldier's Training Publication [FM 25-101]
	Surg	surgeon [FM 63-3]
T	TA	task analysis
	TAA	tactical assembly area [FM 71-3]
	TACCS	Tactical Army Combat Service Support Computer System
	TACP	tactical air control party
	TACSOP	tactical operations
	TADSS	training aids, devices, simulators, and simulations
	TAI	target areas of interest
	TCP	traffic control post [FM 71-3]
	TF	task force [FM 71-3]
	TISA	troop issue subsistence activity [STP 10-94B25-SM-TG]

	Tm	team [FM 71-3]
	TOC	tactical operations center [FM 71-3]
	TOE	table of organization and equipment [FM 71-3]
	TOW	tube-launched, optically-tracked wire-guided missile
	TRADOC	Training and Doctrine Command
	Trans	transportation [FM 71-3]
	TRP	target reference point
	TSOP	tactical standing operating procedures [FM 71-3]
	TSP	training support package
	TTP	tactics, techniques, and procedures [FM 71-3]
U	UBL	unit basic load [FM 6-20-10]
	ULLS	Unit-Level Logistics Systems [FM 63-3]
	UMCP	unit maintenance collection point [FM 71-3]
	USA	United States Army
	USAF	United States Air Force
	USMC	United States Marine Corps
	USN	United States Navy
	USR	unit status report
W	WARNO	warning order [FM 101-5-1]
	WESS	weapon system status [FM 10-27-4]
	WSRO	weapon systems replacement operations [FM 71-3]

X	XO	executive officer [FM 71-3]

INDEX of
BRIGADE CRITICAL COMBAT FUNCTIONS
Grouped By Battlefield Operating System

This component lists the 39 CCFs for each BOS which have been identified as relevant to U.S. Army tactical echelon units. These CCFs were identified based on an analysis of TRADOC Pamphlet 11-9, "Blueprint of the Battlefield." The purpose of this component is to depict the BOS and the CCF which define each BOS.

INTELLIGENCE	(1)	Conduct intelligence planning.
	(2)	Collect information.
	(3)	Process information.
	(4)	Disseminate intelligence.
MANEUVER	(5)	Conduct tactical movement.
	(6)	Engage enemy with direct fire and maneuver.
AIR DEFENSE	(16)	Take active air defense measures.
	(17)	Take passive air defense measures.
FIRE SUPPORT	(7)	Employ mortars.
	(8)	Employ field artillery.
	(9)	Employ close air support.
	(10)	Conduct electronic collection and electronic attack.
	(11)	Conduct battlefield PSYOP.
	(12)	~~Employ chemical weapons.~~*
	(13)	Conduct counter target acquisition operations.
	(14)	Employ naval surface fires.
	(15)	Coordinate, synchronize and integrate fire support.
MOBILITY AND SURVIVABILITY	(21)	Overcome obstacles.
	(22)	Enhance movement.
	(23)	Provide countermobility.
	(24)	Enhance physical protection.
	(25)	Provide operations security.
	(26)	Conduct deception operations.
	(27)	Provide NBC defense.

* Although U.S. national policy has renounced the use of chemical weapons, this CCF is retained because it is a function which could be performed by other nations.

COMMAND AND CONTROL	(18)	Plan for combat operations.
	(19)	Direct and lead unit during preparation for the battle.
	(20)	Direct and lead units in execution of battle.
COMBAT SERVICE SUPPORT	(28)	Provide transport services.
	(29)	Conduct supply operations.
	(30)	Provide personnel services.
	(31)	Maintain weapons systems and equipment.
	(32)	Provide health services.
	(33)	Treat and evacuate battlefield casualties.
	(34)	Conduct enemy prisoners of war (EPW) operations.
	(35)	Conduct law and order operations.
	(36)	Conduct civil affairs operations.
	(37)	Provide sustainment engineering.
	(38)	Evacuate non-combatants from area of operations.
	(39)	Provide field services.

