ATP 4-90

BRIGADE SUPPORT BATTALION

JANUARY 2026

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Brigade Support Battalion

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Preface

ATP 4-90 provides doctrine for support battalion operations in maneuver brigades, multifunctional support brigades, and the multi-domain task force. It describes the role, characteristics, core competencies, and functions of these battalions. The principal audience for ATP 4-90 is commanders and staffs of maneuver brigades, multifunctional support brigades, and multi-domain task forces. Trainers and educators throughout the Army will also use this publication.

Commanders, staffs, and subordinates must ensure that their decisions and actions comply with applicable United States, international, and, in some cases, host-nation laws and regulations. Commanders at all levels will ensure that their Service members operate in accordance with the law of armed conflict and the rules of engagement. (Refer to FM 6-27 for legal compliance.)

ATP 4-90 uses joint terms where applicable. Select joint and Army terms and definitions appear in both the glossary and the text. Terms for which ATP 4-90 is the proponent publication (the authority) are boldfaced and italicized in the text and are marked with an asterisk (*) in the glossary. For other definitions shown in the text, the term is italicized, and the number of the proponent publication follows the definition.

ATP 4-90 applies to the Active Army, Army National Guard/Army National Guard of the United States, and the United States Army Reserve unless otherwise noted.

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Introduction

ATP 4-90 describes the brigade support battalion's roles, characteristics, core competencies, functions, and organization in maneuver brigades, multifunctional support brigades (combat aviation brigade, field artillery brigade), functional support brigades, and multi-domain task forces. This publication is a revision of ATP 4-90 published in 2020 and aligns with FM 3-0 and FM 4-0.

The updates to ATP 4-90 include the light support battalion, which provides support to mobile infantry brigades. It provides detailed information on brigade sustainment staff and brigade support battalions to include command and control and sustainment operations at the brigade echelon. This publication also discusses echeloned sustainment and the brigade support area. Supporting organizational graphics are also updated.

For the purposes of this publication, discussion of "supported brigade(s)" applies to maneuver brigades, combat aviation brigades, field artillery brigades, and multi-domain task forces unless otherwise specified

ATP 4-90 contains three chapters and one appendix:

Chapter 1 includes discussion on the sustainment of a maneuver brigade as a division's principal unit of tactical action and describes the organization of the brigade support battalion in various brigade types and the multi-domain task force.

Chapter 2 is presented in three sections. The first provides an overview of the command group and staff. The second section describes brigade support battalion command posts and how they are often organized. The third section provides an overview of the brigade support area. It describes the fundamentals, operations, and considerations for the establishment, operation, protection, and displacement of the brigade support area.

Chapter 3 describes sustainment planning and operations. It describes the distribution management process, support operations, echeloned sustainment, methods of distribution, and resupply techniques.

Appendix A discusses the brigade support battalion mission-essential task list.

Introductory table. New and modified terms

Term	Remarks
forward logistics element	Modified.

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Chapter 1
Brigade Support Battalion

This chapter introduces the brigade support battalion as a combat enabler. It discusses the organization of brigade support battalions supporting maneuver brigades, combat aviation brigades, field artillery brigades, and multi-domain task forces.

ROLE, CORE COMPETENCIES, AND FUNCTIONS

1-1. The brigade support battalion (BSB) supports the brigade formations that constitute most of the close combat capability in the Army. The brigade's area of operations is expansive, and its missions are diverse. The BSB and its subordinate companies normally operate within the close area of the operational framework, closer to the forward line of troops than any other battalion-sized sustainment organization. This places the BSB in operational environments (OEs) that are highly lethal, rapidly changing, and extremely demanding. These OEs require frequent movement, strong protection, and perseverance. Success will rely on disciplined leadership founded on mission command, well-trained troops that display strong resilience, and closely synchronized staff operations.

1-2. Maneuver brigades provide the division commander with close combat capabilities to execute missions to achieve military objectives during engagements, battles, and campaigns. There are three standard types of maneuver brigades—armored brigades, mobile brigades, and Stryker brigades. Multifunctional support brigades (sustainment, field artillery, maneuver support, protection, and aviation) reinforce maneuver brigades by providing capabilities that enable them to fight as formations.

1-3. The role of the BSB is to provide sustainment support (logistics and medical) to its supported brigade.

Note. For the purposes of this publication, discussion of "supported brigade(s)" applies to maneuver brigades, combat aviation brigades, field artillery brigades, and multi-domain task forces unless otherwise specified.

1-4. The BSB core competences are planning, synchronization, and execution of sustainment to support brigade operations.

1-5. The BSB performs the following functions: distribution management and operations, transportation, supply support, field maintenance, and Role 2 medical care.

CHARACTERISTICS AND CAPABILITIES

1-6. The BSB is a multifunctional logistics battalion capable of operating at the tactical level to support a brigade. The BSB's design and core competencies allow it to provide multi-class supply, field maintenance, and medical support. The BSB has a very broad span of control with seven subordinate companies, three of which operate in other battalion areas. The BSB has organic medical support capability, medical logistics, and medical operations personnel in the support operations (SPO) staff. It is dependent on the division sustainment support battalion (DSSB) for non-mobile class III(B) storage, light infantry troop transportation, and water treatment. These capabilities, when required, must be coordinated with the division sustainment brigade (DSB).

1-7. The BSB is organic to and is employed by the brigade combat team. It operates in conjunction with other battalions in the brigade. The BSB commander executes command and control of BSB units based on mission orders issued by the brigade commander. BSB operations are based on and nested with the brigade concept of operations. Although the BSB collaborates closely with the DSB, it does not receive mission orders from the DSB. The DSB may influence BSB activities in support of division priorities through the operations process, but in all cases the BSB receives its orders from the supported brigade. The BSB commander maintains continuous dialogue though command and staff channels with higher sustainment echelons (DSB, DSSB) in order to provide situational awareness and facilitate anticipation of future requirements.

1-8. The BSB is an expeditionary formation and deploys with the supported brigade unless otherwise directed. The BSBs in mobile, Stryker, and armored brigades are designed to deploy forces on short notice to austere locations and perform sustainment operations immediately upon arrival. Airborne BSBs participate in parachute assault operations. The BSB integrates joint, inter-organizational, and multinational capabilities as needed. The battalion is capable of sustaining the supported brigade across the range of military operations.

1-9. The BSB operates from a base or base cluster in the brigade support area (BSA). From this location, the BSB executes command and control over its organic companies conducting sustainment support. The BSB distribution company, field maintenance company (FMC), and medical company operate in the BSA. These companies may be collocated with the BSB command post (CP), but during large-scale combat operations are tactically dispersed within the BSA in a way that facilitates sustainment operations, mutual support, and protection. The forward support companies (FSCs) collocate with the combat trains command post (CTCP) and operate in close proximity with the supported battalions in the brigade close area. The FSC positions capabilities in the BSA as part of the field trains to expedite distribution support to the maneuver battalions.

1-10. The BSB is responsible for protecting the BSA from level I and II threats using organic equipment. Additional details on BSB protection and area security are covered in chapter 2.

1-11. The BSB provides area support to units not organic to the brigade when tasked by the brigade commander. ***Area support*** **is a task assigned to a sustainment unit directing it to support units in or passing through a specified location**.

COMBAT POWER

1-12. *Combat power* is the total means of destructive and disruptive force that a military unit/formation can apply against an enemy at a given time (JP 3-0). Successful execution of the sustainment warfighting function is essential to generating and maintaining combat power. Effectively task-organized sustainment capabilities provide commanders with the freedom of action, extended operational reach, and prolonged endurance necessary to shape the OE, counter aggression on land during crisis, and prevail during large-scale combat and consolidation of gains.

1-13. The division is the Army's principal tactical warfighting formation during large-scale combat operations. Its primary role is to serve as a tactical headquarters commanding brigades. A division typically commands between two and five maneuver brigades, a mix of functional or multifunctional brigades, and a variety of smaller enabling units. The maneuver brigade is the Army's primary combined arms, close combat maneuver force, designed to maneuver against, close with, and destroy the enemy. There are three types of maneuver brigades designed for ground maneuver combat: mobile brigades, Stryker brigades, and armored brigades. Multifunctional and functional brigades provide capabilities such as intelligence, attack and reconnaissance aviation, fires, protection, contracting support, and sustainment.

1-14. BSBs are combat power enablers. They are organized to generate and maintain combat power during both non-combat and combat operations. In most configurations, BSBs provide distribution, maintenance, and medical support to the battalions within a supported brigade. For more information on how the support battalions provide combat power, refer to FM 4-0 and FM 3-96.

BRIGADE SUPPORT BATTALION ORGANIZATION

1-15. The BSB is organic to a maneuver brigade and provides supply, distribution, maintenance, and Role 2 medical support to the brigade. BSBs command and control their organic companies, conduct support operations, and plan, coordinate, and synchronize sustainment support for the brigade and units operating within the brigade area.

1-16. Support battalions typically have the capability to operate a supply support activity (SSA), run a modular ammunition transfer point (MATP), perform field-level maintenance support, conduct distribution operations, and provide medical support. The BSB has an organic medical company that provides Role 2 medical care to all units in the brigade. FSCs provide distribution, field feeding, and field-level maintenance support to their respective battalions. Figure 1-1 shows the organization of a BSB supporting a maneuver brigade.

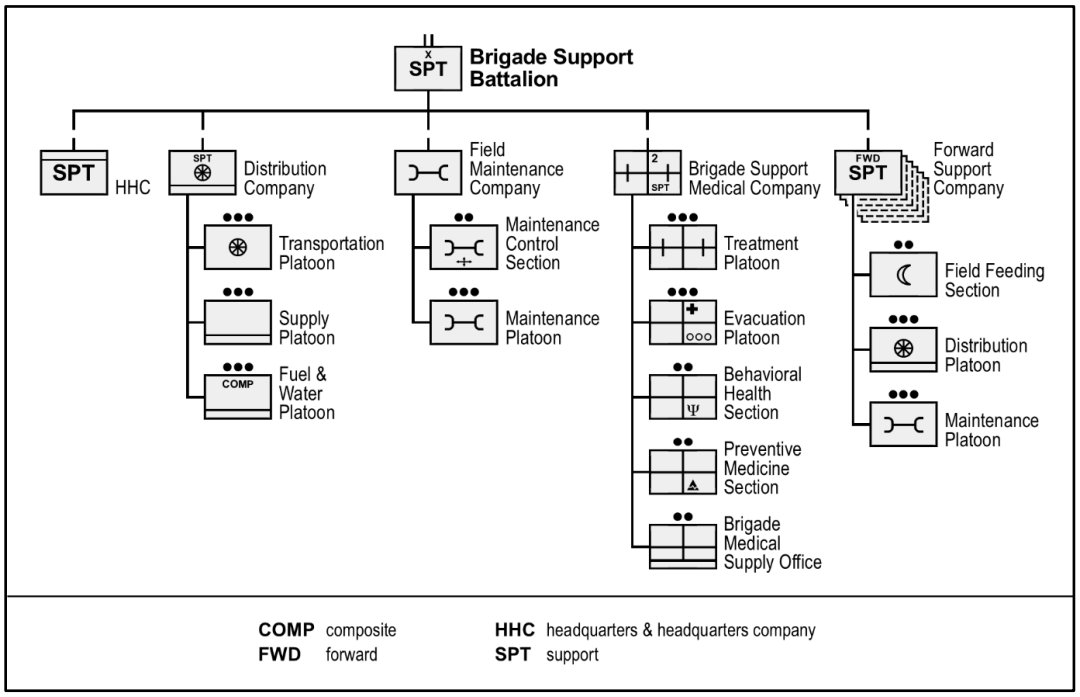

Figure 1-1. Brigade support battalion supporting a maneuver brigade

HEADQUARTERS AND HEADQUARTERS COMPANY

1-17. The headquarters and headquarters company (HHC) includes a command group, coordinating staff, and headquarters.

1-18. Companies within the different types of BSBs are similarly structured but vary in capacity. The command group consists of commander, first sergeant, executive officer, and command staff. The HHC includes a field feeding section that supports BSB units and the brigade headquarters.

DISTRIBUTION COMPANY

1-19. The mission of the distribution company is to provide transportation, supply, and distribution support to the brigade. The distribution company plans, directs, and supervises supply distribution in the BSA. The distribution company has three platoons: a transportation platoon, a supply platoon, and a fuel and water platoon. Distribution capability is based on the type of supported brigade. For example, the armored brigade BSB distribution company has a greater fuel distribution capability than the distribution companies for a mobile brigade. The distribution company receives supplies from the supporting DSSB or combat sustainment support battalion (CSSB) and stores and issues them to units either within the BSA or by delivery to the FSCs. The BSB is responsible for distributing supplies through the following methods:

- Unit distribution is a method of distributing supplies by which the receiving unit is issued supplies in its own area, with transportation furnished by the issuing agency.
- Supply point distribution is a method of distributing supplies to the receiving unit at a supply point. The receiving unit then moves the supplies to its own area using its own transportation.
- *Throughput distribution* is a method of distribution which bypasses one or more intermediate supply echelons in the supply system to avoid multiple handling (ATP 4-92).

For more information on these distribution methods, see Chapter 3.

Transportation Platoon

1-20. The transportation platoon provides transportation support to the brigade and distributes supplies to the FSCs. Based on the type of brigade the distribution company supports, it can be equipped with the palletized

load-handling system variants of the heavy expanded mobility tactical truck, heavy expanded mobility tactical truck-load handling system, or other variants of the family of medium tactical vehicles.

1-21. The number of truck squads in the transportation platoons vary based on the type of supported brigade. Many BSBs establish a hub with the distribution company and have the FSCs pick up supplies in the BSA, using the transportation platoon to support BSA internal movements, cross-leveling, high-priority movements, and critical resupplies.

Supply Platoon

1-22. The supply platoon operates an SSA and an MATP or ammunition transfer holding point (ATHP). Supply platoon personnel conduct SSA operations and perform the daily receipt, storage, and issue of supply classes I, II, III(P), IV, V, and IX.

Supply Support Activity

1-23. The multi-class SSA provides support to maneuver brigades and combat aviation brigades (CABs). SSA personnel—

- Perform stock control functions.
- Supervise, direct, and manage the receipt, storage, and issue of supplies and equipment.
- Manage and maintain the authorized stockage list in conjunction with the supply platoon headquarters.
- Verify stock numbers and quantities of materiel and check for damaged individual and packaged items as they enter and exit the SSA.
- Physically place incoming items, retrieve outgoing items, and are responsible for the overall condition of the storage facilities.
- Reconfigure loads for unit and supply point distribution.
- Receive supplies and equipment from units, coordinate transportation, and package shipments for retrograde.

1-24. The SSA accountable officer is responsible for establishing its authorized stockage list forward for expediency and integration. The SPO, under advisement from the SSA accountable officer and approved by the BSB commander, will configure its authorized stockage list for expeditionary operations in austere or contingency environments and may choose to deploy a subset of its authorized stockage list forward. This configuration analysis must be performed to determine the best outcome for the brigade. For additional information on SSA operations, refer to ATP 4-42.2.

Ammunition Section

1-25. The ammunition section supplies ammunition for the supported brigade. Depending on the type of ammunition section, they will primarily transfer or hold munitions prior to issue. The ammunition section chief manages the assigned personnel and equipment. The ammunition manager in the BSB SPO section oversees and manages the ammunition section and all personnel receiving and distributing ammunition within the brigade. The ammunition manager advises the BSB commander on ammunition distribution and oversees the training and technical aspects of the ammunition section.

1-26. The BSBs of Stryker, infantry, and armored brigades, CABs, and multi-domain task forces (MDTFs) receive ammunition support through an MATP. The ammunition section supporting the MATP contains multiple lift teams equipped with dedicated materials handling equipment. This permits increased flexibility for the BSB to surge lift capabilities forward to transload Class V quickly to the supported units.

1-27. MATPs are intended to transfer munitions, though they can temporarily store them under certain conditions. The MATP should not be used as a storage facility for the brigade. The MATP is designed to transload munitions from echelons above brigade transportation assets, providing limited load configuration based on operational requirements or suspensions, and temporarily holding ammunition for FSCs.

1-28. The BSBs of field artillery brigades (FABs) receive ammunition support through an ATHP. An ATHP is a designated ammunition support activity operated by a BSB distribution company where ammunition is

received, temporarily stored, brought to record, and transferred to supported units within a functional or multifunctional brigade.

1-29. Munitions personnel from the supply platoon receive requested ammunition from the ammunition supply activity, usually delivered by the CSSB or DSSB. There the ammunition may receive final pallet reconfiguration and issue. The MATP or ATHP issues ammunition to a unit supply section, and then the munitions are issued to the end user. The ammunition section may employ the web-based Standard Army Ammunition System (known as SAAS) to formally account for ammunition in its inventory. In cyber-contested environments, the ammunition section will maintain accountability via analog means. Ammunition transactional data is made available to the supporting theater distribution management center. This provides echelons above brigade elements visibility of what the brigade has received and has on-hand to facilitate the anticipatory logistics process.

1-30. For additional information on the MATP and ATHP, refer to ATP 4-35. For information on munitions safety, refer to ATP 4-35.1.

Fuel and Water Platoon

1-31. The fuel and water platoon conducts petroleum and water support operations. The BSB does not possess static petroleum storage or water production capabilities.

Petroleum Section

1-32. The fuel section receives, temporarily stores, and issues bulk petroleum to the FSCs utilizing heavy expanded mobility tactical truck tankers and modular fuel system tank racks. The fuel section's distribution capacity is based on the type of brigade it supports. The section also ensures the quality of the petroleum product, ensuring that the fuel is neither contaminated nor degraded.

1-33. The section has no static storage capability. This enables the unit to displace whenever necessary. For more information on petroleum distribution, refer to ATP 4-43.

Water Section

1-34. The water section provides water storage and distribution support to the brigade but does not have organic water purification capability. It relies on the composite supply company to provide water treatment capabilities, which may be pushed forward based on the concept of support. The water section has the capability to store and distribute 20,000 gallons of water using a forward area waterpoint supply system and water tank racks (also known as HIPPOs). Aviation support battalions (ASBs) have an organic water treatment capability to support CAB internal potable water requirements.

1-35. The water section monitors the potability of stored water by measuring pH and chlorine levels to ensure the water is within the standard outlined in TB MED 577. For additional information on water support operations, refer to ATP 4-44.

Field Maintenance Company

1-36. The FMC provides field-level maintenance support to the brigade. The company provides recovery of organic equipment, recovery to supported units, and support for maintenance evacuation of equipment requiring sustainment-level maintenance. The company provides limited maintenance support to the FSCs for low-density equipment such as communications, electronics, armament, and ground support equipment.

1-37. *Field maintenance* is on-system maintenance, repair and return to the user including maintenance actions performed by operators (ATP 4-33). Field maintenance also includes adjustments, alignments, services, applying approved field-level modification work orders, fault or failure diagnoses, battle damage assessment and repair (BDAR), recovery, corrosion prevention, and common software updates. Field-level maintenance is typically repair-and-return to the user and includes maintenance actions performed by crewmembers, operators, and institutionally trained maintainers.

Note. The FMC does not provide maintenance on maneuver brigade main weapon systems (M1 Abrams, M2/3 Bradley, Paladin, or Stryker). The maintainers for those systems are only resident in the FSC.

The FMC in a Stryker brigade does include mechanics to maintain the medical company's Stryker medical vehicles.

Company Headquarters

1-38. The company headquarters includes the commander, first sergeant, and executive officer. The company commander executes the BSB commander's maintenance plan in support of the SPO concept of support. The commander also manages the employment of all maintenance and recovery assets and provides input to the BSB common operating picture. The first sergeant is the company's senior noncommissioned officer (NCO) and the commander's primary logistics and tactical advisor. The first sergeant works with the commander and executive officer to coordinate all logistics activities that support the company mission. The executive officer is the primary internal logistics planner and coordinator. Along with the company headquarters section, the executive officer operates the company CP and coordinates with higher, adjacent, and supported units.

Maintenance Platoon

1-39. The FMC maintenance platoon performs field-level maintenance support for the BSB and the brigade headquarters. Field maintenance includes adjustment, alignment, services, applying approved field-level modification work orders, fault and failure diagnoses, BDAR, and recovery.

Maintenance Control Section

1-40. The company's maintenance control section coordinates with the BSB SPO staff and directs and controls the workflow for the assigned maintainers. The section also coordinates with the SSA to ensure prompt availability of required repair parts and other maintenance supplies. The maintenance control section schedules shop input, assigns work to various shop sections to keep all shops working at capacity, and carefully screens maintenance requests and inspection reports to ensure maximum repair. It may also shift assets based on the availability of resources, capability of personnel, and shop capacity.

Service and Recovery Section

1-41. The service and recovery section is comprised of allied trades personnel and recovery specialists. The section provides recovery and advanced machine shop fabrication support for the supported unit. It may also provide support for maintenance evacuation of equipment requiring sustainment-level maintenance.

Field Maintenance Section

1-42. The field maintenance section provides welding and lift capabilities for the repair shops. It can also perform BDAR, if authorized, for units in the BSA and can provide limited assistance to the FSCs. BDAR is the rapid return of disabled equipment to the force through field-expedient repair of components. These repairs restore minimum essential combat capabilities to support the mission or to enable self-recovery. Field-expedient repairs are authorized only under BDAR requirements during conflict or major training exercises simulating combat operations.

1-43. Refer to ATP 4-31 for more information on BDAR. Refer to ATP 4-33 for more information on maintenance operations.

Ground Support Equipment, Missile and Communication, Electronic Repair, and Armament Repair Sections

1-44. These sections provide maintenance for automotive, armament, electronics, and ground support equipment. They also provide limited maintenance support to the FSCs for low-density equipment maintenance such as communications, electronic, missile, and armament equipment.

BRIGADE SUPPORT MEDICAL COMPANY

1-45. The brigade support medical company (BSMC) provides Army Health System (AHS) support to a maneuver brigade. It provides Role 1 and Role 2 in support of the brigade and AHS support on an area basis to all brigade units that do not have organic medical assets.

Note. Role 1 medical support provides primary healthcare, specialized first aid, triage, resuscitation, and stabilization. Role 2 medical support provides advanced medical treatment as close to the point of injury as possible to attain stabilization of the patient (ATP 4-02.6).

1-46. The BSMC consists of a company headquarters, preventive medicine section, behavioral health section, medical treatment platoon, medical evacuation platoon, and a brigade medical supply office. A forward resuscitative and surgical detachment (FRSD) may augment the BSMC with a forward surgical capability when required based upon mission requirements or mission variables. The BSMC provides—

- Command and control of attached units, which includes medical planning and coordination of patient movement within and outside of the brigade.
- Treatment of disease and non-battle injury patients, triage of mass casualties, initial resuscitation and stabilization, and preparation for further evacuation of patients incapable of returning to duty.
- Ground evacuation for patients from the battalion aid stations and designated casualty collection points (CCPs) to the BSMC.
- Operational dental care that consists of emergency and essential dental care designed to circumvent potential dental emergencies.
- Unit-level medical device maintenance.
- Medical laboratory and radiology services commensurate with Role 2 medical treatment facilities (MTFs).
- Outpatient consultation services for patients referred from Role 1 MTFs.
- Patient holding for up to 20 patients able to return to duty within 72 hours.
- Reinforcement and augmentation to supported maneuver battalion medical platoons.
- Regeneration of severely attritted battalion aid stations.
- Treatment squads capable of breaking down into two treatment teams, which can also operate independently for limited periods of time.
- Operational public health support.

Company Headquarters

1-47. The BSMC commander advises the BSB commander on medical aspects of battalion operations and on the health of supported personnel. The medical company commander ensures that the medical annex of the operation order includes procedures to process and treat chemical, biological, radiological, and nuclear (CBRN) contaminated casualties and provisions for CBRN collective protective shelter systems and decontamination support. The annex should list provisions for supporting air and ground ambulances, augmentation of medical support assets for contingency operations, detainee operations, and customer assistance on obtaining Class VIII, and for medical representation on casualty damage assessment sections.