STRUCTURE OF CRITICAL COMBAT FUNCTIONS RELEVANT TO BRIGADE COMBAT TEAM OPERATIONS

This component provides a description of each CCF and the BOS with which it is aligned. Included with each CCF definition is a listing of major doctrinal topics and aspects addressed by the CCF. These definitions provide the necessary framework required to understand the focus of each CCF. Under most circumstances, brigade combat teams will be involved in the accomplishment of some or all aspects of the CCF. The involvement can vary from extensive, wherein the CCF is a major focus, to minor, wherein the brigade headquarters only furnishes information. In the latter instances, the involvement may not be sufficient to warrant incorporation into a brigade combat team's training program, although the brigade's responsibilities are likely addressed in its SOP for tactical operations (TACSOP). The CCF definitions were extrapolated from TRADOC Pam 350-7 "Blueprint of the Battlefield," as well as other doctrinal publications relevant to the applicable CCF or BOS.

1. **Intelligence BOS** - The ways and means of acquiring, analyzing, and using knowledge of the enemy, weather, and terrain required by a commander in planning, preparing, and conducting combat operations. These CCF are continuous throughout the planning, preparation, and execution phases of the battle.

   a. **CCF (1) Conduct Intelligence Planning** - The developing and coordinating of information relative to the enemy, weather, and terrain prior to and during the development of the unit OPORD; the planning to collect information from battlefield sources and to acquire intelligence from other headquarters. Focus of this CCF is the IPB. This CCF addresses:

      1) R & S Plan.

      2) Integrated threat templates (e.g., doctrinal, event, input to DST).

      3) Terrain and weather analysis.

   b. **CCF (2) Collect Information** - Obtaining information in any manner from the brigade combat team's (BCT's) elements and from sources outside the BCT (e.g., higher headquarters and adjacent units). This CCF includes the tasks associated with managing the processes and activities necessary to collect battlefield information which may eventually be used to provide intelligence relative to the enemy, terrain, and weather. This CCF addresses:

      1) Information collected as a result of the R & S Plan.

      2) Continuous information collection and acquisition from all sources.

   c. **CCF (3) Process Information** - Converting information into intelligence through collation, evaluation, analysis, integration, and interpretation in a continual process. This CCF addresses:

1) Evaluation of threat information.

2) Evaluation of physical environment information.

3) Integration of intelligence information.

4) Development of enemy intentions.

5) Development of targeting information.

6) Preparation of intelligence reports.

7) Update of situational template.

8) Provision of battlefield area reports.

d. **CCF (4) Disseminate Intelligence** - Transmitting of information by any means (verbal, written, electronic, etc.), from one person or place to another to provide timely dissemination of critical intelligence to all appropriate members of the combined arms team. This CCF addresses:

1) The sending of processed intelligence in a timely manner to those on the combined arms team who can, by its receipt, take appropriate actions to accomplish the mission. This includes intelligence on the enemy, terrain, and weather.

2) The sending of raw intelligence directly from those responsible for reconnaissance and surveillance to the commander should that raw intelligence be time sensitive (and not be subject to receipt and processing by intelligence analysts).

3) Dissemination of battlefield reports.

2. **Maneuver BOS** - The employment of direct fire weapons, platforms, and systems through movement and fire and maneuver to achieve a position of advantage in respect to enemy ground forces, in order to accomplish the mission. The direct fire weapons are tank guns, BFV 25mm, anti-tank guns and rockets, attack helicopter guns and rockets, small arms, crew-served weapons, and directed energy weapons systems.

a. **CCF (5) Conduct Tactical Movement** - Planning for and directing the positioning of direct fire weapons systems relative to the enemy to secure or retain positional advantage, making full use of terrain and formations. Tactical movement occurs when contact with the enemy is likely or imminent but direct fire engagement has not yet occurred. Units supporting maneuver units are included. This CCF addresses:

1) Subordinate element OPORD preparation and dissemination.
2) Preparation for movement.
3) Movement, both mounted and dismounted, and on and off road.
4) Closure of movement to tactical assembly area or tactical positions.
5) Navigation.
6) Air movement.

b. **CCF (6) Engage Enemy with Direct Fire and Maneuver** - Planning for and directing elements in ground combat with the enemy using direct fire, close combat, or both, in order to destroy the enemy or cause him to withdraw. This CCF relates only to those direct fire weapons systems associated with the maneuver BOS. This CCF addresses:

1) Preparation of engagement areas.
2) Rehearsals of battle plans.
3) Prevention of fratricide.
4) Conduct of close combat.
5) Integration of direct fire with maneuver.
6) Control of terrain.
7) Consolidation and reorganization.

3. **Fire Support BOS** - The collective, coordinated, and synchronized use of target acquisition data, indirect fire weapons, armed aircraft (less attack helicopters) and other lethal and non-lethal means against ground targets in support of maneuver force operations and to achieve the commander's intent and scheme of maneuver. The fire support BOS addresses these weapons: mortars, field artillery, close air support, electronic measures, and naval surface fires.

a. **CCF (7) Employ Mortars** - Planning for and employment of mortars by the maneuver unit to place fires on the enemy or terrain to support the commander's concept and intent.

b. **CCF (8) Employ Field Artillery** - Planning for and directing of indirect artillery fires to be placed on the enemy or terrain to support the commander's concept and intent. The fire support coordination tasks necessary to integrate the field artillery and

the maneuver units are the primary focus. This CCF does not address those field artillery tasks associated directly with those actions taken by the batteries of the artillery battalion in the conduct of their support mission such as fire direction center (FDC) operations, gun operations, etc. This CCF addresses:

1) Fire support - maneuver unit rehearsals.

2) FSE operations during the preparation and execution phases of the battle.

3) Positioning and movement within the maneuver unit sector or zone.

4) Indirect fire missions in support of maneuver commander's concept and intent.

c. **CCF (9) Employ Close Air Support** - Planning for, requesting, and employing armed aircraft (less attack helicopters) in coordination with other fire support (lethal and non-lethal) against ground targets in support of the brigade commander's concept and intent. This CCF addresses:

1) Air-ground attack requests.

2) Air space coordination and management.

3) Air liaison officer, forward air controller; other Army fire support coordination officers, United States Navy (USN)/United States Marine Corps (USMC) brigade team commander, supporting arms liaison team (SALT) and fire control team (FCT) tasks that enable air-to-ground attacks.

d. **CCF (10) Conduct Electronic Collection and Jamming** - Planning for and directing actions taken to deny the enemy effective command, control, and communications of his own tactical force in support of maneuver commander's concept and intent. This CCF includes jamming, deception, and collection.

e. **CCF (11) Conduct Battlefield PsyOps** - Planning for and directing the conduct or support of psychological operations (when psychological operations units are available) as an integral part of combat operations to bring psychological pressure to bear on enemy forces and civilians under enemy control in the battle area, to assist in the achievement of tactical objectives in support of the brigade commander's concept and intent.

f. **CCF (12) Employ Chemical Weapons**[1] - Employing chemical agents or other means to degrade enemy capabilities in support of the brigade commander's concept and intent.

g. **CCF (13) Conduct Counter Target Acquisition Operations** - Planning for and directing the suppression (e.g., using smoke or dazzling illumination) to degrade enemy direct observation, optics, radar, sensors, electronic DF equipment, and imaging systems in support of the commander's concept and intent.

h. **CCF (14) Employ Naval Surface Fires** - Planning for and directing naval gunfire in support of the maneuver commander's concept and intent.

i. **CCF (15) Coordinate, Synchronize, and Integrate Fire Support** - Coordinating all fire support means in support of the maneuver commanders' concepts and intents. The CCF integrates CCF 7-14.

4. **Air Defense BOS** - The means and measures organic or assigned to the maneuver commander which, when employed successfully, will nullify or reduce the effectiveness of attack by hostile aircraft or missiles after they are airborne.

a. **CCF (16) Take Active Air Defense Measures** - Planning for and directing the application of firepower to destroy enemy air targets. This CCF encompasses the coordinating tasks which enable the commander to successfully employ any attached or assigned air defense weapons system, as well as the tasks necessary to employ all organic weapons systems against enemy air targets. This CCF addresses:

1) Employment of air defense artillery guns and missiles.

2) Employment of maneuver unit weapons systems such as small arms, automatic weapons, BFV 25mm and TOW missiles, and tank main gun against enemy air.

3) Airspace management.

4) Early warning.

b. **CCF (17) Take Passive Air Defense Measures** - Planning for and directing the protection of the unit from enemy air by means other than weapons. This CCF addresses:

1) Early warning.

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[1]Although U.S. national policy has renounced the use of chemical weapons, this CCF is retained because it is a function which could be performed by other nations.

2) Dispersion.

3) Deception.