Preventive Medicine Section

1-48. The preventive medicine section is primarily responsible for identifying health threats and occupational or environmental health hazards, assessing the health risk associated with these threats, and recommending protective measures. The section serves as the principal consultant and the command's public health and environmental sciences advisor. This section develops, plans, and implements operational public health policies and programs for the operational area. These programs include medical surveillance, occupational and environmental health surveillance, pest management activities, epidemiological investigations, food service facility sanitation and hygiene, and inspection of potable water supplies. This section monitors and analyzes disease and non-battle injury reports submitted by AHS elements within the area of operations.

Behavioral Health Section

1-49. The behavioral health section provides brigade-wide behavioral health services. This section screens and evaluates Soldiers with maladaptive behaviors to rule out neuropsychiatric/behavioral health conditions. This enables diagnosis, treatment, and disposition for Soldiers with neuropsychiatric/behavioral problems.

1-50. The behavioral health section provides behavioral health/neuropsychiatric treatment for Soldiers with behavioral disorders to sustain them on duty or to stabilize them for referral/transfer. This is usually a brief, time-limited treatment as dictated by the operational situation. Behavioral health/neuropsychiatric treatment includes counseling, psychotherapy, behavior therapy, occupational therapy, and medication therapy.

Medical Treatment Platoon

1-51. The medical treatment section provides emergency and routine sick call treatment to Soldiers assigned or attached to supported units. When positioned with the BSMC, the treatment section personnel work in the Role 2 MTF. The medical treatment squads include two treatment teams to provide Role 1 medical treatment and augmentation support to the brigade's maneuver battalions as required.

1-52. The forward medical treatment squad can operate independently for limited periods of time to provide advanced trauma management and sick call as required. The forward medical treatment squad must be prepared for short-notice forward deployment; therefore, personnel, medical equipment sets, and vehicles must be in a high state of readiness.

1-53. The area medical treatment squad is the base medical treatment section of the BSMC Role 2 MTF and does not forward deploy. It is identical to the medical treatment squad and will generally include more experienced personnel.

1-54. The Role 2 MTF may be augmented with a prolonged care augmentation detachment squad, capable of caring for up to eight postoperative or critical patients and providing en route care for up to eight patients. The squad can manage up to 40 minimal patients but does not increase MTF capacity. For more information on the prolonged care augmentation detachment squad, refer to ATP 4-02.10.

1-55. Additionally, the Role 2 MTF may be supplemented with an FRSD. The FRSD is assigned to the medical brigade and is attached to a Role 2 medical company when deployed forward. While attached to a Role 2 medical company, the FRSD provides damage control resuscitation and damage control surgery. When not operationally employed and attached to a Role 2 medical company, the FRSD is attached to a Role 3 hospital to augment their surgical services with general surgery and orthopedic surgery capabilities. This detachment is a Role 3 capability that can be employed at Role 2, depending on mission variables.

Area Support Squad

1-56. There are four different sections in the area support squad: the dental section, the physical therapy section, the laboratory section, and the radiology section:

- The dental section provides operational dental care which consists of emergency dental care and essential dental care intended to intercept dental emergencies. This also includes dental consultation and x-ray services.
- The physical therapy section plans and supervises physical therapy programs through patient self-referral or referral from a medical or dental officer or other health professionals in medical settings.
- The laboratory section performs clinical laboratory procedures for the diagnosis, treatment, and prevention of diseases. This section is responsible for storing and issuing blood and blood products and, when necessary, managing emergency blood donor operations.
- The radiology section provides x-ray equipment and performs routine clinical radiological procedures to aid physicians and physician assistants in the diagnosis and treatment of patients.

Patient Holding Squad

1-57. The patient holding squad operates the patient holding facility of the BSMC Role 2 MTF. It is staffed and equipped to provide care for up to 20 patients.

1-58. The main purpose of patient holding is to provide nursing care for patients awaiting evacuation and those expected to return to duty within 72 hours. Patients in patient hold are not formally admitted as inpatients, but the nursing skills required are like those in a minimum care ward. These tasks are crucial in scenarios where evacuation to a higher level of care is delayed or for post-operative patients from the FRSD.

1-59. Role 2 facilities lack admission capabilities and serve as holding areas for patients; they are not classified as hospital admissions. When co-located with or operating alongside a FRSD, the patient holding squad may function as an overflow recovery space for post-operative patients and those awaiting evacuation. However, this doesn't include patient feeding services. Therefore, patients must receive their meals from the supporting field feeding facility.

1-60. Patients awaiting evacuation or treatment for minor illnesses or injuries are accommodated in the patient holding area. This includes neuropsychiatric and combat and operational stress reaction patients expected to return to duty within 72 hours. If recovery or return to duty isn't anticipated within this timeframe, patients are evacuated to a supporting Role 3 facility for admission. The brigade commander, with advice from the command surgeon, may extend this holding period as per theater evacuation policies.

Medical Evacuation Platoon

1-61. The BSMC evacuation platoon performs ground evacuation and enroute patient care for supported units. The evacuation platoon consists of a platoon headquarters, an area support evacuation section, and a forward evacuation section. Platoon assets are located where they can best respond to requirements. The platoon provides ground ambulance evacuation support for the maneuver battalions and to other units receiving area medical support from the BSMC.

1-62. The evacuation platoon establishes and maintains contact with supported units and forward deployed treatment squads/teams of the BSMC. It performs route reconnaissance and develops and issues all necessary evacuation routes, navigational information, and graphic control measures. The platoon receives evacuation requests from supported units and coordinates and establishes ambulance exchange points for both air and ground ambulances. The evacuation squads provide ground ambulance evacuation of patients from forward areas to the BSMC Role 2 MTF. For additional information on medical evacuation, refer to ATP 4-02.2.

Brigade Medical Supply Office

1-63. The brigade medical supply office provides Class VIII and medical device maintenance and repair support to the BSMC's supported elements. It is responsible for providing Class VIII, routed through supply channels, to the Role 2 medical company and other medical elements when attached. For additional information on the BSMC refer to ATP 4-02.6.

Forward Support Companies

1-64. The FSC provides direct logistics support to maneuver battalions. It provides field feeding, bulk petroleum, general supply, ammunition, and field maintenance to the maneuver battalion. FSCs are multifunctional logistics companies that are organic to the BSB in brigade combat teams. Each FSC is aligned with one of the brigade's battalions and structured with capabilities to specifically meet that battalion's logistics support requirements. FSCs typically provide distribution, field-level maintenance, and field feeding for their supported battalions.

1-65. FSCs are organic to BSBs in maneuver brigades. They may be attached to field artillery and engineer battalions. Aviation FSCs are organic to helicopter battalions.

1-66. FSCs that are organic to a BSB maintain a direct support relationship with their supported battalions but remain under the command and control of the BSB commander. This enables the BSB to rapidly surge logistics support during operations in accordance with the brigade commander's intent.

1-67. The FSC normally operates near its supported battalion. The supported battalion determines the location of the FSC. The distance between the FSC and the battalion is based on mission variables. The FSC commander is not a battalion staff officer. The FSC commander is responsible for executing logistics support in accordance with the BSB and supported commander's guidance and the brigade concept of support.

Integrating the logistics plan early into the supported battalion's or squadron S-3's operational plan will help to mitigate logistic shortfalls and support the commander's ability to seize, retain, and exploit gains.

Headquarters Section and Field Feeding Section

1-68. The FSC commander is responsible for executing logistics support in accordance with the BSB and supported commander's guidance and the brigade concept of support. The headquarters section may be divided, with some elements operating in the BSA and others with the combat trains.

1-69. The headquarters field feeding section provides food service and food preparation for the supported battalion. The field feeding section prepares, serves, and distributes operational rations and can execute tactical food service operations for 750-1,000 Soldiers from one consolidated location or three to four remote locations (based on brigade type). ATP 4-41 provides additional information on field feeding.

Distribution Platoon

1-70. The distribution platoon consists of a platoon headquarters and four squads that can be task organized. The distribution platoon of the FSC oversees logistics package (LOGPAC) operations and manages the distribution of supplies coming from or passing through the FSC in support of its battalion or squadron. The distribution platoon conducts replenishment operations and provides distribution of Class I, II, III, IV, V, VII, VIII and IX. The platoon is equipped with vehicles based on the mission of the battalion it supports. Platoons supporting an armored brigade or Stryker brigade will likely have the palletized load-handling system and variants of the heavy expandable mobility tactical truck.

Water Section

1-71. FSCs do not have the organic capability to treat bulk water, or store and distribute water to maneuver units. Water equipment organic to FSCs includes the 400-gallon water trailer (commonly known as the water buffalo) and the 800-gallon unit water pod system which supports internal FSC water consumption. The BSB may provide 2,000-gallon water tank ranks (HIPPOs) to the FSC battalion supply point; in this case, maneuver companies would receive water pushed to them via unit distribution. ATP 4-44 provides additional information on water production and distribution.

Petroleum Section

1-72. The petroleum section receives, provides mobile storage, and issues petroleum to its supported battalion. It may also provide refueling options to brigade units passing through the supported battalion's area of operations.

Maintenance Platoon

1-73. The maintenance platoon performs field-level maintenance and recovery operations for the FSC and its supported battalion or squadron vehicles and equipment. The maintenance platoon leader coordinates all maintenance requirements with the FSC commander. The platoon consists of the platoon headquarters section, maintenance control section, field maintenance section, service and recovery section, and field maintenance teams (FMTs). The FSC maintenance platoon establishes the maintenance collection point (MCP) and provides vehicle and equipment evacuation and maintenance support to the FMTs. The MCP is normally located near or collocated with the combat trains for security.

Maintenance Control Section

1-74. The maintenance control section is the management center for all maintenance actions in the FSC and supported battalion. The maintenance control section performs maintenance management functions and dispatching operations and tracks scheduled services for the maneuver battalion and FSC. The maintenance control section also has a small supply section that provides Class IX support, including shop stock and bench stock for shop operations. It also provides exchange of repairable items. The maintenance control officer is the senior maintenance representative and manages the maintenance section, the service section, and the FMTs. The maintenance control section also oversees execution of materiel management functions including

supply planning, requirements determination, requirements verification, stock control, asset visibility, and asset reporting.

Field Maintenance Section

1-75. The field maintenance section performs field-level maintenance on FSC and supported battalion headquarters vehicles and maintenance on armament, communications, and electronics equipment for the battalion. It provides support to the FMTs and is generally found in the MCP or BSA.

Service and Recovery Section

1-76. The FSC has recovery assets located in the recovery section and FMTs within the field maintenance platoon. The FSC commander, along with the maintenance warrant officer or maintenance noncommissioned officer in charge, and the supported battalion or squadron S-4 track and manage recovery operations. The section performs service and recovery operations for the supported battalion's vehicles.

Field Maintenance Teams

1-77. The FSC provides FMTs as far forward as possible and does the bulk of its work no further back than the MCP. A *maintenance collection point* is a temporary location established within the battalion echelon for the collection of equipment needing or undergoing field maintenance (ATP 4-33). Tasking orders should contain all the information required for the FSC to coordinate support for the assigned maneuver company.

1-78. The FSC establishes communication with all supported units to enable effective maintenance support and coordination. This ensures that the FSC has all supported unit locations and equipment density. The FSC uses this coordination to assist in planning and managing the workload of the FMTs.

1-79. FMTs provide field maintenance, BDAR, and recovery for their supported companies. All or part of an FMT typically travels with the company trains.

1-80. The supported company commander and the maintenance control section establish FMT priorities in accordance with the battalion commander's guidance. The FMT maintenance noncommissioned officer in charge supervises the FMT, which works under the operational control of the maneuver company. The maneuver unit fully integrates FMTs into its operational plans.

1-81. FMTs perform repairs as far forward as possible to return equipment to the battle quickly. The teams perform BDAR, diagnostics, and on-system replacement of line-replaceable units. FMTs focus on completing jobs on site if the tactical situation permits. However, they may need to evacuate equipment to the MCP to conduct repairs. FMTs carry limited on-board combat spares to facilitate forward repairs.

LIGHT SUPPORT BATTALION

1-82. The light support battalion (LSB) provides multi-functional logistics support to mobile brigades. Its core competencies are planning, synchronizing, and executing sustainment in support of brigade operations.

1-83. The LSB is assigned to the DSB and operates in direct support of the supported mobile brigade. It provides direct support logistics, field maintenance, and Role 1 and 2 medical support to the mobile brigade. The LSB consists of headquarters and distribution company, maintenance supply company, medical company, and three combat logistics companies. Figure 1-2 on page 12 shows the organization of an LSB supporting a mobile brigade.

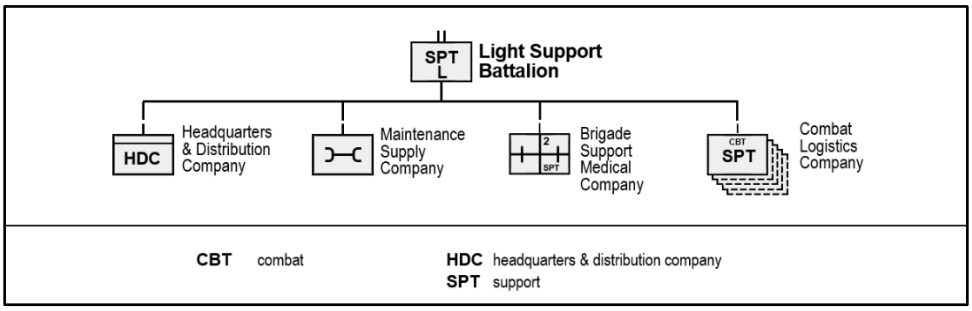

Figure 1-2. Light support battalion supporting a mobile brigade

HEADQUARTERS AND DISTRIBUTION COMPANY

1-84. The headquarters and distribution company provides command and control, administrative, and logistics support for all organic, assigned, and attached units to plan, direct, and supervise supply support operations and supply distribution to the mobile brigade. It consists of—

- Battalion command section and staff.
- Company headquarters and field feeding section.
- Transportation platoon.
- Fuel and water platoon.

1-85. The transportation platoon consists of a platoon headquarters section, a truck squad with palletized load system trucks and trailers, and an MATP section. The platoon transports flatracks of combat-configured supplies and ammunition to support the mobile brigade.

1-86. The fuel and water platoon is made up of a platoon headquarters section, a class III section, and a water section. It can receive, store, and distribute bulk fuel and water.

MAINTENANCE SUPPLY COMPANY

1-87. The maintenance supply company provides field-level maintenance support to the LSB for all automotive, ground support, and communications-electronic equipment, armament peculiar systems, and provides limited recovery support. It manages the stockage of supplies for the brigade, operates a multi-class SSA, and supports distribution capability for all classes of supply. It consists of—

- Company headquarters.
- Maintenance platoon.
- Supply platoon.

1-88. The maintenance platoon consists of a platoon headquarters and maintenance control section, a service and recovery section, a field maintenance section, a ground support equipment repair section, a missile/electronics repair section, and an armament repair section. It performs field maintenance for itself, the headquarters and distribution company, and medical company on organic equipment and back-up service and recovery and automotive and armament, ground support equipment and electronics maintenance to the combat logistic companies as required.

1-89. The supply platoon consists of a platoon headquarters section which provides leadership, supervision, and technical guidance to the supply platoon and operates a multi-class SSA. It also contains a general supply and Class IX section that supervises, directs, and manages the receipt, storage, and issue of supplies and equipment, including Class VIII medical supplies and mail.

BRIGADE SUPPORT MEDICAL COMPANY

1-90. The BSMC provides AHS support to a mobile brigade. It provides Role 1 and Role 2 medical support to the brigade and AHS support on an area basis to all brigade units that do not have organic medical assets. The BSMC's roles, characteristics, capabilities, and combat power are unchanged from the BSMC in the BSB.

1-91. The BSMC consists of a company headquarters, preventive medicine section, behavioral health section, medical treatment platoon, medical evacuation platoon, and a brigade medical supply office. An FRSD may augment the BSMC with a forward surgical capability when required based upon mission requirements or mission variables.

COMBAT LOGISTICS COMPANY

1-92. The combat logistics company provides logistics in direct support to an infantry battalion. It provides the supported commander with dedicated logistics assets organized to meet the infantry battalion requirements. This includes field feeding, bulk fuel, general supply, ammunition, and field-level maintenance. It consists of—

- Company headquarters and field feeding section.
- Distribution platoon.
- Maintenance platoon and maintenance control section.

1-93. The combat logistics company normally operates near its supported battalion. The supported battalion determines the location of the company based on mission variables. The combat logistics company commander is responsible for executing logistics support in accordance with the LSB and supported commander's guidance and the brigade concept of support.

1-94. The headquarters platoon consists of company headquarters and field feeding sections. The headquarters section provides command and control for the company's operations. The field feeding section provides food service and food preparation for the supported battalion. It prepares, serves, and distributes rations and can execute tactical food service operations for the supported battalion.

1-95. The distribution platoon headquarters provides leadership, supervision, and technical guidance for distribution of ammunition, fuel, and supplies. It oversees LOGPAC operations and manages the distribution of supplies coming from or passing through the combat logistics company in support of the infantry battalion.

1-96. The maintenance platoon is made up of a headquarters, maintenance control, and field maintenance section. The platoon headquarters section provides leadership and technical supervision for maintenance operations. The maintenance control section performs maintenance management functions, dispatching operations, and tracks scheduled services. It maintains repair parts for shop operations. The field maintenance section provides recovery, base shop, and on-site field maintenance in support of the infantry battalion.

MULTIFUNCTIONAL BRIGADES

1-97. While maneuver brigades are the Army's primary combined arms, close-operations force and principal ground maneuver units of the division, a mix of multifunctional and functional support brigades support the theater Army, corps, and division. Multifunctional support brigades provide a variety of functions in support operations. Functional brigades provide a single function or capability. These multifunctional and functional brigades are task-organized under corps and division control, enabling them to conduct large-scale combat operations.

1-98. Multifunctional support brigades are normally attached to a corps or division. These brigades may also be under the command of joint or multinational headquarters. These brigades add capabilities (such as attack and reconnaissance aviation and fire support) that complement the maneuver brigades and enable the division to fight as a combined arms formation. BSBs are specifically designed for the type of brigade supported.

FIELD ARTILLERY BRIGADE

1-99. The FAB does not have a traditional BSB. The FAB BSB is a headquarters support company with a battalion-level command and staff and SPO section. It has a support platoon and a maintenance platoon that have sufficient capacity to support the company itself and the FAB headquarters only. The SPO section coordinates support for the FAB's assigned or attached battalions with the supporting sustainment brigade.

1-100. The support platoon contains a distribution section and an ATHP section. The distribution section conducts distribution of dry cargo and bulk class III. The ATHP section receives, stores, and reconfigures ammunition. It can conduct limited duration split-based operations and provide limited munitions maintenance.

1-101. The maintenance platoon contains a field maintenance section and a service and recovery section. The field maintenance section provides on-site field level maintenance for supported equipment in the brigade headquarters. The service and recovery section provides allied trades for repair shops and vehicle recovery for the brigade headquarters. It also provides backup recovery to field maintenance teams and supports maintenance evacuation. For additional information on field artillery sustainment, refer to ATP 3-09.24.

1-102. Each field artillery battalion in the FAB has an assigned FSC. These FSCs are tailored to support the type of weapon system used by the battalion to which they are assigned. Each FSC has a headquarters, distribution, and maintenance platoon. The distribution platoon conducts motor transport operations and petroleum support operations. The maintenance platoon conducts field maintenance and includes FMTs for each battery. The FSC coordinates through the FAB SPO for additional support.

DIVISION ARTILLERY

1-103. While the division artillery (DIVARTY) is a brigade-level field artillery command assigned to a division, it does not have a BSB. The division's assigned DSB provides direct support to the DIVARTY based on mission variables. Each field artillery battalion within the DIVARTY is supported by an assigned FSC. For additional information on DIVARTY sustainment, refer to ATP 3-09.90.

MANEUVER ENHANCEMENT BRIGADE

1-104. The maneuver enhancement brigade is a multifunctional brigade that does not have a BSB. The maneuver enhancement brigade provides task-organized forces to support Army division, echelon above division, joint, interagency, or multinational headquarters. It consists of two organic units: a headquarters support company and a brigade signal company. The maneuver enhancement brigade is task organized based on mission requirements for the echelon it supports, and coordinates with higher echelon headquarters for sustainment. The headquarters support company provides command and control and unit-level administrative and logistics support for all task organized units.

SPECIAL FORCES GROUP SUPPORT BATTALION

1-105. The group support battalion (GSB) is the primary logistics provider in the special forces group. Its role is to plan, coordinate, synchronize, and execute logistics operations to support the special forces group. When an Army Service component command's logistics support is unavailable or not established in the joint operations area, the GSB will be the primary common-user logistics provider. The group's commander is the senior logistician in the group and advises the group commander in logistics management and execution.

1-106. The GSB is a joint and multinational-capable organization as it can accept, integrate, and employ the augmentation of assets from other Services and nations. In a joint special operations task force, the GSB commander may assume the role of deputy commander for support in addition to commanding the battalion. As the deputy commander for support, the GSB commander develops the sustainment concept of support for the joint special operations task force, including elements from the Marine Corps Special Operations Command, Naval Special Warfare Command, and Air Force Special Operations Command. Refer to FM 3-16 for additional considerations.

Capabilities

1-107. The GSB provides rapidly deployable multifunctional logistics and medical support. The GSB maintenance company provides field-level maintenance support to special operations forces-peculiar wheeled vehicles and power generation equipment, along with vehicle recovery operations for the group headquarters and co-located elements. In developed theaters of operations, the GSB synchronizes its support with conventional forces.

1-108. Due to the dispersion of supported units, the GSB coordinates with conventional force sustainment brigades, the expeditionary sustainment command, and the theater sustainment command as needed. This enables area support to each special operations task force, advanced operations base, and special forces operational detachment. Area support enables special operations forces elements in the vicinity of conventional force bases to receive sustainment support. The special operations sustainment brigade provides a key link to conventional forces by embedding Army special operations forces liaison elements and Army

special operations forces support operations teams in tactical and operational conventional force sustainment structures.

1-109. The GSB and FSCs may require augmentation to provide logistics support during sustained operations or for capabilities not organic to the special forces group. The augmentation may be necessary when the special operations task forces are set up in undeveloped theaters, when they do not establish special operations task force bases at fixed facilities, or when a high percentage of special forces operational detachments are committed simultaneously. The GSB is often required to execute split-based operations outside the continental United States.

Task Organization

1-110. The GSB controls consolidated logistics facilities at the joint special operations task force and projects sustainment operations using ground and air assets. GSBs have a headquarters detachment, sustainment and distribution company, maintenance company, technical and information support company, special forces advance skills company, signal detachment, military intelligence company, a tactical unmanned aircraft system platoon, and an electronic warfare platoon. Medical units providing area support and a special operations medical detachment in the special operations sustainment brigade provide medical coverage to a GSB. FSCs are assigned to special forces battalions.

Headquarters and Headquarters Detachment

1-111. The headquarters and headquarters detachment of the GSB provides organic battalion-level administrative and supply support for all assigned and attached personnel and coordinates external support for the special forces battalions through the SPO section.

1-112. The GSB SPO section is the hub of multifunctional logistics operations to support the special forces group. It performs continuous sustainment preparation of the OE, develops and synchronizes the overall sustainment concept of support, plans and coordinates for ground/air resupply, plans for landing zones in the vicinity of the special operations task force, and develops the logistics synchronization matrix. The SPO section plans the allocation of resources in conjunction with the supported chain of command.

1-113. The SPO staff is made up of operations, intelligence, movement, electromagnetic warfare, procurement, petroleum, ammunition, supply, maintenance, food service, and mobility (including strategic air and ground) experts. The SPO section of the GSB provides centralized, integrated planning for logistics management operations in the special forces group.

Sustainment and Distribution Company

1-114. The sustainment and distribution company is a multifunctional logistics company consisting of supply, service, distribution, and airborne support platoons. The company provides maintenance, Classes I through IX supplies, water production, base support, aerial delivery, ammunition holding, medical support, and transportation. The sustainment and distribution company is independently deployable and capable of providing common-user logistics support to a force package of approximately 2,200 personnel when combined with the logistics support capabilities resident in the special forces battalions. The GSB depends upon augmentation from the theater sustainment command for support to progressively larger and more widely dispersed special operations force packages.

Maintenance Company

1-115. The maintenance company consists of the following sections: headquarters, maintenance control, ground maintenance, electronic maintenance, armament maintenance, and base support. It provides base operations support and field-level maintenance for Army-common and select specific special operations forces automotive, power generation, armament, construction, quartermaster, communications, electronic, and ground support equipment.