5. **Command and Control BOS** - The ways and means a commander exercises authority and direction over organic and assigned combat power in the accomplishment of the mission.

a. **CCF (18) Plan for Combat Operations** - The integration of all members of the unit in the coordinated development of an operations order which will guide the activities of the unit in conducting combat operations to accomplish assigned missions. The product/outcome of this CCF is a briefed, understood OPORD. This CCF addresses:

1) Receipt and analysis of higher headquarters (HQ) OPORD.

2) Issuance of warning order.

3) Restated mission statement.

4) Commander's estimate process/troop leading procedures.

5) Commander's guidance.

6) Mission analysis (includes course of action development).

7) Decision brief to commander.

8) Development of a synchronized OPORD.

9) Reproduction and distribution of OPORD to all participants.

10) Briefing of OPORD; understanding of order by participants.

11) FRAGO planning and issue.

b. **CCF (19) Direct and Lead Unit during Preparation for the Battle** - The ways and means to prepare the unit so that it is ready to support the commander's concept and intent. This CCF addresses:

1) Commander's actions and decisions.

2) Directing preparation for the battle.

3) Issuing orders.

4) Communicating information.

5) Confirmation briefs and backbriefs.

6) Rehearsals.

7) Maintaining and updating information and force status.

8) Decisions to act or change ongoing actions.

9) Confirming IPB through the reconnaissance effort.

10) Determining actions to implement decisions.

11) Synchronizing preparation (e.g., management of time).

12) TOC operations (e.g., staff integration).

13) Second in command (2IC) responsibilities.

14) Continuous and sustained operations.

15) Communications (e.g., planning, installation and operation of system, management, site election).

c. **CCF (20) Direct and Lead Units in Execution of Battle** - The ways and means to command and control the unit's execution of the battle plan to accomplish the commander's concept and intent. This CCF addresses:

1) Commander's actions and decisions.

2) Directing the conduct of the battle.

3) Issuing orders.

4) Information distribution.

5) Synchronizing tactical operations (e.g., use of DST).

6) TOC operations (includes CP displacement, security, survivability, battle tracking).

7) Continuity of command (e.g., C2 redundancy).

8) 2IC responsibilities.

9) Continuous and sustained operations.

10) Consolidation and reorganization.

6. **Mobility and Survivability BOS** - The ways and means that permit freedom of movement, relative to the enemy, while retaining the force's ability to fulfill its primary mission, as well as the measures the force takes to remain viable and functional by protection from the effects of enemy weapons systems and natural occurrences.

   a. **CCF (21) Overcome Obstacles** - Planning for and directing actions to remove or clear/reduce natural and man-made obstacles.

   b. **CCF (22) Enhance Movement** - Planning for and coordinating elements providing mobility for the unit in its area of operations. This CCF addresses:

      1) Construction and repair of combat roads and trails.*

      2) Facilitating movement on routes. (This includes control of road traffic and control of refugees and stragglers.)*

      3) Tracking status of routes.*

      4) Host nation support.*

   c. **CCF (23) Provide Countermobility** - Planning for and directing actions to delay, channel, or stop enemy offensive movement consistent with the commander's concept and intent by enhancing the effectiveness of friendly direct and indirect weapons systems.

   d. **CCF (24) Enhance Physical Protection** - Planning for and directing actions that provide protection of friendly forces on the battlefield by enhancing the physical protection of personnel, equipment and weapons systems, and supplies.

   e. **CCF (25) Provide Operations Security** - Planning for and directing action to deny information to the enemy about friendly capabilities and intentions by identifying, controlling, and protecting indicators associated with planning and conducting military operations. This CCF addresses:

      1) Analysis to determine key assets and threats to them.

      2) Monitoring of implementation of OPSEC measures.

      3) Physical security measures.

      4) Signal security.

      5) Electronic security.

f. **CCF (26) Conduct Deception Operations** - Taking actions IAW the division's or corps' deception plan to mask the objectives of tactical operations in order to delay effective enemy reaction. This CCF addresses:

1) Physical deception.

2) Electronic deception.

g. **CCF (27) Provide NBC Defense** - The avoidance of contamination; the protection of people, objects or areas from chemical or biological agents by absorbing, destroying, neutralizing, or otherwise rendering harmless or removing such agents; and the removal of radioactive material. This CCF addresses:

1) Decontamination of individual soldiers and equipment.