Forward Support Company

1-116. Each special forces battalion has an organic FSC. The FSC consists of sustainment, distribution, and maintenance platoons. It is a multifunctional logistics company that provides maintenance, limited Class I through IX supplies, liquid logistics (fuel and water production), ammunition holding, and transportation. The FSC is independently deployable and capable of providing support to an entire special forces battalion and its attached elements. When the special forces battalion establishes a special operations task force, the FSC commander may coordinate and supervise the support center logistics activities. The FSC—

- Provides continuous battle tracking of special forces battalion units.
- Assists the battalion S-4 with developing the sustainment concept of support for the battalion.
- Executes tactical and logistics coordination with higher, adjacent, and supported units, as appropriate.
- Oversees the development of the daily LOGPAC by the service detachment supply section and the company supply sergeants.

COMBAT AVIATION BRIGADE

1-117. The core competencies of the CAB are to provide accurate and timely information collection; provide reaction time and maneuver space; destroy, defeat, disrupt, or delay enemy forces; air assault maneuver forces; position personnel, supplies, and equipment; evacuate casualties and perform personnel recovery; and enable command and control to support the combined arms team.

1-118. The CAB is designed to operate as four maneuver battalions/squadron task forces, supported by one ASB. The unit may receive up to two additional aviation battalions/squadrons or task forces without staff augmentation. Additional maintenance personnel and equipment would have to be added to support these additional forces.

1-119. The ASB consists of four companies: the headquarters and support company, the distribution company, the aviation support company, and the brigade signal company. The ASB is configured differently from other BSBs. The headquarters and support company provides field maintenance and AHS support to the brigade. The FSCs and aviation maintenance companies are organic to aviation brigade battalions, not the ASB.

1-120. The ASB is the primary aviation logistics organization in the CAB and the theater aviation brigade. It is optimized to support CAB forward support companies/troops, aviation maintenance companies/troops, and the brigade HHC. The ASB provides field-level maintenance, distributes supply classes I, II, III (bulk), IV, V, and IX, water storage, and operates an ATHP.

Headquarters and Support Company

1-121. The headquarters and support company provides the field maintenance and AHS support to the brigade. The commander and staff provide leadership to the company.

1-122. The maintenance platoon primarily supports the ASB's assigned companies and aviation brigade headquarters. The maintenance platoon oversees field maintenance activities throughout the company, performs maintenance management and production control functions, and maintains Class IX. The field maintenance section conducts ground recovery operations and provides maintenance evacuation for the brigade. The platoon also has automotive, power generation, allied trades, and small arms maintainers.

1-123. The medical platoon has the medical assets to conduct AHS support at a Role 1 MTF for the CAB. The platoon is organized into headquarters, treatment, and evacuation sections. The brigade HHC and aviation battalions retain their own flight surgeons and medics in their organic medical treatment teams. The medical platoon provides the following capabilities for the ASB:

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

Distribution Company

1-124. The distribution company provides supply classes I, II, III, IV, V, and bulk water. It provides aircraft fueling and serves as the SSA warehouse for both air and ground Class IX. The distribution company is also responsible for all aircraft and ground asset refueling and assists in the setup and management of the forward arming and refueling point (FARP). The petroleum platoon has a two-person quartermaster petroleum team assigned to provide quality assurance testing for bulk aviation fuel. This is a critical tool for aviators because it provides organic support for aircraft petroleum testing.

Aviation Support Company

1-125. The aviation support company provides field-level maintenance support for manned and unmanned aircraft systems. The company is structured to support aviation battalions that do not have an organic maintenance capability. It performs BDAR and maintenance augmentation to aviation battalions when needed. The aviation support company's structure provides it with the capabilities and capacity to perform component repairs not available to the CAB. However, neither the aviation support company nor any other organization in the battalion can perform sustainment-level maintenance. Sustainment-level maintenance personnel handle damaged or inoperable aircraft requiring time-consuming repair actions.

1-126. The aviation support company is organized to support specific types of aircraft. It has a production control section that develops a maintenance execution plan to support mission requirements as determined by the commander. The company has a quality control section that provides technical oversight and safety on all associated maintenance actions, task performance, and inspections. For more information on the aviation support company, refer to ATP 3-04.7.

Brigade Signal Company

1-127. The brigade signal company provides communication to enhance command and control. It also provides computer, intelligence, surveillance, and reconnaissance signal systems networks to the supported CAB. The brigade signal company's support includes deploying, installing, operating, and maintaining these systems.

1-128. The company contains a small CP support team responsible for establishing primary CP voice and video capabilities for the brigade. It also contains multiple retransmission teams to provide extended range to brigade-level radio networks.

Forward Support Companies

1-129. FSCs in CABs are organic to the aviation battalions and squadrons. The FSC has a distribution platoon and maintenance platoon. The distribution platoon establishes and operates FARPs for aircraft. The maintenance platoon conducts field maintenance for aviation battalion ground support equipment. Figure 1-3 depicts the organization of an ASB. For additional information on the ASB and FSCs refer to ATP 3-04.7.

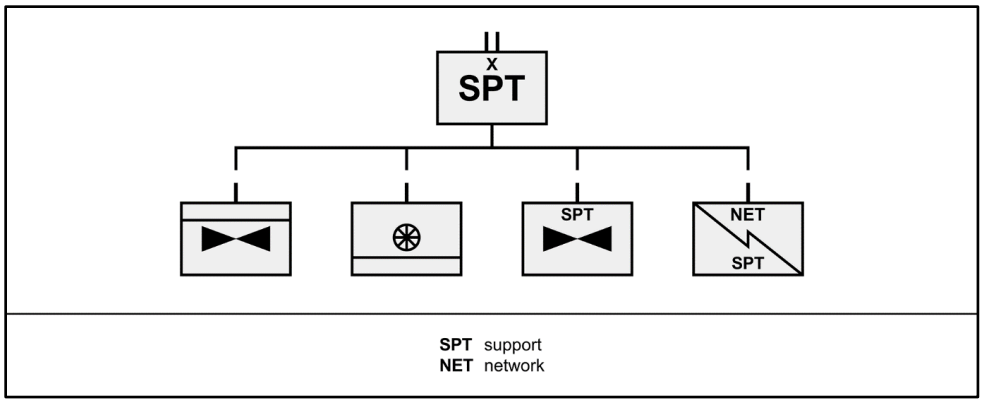

Figure 1-3. Aviation support battalion

MULTI-DOMAIN TASK FORCE

1-130. The MDTF is a theater-level maneuver element designed to synchronize precision effects and precision fires in all domains against adversary anti-access/area denial networks, enabling joint forces to execute their operational plan-directed roles.

1-131. The BSB synchronizes and integrates logistics and AHS support for the MDTF. The BSB is designed with an HHC, distribution company, FMC, medical company, and FSCs. The BSB provides field maintenance and operates an SSA, an MATP, and a Role 2 medical facility.

Note. Only one MDTF configuration has a BSB. In the other configurations, the MDTF is supported by a brigade support company.

Headquarters and Headquarters Company

1-132. The BSB HHC consists of the command group, coordinating staff, and headquarters company. It provides command and control and administrative and logistics support for all organic, assigned, and attached units. The staff executes planning and synchronization for all assigned and attached units in the BSB. The BSB can also provide command and control for all units that occupy the BSA for security.

Distribution Company

1-133. The BSB distribution company consists of a headquarters element, transportation platoon, supply platoon, and a fuel and water platoon. The transportation platoon conducts distribution operations. The supply platoon operates an SSA and MATP. The fuel and water platoon provides petroleum support and water support operations. The distribution company is normally located in the BSA with subordinate elements operating throughout the MDTF's assigned area.

Field Maintenance Company

1-134. The FMC provides field-level maintenance support to the MDTF. The FMC consists of a company headquarters and a maintenance platoon. It provides repair capability for automotive, ground support equipment, communications and electronics, land combat missile systems, and armament systems. The company provides services including welding and machine shop support and recovery support. The FMC also provides limited field-level maintenance reinforcement support to the FSCs for low-density equipment such as communications, electronics, and missile and armament equipment. The BSB typically employs the FMC in the BSA.

Forward Support Company

1-135. The role of the FSC is to provide field feeding, field maintenance, and distribution support to the MDTF. The FSC provides the MDTF commander with dedicated logistics assets organized to meet the unit's requirements. The FSCs provide the MDTF, battalion, and BSB commanders flexibility for providing logistics support. FSCs provide the BSB commander the ability to task-organize and prioritize the logistics effort to support operations.

1-136. The FSCs are attached to the MDTF's BSB and may be attached to or under the operational control of the supported battalion for a limited duration, a mission, or a phase of an operation. The decision to establish these types of command relationships is made by the MDTF commander upon the advice of the BSB commander after a thorough mission analysis.

Multi-Domain Task Force Medical Company

1-137. The MDTF medical company provides Role 1 and 2 medical support for the MDTF and area medical support for units in the BSA that do not have organic medical assets. The capabilities of the company mirror those of the other BSMCs, with the addition of a trauma quick reaction force. The trauma quick reaction force provides damage control resuscitation, which includes initial burn management and trauma resuscitation (such as blood products, parenteral fluids, advanced airway management, and

intravenous/intraosseous/central line placement). The trauma quick reaction force can also provide limited ancillary services with point of care imaging (such as ultrasound) to assist with initial assessment and ongoing patient treatment and management. For additional information on the on the MDTF medical company, refer to ATP 4-02.6.

SUPPORT BATTALIONS OF FUNCTIONAL BRIGADES

1-138. Functional support brigades are tasked organized under corps and division control, enabling them to conduct large-scale combat operations. Functional support brigades can include engineer, medical, military intelligence, military police, and air defense artillery brigades. Functional brigades provide a single function or capability and can support the theater, corps, or division depending on their design.

1-139. The following functional brigades do not have a BSB—

- Air defense artillery.
- Medical.
- Military intelligence.
- Military police.

1-140. Air defense artillery and maneuver enhancement brigades are supported by FSCs. The medical, military intelligence, and military police brigades are supported by appropriate theater-level assets, normally in the form of a CSSB.

ENGINEER BRIGADE

1-141. Engineer brigades do not have organic BSBs. They are supported by BSBs which are organic to the DSB and operate in direct support of the engineer brigade. BSBs which support engineer brigades will be identified and task organized based on mission variables and the type of engineer brigade they are supporting.

SECURITY FORCE ASSISTANCE BRIGADE

1-142. The security force assistance brigade (SFAB) conducts worldwide security force assistance operations at the operational and tactical level. SFABs help develop the capability and capacity of partnered security forces through security cooperation activities to strengthen a host government's ability to defend itself from external and internal threats. SFAB employment allows brigades to focus on combined arms maneuver and prevents the breaking up of brigades to execute security cooperation activities. For more information about SFABs, refer to ATP 3-96.1.

1-143. The SFAB has an organic sustainment advising battalion that advises, supports, liaises with, and assists foreign security forces in sustainment operations and provides limited logistics and medical support to an SFAB depending on theater assets available. The sustainment advising battalion has two core competencies. The first is to provide foreign security force sustainment units with training on individual, unit, and leader tasks, and advise and assist in operations planning, synchronization, and execution. The second is planning, synchronizing, and executing sustainment support for SFAB operations.

1-144. The sustainment advising battalion has limited capability to perform the following functions: distribution operations, field-level maintenance, and Role 1 medical care for the SFAB. The battalion also has a surgeon to evaluate supported foreign security force medical officers, medical care, and evacuation capabilities. Figure 1-4 on page 20 depicts the organization of the SFAB sustainment advising battalion.

1-145. The sustainment advising battalion can operate at the tactical level in a potentially dispersed area of operations. The battalion and its organic units may be tasked to operate in smaller sections, decentralized and under the operational control of other government entities including the American Embassy chief of mission or the Army Service component command.

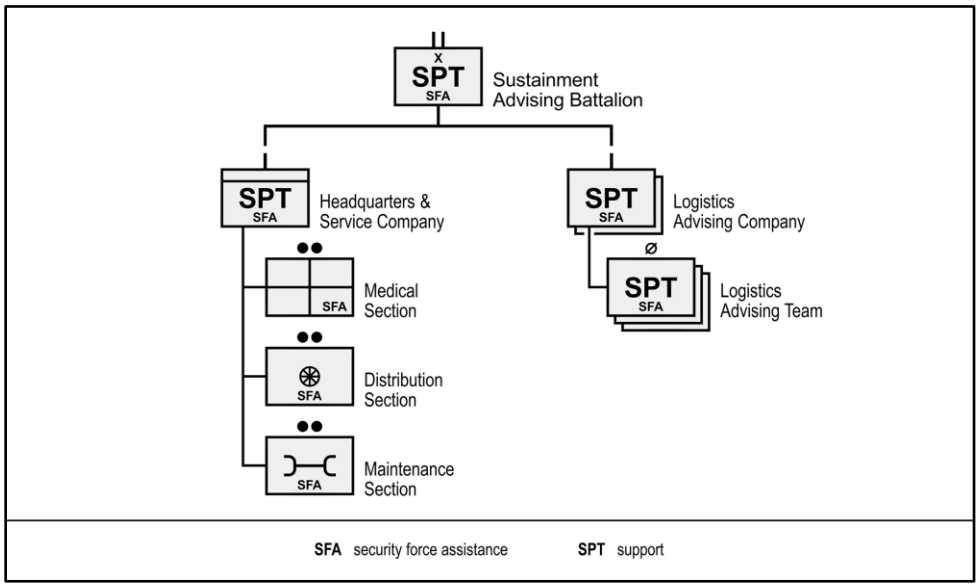

Figure 1-4. Security force assistance brigade sustainment advising battalion

1-146. The SFAB nests with established traditional Army sustainment systems and distribution networks when operating within a designated joint operations area. The sustainment advising battalion can coordinate required sustainment support through an expeditionary sustainment command, and typically receives that support from a DSSB, CSSB, or another brigade's BSB in the joint operations area.

1-147. When operating outside of a designated joint operations area, the SFAB may not have traditional Army sustainment systems and distribution networks to rely on for sustainment support. With no other conventional forces in the operations area, the sustainment advising battalion must coordinate sustainment support through the Army Service component command, host-nation support agency (if an agreement is in place), directly with the Defense Logistics Agency, or American Embassy. The sustainment advising battalion must coordinate with one of these entities for the resupply of all classes of supply, medical evacuation, maintenance support, field feeding, finance, postal, and any other type of support required.

Chapter 2

Command and Control of Brigade Support Battalions

This chapter is presented in three sections. The first section identifies and describes the BSB command group and staff. Section two discusses CP operations and the warfighting functions. Section three discusses the BSA.

SECTION I – COMMAND AND STAFF

2-1. The BSB headquarters consists of the command group, coordinating staff, and headquarters company. The BSB provides command and control for all organic and attached units. It also provides administrative and logistics support to units organic or assigned to the BSB. The staff conducts planning, provides direction, and oversees logistics operations for all assigned and attached units in its supported brigade. The BSB can also execute command and control for all units in the BSA for security and terrain management.

COMMAND GROUP

2-2. The BSB command group consists of the commander, command sergeant major, executive officer, unit ministry team (also known as UMT), and coordinating staff. The command group exercises command and control for the battalion, directs the coordinating staff, and manages commander's critical information requirements. Refer to ADP 5-0 and FM 6-0.

COMMANDER

2-3. The BSB commander is the brigade's senior logistician and is responsible for sustainment synchronization and execution across the brigade area of operations. The commander, supported by the staff, uses the operations process to drive the conceptual and detailed planning necessary to understand, visualize, and describe the OE; make and articulate decisions; and direct, lead, and assess sustainment operations. The BSB commander executes the brigade sustainment concept of support and advises the brigade commander on all aspects of sustainment.

2-4. As the senior logistics commander responsible for sustaining the brigade, the BSB commander must retain the ability to surge, mass, and reallocate logistics capabilities according to the brigade commander’s intent and concept of the operation. The BSB commander makes recommendations to the brigade commander on the task organization for support.

COMMAND SERGEANT MAJOR

2-5. The BSB command sergeant major is the senior enlisted member of the BSB and a member of the commander's personal staff. Command sergeants major have a critical role in mentoring both subordinate organizations and the staff; they provide expertise, present experience, and instill morale. The commander sergeant major carries out policies, enforces standards, and advises the commander on the performance, training, appearance, and conduct of enlisted Soldiers. The command sergeant major provides technical and tactical advice to the commander and staff on training and the planning, preparation, execution, and assessment of battalion operations.

EXECUTIVE OFFICER

2-6. The BSB executive officer is the commander's chief of staff. The executive officer directs, coordinates, supervises, trains, and synchronizes the work of the staff and ensures effective and prompt staff actions. The executive officer must understand the commander's intent and ensure the BSB staff implements it. The executive officer provides the commander with the tools to visualize, describe, direct, and assess operations. Duties include monitoring the status of all subordinate units and ensuring that their status is provided to the BSB commander.

UNIT MINISTRY TEAM

2-7. A chaplain leads the unit ministry team. The chaplain is a member of the BSB commander's personal staff. The unit ministry team consists of the chaplain and a religious affairs specialist. The unit ministry team provides religious support to the battalion and advises the commander on all religious, moral, ethical, and morale issues that impact operations.

2-8. The chaplain advises the commander on matters of religion, morals, and morale as affected by religion, and on the impact of indigenous religions on military operations. The unit ministry team provides area and denominational religious support per the brigade religious support plan under the technical supervision of the brigade chaplain. For additional information on the unit ministry team, refer to FM 3-83.

COORDINATING STAFF

2-9. The coordinating staff is a key enabler of the command and control warfighting function within the BSB. The staff's primary role is to support the commander. It assists the commander in understanding, visualizing, and describing the OE; making decisions; directing and leading subordinate units; and assessing the effectiveness of BSB operations. The staff maintains the common operational picture. The BSB staff includes the S-1, S-2, S-3, S-4, S-6, and SPO sections.

S-1 SECTION

2-10. The S-1 serves as the battalion’s principal staff officer for all matters concerning human resources and other issues affecting the health, morale, and welfare of the battalion. S-1 responsibilities include personnel manning, casualty operations, personnel services, and personnel support. The BSB S-1 reports to the brigade S-1 on personnel manning and accountability to coordinate replacements throughout the organization (refer to FM 4-1).

S-2 SECTION

2-11. The S-2 is the principal staff officer responsible for providing intelligence to support current and future operations and plans. The S-2 section gathers and analyzes information on the mission variables for the commander, subordinate commanders, and staff. Examples of critical S-2 section input to operations include analysis regarding how weather affects main supply routes (MSRs), and the impact enemy’s tactics have on convoys, supply routes, and logistics release points (LRPs). The S-2 section develops a means to collect, analyze, and disseminate information from battalion personnel returning from convoy operations and other support missions.

S-3 SECTION

2-12. The S-3 serves as the battalion’s principal staff officer for coordinating and synchronizing operations. The S-3 integrates and synchronizes all warfighting functions across the planning horizons in current operations, future operations, and plans integrating cells. The S-3 authenticates all plans and orders for the commander to ensure units synchronize all functions in time, space, and purpose in accordance with the commander’s intent and planning guidance. Refer to ADP 5-0 and FM 6-0.

S-4 SECTION

2-13. The BSB S-4 serves as the battalion’s principal staff officer for BSB internal logistics. The S-4 coordinates supply support operations, munitions operations, maintenance operations, petroleum supply operations, field service operations, and transportation operations for the battalion. The BSB S-4 is responsible for consolidating and preparing the logistics status (LOGSTAT) report for the brigade S-4 and coordinating with higher headquarters to facilitate sustainment.

S-6 SECTION

2-14. The S-6 serves as the battalion’s principal staff officer for all matters concerning communications within the command. This section is responsible for Department of Defense information network operations and applicable portions of defensive cyberspace operations, network transport, information services, spectrum management operations, and information management. Additional information on the S-6 section can be found in FM 6-0 and FM 6-02.

SUPPORT OPERATIONS

2-15. The battalion SPO is the principal staff officer responsible for planning, preparing, executing, and assessing sustainment operations for the brigade. This includes supply, distribution, maintenance, and medical support. The SPO officer is assigned to the BSB and is not part of the brigade staff. However, the SPO officer serves as the principal staff officer responsible for synchronizing BSB sustainment operations for all units assigned or attached to the brigade. The BSB SPO works closely with the brigade executive officer, S-4, and surgeon to ensure successful planning and execution of the sustainment plan.

2-16. The SPO section performs mid-range planning and develops the BSB concept of operations to support the brigade. It works closely with the BSB S-3, brigade S-3 and S-4, and supported battalion S-4s to coordinate future support requirements and locations with supported units. As required, SPO personnel collocate with the brigade S-4 to execute concurrent planning operations and develop the logistics estimate and support plans for future operations.

2-17. The SPO develops associated logistics annexes to all plans and orders, anticipates and forecasts requirements for support, and maintains the running estimate. The SPO section takes information from the distribution system to create a synchronized picture of the flow of units, personnel, and materiel into and throughout the brigade area. *Materiel* refers to all items necessary to equip, operate, maintain, and support military activities without distinction as to its application for administrative or combat purposes (JP 4-0). The SPO staff's structure varies slightly by BSB type. Figure 2-1 depicts the typical organization of a BSB SPO staff.

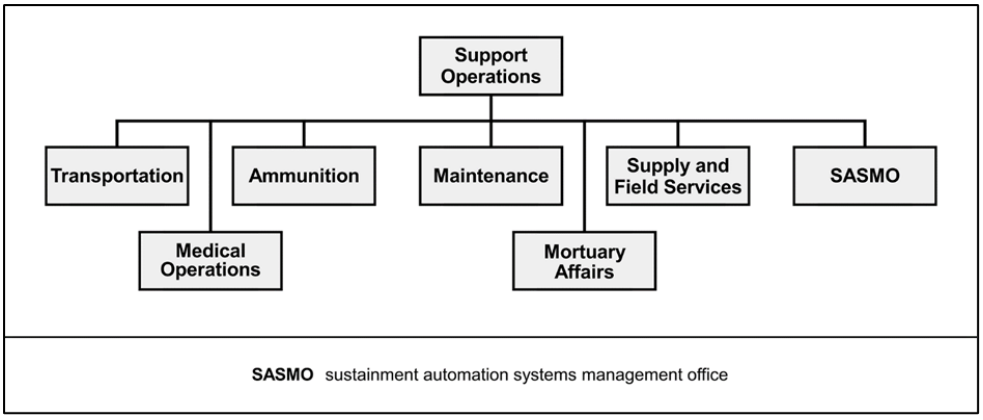

Figure 2-1. Brigade support battalion support operations section

Transportation Section

2-18. The transportation section develops movement plans to support distribution requirements. It plans for and coordinates the employment of organic and attached assets to meet mission requirements. The transportation section channels information to the transportation officer to allow for overall coordination, prioritization, and decision-making by the SPO. The section also coordinates with the brigade S-4 mobility warrant.

Medical Operations

2-19. The BSB SPO medical team is the principal staff team responsible for synchronizing both force health protection and health service support operations for the brigade. It primarily focuses on the preparation and execution of AHS support operations in the short-range planning horizon. The BSB SPO medical team prepares detailed health and medical input to operation plans and fragmentary orders for the SPO.

2-20. The BSB SPO medical team concentrates on medical operations and coordinating the distribution of Class VIII for the brigade. It coordinates the ordering, receipt, and distribution of Class VIIIA (medical materiel and medical device repair parts) through GCSS-Army, and Class VIIIB (blood and blood products). The BSB SPO medical team coordinates with the BSMC to ensure Class VIII visibility, casualty reporting,

and that the medical common operating picture is accurate and timely across the brigade. For additional information on the BSB SPO medical section, refer to ATP 4-02.6.

Ammunition Section

2-21. The BSB SPO is responsible for planning and coordinating ammunition support to the brigade. The brigade S-4 consolidates and prioritizes ammunition requirements for the brigade and communicates this information to the BSB SPO. The ammunition officer in the SPO maintains direct liaison with the supported battalion's S-3, S-4, and FSC commander.

Maintenance Section

2-22. SPO maintenance management personnel provide maintenance oversight of the FMC and FSC maintenance sections. They also plan and forecast maintenance and related Class IX requirements based on future operational plans and coordinate the disposal of enemy equipment. The duties and responsibilities of the maintenance management personnel include—

- Working with the division logistics support element for logistics assistance representative support.
- Coordinating external maintenance and recovery support when required.
- Coordinating field service representative support as required or forecasted.
- Monitoring brigade LOGSTAT reporting and equipment readiness levels.
- Perform materiel management tasks known as Execution Management in GCSS-Army.

Mortuary Affairs Section

2-23. The SPO includes a mortuary affairs NCO who has a wide range of responsibilities. This NCO trains subordinate units on unit-level human remains recovery tasks, which includes search and recovery, tentative identification, preserving human remains, and safeguarding personal effects. The mortuary affairs NCO also coordinates with the sustainment brigade and mortuary affairs units in the area to synchronize the evacuation of the brigade's remains and to understand the higher echelon mortuary affairs concept of operations.

2-24. Additional mortuary affairs responsibilities include—

- Planning the employment of assigned mortuary affairs assets.
- Providing advice to commanders on mortuary affairs assets operations.
- Developing and reviewing operational plans for military operations.
- Preparing mortuary affairs map overlays.
- Identifying mission requirements versus on-hand assets.
- Allocating and prioritizing mortuary affairs assets.
- Identifying temporary interment sites.
- Developing the evacuation flowchart.
- Providing support to attached mortuary affairs units.

2-25. For more information on BSB mortuary affairs, refer to ATP 4-46.

Supply and Field Services

2-26. The SPO coordinates field service support for the brigade as required. This includes shower, laundry, water purification, aerial delivery, and mortuary affairs. Based upon brigade requirements, the SPO coordinates with the DSB for support. The SPO, based on guidance from the brigade S-3 and S-4, identifies locations for field service site establishment.

2-27. The BSB SPO is responsible for supporting all brigade supply requirements. The brigade S-4 determines and prioritizes supply requirements for the brigade and communicates this information to the SPO. SPO supply personnel, including petroleum and ammunition sections, perform supply materiel management functions to ensure adequate supply stocks are available to meet brigade requirements. The SPO supply personnel perform the following materiel management functions: supply planning, requirements validation, asset visibility, asset reporting, resupply, stock control, warehousing, and supply and retrograde of munitions. The supply personnel also coordinate with the transportation personnel in the SPO for distribution of supplies to the FSCs.

2-28. Supporting maneuver brigade Class III(B) requirements, especially armored brigades, requires disciplined management of limited BSB Class III(B) distribution assets. This includes maintaining visibility of FSC Class III(B) assets and having the authority to cross-level or redirect the FSC assets if required. Close coordination with the brigade S-4 and FSC commanders is imperative. The brigade S-4 must fully understand the brigade's support requirements and priorities. Accurate and timely Class III(B) LOGSTAT reporting from using units and FSCs is critical to understand actual requirements. The SPO must communicate forecasted Class III(B) requirements to the DSB to ensure the DSB has adequate Class III(B) stocks on hand to support brigade requirements. The SPO also coordinates with the DSB for Class III(B) distribution reinforcement, if required.

Sustainment Automation Support Management Office

2-29. The BSB sustainment automation support management office (SASMO) executes division-directed sustainment automation policy for the brigade. The SASMO role consists of two parts: network administration and systems administration. Network administration involves installing and maintaining the sustainment transport system (video, voice, and data) consisting of local area networks, wide area networks, routers, transmission systems, and the physical layer network. Systems administration involves updating software, troubleshooting (Tier 0 and Tier 1), and other technical support for select enterprise business systems.

2-30. Sustainment network connectivity enables delivery of logistics, personnel services, financial management, and AHS services. SASMOs install, operate, and secure the sustainment transport system (also known as STS). SASMO personnel also provide technical and functional troubleshooting assistance to the supported units.

2-31. SASMO personnel coordinate with the S-6 to integrate into the brigade communications and electromagnetic warfare plan to ensure security and use of its vital functions. ATP 4-0.6 provides additional information regarding SASMO operations.

Note. SASMOs do not perform hardware maintenance as the personnel are not trained in computer or communication equipment repair.

SECTION II – COMMAND POSTS

2-32. The BSB commander establishes a CP where most of the staff plans, prepares, executes, and assesses sustainment operations. A CP is a unit headquarters where the commander and staff perform their activities. CPs help commanders understand, visualize, describe, direct, lead, and assess operations.

2-33. The BSB executive officer is in charge of CP operations. In this role, the executive officer provides oversight and supervises the staff in the CP. The executive officer's duties include but are not limited to—

- Coordinating and directing the work of the staff.
- Establishing and monitoring the CP battle rhythm and nesting with higher and subordinate headquarters' battle rhythms for effective planning support, decision making, and other critical functions.
- Formulating and disseminating staff policies.
- Ensuring effective liaison exchanges with higher, lower, and adjacent units and other organizations as required.
- Supervising the sustainment of the CP and activities of the HHC.
- Supervising staff training for CP operations.

2-34. CPs operate around the clock. Battle captains and operations NCOs maintain communications, coordination, and information management. The battle captain maintains awareness of the situation two echelons down and the activities of adjacent units. The operations NCO must have a working knowledge of all elements in the CP, understand the unit's standard operating procedures (SOPs), and ensure that the staff uses them. Functions of the CP include but are not limited to—

- Controlling and synchronizing current battalion internal operations.
- Controlling and synchronizing sustainment support operations.

- Monitoring and assessing current operations for their impact on future operations.
- Assessing the overall progress and effectiveness of operations.
- Preparing reports required by higher headquarters and receiving reports from subordinate units.
- Maintaining running estimates.
- Planning and controlling operations.
- Developing and disseminating orders.
- Coordinating with higher, lower, and adjacent units.
- Executing knowledge management and information management.
- Performing network operations.
- Maintaining the common operational picture.
- Performing CP administration (for example, sleep plans, security, and feeding schedules).
- Supporting the commander's decision-making process.
- Consolidating commander’s critical information requirements.
- Integrating warfighting functions with sustainment operations.
- Determining the follow-on BSA base or base cluster locations to displace to and communicating that location to higher, lower, and adjacent units.

2-35. Within the CP, the BSB S-3 maintains focus on current operations, covers near-term future operations as necessary, and maintains the common operating picture. The SPO section in the CP may focus on future operations and plans (for example coordination for mortuary affairs support).

2-36. The commander considers the size, location, and mobility requirements of the CP, as well as mission variables, then configures it based on unit SOP.

2-37. The BSB headquarters must be capable of deploying, constructing, camouflaging, operating, echeloning, positioning, and displacing CPs rapidly to enhance survivability during operations. The CP must consider their electromagnetic signature and actively or passively reduce detection.

SECTION III – BRIGADE SUPPORT AREA

2-38. This section provides an overview of the BSA and describes the fundamentals, operations, and considerations for the establishment, operation, security, and displacement of bases in the BSA. The BSA is a designated area of operations in which sustainment elements locate to provide logistics and medical support to the brigade.

BRIGADE SUPPORT AREA OPERATIONS

2-39. A support area is where units position, employ, and protect base sustainment assets and lines of communications required to sustain, enable, and control operations. Support area operations are a critical part of rear operations. The BSA is a designated area where sustainment elements locate to provide support to a brigade. The BSA typically encompasses a unit base or base cluster, landing/pickup zones, and field trains elements. The BSB is responsible for protecting the BSA from level I and II threats using organic equipment.

2-40. The BSB occupies and controls the BSA. BSA control requires performing area security and stability tasks, employing and clearing fires, and managing airspace users. The BSB will require brigade staff augmentation to control fires and manage airspace. During planning, the brigade is responsible for integrating airspace users in the unit airspace plan to enable procedural control. During execution, the brigade coordinates airspace users’ activities with the airspace control element assigned that volume of airspace.

SITE SELECTION

2-41. Many factors govern BSA site selection, and all should be considered when establishing the BSA. Planners analyze mission variables to conduct mission analysis, which includes site selection. Site selection is based on—

- Mission support requirements.
- Enemy proximity to the forward area, stability of the rear area, and security of the BSA.
- Terrain, including vertical and horizontal lines of communication and trafficability.
- Troops and equipment occupying the battalion field trains and BSA.

- Time constraints for movement to the forward area.
- Civil considerations such as civilians in the area, structures, capabilities, organizations, people, and events (commonly known as ASCOPE) that identify major population centers and civilians on the battlefield or transiting lines of communications. (For more information on civil considerations, refer to ATP 3-57.60.)

2-42. The BSA is normally located near an MSR. It is large enough to allow adequate space for unit occupation and to execute sustainment operations, but not too large to hinder effective security and control. If line-of-sight communications are required, the site terrain must be conducive to it.

2-43. Commanders evaluate the worthiness of a site with respect to mission accomplishment and then consider camouflage, concealment, and survivability. Ideally, the BSA is out of the range of the enemy's medium-range artillery.

2-44. Dispersion requirements often dictate the size of a site. A site has limited usefulness if it will not permit enough dispersion for survivability and effective operations. Support assets from a DSSB should be able to maneuver through the traffic pattern without causing an unnecessary massing of vehicles. When using a base cluster, units try to position individual bases far enough away from each other to reduce the BSA's detectability by enemy sensory equipment, yet still within supporting distance of each other for security and sustainment purposes.

ESTABLISHMENT AND OCCUPATION

2-45. The establishment and occupation of a BSA is deliberately planned and executed. During initial planning, the brigade staff and the BSB staff perform a map reconnaissance of the proposed brigade area of operations. During this reconnaissance, the staffs identify the area for the initial BSA, planned base locations in the BSA, and unit occupation of the bases. All units that will occupy the BSA use this information to plan initial establishment and occupation. Similar actions occur for brigade movement and subsequent BSA establishment and occupation.

2-46. Upon arrival at the brigade area of operations, the BSB uses quartering party operations for initial occupation. The quartering party is key to the initial establishment of the BSA. The purpose of the quartering party is to verify the site selection of the BSA and make limited preparations for receiving units that occupy the BSA. It consists of representatives from the BSB S-3, S-2, and SPO sections. The quartering party is typically a small portion of each unit empowered by its commander to establish locations for personnel and equipment. Depending on the units that will be located in the BSA, the quartering party may also contain elements of the brigade CP, each maneuver battalion's field trains, and attached units. If a single base is used to contain all units in the BSA, the quartering party locates that base position. If a base cluster is used, the quartering party locates each base position. The arrival of the quartering party is the first opportunity to see the terrain and adjust the BSA layout and defenses as necessary.

2-47. The quartering party begins its priorities of work upon arrival at the BSA site. Priority of work is a set method of determining the precedence of tasks when establishing a new location and conducting a defense of a location such as the BSA. The unit SOP will dictate the exact steps in the BSB priorities of work. The commander may change priorities based on the situation and mission variables, but establishing security should be the first and primary task. Although listed in sequence, the BSB may perform several tasks in their priorities of work at the same time. An example priority of work sequence follows:

- Post local security.
- Check for CBRN contamination and unexploded ordnance.
- Set and then maintain a designated level of security.
- Establish tactical voice communications.
- Establish listening posts and observation posts.
- Position crew-served weapons and assign sectors of fire.
- Position subordinate units and other assets.
- Prepare hasty fighting positions.
- Establish the CP.
- Clear fields of fire and prepare standard range cards and sector sketches.
- Emplace early warning devices.

- Modify hasty fighting positions to deliberate fighting positions as the enemy situation allows.
- Install wire communications, if applicable.
- Emplace obstacles and mines.
- Mark (or improve marking for) target reference points and direct fire-control measures.
- Improve primary fighting positions.
- Prepare alternate and supplementary positions.
- Conduct maintenance (specifically, weapons and communications equipment).
- Establish reconnaissance and surveillance.
- Establish sleep and rest plans.
- Reconnoiter movements and routes (for example, trafficability and timing).
- Rehearse engagements and disengagements or displacements.
- Adjust positions and control measures as required.
- Stockpile ammunition, food, and water.
- Dig trenches between positions. Continue to improve positions (for example, replace camouflage if it changes color or dries out).
- Develop a plan to manage potential civilian interactions and consider a location for establishing a civil-military operations center. Request the allocation of a civil affairs team from the brigade's attached civil affairs company.

2-48. The quartering party establishes initial communications to begin the transfer of command and control from a tactical assembly area, intermediate staging base, or previous BSA to the new BSA location. The quartering party establishes a tactical CP. Commanders employ the tactical CP as an extension of the main CP. The functions of a tactical CP typically include the following:

- Controlling the overall unit's operations for a limited time when the main CP is displacing or otherwise not available.
- Controlling a specific task within larger operations such as the establishment of a BSA, a gap crossing, a passage of lines, a relief in place, or air assault operations.
- Providing a forward location for issuing orders and performing rehearsals.
- Controlling decisive or specific shaping operations.
- Performing short-range planning.
- Contributing to future operations planning.

2-49. The tactical CP also continues to plan the positioning of units in the BSA and begins to outline the base perimeter in more detail than the original plans. Representatives of maneuver battalion field trains and other units begin preparations for occupation, which include selecting sites for crew-served weapons. The tactical CP reports to the BSB CP when it is prepared to begin operations. It also relays any information the commander will need to change movement plans.

2-50. After the quartering party, the commander divides the other elements of the BSA into serials to perform a tactical road march to the new site. The BSB S-3 divides these vehicle movements into the advance party, main body, and a trail party. The main body begins the move in accordance with the operation order issued by the BSB main CP and the unit's tactical SOP. The BSB S-3 plans the movement of the BSA's main body echelons by serial. The BSB planners should not include an entire BSB subordinate company's sustainment capability in a single serial; loss of a serial would eliminate all the BSB's capability in a functional area. Additionally, if an entire company is moving at the same time, it will have difficulty maintaining continuity of support.

LAYOUT

2-51. The BSB commander and the brigade S-3 collaborate to determine if the elements in the BSA should occupy a single large base or a cluster of smaller bases. The commander considers the advantages and disadvantages of each option. There are some advantages to using a base cluster:

- Increased dispersion helps to mitigate indirect fires.
- Displacement can be expedited with smaller, more mobile clusters.
- It can prevent total loss of a single asset or commodity from enemy action.
- It can facilitate greater concealment.

- It allows for a larger selection of potential occupation sites.
- It may enable greater flexibility to position assets forward to extend operational reach.

2-52. There are also some disadvantages to using a base cluster:

- It increases command and control complexity with communications architecture and location of key leaders.
- It presents more challenging security problem with a smaller quantity of personnel and weapons and a greater need for coordination.
- Field trains command post (FTCP) integration becomes more challenging.

2-53. Terrain features, terrain patterns, natural concealment, and soil composition must be considered from both practical and security points of view. Bases must be located in areas suitable to execute sustainment operations as well as being defensible. A key factor to consider is whether operations will disturb the terrain pattern enough to make it discernable to enemy surveillance. The goal is not to disturb the terrain pattern at all. Another consideration is the balance of personnel resources dedicated to performing security versus mission tasks. The BSB commander will develop an informed recommendation and present the recommendation to the brigade commander, who ultimately decides on the best option to support operations.

Single Base Operations

2-54. If a single large base is used, the BSB commander will control the base and determine unit placement within the base. The BSB HHC and A, B, and C companies occupy the base. In addition, elements from the brigade staff, the brigade alternate CP, engineer assets, signal assets, medical enablers, field trains, and sustainment units from higher headquarters may occupy the base. Depending on mission variables, there could also be elements from United States Army Materiel Command present. Units occupying the BSA will change in accordance with the brigade mission and task organization. The brigade commander may place attached elements in the BSA during certain phases of an operation or for its duration. For additional information on echelon above brigade enablers operating in the BSA, refer to ATP 4-91.

2-55. A single base is advantageous in terms of simplified command and control and perimeter security. However, a single base containing the number of units that reside in the BSA will be very large and easily detected by enemy reconnaissance. A single base simplifies targeting and attack by enemy artillery, attack aircraft, and ground forces. It also puts a significant portion of the brigade sustainment and support structure at risk from a single attack.

2-56. Locations of elements in the base will vary depending on mission variables. The BSB commander and S-3 use their best judgment in positioning BSB units and assigning sectors for security of the BSB portion of the base. Troop safety guidelines also influence unit placement. The MATP is often outside the base due to net explosive weight distance factors.

2-57. In addition to staff elements and units, there are multiple supply points associated with the base. The distribution company has an SSA, a fuel point, Class I breakbulk point, and an MATP in addition to a convoy staging area. The FMC may establish an MCP, and the BSMC establishes its Role 2 MTFs. If the sustainment brigade provides transportation or water purification support, those units will also need space for a water point and truck parking in or adjacent to the BSA.

2-58. Consider the following when locating units and commodities within the base:

- Make supply points accessible to both customers and resupply vehicles and helicopters. Keep Class III points away from supplies and at least 100 feet from water sources to prevent contamination.
- Locate the medical treatment areas away from likely target areas (such as the MATP, Class III point, and road junctions).
- Ensure evacuation routes and an open area for landing air ambulances are readily accessible by medical personnel.
- Position the MATP near, but off, the MSR so that resupply vehicles bringing ammunition into the area do not block the MSR. The MATP requires sufficient area to perform transload operations without interfering with traffic.
- If possible, establish separate entry and exit entry control points to control the flow of traffic for the base.

- Position CPs near the center of the base for command and control, data and voice connectivity, and security reasons.
- Position units with greatest firepower (such as the maintenance company) along the most threatening avenues of approach.
- Plan for local civilians to approach and cluster at the BSA. Locate the civil-military operations center, if established, at a position that will not impede military traffic access and will mitigate risk of hostile actions.

2-59. The BSB commander and S-3 section shift security responsibilities as tenant units enter and leave the base. The BSB CP SOP covers the overall base layout with and without the presence of FSC personnel and battalion FTCPs.

2-60. Figure 2-2 depicts an example of a notional BSA layout with a single base and company sectors.

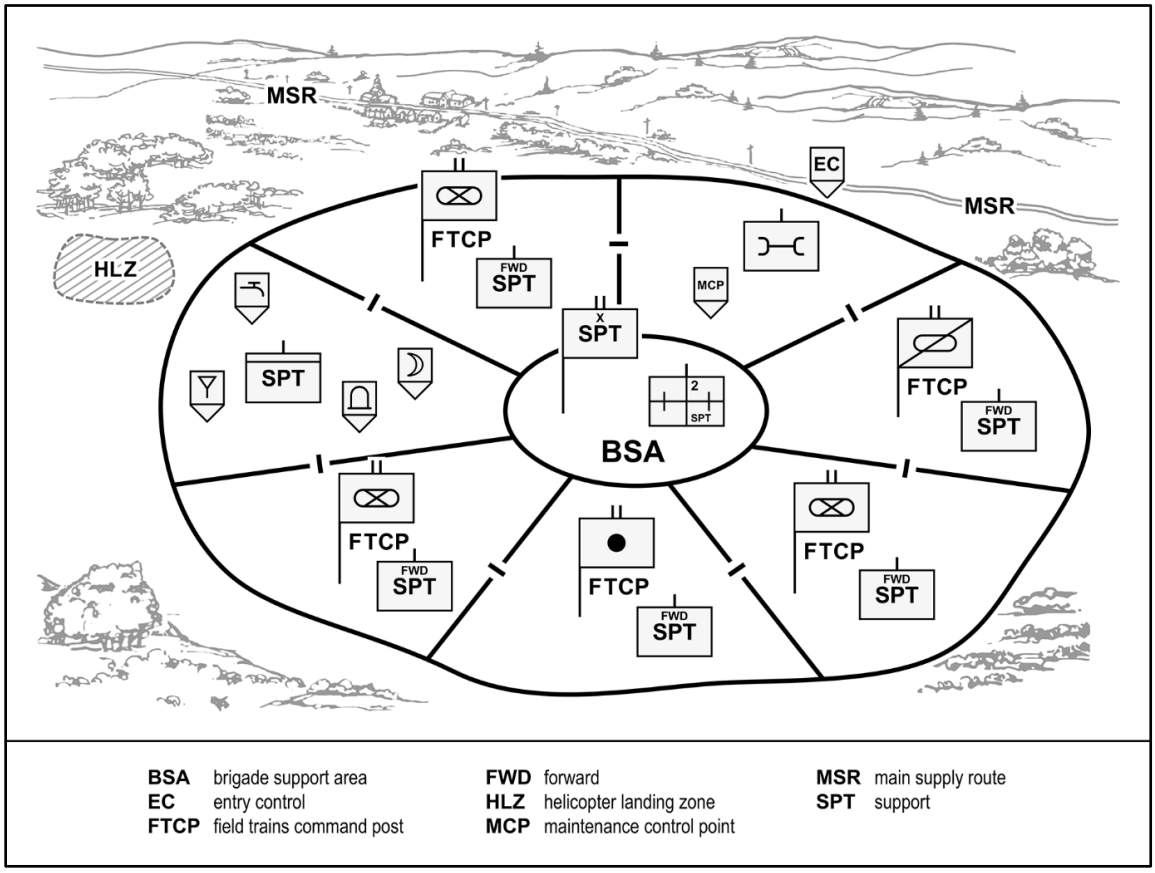

Figure 2-2. Notional brigade support area layout

Base Cluster Operations

2-61. If a base cluster is used, the BSB commander controls the BSA from the battalion main CP, executes terrain management to locate a base for each element in the BSA, and designates a unit responsible for controlling each base. Security, communications capability, proximity to road network, and other factors influence base placement.

2-62. Base cluster dispersion complicates enemy detection and targeting. A base cluster spreads sustainment and support assets over a larger geographic area that minimizes the effects of artillery, air, or ground attack. However, a base cluster complicates command and control and perimeter security. Each base requires perimeter defense to allow adequate and mutual protection of other bases. This is accomplished while minimizing the likelihood of striking an adjacent base with small arms fire.

2-63. BSA clusters can be arrayed by unit, or by commodities and assets. One common technique is to cluster by distribution package to increase the survivability of assets. For example, a distribution company may have a main base and then a couple of other smaller bases with LOGPACs located in each.

2-64. The number of bases in a cluster may increase until command and control is no longer viable; as the number of bases within a cluster increase, command and control and asset visibility become more complex and difficult. Commanders should train to increase the number of cluster bases from one to two, and so on; and only progress in division when command and control is accurately achieved of the current set and size. The goal is good dispersion, concealment, and fast displacement, not self-imposed command and control complexity.

2-65. Base cluster considerations include—

- Coordinating with tenant and transient units, subordinate base clusters, adjacent base camps, and higher headquarters.
- Establishing a reasonable span of control based on the number and echelon of tenant and transient units or subordinate base clusters.
- Transporting personnel, equipment, supplies, and waste in the bases and between base camps in the cluster as part of base camp functions, services, and support.
- Planning for local civilians to approach and gather around the base cluster. Locate the civil-military operations center, if established, at a position that will not impede military traffic access and will mitigate risk of hostile actions. If establishing one is not feasible, ensure that the plan for management of civilians is clearly understood by all.

2-66. A base cluster often lacks a well-defined perimeter or established access points. Although individual bases in the cluster maintain perimeter security, entry, and access control, security requires more personnel than with a single base. Figure 2-3 depicts an example layout of a notional BSA using a base cluster to support a brigade rather than a large single base.