2) Decontamination of weapon systems and supplies.

3) Hasty and deliberate decontamination.

4) Avoidance of contaminated areas.

5) NBC reconnaissance.

6) NBC defensive measures.

7) NBC warning.

7. **Combat Service Support BOS** - The support, assistance, and service provided to sustain forces, primarily in the area of logistics, personnel services, and health services.

a. **CCF (28) Provide Transport Services** - Planning for and directing provision or coordination for transportation which will assure sustainment support operations in support of the unit. This CCF addresses:

1) Movement of cargo, equipment, and personnel by surface or air.

2) Loading, transloading, and unloading material and supplies.

3) Reporting status.

b. **CCF (29) Conduct Supply Operations** - Planning for and directing provision of the items necessary to equip, maintain, and operate the force during the preparation and execution phases of the battle. This CCF addresses:

1) Requesting, receiving, procuring, storing, protecting, relocating, and issuing supplies to the specific elements of the force.

2) Providing munitions to weapons systems.

3) Providing fuel and petroleum products to equipment and weapons systems.

4) Reporting status.

c. **CCF (30) Provide Personnel Services** - Planning for and directing all personnel-related matters to sustain the force. This CCF addresses:

1) Personnel administrative services.

a) Replacement, casualty reporting.

b) Awards and decorations.

c) Postal operations.

d) Promotions, reductions.

2) Financial services.

3) Unit ministry team operations.

4) Legal services.

5) Public affairs services.

6) Preservation of the force through safety.

7) Management of stress.

8) Reporting status.

d. **CCF (31) Maintain Weapons Systems and Equipment** - Planning for and directing preservation and repair of weapons systems and equipment. This CCF includes the provision of repair parts and end items to all members of the unit before, during and after the battle. Included also is doctrinal echeloning of maintenance (organization, DS, general support (GS). This CCF addresses:

1) Recovery.

2) Diagnosis, substitution, exchange, repair and return of equipment and weapons systems to the combined arms force.

3) Reporting status.

e. **CCF (32) Provide Health Services** -Planning for, directing and coordinating health services regardless of location, to promote, improve, conserve or restore the mental or physical well-being of individuals or groups. This CCF addresses:

1) Preventive medicine.

2) Field sanitation.

3) Mental health.

f. **CCF (33) Treat and Evacuate Battlefield Casualties** - Planning for and directing the application of medical procedures on battlefield casualties beginning with "buddy aid" through treatment by trained medical personnel. The CCF includes movement of casualties from the forward edge of the battlefield back to division-level medical facilities. This CCF addresses:

1) Triage of battlefield casualties.

2) Treatment and movement of casualties to rear (MEDEVAC).

3) Evacuation.

4) Handling and processing the remains of soldiers who have died of wounds.

5) Reporting status.

g. **CCF (34) Conduct Enemy Prisoners of War (EPW) Operations** - Planning for and directing the collection, processing, evacuation, and safeguarding of enemy prisoners of war. This CCF addresses:

1) Collecting and evacuating EPW.

2) Searching, segregating, safeguarding, silencing, and rapid rearward movement of EPW.

h. **CCF (35) Conduct Law and Order Operations** - Enforcing laws and regulations and maintaining of unit and personnel discipline.

i. **CCF (36) Conduct Civil Affairs Operations** - Planning for, directing, and/or coordinating assigned tasks to conduct activities which encompass the relationship between the military forces and civil authorities and the citizens in a friendly or occupied country or area when U.S. military forces are present.

j. **CCF (37) Provide Sustainment Engineering** - Planning for and coordinating the actions of elements (when in the unit area), providing repair and construction of facilities and lines of communication. This CCF addresses:

1) Rear area restoration.*

2) Construction and maintenance of lines of communication (roads, railroads, ports, airfields).*

3) Construction support:

a) Marshaling, distribution and storage facilities.*

b) Pipelines.*

c) Fixed facilities.*

d) Well drilling.*

e) Dismantlement of fortifications.*

k. **CCF (38) Evacuate Non-combatants from Area of Operations** - Planning for and directing the unit's participation in actions to use available military and host-nation resources for the evacuation of U.S. forces, dependents, U.S. Government civilian employees, and private citizens (U.S. and other). This CCF addresses:

1) Medical support.