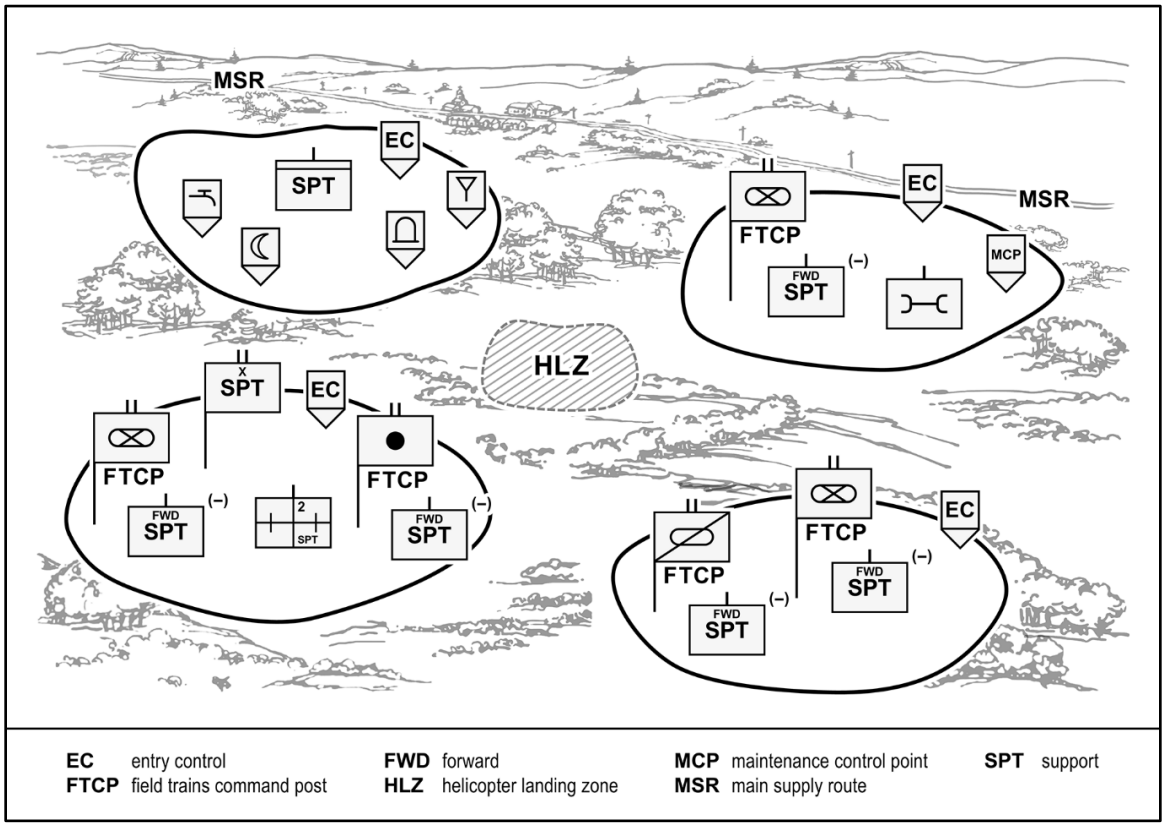

Figure 2-3. Notional brigade support area layout using a base cluster

THREAT CONSIDERATIONS

2-67. Adversaries seek to establish conditions that limit or prevent the United States and its allies access to a region, typically in locations close to their borders. This includes forward positioning layered and integrated air defenses, early warning surveillance radars, rocket artillery, electromagnetic warfare capabilities, and counter-space capabilities. Adversaries may also seek to position missiles, fixed-wing aircraft, unmanned aircraft systems, or naval surface and subsurface forces to shape an OE in their favor. Positioning systems that support an anti-access strategy will allow adversaries to deny or disrupt U.S. access to a region in the event of hostilities while providing leverage against friendly partner nations with the potential use of force. Furthermore, the positioning of systems capable of delivering conventional and CBRN munitions creates additional challenges for the United States. An adversary's ability to establish, maintain, and demonstrate robust anti-access systems bolsters its domestic narratives while eroding partner nation trust and confidence. (FM 3-0)

2-68. Friendly forces must assume they are always under observation due to all the means available to a peer adversary, particularly those available in space and cyberspace. In addition to forward positioning capabilities that support anti-access and area denial approaches, these adversaries seek understanding of the disposition, readiness, and activities of U.S. forces within a contested region. Adversary activities include reconnaissance of U.S. military installations, unit movements, ports of embarkation and debarkation, and staging areas to identify potential targets for ballistic missiles and long-range fires. Adversaries employ cyberspace tools to conduct reconnaissance of friendly networks to identify vulnerabilities for possible exploitation. An adversary may conduct probing actions in the air and maritime domains to test responses by United States and other friendly forces. The intelligence gained through these activities will prepare an adversary for hostilities in the event a situation escalates to armed conflict. Refer to FM 3-0 for specific examples on how anti-access and area denial may be employed against friendly and U.S. forces.

2-69. Commanders may choose to take additional steps to enhance survivability. Commanders may utilize techniques including—

- Dividing the BSA in two equal parts with each site having redundant capabilities.
- Dispersing companies between multiple sites.
- Combining BSB companies into multifunctional elements enabling greater dispersion while maintaining capability.

2-70. Each technique involves making tradeoffs. Dividing the BSA into two equal parts with each site having redundant capabilities still incurs a large footprint. Dispersing singular companies to their own sites maintains command and control, but it increases risk for commodity or capability asset loss. Dispersing company assets between multiple sites or evenly spreading assets and capabilities between multiples sites reduces risk to loss of equipment, but it increases the complexity of command and control. Commanders use mission variables to determine the proper base cluster configuration for each situation.

BRIGADE SUPPORT AREA SECURITY

2-71. Security operations undertaken by a commander provide early and accurate warning of enemy operations. The unit uses this to react to the enemy and to develop the situation to prevent surprise. In the BSA, units execute local and area security.

2-72. Area security neutralizes or defeats enemy operations in a specified area. It includes counter-reconnaissance and security of personnel, airfields/landing zones, facilities, MSRs, lines of communications, equipment, and critical points. For additional information on area security, refer to ADP 3-37.

2-73. The BSB is responsible for its own local security against level I and II threats. The brigade may provide a tactical combat force to augment the BSB for defense against level III threats.

2-74. Local security actions are those that are an inherent part of self-protection and mission assurance measures. Local security consists of base perimeter security, observation and listening posts, local security patrols, access control, barriers, a reserve of personnel to augment perimeter security, and other measures to provide security for a base. Every unit assigned a base or collocated on a base with another unit has local security responsibility.

2-75. The BSB commander is responsible for securing the base (or bases if a base cluster is used). Area security measures are necessary for convoys and other logistics sites and actions that do not occur on a base including MATP or FARP operations. Continuous mission accomplishment is critical despite security operations.

2-76. As the threat increases, the BSB commander may stop sustainment support to adequately protect personnel and equipment. Failure to provide adequate protection may cause personnel and equipment losses to be so significant that they prevent sustainment support to the brigade. The brigade commander and the BSB commander must have previously discussed what risks are reasonable to accept and what risk mitigation measures to implement based on requirements and priorities.

2-77. The BSB commander ensures logistics missions and associated activities continue without restriction and that all logistics units can perform protection operations against a level I threat. Table 2-1 identifies level I-III threats. Although the threat is described by levels as a planning guide, these threat levels do not restrict responses. Threat levels are simply a planning guide for base defense. For more information on level I-III threats, refer to ADP 3-37.

Table 2-1. Level I-III threats

Level I Threat	A small enemy force that can be defeated by those units normally operating in the echelon support area or by the perimeter defenses established by friendly bases and base clusters.
Level II Threat	An enemy force or activities that can be defeated by a base or base cluster's defensive capabilities when augmented by a response force.
Level III Threat	An enemy force or activities beyond the defensive capability of both the base and base cluster and any local reserve or response force.

2-78. Level I threats include enemy agents, terrorists, and criminals whose primary missions include espionage, sabotage assassination, and subversion. These include potential insider attacks by elements or individuals of host-nation partners and security forces.

2-79. Level II threats include small-scale forces that can cause serious harm to military forces and civilians. Attacks by a level II threat can cause significant disruptions to military operations and the orderly conduct of local governments and services. Forces constituting level II threats can conduct well-coordinated, but small scale, hit-and -run attacks; improvised weapons attacks with roadside or vehicle-borne improvised explosive devices; raids; and ambushes. Level II threats may also include special operations forces.

2-80. Level III threats have the capability of projecting combat power by air, land, or sea or anywhere into the area of operations. Specific examples include airborne, heliborne, and amphibious operations; large, combined-arms, ground-force operations, or penetrations; and infiltration operations involving large numbers of individuals or small groups. Level III threats are beyond the capability of support and rear area forces and can only be effectively defeated by a tactical combat force or other significant forces.

2-81. The BSB commander and S-3 analyze the terrain in detail from all perspectives and then verify it on the ground to select engagement areas and positions that allow for the massing of fires and the concentration of forces on likely enemy avenues of approach. Emphasis is on preparing and concealing positions, routes, obstacles, logistical support, and command and control facilities and networks. The BSB commander plans, coordinates, and uses rehearsals to ensure subordinates understand the base defense concept of operations. To be effective, a BSA defensive plan must include four components:

- Protect the base.
- Detect the enemy.
- Disrupt the enemy.
- Destroy the enemy.

Protect the Base

2-82. The BSA requires continuous protection, from occupation through displacement. Properly designed perimeter security is the base's first line of defense. Perimeter security is designed to incorporate layered defense in depth and integrate security elements including—

- Cleared fields of fire.
- Interlocking fires.
- A final protective line.
- Barriers.
- Surveillance.
- Access control.
- Counter-unmanned aircraft system training.

2-83. Units organize a perimeter defense to accomplish a specific mission (such as protecting a base or providing immediate self-protection). The BSB depends upon early warning, key defensive positions, and a quick reaction force. During a perimeter defense, leaders at all levels ensure that—

- Units physically tie into each other.
- Direct-fire weapons use flanking fire to protect the perimeter.
- Units utilize indirect fire assets.
- Communications are secure, and redundant systems are in place.
- Units employ obstacles.
- Units establish a final protective line.

2-84. The BSB S-3 assigns a perimeter area to each unit collocated on the base. The S-3 ensures each unit's area of fire mutually supports the adjacent unit's area when feasible. The S-3 coordinates with unit commanders and confirms that units in the base have coordinated their boundaries of fire with adjacent units. If a base cluster is used, each unit that controls a base performs the same actions as described for elements on the base. All elements of units in or transiting through the base help with establishing and defending the base perimeter. Perimeters vary in shape depending on the terrain and situation. If the commander determines the most probable direction of enemy attack, the commander may choose to reinforce that part of the perimeter covering that approach with additional resources.

2-85. All companies and tenants on the base provide sector sketches to the BSB S-3. Figure 2-4 depicts an example of a completed company sector sketch. BSB companies and all units in the base draw sector sketches as close to scale as possible. The BSB S-3 combines each sector sketch from the BSB's subordinate units to create a realistic, complete, and to-scale base sector sketch. Each sector sketch shows at a minimum—

- Main terrain features and the range to each.
- Each primary position.
- Primary and secondary sectors of fire covering each position.
- Machine gun final protective line or principal direction of fire.
- Type of weapon in each position.
- Reference points.
- Observation post locations.
- Dead space.
- Obstacles.
- Indirect fire targets.
- Engagement areas if applicable.

2-86. Leaders are involved in developing the sector sketch and ensuring that units execute it to standard. Units construct fighting positions to standard and ensure the fighting positions are mutually supportive with interlocking fields of fire. They also establish final protective lines across broad fronts or likely enemy avenues of approach. The final protective line is a selected line of fire where an enemy assault is to be checked by interlocking fire from all available weapons and obstacles. The BSB S-3 develops a coordinated, predetermined signal for Soldiers on the perimeter to shift fire to the final protective line. Once the final protective line is initiated, all Soldiers fire weapons at maximum cyclic rate along the line. Soldiers spare no ammunition in repelling the enemy.

2-87. Fighting positions for both crew-served weapons and individual weapon positions develop range cards to standard to ensure the base is properly defended, which in turn aids in developing situational understanding of the base terrain. The company compiles range cards from fighting positions using DA Form 5517 (*Standard Range Card*) to build sector sketches up to a complete company sector sketch. Refer to ATP 4-91 for an example of a completed range card using DA Form 5517.

2-88. The BSB develops an obstacle plan as part of the base or base cluster defense. Units use obstacles to disrupt, turn, fix, and block an enemy's progress. The BSB S-3 analyzes the situation and plans hasty or engineer-emplaced obstacles to support the base defense. Companies in the base also develop their own internal company obstacle plans that nest with the BSB's obstacle plan. Commanders integrate reinforcing obstacles with existing obstacles to improve the natural restrictive nature of the terrain to halt or slow enemy movement, canalize enemy movement into engagement areas, and protect friendly positions and maneuver. Units must integrate obstacles with fires to be effective. Improvement to defensive positions is continuous. Given time and resources, the defending force constructs additional obstacle systems in-depth, paying special attention to its assailable flanks and rear.

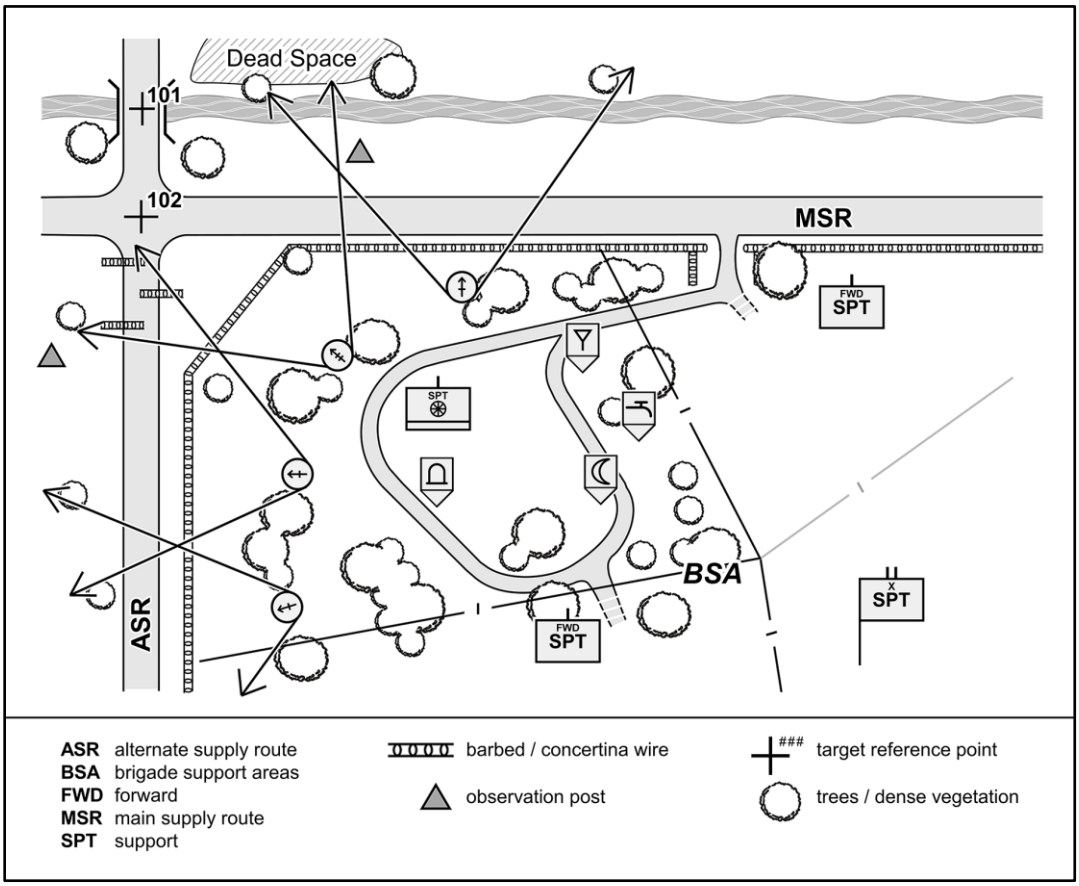

Figure 2-4. Example of a completed company sector sketch

2-89. The BSB develops engagement areas during base defensive planning and operations. Refer to ATP 3-90.1 for more information on engagement area development. An engagement area channels enemy forces into terrain or routes advantageous to the defense. An engagement area is where the commander intends to trap and destroy an enemy force using massed fires. The success of any engagement area depends on how effectively the commander can integrate the obstacle plan, the indirect fire plan, and the direct fire plan in the engagement area to achieve the defense of the base. The seven steps listed represent a way to build an engagement area:

- Identify all likely enemy avenues of approach.
- Determine likely enemy concept of operations.
- Determine where to kill the enemy.
- Plan and integrate obstacles.
- Emplace weapons systems (includes preparation of fighting positions).
- Plan and integrate indirect fires.
- Rehearse the execution of operations in the engagement area.

2-90. While the BSB S-3 is overall responsible for developing the BSA security plan, the BSB S-2 assists by developing the information collection plan to support security operations in and around the BSB base. The S-2 also provides intelligence updates from the brigade, especially during periods of heightened threat activity.

2-91. The perimeter shape may conform to the terrain features that best use friendly observation and fields of fire. The commander can increase the effectiveness of the perimeter by tying it into a natural obstacle that allows the unit to concentrate combat power in more threatened areas or operations. The shape and size of the defensive perimeter depends on mission variables. In anticipation of the need for a quick reaction force or tactical combat forces, the BSB S-3 develops and rehearses procedures to hand off the battle to arriving quick reaction forces, military police response forces, or tactical combat forces.

2-92. All units occupying the base must coordinate with adjacent units to form a cohesive defense. The company commander coordinates with adjacent units to integrate fires and cover gaps between positions. Companies establish contact points between each other to ensure friendly forces meet at some specific point on the ground to tie supporting direct and indirect fires between their flanks. In many cases, companies can accomplish this with the exchange of sector sketches. Typical information exchanged includes—

- Locations of primary, alternate, and supplementary positions.
- Sectors of fire for all crew served weapons.
- Location of dead space between platoons and how it is to be covered.
- Location of observation posts.
- Location and types of obstacles and how the company will cover them.
- Size, type, time of departure and return, and routes of any patrols.

2-93. When a base cluster is used, the leader of each individual base devises a plan for that base's perimeter security and the plan is consolidated at the battalion level. Depending on the number of bases in the cluster, this leader will often, but not necessarily, be a company commander.

2-94. The BSB leverages all available enablers and brigade assets to defend the BSA. This includes brigade and maneuver battalion indirect fires. The BSB planners develop the BSB's fires plan with the brigade fire support element and integrate it into the brigade's overarching fires plan. The BSB S-3 synchronizes direct and indirect fires to mitigate enemy use of avenues of approach and infiltration lanes. The S-3 must consider the number of crew-served weapons in the BSB and balance them between perimeter security and convoy protection. The brigade fires cell, located in the brigade S-3 section, is the central planning cell that integrates all required information for fire support planning in the brigade. The BSB S-3 should have radio contact with the fire support cells for nearby battalion mortar sections, brigade fire support element, and the field artillery battalion to contact them for fire support if needed. The FTCPs from the battalions, particularly if they have vehicles evacuated for repair, can emplace non-mission capable combat vehicles oriented along their own perimeter toward enemy avenues of approach so that the crew served weapons can be employed as part of the defense.

2-95. Artillery target reference points are easily recognizable points on the ground, either natural or man-made, used to control indirect fires through grid coordinates or target numbers. Units should identify target reference points where the BSB S-3 anticipates enemy contact. Target reference points allow for units to easily call for fire to suppress an enemy attack on the BSA. Once identified, the BSB S-3 must coordinate any targets with the brigade fires for fire support.

2-96. The BSB S-3 maintains the brigade fires overlay, fire support task matrix, and fire support execution matrix displayed in the CP. If a base cluster is used, all base CPs must have the same fire support information. The BSB incorporates these fires planning documents into its common operational picture. The brigade fires overlay serves as the primary means for BSB planners to conceptualize and leverage fires coverage. The fires overlay provides a visual depiction of all approved targets, indirect fire coverage areas, and pre-planned targets in the brigade's area of operations. The fire support task matrix provides all the fires support tasks in the brigade's area of operations. It provides the planner with the location of fire support assets within the brigade. It also provides the location of specific targets, observation responsibility, types of indirect fire systems available, attack criteria, and communication requirements. The fire support execution matrix shows how the brigade fires plan supports its scheme of maneuver. It details the timing of indirect fires and close

air support and how the brigade prioritizes and plans to employ them throughout the entire operation. These products are also useful for the planning of enablers during a convoy operation.

2-97. The BSB integrates the base defense plan into the security plan for the entire brigade area of operations. This requires the BSB S-3 to coordinate with the brigade S-3 for the overall plan. This coordination includes the brigade engineer to ensure integration of engineer support and Class IV materiel to harden positions and reduce the effectiveness of enemy weapon systems.

2-98. If a base cluster is used, the BSB S-3 coordinates directly with units in bases adjacent to or close to the BSB to plan mutually supporting fires and to prevent fratricide. The BSB also considers the defensive perimeter planning for logistics elements that operate or move outside of the BSB's base.

2-99. Bases are vulnerable to detection and attack by enemy rotary, fixed-wing, and unmanned aircraft systems. The base defense plan includes an air defense plan using available organic and non-organic assets. If non-organic assets (such as Avenger systems) are not available, massing fires from crew served and individual weapons can be effective against low flying aircraft.

2-100. Passive base protection measures include using camouflage, controlling movement, enforcing noise and light discipline, employing proper communications procedures, and using night-vision devices.

2-101. Units must understand the principles of camouflage and concealment including covering all reflective surfaces. Camouflage and concealment prevent detection from the air, ground, and radars. To effectively camouflage and conceal activities, both leaders and Soldiers must constantly consider an enemy's point of view. Placing a low priority on camouflage and concealment activities because of time constraints, minimal resources, or inconvenience could result in mission failure and unnecessary casualties. In some cases, camouflage and concealment activities may succeed by merely preventing an enemy from identifying a target. Simply avoiding identification is often sufficient to increase survivability.

2-102. Rows of vehicles and stacks of materiel create equipment patterns that are easier to detect than randomly dispersed equipment. Units manage equipment patterns and use the surroundings for vehicle and equipment dispersal. (For example, units ensure that in-person logistics synchronization meetings with maneuver battalions don't create a "parking lot" of vehicles during their attendance on a MSR or alternate supply route.) However, units should not disperse equipment in such a way that it reduces a unit's ability to accomplish its mission.

2-103. Natural background is random, and most military equipment has regular features with hard, angular lines. Even an erected camouflage net takes on a shape with straight-line edges or smooth curves between support points. An enemy can easily see silhouetted targets, and its sensors can detect targets against any background unless the shape is disguised or disrupted. Size, which is implicitly related to shape, can also distinguish a target from its background. Use lightweight camouflage screen systems to conceal vehicles, tents, shelters, and equipment. Use vegetation to further disrupt the outline of the target rather than completely hide it. Refer to ATP 3-37.34 for more information on camouflage and concealment.

2-104. Units should avoid patterns in their operations. An enemy can often detect and identify different types of units or operations by analyzing the signature patterns that accompany their activities. For example, the forward movement of engineer obstacle-reduction assets, petroleum, oils, and lubricants, and ammunition precedes an offensive. Such movements are very difficult to conceal.

2-105. The greatest threat to communications at the tactical level is the enemy's use of electronic warfare assets to geolocate and target friendly communications. Electromagnetic protection uses techniques such as limiting transmissions and using natural or manmade objects to mask radiated energy from traveling to undesired destinations. Electromagnetic protection is essential to prevent the threat from learning friendly behaviors and intentions in the electromagnetic spectrum. BSB commanders must understand and implement measures based on threat analysis to combat electromagnetic warfare. For more information on electromagnetic protection, refer to ATP 3-12.3.

2-106. The BSB base or base cluster defense plan adjusts to meet changing conditions in the area of operations. The BSB S-3 communicates all defensive adjustments throughout the formation to ensure shared understanding.

Detect the Enemy

2-107. Detection includes discovery of enemy forces in the immediate vicinity and knowing as much about their positions and intentions as possible. Detection is critical in achieving timely response to an enemy threat and disrupting the threat quickly before it affects sustainment operations.

2-108. The BSB defense may employ early warning systems, trip flares, and listening posts/observation posts in sufficient quantities to provide adequate coverage of the base perimeter. The BSB conducts random reconnaissance patrols of designated areas outside its defense perimeter in accordance with the assessed threats. Active patrolling, adherence to unit SOPs, and continuous reconnaissance are active measures that help provide detection. Base cluster patrols also include the internal spaces between individual bases; coordination of these patrols with the BSB S-3 is essential to help prevent fratricide. The BSB also employs its CBRN detection equipment as part of its detection and base defense plan.

2-109. Units that detect enemy activity immediately notify the base CP or base defense operations center of the activity and provide as much information as possible about the enemy. Report the time of detection with information on the enemy element size, activity, location, uniforms, and equipment/weapons. The base CP or base defense operations center immediately relays the report to the brigade CP. Unit SOP dictates reporting requirements and specific enemy information.

2-110. The BSB has pre-arranged and rehearsed signals to alert the base of enemy activity and its location. The unit can use devices including sirens, pyrotechnics, and vehicle horns to provide the alerts. The alert signals the base reinforcements to mobilize and move to the site of detection.

Disrupt the Enemy

2-111. The BSB defensive plan is structured to disrupt an attacking enemy's progress after detection and warning to allow time for the base defense forces to react. Disruption also allows time for mobilization of a tactical combat force for reinforcement if necessary.

2-112. Units use all available means to disrupt enemy forces. Effective small arms fire will disrupt enemy activity and delay enemy actions. Commanders disrupt attackers and isolate them from mutual support to defeat them. Repositioning forces, aggressive local protection measures, and employment of obstacles, indirect fires, and ambushes combine to disrupt the threat of an attack.

Enemy Destruction

2-113. Units use well-disciplined, well-aimed, and concentrated small arms and grenade fire to destroy an enemy. Preplanned or adjusted artillery or mortar fire is also extremely effective. Commanders and leaders are conscious of the proximity of the enemy and notify the fire direction center if the fires will be danger close. It is unlikely the BSA will be able to destroy any threat higher than Level I without a response force. If the BSB cannot destroy the threat with its internal capabilities and quick reaction force, it coordinates with the brigade for external support. If the threat exceeds the available BSA defensive assets, the BSB's preplanned defensive measures must delay the enemy force until reinforcements from the brigade can destroy the enemy.

DISPLACEMENT

2-114. Given the increased expected use of enemy unmanned aircraft systems (which are low cost, low risk for the enemy and could be high cost for the BSB and its assets), displacement will occasionally prove the best or only way to protect the brigade's days of supply and assets.

2-115. The BSB commander must position BSB units close enough to its supported brigade to maintain responsive sustainment. As such, the BSB will have to displace its operating base or base cluster frequently. This is particularly true during execution of large-scale combat. The forward movement of the brigade's battalions and brigade commander's movement of the brigade rear boundary will largely dictate when the BSB must displace. The BSB commander may move the base within the BSA boundaries even if the brigade rear boundary or BSA boundaries do not move. This keeps an effective proximity with the brigade units and increases survivability by minimizing time in a single location. The BSB plans base displacement immediately after occupying a new site. Units follow the displacing procedures in their unit's tactical SOP.

2-116. Considerations as to why a BSB would displace and reestablish in another location include—

- Lines of communication stretched where FSCs could no longer support their maneuver battalions with a local haul.
- Lack of ability to execute planned and emergency LOGPAC from the BSA to combat trains and return in one trip.
- Distance away from its supporting DSSB where the DSSB could not support the BSB with a local haul LOGPAC.
- Inability for the BSB to provide uninterrupted support to the brigade and changing operational requirements.
- Enduring CBRN threat or hazard which adversely impacts the BSA and cannot be adequately mitigated.
- Continued degradation of logistics capability due to enemy indirect fire.
- Unmanned aerial system attacks.
- Inability of the FMC to provide additional field-level maintenance and recovery support to the FSCs.
- Degradation of FSC combat power, necessitating additional throughput from the BSB distribution company.
- Extended ground lines of communication make ambulance exchange point operations difficult to execute in a timely fashion.

2-117. The BSB commander, in close coordination with the brigade commander and brigade S-3, determines when to displace the BSA. Both commanders and staffs understand how the displacement of the base will disrupt brigade support operations and medical care. The disruption may be in terms of time, capability, or a combination of both. In some instances, the brigade commander and brigade S-3 may choose to relocate the BSA to a current MCP location due to the difficulty in moving and securing non-mission capable equipment present in the MCP.

2-118. The BSB S-3 ensures the displacement of the BSB is coordinated with all supported units, subordinate units, and supporting units. The BSB SPO may coordinate for the DSSB to provide reinforcing support to brigade units during the BSB displacement. The BSB makes all units, and most importantly the supported brigade, aware of when support operations will cease at the existing BSB base location, the location of the new BSB base, when operations will begin at the new BSB base site, and location of any forward logistics element (FLE) supporting the displacement.

2-119. A ***forward logistics element*** **is a task-organized collection of multifunctional logistics assets designed to maintain responsiveness of support to operations**. While mission analysis dictates a FLE's composition, the BSB typically establishes a FLE with fuel handlers, ammunition handlers, water and Class I supplies, recovery assets, and medical personnel. When displacing the BSB, a FLE enables the BSB to continue uninterrupted support to the brigade while relocating. When establishing a FLE, commanders should consider security requirements for the element. Considerations include the number of personnel, types of weapon systems required for security, and the impact this has on BSB operational area security. Another FLE consideration is the impact its vehicle/transportation composition has on BSB convoy operations.

2-120. The BSB CP is responsible for ensuring the transition to the new support base is coordinated with the sustainment brigade and all supported units. The BSB must direct resupply operations to the new BSA at the right time, and units must know where the new BSA and resupply points are and when to begin using them.

2-121. Supported units must recognize that BSB support operations degrade while the elements of the BSB move to a new location. BSB elements move in echelons to minimize support disruption. The echeloning of sustainment capabilities is especially critical for Role 2 coverage, as the BSMC typically moves with the BSB while displacing. An echelon approach to medical coverage helps to ensure there is a limited reduction of medical support to the brigade during the displacement. Brigade planners should carefully consider the timing of BSA displacement, FLE employment, Role 2 capability and coverage, and FLE composition to ensure the BSB maintains adequate support throughout the transition.

2-122. The BSB does not have sufficient organic transportation assets to move 100% of its personnel and organic equipment in one lift. Other elements located in the BSA also lack sufficient transportation. This lack of organic BSB transportation may necessitate the further echeloning of sustainment capabilities during displacement. Additionally, downloaded supplies at BSB supply points and disabled equipment at the FMC's

MCP place additional demands on transportation. During a hasty displacement, pre-coordination is likely unavailable to support within the necessary time window. Therefore, the BSB commander should have a list of high priority equipment that displaces first and ensure that the movement is deconflicted in space along multiple avenues. Disabled equipment the FMC cannot repair immediately may need to wait for evacuation to the new BSB site. The BSB maintains supplies uploaded for rapid mobility. The SPO requests additional support from the sustainment brigade for all transportation requirements beyond the BSB's capability.

2-123. Upon receipt of the warning order, BSB units initiate action in preparation to displace. Units load equipment according to their unit SOP and internal load plans. The BSB units also begin reducing perimeter concertina wire and defenses. The BSMC evacuates patients in the holding area instead of moving those patients forward on the battlefield with the displaced Role 2 MTF. The FMC may also increase evacuation of non-mission capable equipment. Field trains assets should arrange to resupply units with fuel, water, food, ammunition, and repair parts as much as possible before BSB units close supply points.

2-124. Field trains usually move after the main body of the BSB displaces. The remaining elements of the BSB will cease any support operation not already stopped after the departure of the maneuver battalions' field trains. The BSB will upload remaining materiel and move to the new BSB location with permission of the CP. The BSB's main CP then transfers control to the tactical CP at the new BSB location, breaks down its equipment, and displaces.

2-125. The trail party closes out any remaining operations, ensures the old BSA site is clear of anything of intelligence value to the enemy, and moves to the new BSB site. The trail party includes maintenance elements to repair or recover disabled vehicles from the rest of the BSB and brigade elements moving to the new location. The trail party may also need to pick up guides or markers along the route.

Chapter 3
Sustainment Planning and Support Operations

Sustainment planning allows the BSB to support its assigned brigade to sustain the fight. The BSB and supported brigade must work closely with one another to determine sustainment requirements. This chapter describes sustainment planning and execution, how the SPO supports the brigade, and describes the distribution management process and echeloned sustainment.

OPERATIONS PROCESS

3-1. Sustainment planning supports operational planning (including branch and sequel development) and the targeting process. Support operations balance the sustainment capabilities of the support battalion against the requirements of supported units. This chapter will discuss sustainment planning at the brigade echelon and support operations conducted by BSBs.

3-2. The BSB commander and staff use the operations process to understand, visualize, and describe both the OE and the operation's end state. The commander uses this information to make decisions on how to best support the brigade and then issues orders to articulate those decisions and direct, lead, and assess brigade sustainment operations. For detailed information on the operations process, refer to ADP 5-0.

PLAN

3-3. Planning may be highly structured or less structured depending on mission and operational variables, especially the variable of available time. During planning, the BSB S-3 and SPO execute the military decision-making process (MDMP) appropriate for the planning horizon; the more time available, the more detailed the planning becomes. For the BSB, future operations normally fall within a span of days and hours. The BSB SPO focuses on future operations, while the BSB S-3 focuses on current operations.

3-4. The BSB is often most successful when the SPO is operating, planning, communicating, and synchronizing with the BSB S-3, the brigade S-3 and S-4, and the DSSB at the 96-72 hour planning horizon. In turn, the BSB is most successful when the S-3 communicates upcoming planned movements and operations to the companies at the 72-48 hour mark through a five paragraph operation order. One good practice is for the S-3 to turn as many implied tasks into specified tasks as possible. The BSB continues to find success when the S-3 tracks and deconflicts missions within a 24-hour execution window of the companies.

3-5. Regardless of the planning horizon, the outcome of a plan is an executable operations order. The BSB order synchronizes company actions in time, space, and purpose to achieve objectives and accomplish the mission. Understanding the distribution management process (to include all subordinate functions that are executed) facilitates this process. The order also informs others outside the organization on how to cooperate and provide support. The order describes the situation, establishes a task organization, describes the concept of operations, assigns tasks to subordinate companies, and provides essential coordinating instructions. The order may be in fragmentary order form issued as needed to change or modify an operation order during execution.

3-6. The BSB commander and staff apply the philosophy of mission command when planning, understanding that no one has complete knowledge of the situation. Imperfect knowledge and assumptions about the future are inherent in planning and it cannot precisely predict how enemies will react during operations. Planning does not eliminate uncertainty, but instead it identifies actions to take during uncertainty. Regardless, planning results in improved situational understanding and facilitates future decision making. Planning and plans help leaders to—

- Understand the situation (to include supply requirements) and develop solutions to problems.
- Task organize the supply and transportation units and prioritize efforts.
- Direct, coordinate, and synchronize action.
- Anticipate events and adapt to changing circumstances.

3-7. The staff updates the running estimates during planning. A running estimate is the continuous assessment of the current situation used to determine if the current operation is proceeding according to the commander's intent, and if planned future events are supportable. A comprehensive running estimate addresses all aspects of operations and contains both facts and assumptions based on the staff's experience in a specific area of expertise. In their running estimates, each staff section continuously considers the effect of new information and updates the following:

- Facts and assumptions.
- Sustainment equipment, vehicles, and their capabilities.
- Shortfalls and recommended mitigation.
- Friendly force status.
- Enemy activities and capabilities.
- Civil considerations.
- Projected culmination points
- Risk and mitigation.

Note. Running estimates also include the forecast and historical consumption rates of the maneuver battalions.

3-8. Planning allows commanders and staffs to stay focused on the future despite requirements for current operations. During planning, the BSB commander and staff anticipate problems and enemy actions and develop distribution contingency plans to provide flexibility. Decision points, branches, and sequels are tools used to accomplish this. A decision point is a point in space and time when the commander or staff anticipates making a key decision concerning a course of action. A decision point is tied to the commander's critical information requirements and enemy and friendly action. At such points, based on assessment, commanders may decide to alter the initial operations concept and execute preplanned branches or sequels. A branch is a contingency option built into the base plan that allows flexibility and adjustment to the plan beyond the initial stages of the operation. A sequel is the subsequent operation or phase based on the possible outcomes of the current operation or phase. During planning, sustainment commanders and staffs develop branches and sequels as part of the order.

3-9. During planning, the BSB S-3 and SPO collaborate throughout MDMP from receipt of mission until the operations order is published and disseminated. Both staffs have roles in developing a distribution plan that is later included in the unit order as part of the operations concept. All plans account for friction and uncertainty. Every plan should include enough redundancy and allotted time to enable success should it not be perfectly executed. The plan prioritizes effectiveness over efficiency. Combat operations are inherently wasteful and uncertain. Plans that depend upon intricate timing and assume no waste are unlikely to meet the commander's intent.

3-10. The brigade S-4 is the lead planner for sustainment within the brigade. The brigade S-1, surgeon, and chaplain assist the S-4 in developing the brigade sustainment concept of support. Representatives from these and other sections form a sustainment planning cell at the brigade main CP. The brigade S-4 is responsible for producing the sustainment paragraph and annexes of the operation order.

3-11. The BSB SPO is the principal staff officer responsible for synchronizing sustainment operations for all units assigned or attached to the brigade. The SPO applies sustainment capabilities against brigade requirements. For more information and tools for sustainment planning, refer to ATP 4-91.

3-12. Sustainment preparation of the OE assists planning staffs with refining the sustainment estimate and concept of support. Brigade sustainment planners forecast and build operational stocks as well as identify endemic health and environmental factors. Integrating environmental considerations will sustain vital resources and help reduce the logistics footprint.

3-13. Planning considerations for operations in a CBRN environment include increased requirements for CBRN consumable supplies such as protective equipment, decontaminants, and water, and the replacement of contaminated equipment and supplies. For more information on CBRN planning considerations, refer to FM 3-11.

3-14. Medical planning requires a clear delineation of roles and responsibilities of all the medical capabilities between the staff and the commanders within the brigade. Identifying roles and responsibilities early on provides a pathway for a well-synchronized medical concept of support and establishes clear guidance for who is responsible for each function. The essential key planning technique is using conformity and proximity, two of the medical planning principles, as they relate to the brigade's overall concept of support. Balancing these two principles requires a firm understanding of the overall concept of operations and scheme of maneuver. For additional information on the medical planning, refer to ATP 4-02.55.

Considerations

3-15. Sustainment planners develop and continually refine the sustainment concept of support. Coordination between staff planners must be continuous. The BSB commander anticipates where the greatest need may occur to develop a priority of support that meets the brigade commander's operational plan.

Considerations for the Offensive

3-16. During the offense, the most important commodities are typically fuel (Class III[B]), ammunition (Class V), medical supplies, and repair parts (Class IX). The sustainment concept of support must include a responsive medical evacuation plan and resupply plan. Long lines of communications, dispersed forces, poor trafficability, contested terrain, and congested road networks are factors that impede the transportation system; movement control is critical to ensuring supply distribution. The brigade and BSB commanders must consider all of these factors when developing the distribution plan that supports the operational plan.

3-17. Sustainment planners may consider positioning sustainment units in close proximity to operations to reduce critical support response times. Establishment of a FLE provides the ability to weight the main effort for the operation by drawing on all sustainment assets across the brigade. The commander and staff may consider alternative methods for delivering sustainment during emergencies.

Considerations for the Defense

3-18. Sustainment planners must consider prepositioning Class III (B), Class IV, and Class V far forward initially to support the security area during the counter reconnaissance fight, followed by the main battle area so that the brigade can rapidly transition from defense to offense. Planning for sustainment operations throughout the security area is critical to sustaining reconnaissance and security operations to prevent enemy forces from determining friendly force disposition. Forces within the security area are configured prior to crossing the line of departure with a minimum of 72-hour LOGPAC of Class I, Class III, and Class V. Sustainment support to the security area must include planning for both ground medical evacuation and aerial casualty evacuation of long duration observation posts. Brigade sustainment planners also consider cross leveling classes of supply and sustainment assets upon transition from the offense to the defense.

3-19. The considerations which influence the employment of medical assets in the brigade are dependent on the brigade commander's plan, the anticipated patient load, expected areas of casualty density, and the medical treatment and evacuation resources available. The depth and dispersion of the defense create significant time/distance problems for medical evacuation assets.

Considerations for Stability Operations

3-20. Operations focused on stability seek to stabilize the environment enough so that the host nation can begin to resolve the root causes of conflict and state failure. During consolidation of gains, these operations will focus on security and stability operations tasks to establish conditions that support the transition to legitimate authorities. Initially, this is accomplished by performing the minimum essential stability operations tasks of providing security, food, water, shelter, and medical treatment. Once conditions allow, these tasks are a legal responsibility of U.S. Army forces.

3-21. Sustainment planners, in concert with other military units and appropriate civilian organizations (if available), will have a significant role in planning and executing the six stability operations:

- Establish civil security.
- Support to civil control.
- Restore essential services.

- Support to governance.
- Support to economic and infrastructure development.
- Conduct security cooperation.

3-22. For additional sustainment planning considerations, refer to FM 3-96.

Concept of Support

3-23. The brigade sustainment concept of support is a written and graphical representation of how the brigade will be sustained and how sustainment is integrated with the maneuver force's concept of operations. It identifies the sustainment requirements for an operation, the priority of support by phase of the operation (established by the brigade commander), and the forecasted receipt of resupply from the next echelon of sustainment. To establish the concept of support, brigade sustainment planners must know—

- Subordinate unit missions.
- Times missions are to occur.
- Desired end states.
- Schemes of movement and maneuver.
- Timing of critical events.
- Brigade sustainment requirements.
- Unit capabilities.

PREPARE

3-24. Preparation includes those activities performed by units to improve their ability to execute an operation. Preparation usually begins upon receipt of a warning order from the higher headquarters. The battalion staff performs a timely analysis early in the planning process that helps them determine what actions they need to take and when to begin those actions to ensure forces are ready and in position before execution. The plan may require the commander to direct subordinates to start necessary movements, make task-organization changes, and execute other preparation activities before completing the plan. Parallel planning for the staffs is critical to ensure timely planning and execution of sustainment operations in conjunction with maneuver forces. Parallel planning involves multiple echelons planning for the same operation, sharing information sequentially through warning orders from the higher headquarters before the operation plan or operation order. The BSB S-3, upon receipt of an order from higher headquarters, should assess the synchronization matrix and determine the best subordinate company to perform the upcoming mission. The S-3 then issues a warning order.

3-25. The BSB S-3 is concurrently responsible to inform the SPO of tasks from higher headquarters that may interfere with sustainment operations or specify sustainment support displacement, transitions in phases, operations, main/supported efforts or command relationship changes. Rehearsals help synchronize the sustainment warfighting function with the brigade's overall operation. These rehearsals typically involve coordination and procedure drills for transportation support, resupply, maintenance and vehicle recovery, medical, and casualty evacuation. The sustainment rehearsal validates the logistics synchronization matrix and BSB concept of operations. The primary document used at the sustainment rehearsal is the logistics synchronization matrix.

3-26. Casualty evacuation operations are essential to the sustainment plan of a maneuver brigade, playing a pivotal role in maintaining the unit's combat readiness and sustainability. The effective coordination of medical support and logistical efforts ensures quick and efficient evacuation of casualties to medical facilities, enhancing troop survival rates and morale. The BSB, which is responsible for logistical support, needs to be well-prepared to carry out these operations seamlessly, allowing the brigade to sustain its operational pace even in intense combat situations. Proactive planning is crucial, involving detailed preparations alongside other logistics like ammunition and food supply. This planning should define specific roles, set evacuation routes, and include regular drills to ensure all units are familiar with procedures, reducing response times and potential confusion in emergencies. By integrating casualty evacuation into the maneuver brigade’s operations, the brigade is better positioned to function effectively, ensuring the health and recovery of Soldiers are prioritized, thus keeping the force cohesive and resilient under the pressures of combat. For additional information on casualty evacuation operations, refer to ATP 4-02.13.

Sustainment Synchronization Matrix

3-27. The SPO normally develops a sustainment synchronization matrix to graphically display which support functions are executed when and where during a mission. A typical synchronization matrix displays support functions along the x-axis, with time of support displayed along the y-axis. Within the matrix, each block contains unit identification and unit eight-digit map grid coordinates to correspond with a function and a time. This matrix ensures all units to be supported and all sustainment functions to be executed (including time and location) on a mission are accounted for. It also ensures there are no conflicts in support.

3-28. The sustainment synchronization matrix accounts for the historical resupply received from higher echelons and delivered to supported units, by commodity. The purpose is to provide a snapshot in time to create a better historical understanding of consumption and ensure better forecasting.

Sustainment Overlay

3-29. A sustainment overlay is a graphic representation of the locations of—

- Sustainment units.
- Support areas.
- MSRs.
- Alternate supply routes.
- Transportation nodes.
- Unit boundaries.
- Control measures.
- Supply points.
- MCPs.
- Ambulance exchange points.
- MTFs.
- Mortuary affairs collection points (MACPs).

Sustainment Rehearsal

3-30. The brigade sustainment rehearsal ensures the synchronization of sustainment efforts before, during, and after operations. The sustainment rehearsal validates the logistics synchronization matrix and BSB concept of operations. The rehearsal focuses on the supported and supporting unit with respect to sustainment operations across time and space, as well as the method of support for specific actions during the operation. The sustainment rehearsal normally occurs after the combined arms rehearsal. The primary product of the sustainment rehearsal is a validated logistics synchronization matrix.

EXECUTE

3-31. During execution, BSB commanders focus on directing, assessing, and leading while improving their understanding and modifying their visualization. Initially, commanders direct the transition from planning to execution when the battalion issues the order. The SPO section uses a synchronization matrix as a visual and sequential representation of critical tasks and responsible organizations. The BSB S-3 focuses on defining command and support relationships and geographical placement of units while generating and synchronizing staff support to the tactical units executing the mission.

ASSESS

3-32. Assessment allows the commanders and leaders to gain situational understanding. It provides commanders, staffs, and leaders with the necessary information to determine sustainment support requirements. Assessment allows commanders and staffs to diagnose problems to determine whether the battalion is executing the plan effectively, whether the plan needs to change, or whether additional sustainment is required to support the current plan. It also provides commanders and staffs with information on how sustainment operations are progressing and identifies problem areas where commanders can expect friction or conflict. While assessment is listed as the last operations process task, it is continuous. Broadly, assessment consists of, but is not limited to, the following activities:

- Monitoring the current situation to collect information.

- Evaluating progress toward attaining end state conditions, achieving objectives, and performing tasks.
- Recommending or directing action for improvement.
- Reviewing assumptions and cumulative risk associated with previous decisions.

3-33. The BSB staff uses running estimates to assess if support operations are occurring as planned and are achieving the desired results:

- Assess the status of organic, assigned, and attached units: The BSB commander, company commanders, and leaders at all echelons assess the sustainment status of organic, assigned, and attached units. This includes, but is not limited to, status of personnel strength, equipment readiness, critical equipment on hand, critical supplies on hand by supply class, casualty status, organic medical capability (if applicable), and battle losses.
- Assess status of supported units: The BSB commander and the SPO staff determine the sustainment status of the brigade units. SPO planners use this information to develop specific sustainment requirements to develop the concept of support.
- Assess the status of BSB's capacity to support: The commander and staff assess the status of support capability of the battalion's companies. This assessment determines if the sustainment task organization is adequate to support the brigade mission and identifies shortfalls in terms of sustainment functionality.

SUSTAINMENT REPORTING

3-34. The LOGSTAT is an internal status report that identifies logistics requirements, provides visibility on critical shortages, allows commanders and staffs to forecast future support requirements, projects mission capability, and informs the common operational picture (FM 4-0). Accurate reporting of logistics and AHS support status is essential for keeping units combat ready. The LOGSTAT report is critical to sustainment support planning, decision making, and execution. It is used throughout the brigade to provide a real-time status of supply and equipment readiness. LOGSTAT reports allow commanders and staff to plan and decide on sustainment courses of action.

3-35. All units submit LOGSTAT reports on organic supplies and equipment readiness. This information allows commanders to determine if the unit has what it needs to accomplish the mission. This report is submitted, compiled, and resubmitted at the company headquarters, battalion S-4, brigade S-4, and then to the division G-4. For more information on sustainment reporting, refer to ATP 4-91.

THE DISTRIBUTION MANAGEMENT PROCESS

3-36. Distribution management is a process that includes materiel management and transportation management functions. The process begins with identifying tactical unit requirements and ends when the requirements are met. The BSB SPO commodity managers determine and validate materiel requirements for distribution to brigade units, obtain materiel to be distributed by appropriate commodity and quantity, and coordinate its distribution according to command priorities. The BSB SPO section develops the distribution plan. The BSB S-3 publishes the distribution plan in the operation order concept of operations. Figure 3-1 depicts the distribution management process.

3-37. The distribution management plan must be synchronized with the supported headquarters' operation across all warfighting functions. Failure by commanders and planners to achieve this synchronization may result in an unexecutable distribution plan that is not realized until the operation begins. For more information on material management, supply, and field services operations, refer to ATP 4-42.