2) Transportation.

3) Security.

4) Preparation of temporary shelters.

5) Operation of clothing exchange facilities.

6) Operation of bathing facilities.

7) Graves registration.

8) Laundry.

9) Feeding.

l. **CCF (39) Provide Field Services - Planning for and coordinating the provision of service logistics functions by CSS elements*. This CCF addresses:**

1) Clothing exchange.

2) Shower facilities.

3) Graves registration.

4) Laundry and clothes renovation.

5) Bakeries.

6) Feeding (rations supply, kitchens).

7) Salvage.

CCFs LISTED BY ECHELON

This component identifies which CCFs tend to occur in which echelon/type unit. These occurrences are ones found in research and analyses performed to date. Others may also exist.

INTELLIGENCE BOS	Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(1) Conduct Intelligence Planning	X	X	X	X	X	
(2) Collect Information	X	X	X	X	X	X
(3) Process Information	X	X	X	X	X	X
(4) Disseminate Information	X	X	X	X	X	X

MANEUVER BOS	Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(5) Conduct Tactical Movement	X	X	X	X	X	X
(6) Engage the Enemy with Direct Fire and Maneuver	X	X[1]				

FIRE SUPPORT BOS	Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(7) Employ Mortars	X					X
(8) Employ Field Artillery	X	X	X		X	X
(9) Employ Close Air Support	X	X				

[1] CCF 6, as defined, concerns how units will engage the enemy through maneuver and direct fires. The function is performed by the element directly controlling the direct fire systems. Initial analysis indicates that this is accomplished by maneuver battalions, such as a mechanized infantry or armor Bn TF, and attack helicopter battalions. The brigade commander and brigade staff's involvement in the engagement of the enemy is through direction of the subordinate battalions. Hence, the brigade's control is not direct to the systems involved. Therefore, the brigade involvement is described within the context of CCF 18, 19, and 20. Further analysis is required.

FIRE SUPPORT BOS (cont.)	Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(10) Conduct Electronic Collection and Jamming						
(11) Conduct Battlefield PSYOPS						
~~(12) Employ Chemical Weapons~~ [2]						
(13) Conduct Counter Target Acquisition Operations			X			
(14) Employ Naval Surface Fires		X				
(15) Coordinate, Synchronize, and Integrate Fire Support	X	X	X	X	X	

AIR DEFENSE BOS	Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(16) Take Active Air Defense Measures	X	X				X
(17) Take Passive Air Defense Measures	X	X	X	X	X	X

COMMAND AND CONTROL BOS	Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry[3]
(18) Plan for Combat Operations	X	X	X	X	X	X
(19) Direct and Lead Units During Preparation for Battle	X	X	X	X	X	X
(20) Direct and Lead Units in Execution of Battle	X	X	X	X	X	X

[2] Although U.S. national policy has renounced the use of chemical weapons, this CCF is retained because it is a function which could be performed by other nations.

[3] The battle phases of plan, prepare, and execute are inherent to the ADA battery's performance of CCF 16, Take Active Air Defense Measures.

MOBILITY AND SURVIVABILITY BOS	Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(21) Overcome Obstacles	X	X				
(22) Enhance Movement				X		
(23) Provide Countermobility	X	X		X	X	
(24) Enhance Physical Protection	X	X	X	X	X	X
(25) Provide Operations Security	X	X	X	X	X	X
(26) Conduct Deception Operations						
(27) Provide NBC Defense	X	X	X	X	X	X

COMBAT SERVICE SUPPORT BOS	Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(28) Provide Transport Service	X	X	X	X	X	
(29) Conduct Supply Operations	X	X	X	X	X	X
(30) Provide Personnel Services	X	X	X	X	X	
(31) Maintain Weapons Systems and Equipment	X	X	X	X	X	X
(32) Provide Health Service		X			X	
(33) Treat and Evacuate Battlefield Casualties	X	X	X	X	X	X
(34) Conduct Enemy Prisoner of War Operations		X				
(35) Conduct Law and Order Operations						
(36) Conduct Civil Affairs Operations						
(37) Provide Sustainment Engineering						
(38) Evacuate Non-combatants from Area of Operations						
(39) Provide Field Services					X	