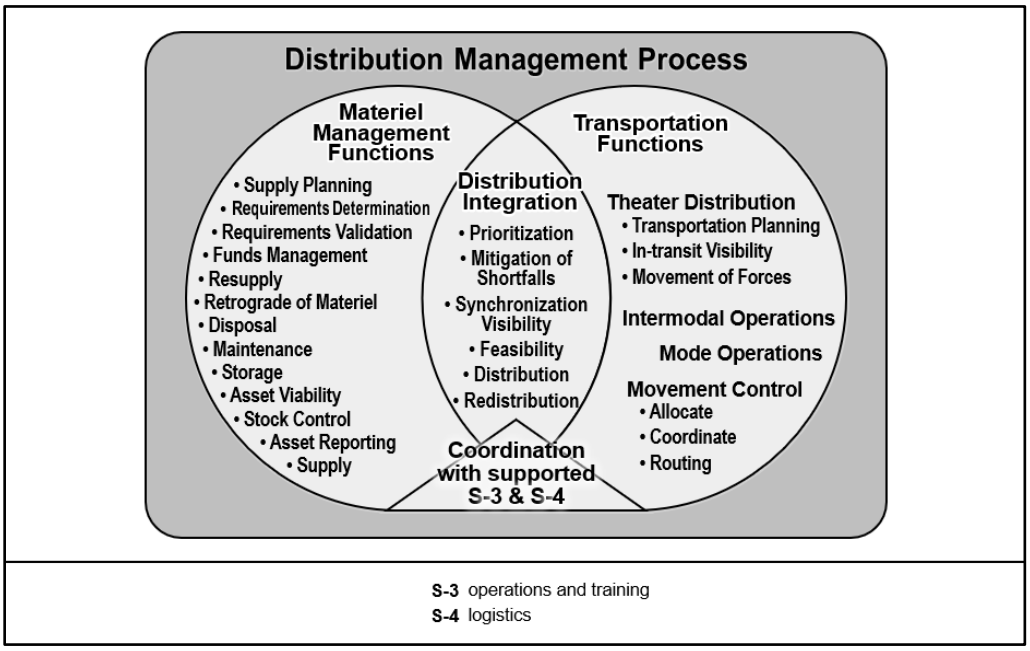

Figure 3-1. Distribution management process

MATERIEL MANAGEMENT

3-38. Materiel management is the continuous situational understanding, planning, and execution of supply and maintenance capabilities to anticipate, synchronize, and direct all classes of supply to maximize combat power and enable freedom of action in accordance with the supported commander's priorities. Materiel management determines the materiel requirements of the brigade by class of supply, determines availability of the materiel from either on-hand or higher source-of-supply stocks, obtains the materiel, and coordinates the movement of the distribution.

3-39. The SPO section executes the following materiel management tasks while integrating their efforts with the DSB—

- **Supply planning** is forecasting and establishing supply stock levels in the SSA to meet mission requirements.
- **Requirements determination** is the process of understanding the supply requirements of the brigade.
- **Requirements validation** evaluates supply requirements against commander’s priorities. Requirements validation also includes establishing controlled supply rates.
- **Asset reporting** is focused on supply availability.
- **Asset visibility** involves maintaining accountability and visibility of materiel.
- **Maintenance** involves analyzing maintenance capabilities and requirements to support operational requirements and synchronizing sustainment maintenance support.

Maintenance Management

3-40. Maintenance management includes forecasting, scheduling, technical assistance, resourcing repair parts, and work loading and cross-leveling maintenance operations. Maintenance staffs conduct maintenance management.

3-41. SPO maintenance management personnel provide maintenance oversight of the FMC and FSC maintenance sections. They ensure integrated, automated maintenance management for combat vehicles and automotive, ground support, communications and electronics, and missile equipment. The maintenance management personnel also plan and forecast maintenance and related Class IX requirements based on future

operational plans and coordinate the disposal of enemy equipment. For more information on maintenance management, refer to ATP 4-33.

Supply Operations

3-42. Army supply support operations include the basic functions of acquisition, receipt, storage, issue, and retrograde of the ten classes of supplies, also known as commodities. Materiel managers execute supply support by way of the Army distribution management process, which includes the functions of materiel management, distribution integration, and transportation operations. Commanders determine the composition, frequency, and method of resupply to best support operations. Supply personnel request, receive, issue, prepare, and maintain detailed accounting records.

3-43. AHS support depends upon specialized medical materiel, blood, and support services provided by a combined team of medical and sustainment personnel. Medical logistics encompasses medical supply support, medical device maintenance and repair, optical fabrication and repair, blood storage and distribution, patient movement items, medical contracting, regulated medical waste, medical gases, and medical facilities and infrastructure.

3-44. Routine resupply operations include regular resupply of items in supply classes I, III, V, VIII, and IX. Battalions plan routine resupply, and operations are captured on the logistics synchronization matrix by time and frequency as part of the BSB concept of the operation. The LOGPAC contains company and battalion assets that transport supplies to the company. For example, a company supply sergeant assembles the LOGPAC in the BSA under the supervision of the HHC commander or the battalion supply officer. Routine Class VIII supplies are drawn from the SSA by the FSC for distribution to the supported units. For CL VIII blood, emergency resupply can be conducted using ambulance backhaul.

Supply Support Activity

3-45. The SSA within the distribution company is the primary supply hub for the brigade. Distribution companies provide the planning, direction, and supervision of supply distribution consisting of the daily receipt, temporary storage, and issue of supply classes I, II, III (B), III (P), IV, V, VIII, and IX to the brigade.

Supply Platoon

3-46. The supply platoon has a general supply section that receives, stores, issues, and transloads supply classes II, III(P), IV, VII, VIII, and IX supplies. The SSA receives supplies and equipment from supported units and coordinates transportation for the retrograde of materiel. The SSA, in conjunction with the supply platoon headquarters, manages and maintains the authorized stockage list. The supply platoon is capable of handling packaged water for receipt, storage, and issue operations (packaged water is treated the same as dry cargo). For further details on the SSA, refer to ATP 4-42.2.

DISTRIBUTION INTEGRATION

3-47. The BSB SPO serves as the principal staff officer responsible for synchronizing BSB sustainment operations for all units assigned or attached to the brigade. The SPO section integrates its efforts with the DSB, brigade staff, and other BSB staff sections.

3-48. Distribution integration functions are:

- Distribution planning (SPO).
- Transportation feasibility (SPO, distribution company, FSC).
- Prioritization (SPO).
- Mitigation of transportation shortfalls (SPO, distribution company, FSC).
- Synchronization (SPO).
- Distribution (distribution company, medical company, and FSC).
- Redistribution (distribution company, medical company, and FSC).
- Visibility (SPO).
- Coordination with S-3 (SPO).

3-49. Distribution planning ensures the proper allocation of transportation assets to fulfill mission requirements based on command priorities and identifies and mitigates shortfalls. When planning motor transportation operations, managers compare capabilities versus requirements, which will identify excesses or shortfalls. When excess or shortfalls exist, planners can mitigate these by changing vehicle types to effectively utilize carrying capacity.

3-50. Transportation feasibility determines if the capability exists to move forces, equipment, and supplies from the point of origin to the final destination in the time required. If transportation is not feasible, this fact is reported from the distribution integration branch/personnel to the materiel management branch.

3-51. Prioritization ensures commodities to be distributed are organized and queued in order of priority as determined by the command. Priority is expressed as both commodity and unit priority. Priorities are stated in the brigade operation order, in terms of priorities of support and priorities of movement, informed by the decisive operation and main effort during phases of an operation.

3-52. Mitigation of shortfalls links materiel management to transportation in terms of commodity, quantity, and priority. It ensures that adequate transportation assets are identified and obtained against the requirement deficiency.

3-53. Synchronization ensures distribution is synchronized with transportation operation cycles to ensure modes with sufficient capacity are available when commodities are positioned for movement. It also synchronizes distribution with operational tasks, phases, and objectives.

3-54. Distribution is the operational process of synchronizing all elements of the logistics system to deliver the “right things” to the “right place” at the “right time” to support the commander.

3-55. Visibility provides the materiel managers visibility of commodities available, queued, and prioritized. This allows distribution managers to allocate adequate transportation for movement.

3-56. Distribution integration personnel coordinate with the S-3 when they have developed a distribution plan. This plan must be coordinated with the S-3 for inclusion in the BSB operations process and operation order.

TRANSPORTATION

3-57. The BSB uses its assigned distribution company as well as the FSC distribution platoons to provide support to maneuver battalions. The BSB SPO conducts distribution planning to properly allocate transportation assets to fulfill mission requirements based on command priorities. When planning motor transportation operations, managers compare capabilities versus requirements, which will identify excesses or shortfalls. When excesses or shortfalls exist, planners can mitigate these by changing vehicle types to effectively utilize carrying capacity or request higher level support.

Methods of Distribution

3-58. In the brigade, distribution builds and maintains combat power through the delivery of supplies, personnel, and equipment. Sustainment units select a distribution method appropriate to the mission, tactical situation, the supported unit's priority of support, time/distance, and other factors of mission and operational variables. There are three methods of distribution:

- Unit distribution.
- Supply point distribution.
- Throughput distribution (sometimes considered a subset of unit distribution).

3-59. In each method of distribution, there are multiple techniques for the distribution of supplies, personnel, and equipment.

Unit Distribution

3-60. Unit distribution is the routine distribution method the BSB uses to support the brigade. In unit distribution, supplies are organized in configured loads and delivered to one or more central locations. This means of resupply usually requires significantly more time than supply point distribution. Supply personnel can create unit load configurations to resupply specific battalion, company, or platoon-sized elements

depending on the level of distribution required and mission variables. Unit distribution maximizes use of the lift capacity of brigade transportation assets and minimizes delivery and turnaround time. Supported unit vehicles move individually or in small groups from their positions to a centrally located point to conduct resupply operations and return.

Note. Within a maneuver company or troop, the first sergeant may replenish subordinate company elements using various resupply techniques depending on the situation. Subordinate elements may move from their positions to a designated site to feed, resupply, or turn-in damaged equipment. This is often referred to as a service station technique. This technique is normally used in assembly areas and when contact is not likely. This technique takes the least amount of time for the unit and sustainment operators. Conversely, the first sergeant may use unit or support personnel and vehicles to go to each subordinate element to replenish them. Soldiers can remain in position when using this technique. This technique is the lengthiest resupply method and may compromise friendly positions. This is often referred to as the tailgate technique or in-position resupply.

Supply Point Distribution

3-61. Supply point distribution requires unit representatives to move to a supply point to pick up their supplies. Units most commonly execute supply point distribution by means of an LRP. Some supply point distribution techniques include refuel on-the-move (ROM), pre-positioned supplies, and cache.

Throughput Distribution

3-62. Throughput distribution is a method of distribution which bypasses one or more intermediate supply echelons in the supply system to avoid multiple handling. The BSB or DSSB may execute throughput distribution in the brigade's area of operations when needed. An example of throughput distribution would be the BSB distribution company bypassing the FSC to distribute supplies directly to maneuver units. Additionally, a DSSB may distribute supplies from an echelon above brigade SSA to an FSC, bypassing the BSB. Mission variables are the major considerations when deciding to use throughput distribution.

Methods of Resupply

3-63. BSB planners understand that unpredictable events including weather, terrain, enemy contact, and other mission and operational variables disrupt planned resupply schedules. This requires constant assessment of the situation and rapid adjustments of the distribution plan. Resupply operations require continuous and close coordination between the supporting and supported units. There are only two methods of resupply: planned and emergency resupply.

Planned Resupply

3-64. Planned resupply is the preferred method of resupply. The sustainment concept of support, synchronization matrix, LOGSTAT, and running estimates establish the requirement, timing, and frequency for routine planned resupply. Planned resupply operations cover all classes of supply, water, mail, and any other items usually requested. Whenever possible, the BSB should execute planned or routine resupply on a regular basis, ideally during hours of limited visibility.

Emergency Resupply

3-65. Emergency resupply is the least preferred method of supply. Requests for emergency resupply often indicate a breakdown in coordination and collaboration between sustainment and maneuver forces. Accurate LOGSTAT reporting is critical to reduce the number of required emergency resupply operations. Poor logistics reporting from units places a burden on the sustainment system by needlessly putting personnel and equipment at risk through additional resupply operations and degrades the efficient distribution of supplies across the brigade. Emergency resupply can lead to excess materiel and needless LOGPAC operations. Emergency resupply requests that are beyond BSB capabilities require prompt coordination with the DSB for support. When a unit has an emergency resupply need, the FSC or distribution company from the BSB executes an emergency resupply.

Resupply Techniques

3-66. In each method of resupply, there are multiple techniques. Logisticians and supported units can use several techniques for resupply during planned and emergency resupply operations. Units can utilize different techniques to conduct supply point and unit distribution operations. In many cases, units conduct both supply point and unit distribution operations during the same resupply technique.

Logistics Package

3-67. The LOGPAC is a grouping of multiple classes of supply and supply vehicles under the control of a single convoy commander. It is a simple and efficient way to accomplish routine, planned resupply. Scheduled LOGPACs typically contain a standardized allocation of supplies based on consumption rates of the supported force reported through LOGSTATs, the sustainment concept of support, and synchronization matrix.

3-68. LOGPAC resupply convoys utilize field and combat trains to echelon sustainment across the battlefield. Typically, platoon leaders from the BSB's distribution company lead LOGPACs from the BSA. However, FSCs may conduct LOGPACs from the BSA depending on mission variables. The BSB or a DSSB may conduct throughput distribution in the maneuver brigade's area of operations when required. The BSB can dispatch an emergency (sometimes referred to as urgent or immediate) LOGPAC as needed.

3-69. Before a LOGPAC, the BSB's distribution company configures loads for resupply to maneuver battalions in the brigade. Once received by the FSC, the platoon leader from the FSC's distribution platoon leads the battalion LOGPAC. The FSC often breaks the resupply into company-configured loads in the field or combat trains, and the maneuver battalion can reconfigure loads further at an LRP if necessary and mission variables allow. Maneuver company or troop representatives can accompany the LOGPAC. The maneuver company or troop executive officer or first sergeant meets the LOGPAC at the LRP and escorts the convoy to the maneuver company or troop's trains or positions.

3-70. When planning resupply from either DSSB or the BSB distribution company, FSCs ensure they have resupplied the maneuver companies to allow space to receive as many classes of supply as possible. The FSC must especially synchronize Class III and V distribution before receiving resupply.

3-71. The length of time the unit must sustain itself in combat without resupply determines its combat load. The commander dictates minimum load requirements; however, the commander or the unit SOP specifies most items. Specific combat loads vary by mission.

Logistics Release Point

3-72. Maneuver units most commonly execute supply point distribution by means of an LRP. The LRP may be any place on the ground where distribution unit vehicles take supplies and are met by the supported unit, which then takes the supplies forward to their unit for subsequent distribution. Units can utilize both supply point and unit distribution when supplying a force at an LRP. Subsequent distribution below company level generally involves using a service station or tailgate resupply technique or some combination of both.

3-73. Sustainment and maneuver units use LRPs to maximize efficient use of distribution assets and reduce how much time and distance the supported unit must travel to receive supplies. The LRP is often located between the maneuver battalion combat trains and the company trains. An LRP is normally established and secured for only a limited duration of time. Resupply at an LRP is a planned, coordinated, and synchronized operation.

3-74. The FSC commander and battalion S-4, in coordination with the S-3, plan the location, timing, and establishment of LRPs for the maneuver battalion. Planners must consider mission variables and security considerations when determining the LRP's location.

3-75. Finally, the maneuver force and sustainment planners must consider the timing of LRP operations. The FSC must deliver supplies to multiple companies during LOGPAC operations. The FSC could possibly deliver to multiple LRPs depending on the situation and mission variables. There may only be a small window of time before elements of the LOGPAC must meet to return to the combat trains or BSA. The maneuver company executive officer or first sergeant and FSC distribution platoon leader must consider the timing of

LRP operations, resupply of vehicles (particularly with Class III and V), and the download of supplies. Figure 3-2 shows an example of an LRP.

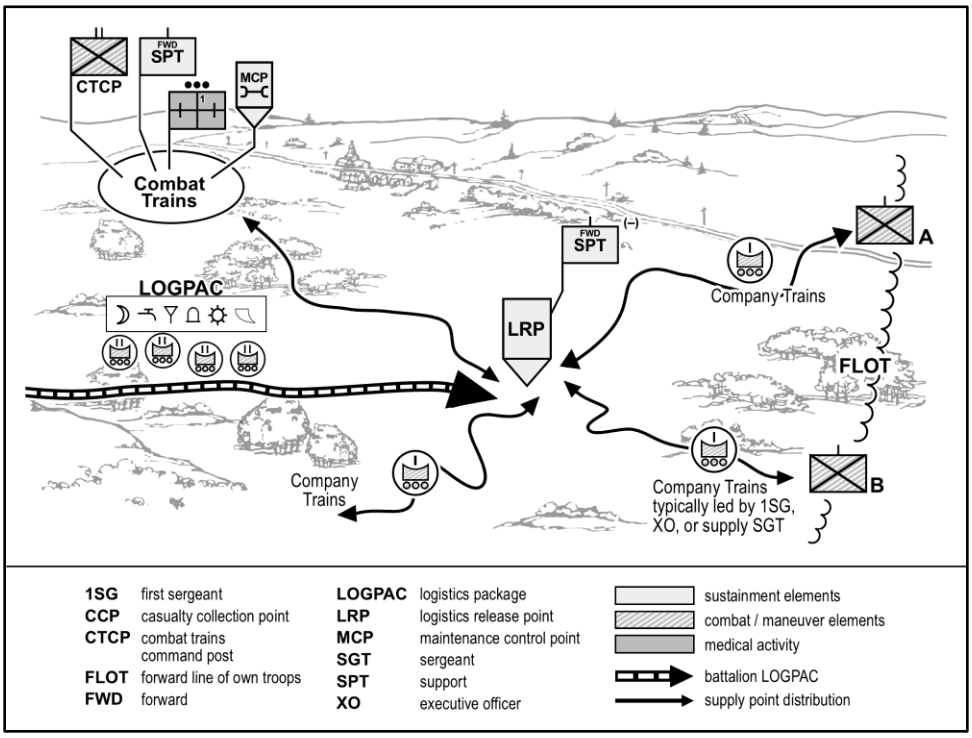

Figure 3-2. Example of a logistics release point

Contingency Resupply

3-76. Contingency resupply is the on-call delivery of prepackaged supplies during the execution phase of an operation. This type of on-call resupply is generally used to support an operation of limited duration, such as an air assault. Contingency resupply operations are identified during MDMP, normally during wargaming as each course of action is analyzed. Contingency resupply differs from a routine (planned) LOGPAC or emergency resupply in that, before execution, triggers for delivery are developed to tie contingency resupply operations to the ground tactical plan. During the planning and preparation phases of the operations process, units develop menus for prepackaged classes of supply to ensure their availability for expedited delivery as needed. A contingency resupply package can be as simple as a container or bag filled with a small amount of supplies or a unit basic load prepackaged for delivery when needed. Delivery means vary between rotary-wing, fixed-wing, and ground delivery assets.

Pre-positioned Supplies

3-77. The pre-positioning of supplies is a planned resupply technique that reduces the reliance on traditional convoy operations and other resupply operations. Pre-positioned supplies build a stockage level on the battlefield of ordinarily high-demand, consumable supplies such as construction and barrier materials, water, and under certain security considerations, ammunition. Maneuver and sustainment units must carefully plan, prepare, and execute the pre-positioning of supplies. Commanders and subordinate leaders must know the exact locations of pre-positioned supply sites, which they verify during reconnaissance and rehearsals. The commander takes measures to ensure their survivability. These measures may include digging in pre-positioned supplies as well as selecting covered and concealed positions. The commander must also have a plan to remove or destroy pre-positioned supplies if required.

3-78. Based on the brigade's concept of operations and sustainment concept of support, commanders and logisticians consider using pre-positioned supplies along a planned axis of advance or within an area defense.

Based on the brigade's scheme of maneuver, pre-positioned supplies can enable units during the conduct of retrograde operations that have extended lines of communications beyond a local haul resupply.

Cache

3-79. A cache is a pre-positioned and concealed supply point. Caches are different from standard pre-positioned supplies because the supported or supporting units conceal the supplies from the enemy whereas units may not conceal other pre-positioned supplies. Caches are an excellent tool for reducing the Soldier's load and can be set up for a specific mission or as a contingency measure. Cache sites have the same characteristics as an objective rally point or patrol base, with the supplies concealed above or below ground. An above-ground cache is easier to get to but is more likely for the enemy, civilians, or animals to discover. A security risk always exists when returning to a cache. A cache site is observed for signs of enemy presence and secured before units use it due to the potential of booby traps and enemy observation.

Refuel on-the-Move

3-80. The ROM can be tailored to many tactical situations, but the primary purpose is to extend reach and tempo for the offensive operation. Any level unit can conduct ROM operations. Typically, an FSC will conduct ROM operations to support maneuver units between engagements or to increase time on target while maneuver units peel back and flow through the ROM and return to the current engagement. A ROM can be as simple as utilizing heavy expanded mobile tactical trucks or modular fuel systems, or as complex as needed, utilizing any equipment available to support the largest of movements.

3-81. When vehicles enter a ROM site for refueling, fuel trucks issue a predetermined amount of fuel (usually timed), and the vehicles move out to return to their convoy or formation. The rapid employment of the ROM distinguishes it from routine convoy refueling operations. Planners do not intend for a ROM to completely refuel combat vehicles. Instead, they intend the ROM to rapidly resupply a set portion of fuel to extend the operational reach of ground maneuver forces.

3-82. Supported unit S-3 and S-4 staffs coordinate with the brigade S-4 and BSB SPO officer to set the time and place to conduct ROM operations according to unit battle rhythm and establish how much fuel or time for fueling the BSB or FSC will give each vehicle. The concept can be extended based on the size and scope of the operation; for example, the DSSB can be the force conducting the ROM for the whole division, while the entirety of the brigade's fuel assets push through remaining full. In the brigade concept of operations, the distribution company would conduct the ROM while the FSCs pass through remaining full.

Forward Arming and Refueling Point

3-83. A FARP is a temporary facility that is organized, equipped, and deployed as far forward or widely dispersed as tactically feasible to provide fuel and ammunition for aviation units in combat. Establishing a FARP allows commanders to extend the range of aircraft or significantly increase time on station by eliminating the need for aircraft to return to the aviation unit's central base of operations to refuel and rearm. FARPs may be task organized to provide maintenance support as well as air traffic control services, if required.

3-84. FARPs are generally conducted by the distribution company of an ASB. Commanders employ FARPs when the distance covered or endurance requirements of a mission exceed normal capabilities of unit aircraft. They may also use FARPs during rapid advances when field trains cannot keep pace. For additional information on FARPs, refer to ATP 3-04.17.

Aerial Delivery

3-85. *Aerial delivery* is the air transport of cargo, equipment, and/or personnel to a desired location on the ground by aircraft (ATP 4-48). During periods of air superiority and while operating in areas with limited enemy air defense capability, the use of aerial delivery reduces the ground threat to transportation and distribution operations and can be used to extend lines of communications. In addition, if forces become isolated, aerial delivery can be used as a means of resupply. To arrange for aerial delivery, the BSB SPO coordinates with the DSB SPO for rigger support. For more information on aerial delivery, refer to ATP 4-48.

Modular System Exchange Operation

3-86. A modular system exchange operation is the resupply technique used to distribute and exchange full flatracks, multi-temperature refrigerated container systems, modular fuel systems, or modular water tank racks to a supported unit and retrograde empty ones back from it. Logisticians can apply this method of exchange to any modular system for commodities. Modular system exchange increases distribution throughput capability, extends operational reach, and prolongs the endurance of maneuver forces. The use of flatrack distribution and exchange forward in the maneuver brigade area of operations increases the supported maneuver commander's tactical flexibility and decreases the sustainment transportation asset's time on station when conducting resupply. A DSSB can also conduct modular system exchange operations with a BSB or FSC.

ECHELONED SUSTAINMENT

3-87. ***Echeloned sustainment*** **is an array of capabilities placed at critical locations to link and facilitate support between echelons in an area of operations.** Echeloned sustainment provides relatively seamless support, extends operational reach, increases combat power, and allows commanders to maintain momentum.

3-88. The BSB is organized to facilitate echeloned support, with the FSCs serving as a key element. FSCs are specifically designed and dedicated to link BSB support to maneuver battalions and have the requisite capability to execute the support. The FSC eliminates the need for the BSB to develop ad hoc support elements or arrangements. The FSCs are an integral part of the brigade trains concept.

Note. For simplicity in the remaining sections, maneuver company, battery, and troop trains will be referred to as company trains.

TRAINS CONCEPT

3-89. The brigade uses the trains approach to establish an echeloned sustainment support structure utilizing field trains, combat trains, and company trains. Trains are groupings of personnel, vehicles, and equipment that provide sustainment to the battalions and subordinate companies of the supported brigade. The trains are arrayed across the area of operations and link supported units to the BSB and echelons above brigade units for support.

3-90. The field trains and combat trains are positioned and controlled by the battalion, and company trains are positioned and controlled by the supported company. The field and combat trains normally establish a CP that controls the sustainment activities at their respective echelon and that act as an alternate battalion or brigade CP if required. The FSC will position key leaders at each node across the battlefield based on mission variables. Typically, the FSC commander, first sergeant, and executive officer will each occupy a node, and may shift positions based on the tactical situation. Figure 3-3 depicts an example of echeloned sustainment using field, combat, and company trains.

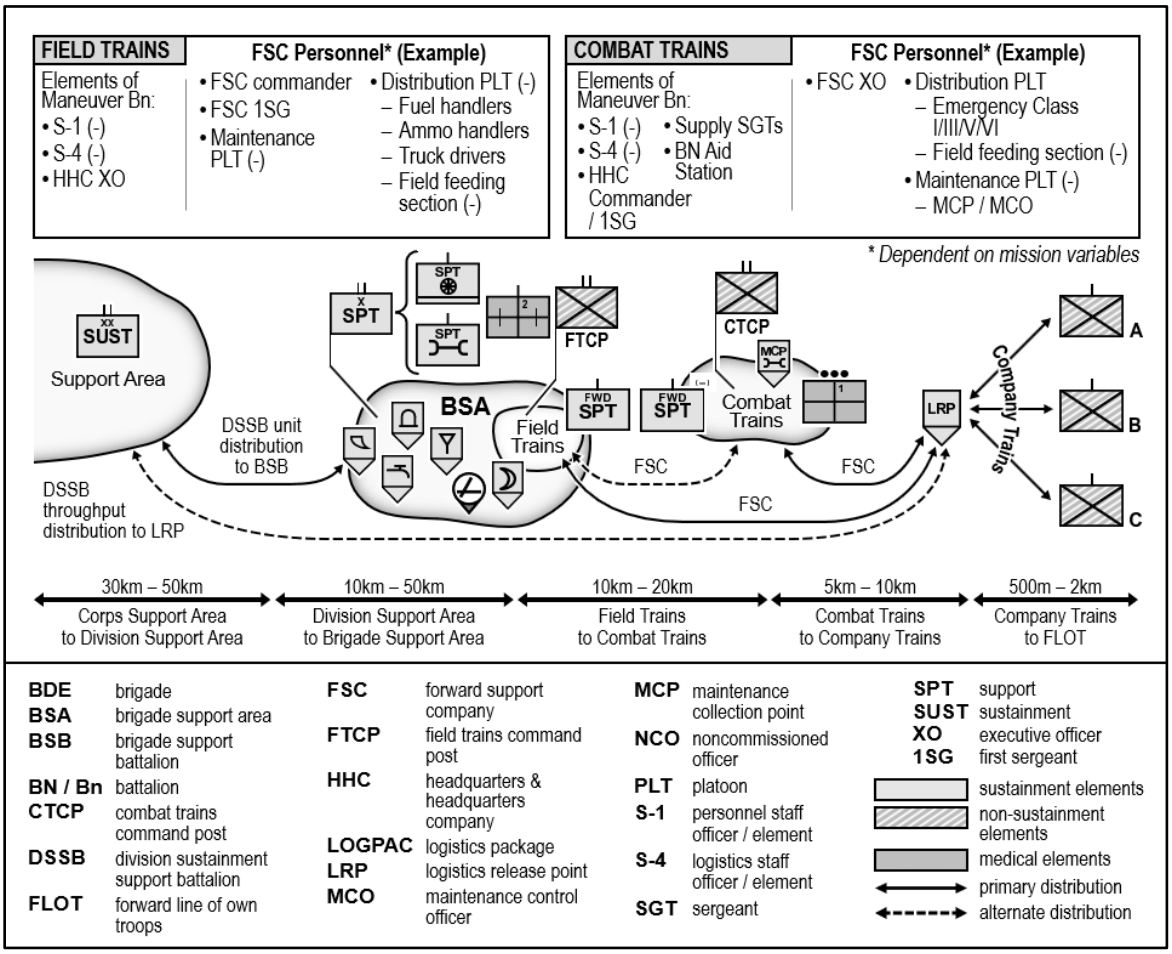

Figure 3-3. Notional echeloned sustainment using field, combat, and company trains

3-91. Distances will vary from operation to operation and units must be located within range for maximum effectiveness. Units at all echelons must consider operational and mission variables when locating units and the impact the distances have on sustainment support. Distribution platform capability and convoy security are considerations when determining distances.

3-92. The planning factor for line haul operations is two trips per day (one trip per shift) at approximately 144 kilometers each way per shift. The planning factor for local haul operations is four trips per day (two trips per shift) at approximately 34 kilometers each way per shift. For more detailed information, refer to ATP 4-11.

Field Trains

3-93. The primary task of the field trains is to receive, configure, and deliver all classes of supplies to the companies via LOGPAC. Field trains also provide all classes of supplies to the combat trains. Each maneuver battalion normally task organizes a field trains element to provide a centralized location for controlling battalion sustainment support. The maneuver battalion's HHC commander or designated representative (such as an executive officer or first sergeant) can control the field trains, which include battalion sustainment assets not located with the combat trains. The field trains are normally positioned in the BSA.

3-94. The FSC places personnel in the field trains that can facilitate the distribution integration functions to ensure timely distribution of all supply classes to the supported battalion. Their primary function is to communicate maneuver battalion support requirements to the BSB SPO section and to coordinate for

transportation to distribute supplies. Figure 3-4 depicts a normal LOGPAC operation utilizing the field trains for routine resupply.

3-95. The FTCP serves the following functions:

- Synchronizes and integrates the brigade sustainment concept of support.
- Coordinates logistics requirements with the BSB SPO section.
- Configures LOGPACs tailored to support requirements.
- Coordinates with the brigade for personnel services and replacement operations.
- Forecasts and coordinates future sustainment requirements.
- Coordinates retrograde of equipment.
- Coordinates retrograde of personnel including casualty evacuation, personnel movement, and evacuation of human remains.

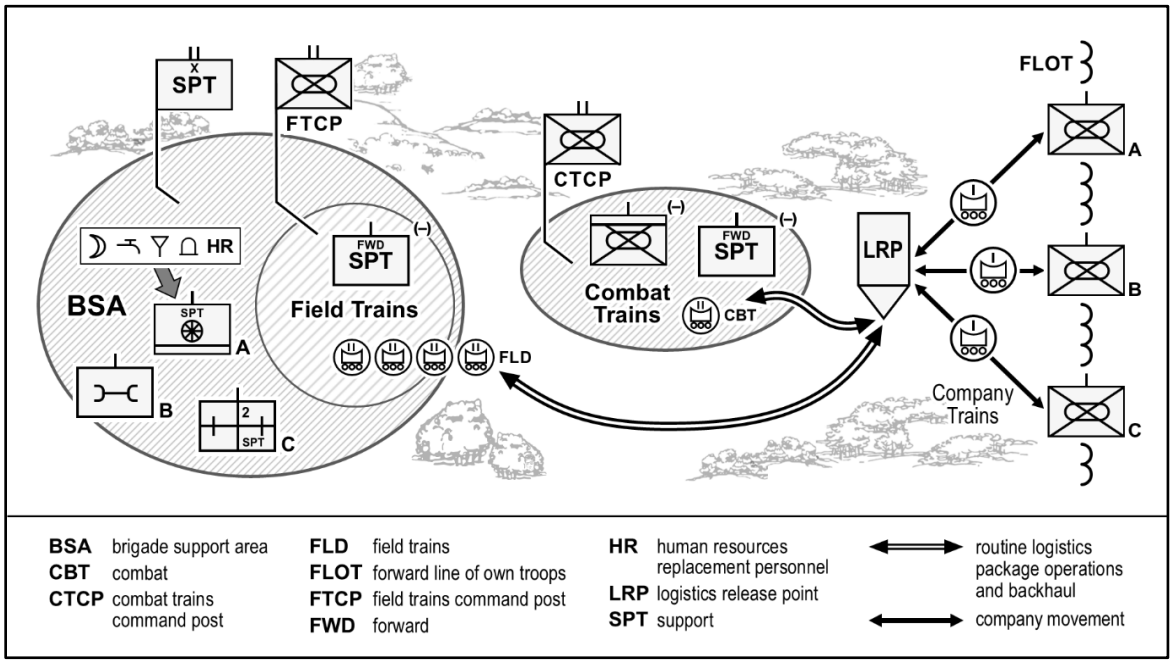

Figure 3-4. Notional routine resupply of a combined arms battalion via field trains

Combat Trains

3-96. The main task of the combat trains is to regenerate combat power. Combat trains usually consist of elements of the battalion S-1 and S-4 sections, the battalion aid station, the MCP, and other selected elements of the FSC. The FSC typically positions its commander or first sergeant, field feeding section, portions of the distribution platoon, maintenance control officer, and portions of the maintenance platoon in the combat trains. The battalion commander positions key personnel, staff, and subordinate company leaders and assets in the trains based on the best location to support the mission. Commanders consider mission variables when selecting the location for their combat trains.

3-97. When established, the CTCP plans and coordinates sustainment operations in support of the tactical operation. The CTCP serves as the focal point for all administrative and logistics functions for the battalion or squadron. It may serve as an alternate CP for the battalion main CP. The battalion S-4 usually serves as the CTCP officer in charge and the maintenance control officer usually serves as the MCP officer in charge. The FSC commander or the maneuver battalion HHC commander is present to exercise command over the CTCP. The decision as to which company commander is present at the CTCP and FTCP remains with the maneuver battalion commander. Figure 3-5 provides an example of a notional layout of combat trains.

3-98. The CTCP serves the following functions:

- Tracks the current battle.

- Controls sustainment support to the current operation.
- Provides sustainment representation to the main CP for planning and integration.
- Monitors supply routes and controls the sustainment flow of materiel and personnel.
- Coordinates evacuation of casualties, equipment, and detainees.
- Facilitates regeneration of combat power by returning treated Soldiers and repaired equipment to the company area of operations.
- Maintains an amount of emergency critical supplies on hand.

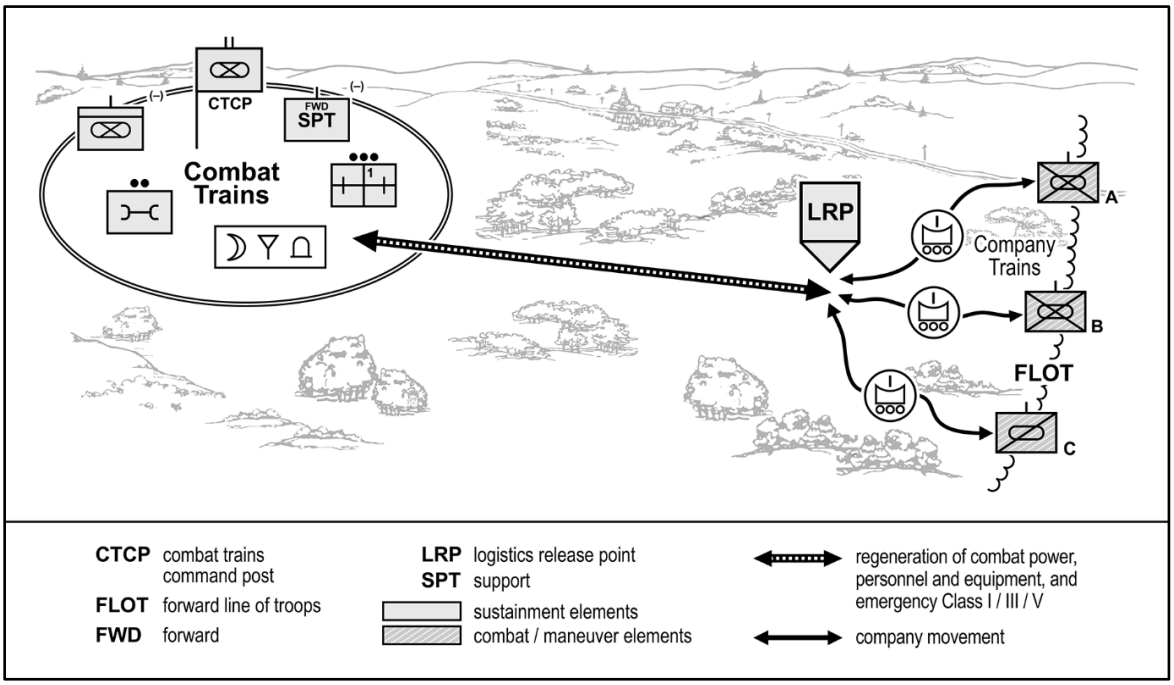

Figure 3-5. Emergency resupply of a combined arms battalion via combat trains.

Company, Battery, and Troop Trains

3-99. As with field and combat trains, company trains consolidate support personnel in a single location to facilitate unit resupply and medical support. The primary role of the company trains is to evacuate casualties and non-mission capable vehicles from the company area to battalion collection points and to request and distribute company supplies.

3-100. Company trains perform five key functions:

- Submit LOGSTATs to request resupply (via radio, digital, or paper) to the CTCP, with Class III and Class V prioritized.
- Facilitate the repair and return of combat vehicles by the FMT to the maneuver companies.
- Conduct resupply via LRP operations.
- Provide evacuation of casualties to Role 1.
- Perform evacuation of non-mission capable vehicles to the MCP in the CTCP.

Collection, Exchange, and Release Points

3-101. On the battlefield during large-scale combat operations, there are a series of collection, exchange, and release points that pertain to the BSB and its supported brigade. This allows for maneuver elements to receive resupply, evacuate battle-damaged equipment, and evacuate injured or deceased Soldiers. In echeloned sustainment, the most used collection, exchange, and release points are—

- MCPs.
- MACPs.
- CCPs.

- Ambulance shuttle system points:
  - Ambulance exchange point.
  - Ambulance loading point.
  - Ambulance relay point.
  - Ambulance control point.

Maintenance Collection Point

3-102. Units position the MCP where recovery vehicles have access, or where maintenance personnel perform major or difficult maintenance. The combat trains must be mobile enough to support frequent changes in location (time and terrain permitting) under the following conditions:

- When heavy use or traffic in the area may cause detection.
- The area becomes worn by heavy use such as in wet and muddy conditions.
- Security is compromised.

Mortuary Affairs Collection Point

3-103. MACPs are designed to be highly mobile, tailorable, and located in forward logistics support areas. For more information on the MACP, refer to ATP 4-46.

3-104. The core functions of an MACP are—

- Receive, safeguard, store, and evacuate human remains and personal effects.
- Initiate or continue chain of custody.
- Establish tentative identification (name association).
- Complete required documentation and initiate Mortuary Affairs Reporting and Tracking System case entry.
- Provide dignity, honor, reverence, and respect.
- Perform tasks and provide essential services in direct support of efforts to honor the fallen.

Casualty Collection Point

3-105. A *casualty collection point* is a location that may or may not be staffed, where casualties are assembled for evacuation to a medical treatment facility (ATP 4-02.2). CCPs are normally predesignated along the axis of advance or evacuation routes. These points facilitate acquisition of casualties by supporting ambulance teams and reduce evacuation time. When used by the battalion aid station, CCPs help preserve battalion aid station mobility, preclude carrying casualties forward, and reduce evacuation time to the sustainment area. The CCP should be supervised by a senior leader, designated by the commander, based on mission variables.

3-106. CCPs should be planned and implemented with the following considerations:

- Proximity to potential contact.
- Accessibility of standard and nonstandard evacuation platforms.
- Defense from direct and indirect fire.
- Overall base defense plan.
- Medical and evacuation supplies available.

3-107. CCPs should primarily be manned by no less than three aid and litter team members trained in combat lifesaver/tactical combat casualty care-combat lifesaver. Combat medics may be assigned to clear CCPs as the mission allows, but their absence should not slow the treatment or movement of casualties.

Ambulance Shuttle System Points

3-108. The ambulance shuttle system is an organized network designed to facilitate the efficient movement and evacuation of patients from the battlefield to MTFs. It consists of various points including ambulance exchange points, loading points, relay points, and control points, each serving a specific function to streamline the evacuation process. For additional information on the use of the ambulance shuttle system, refer to ATP 4-02.2.

Ambulance Exchange Point

3-109. An *ambulance exchange point* is a location where a patient is transferred from one ambulance to another enroute to a medical treatment facility (ATP 4-02.2). This is crucial for continuing their journey to an MTF without delay. Changing the location of these points frequently is important to avoid making them targets for enemy fire.

Ambulance Loading Point

3-110. This is a point in the shuttle system where one or more ambulances are stationed ready to receive patients for evacuation. This setup ensures that there is always an ambulance ready to respond promptly to emergency needs, streamlining the process of patient transport. The evacuation staging area may serve as an ambulance loading point.

Ambulance Relay Point

3-111. This is a point in the shuttle system where one or more empty ambulances are stationed. They are ready to advance to a loading point or to the next relay post to replace an ambulance that has moved. As a control measure, relay points are generally numbered from forward to rear.

Ambulance Control Point

3-112. This consists of a Soldier (from the ambulance company or platoon) stationed at a crossroad or road junction where ambulances may take one of multiple directions to reach loading points. The Soldier, knowing from which location each loaded ambulance has come, directs empty ambulances.

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Appendix A

Standard Mission-Essential Task List

Company-sized and above Army units develop a mission-essential task list which enables commanders to assess training readiness. Army units organized with a table of organization and equipment have a proponent-developed standard mission-essential task list. A unit's standard task list represents the training an individual unit needs to be proficient and accomplish their specific mission. The standard mission-essential task list consists of mission-essential tasks and supporting collective tasks. This appendix provides background information about the standard task list and lists the BSB standard mission-essential tasks. The most current mission-essential tasks and supporting collective tasks are available on the Army Training Network.

UNIT TRAINING

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

A-2. Units measure proficiency in individual, leader, and collective tasks against published standards. The Army recognizes proficiency as complete task proficiency, advanced task proficiency, basic task proficiency, limited task proficiency, or cannot perform the task. All unit leaders are responsible for quality training.

A-3. A battle-focused unit trains selectively. It cannot train to standard on every task at once, whether due to time or other resource constraints. Battle-focused training focuses on the tasks to train, based on the higher commander's guidance, considering limited time and resources.

A-4. The concept of mission-essential tasks provides the commander a process to provide the unit its battle focus. A *mission-essential task* is a collective task on which an organization trains to be proficient in its designed capabilities or assigned mission (FM 7-0). A mission-essential task list (METL) is a tailored group of mission-essential tasks, and each aligns with the collective tasks that support it.

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

MISSION-ESSENTIAL TASKS

A-6. Units organized with a table of organization and equipment have an approved METL based on echelon and organizational capabilities. The BSB and its subordinate companies have standard METLs. The Combined Arms Support Command develops the unit METL for logistics units, then staffs those standard METLs and collective tasks with the Army Commands and Army Service component commands. Headquarters, Department of the Army then approves and publishes the standard METLs and collective tasks. METLs can be found on the Army Training Network, the Digital Training Management System, and the Combined Arms Training Strategy.

BRIGADE SUPPORT BATTALION MISSION-ESSENTIAL TASK LIST

A-7. The most current standard METLs may be found on the Army Training Network. The current maneuver brigade BSB standard mission-essential tasks are listed below:

- Conduct Expeditionary Deployment Operations at Battalion Level.
- Conduct Sustainment Operations.
- Coordinate Distribution Support.
- Direct Establishment of Subordinate Units and Headquarters Elements.
- Conduct Actions Associated with Area Defense.

Glossary

This glossary lists acronyms and terms with Army or joint definitions. Where Army and joint definitions differ, (Army) precedes the definition. Terms for which ATP 4-90 is the proponent are marked with an asterisk (*) before the term. For other terms, it lists the proponent publication in parentheses after the definition.

SECTION I – ACRONYMS AND ABBREVIATIONS

ADP Army doctrine publication
AHS Army Health System
ASB aviation support battalion
ATHP ammunition transfer holding point
ATP Army techniques publication
BDAR battle damage assessment and repair
BSA brigade support area
BSB brigade support battalion
BSMC brigade support medical company
CAB combat aviation brigade
CBRN chemical, biological, radiological, and nuclear
CCP casualty collection point
CP command post
CSSB combat sustainment support battalion
CTCP combat trains command post
DA Department of the Army
DIVARTY division artillery
DSB division sustainment brigade
DSSB division sustainment support battalion
FAB field artillery brigade
FARP forward arming and refueling point
FLE forward logistics element
FM field manual
FMC field maintenance company
FMT field maintenance team
FRSD forward resuscitative and surgical detachment
FSC forward support company
FTCP field trains command post
G-4 assistant chief of staff, logistics
GCSS-Army Global Combat Support System-Army
GSB group support battalion

HHC	headquarters and headquarters company
JP	joint publication
LOGPAC	logistics package
LOGSTAT	logistics status
LRP	logistics release point
LSB	light support battalion
MACP	mortuary affairs collection point
MATP	modular ammunition transfer point
MCP	maintenance collection point
MDMP	military decision-making process
MDTF	multi-domain task force
METL	mission-essential task list
MSR	main supply route
MTF	medical treatment facility
NCO	noncommissioned officer
OE	operational environment
ROM	refuel on-the-move
S-1	battalion or brigade personnel staff officer
S-2	battalion or brigade intelligence staff officer
S-3	battalion or brigade operations staff officer
S-4	battalion or brigade logistics staff officer
S-6	battalion or brigade signal staff officer
SASMO	sustainment automation support management office
SFAB	security force assistance brigade
SOP	standard operating procedure
SPO	support operations
SSA	supply support activity
TB MED	technical bulletin (medical)
U.S.	United States

SECTION II – TERMS

ambulance exchange point

A location where a patient is transferred from one ambulance to another enroute to a medical treatment facility. (ATP 4-02.2)

area of operations

An operational area defined by a commander for the land or maritime force commander to accomplish their missions and protect their forces. (JP 3-0)

***area support**

A task assigned to a sustainment unit directing it to support units in or passing through a specified location.

attach

The placement of units or personnel in an organization where such placement is relatively temporary. (JP 3-0)

casualty collection point

A location that may or may not be staffed, where casualties are assembled for evacuation to a medical treatment facility. (ATP 4-02.2)

combat power

The total means of destructive and disruptive force that a military unit/formation can apply against an enemy at a given time. (JP 3-0)

***echeloned sustainment**

An array of capabilities placed at critical locations to link and facilitate support between echelons in an area of operations.

forward arming and refueling point

A temporary facility, organized, equipped, and deployed, to provide fuel and ammunition necessary for the employment of aviation maneuver units in combat. (JP 3-09.3)

***forward logistics element**

A task-organized collection of multifunctional logistics assets designed to maintain responsiveness of support to operations.

main command post

A portion of a unit headquarters containing the majority of the staff designed to command and control current operations, conduct detailed analysis, and plan future operations. (FM 6-0)

maintenance collection point

A temporary location established within the battalion echelon for the collection of equipment needing or undergoing field maintenance. (ATP 4-33)

materiel

All items necessary to equip, operate, maintain, and support military activities without distinction as to its application for administrative or combat purposes. (JP 4-0)

operational environment

The aggregate of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. (JP 3-0)

throughput distribution

A method of distribution that bypasses one or more intermediate supply echelons in the supply system to avoid multiple handling. (ATP 4-92)

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Entries are by paragraph number.

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ATP 4-90

26 January 2026

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