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**Sustainment Brigade**

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**August 2013**

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**Headquarters Department of the Army**

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# Sustainment Brigade

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\*This publication supersedes FMI 4-93.2, dated 4 February 2009.

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## Preface

This Army Techniques Publication (ATP) describes the organization, mission, and operations of the sustainment brigade and its subordinate units. These subordinate units are task organized to the sustainment brigade depending on the specific mission of the brigade. This manual also describes the relationships of the sustainment brigade and its subordinate units to each other as well as to the organizations they have command and support relationships with. This manual applies to unified land operations extending from stable peace to general war. Doctrine is not intended to cover garrison operation, but should serve as a guide for training and operations in garrison to prepare for war.

The principle audience for this publication is Army commanders, geographic combatant commanders (GCCs), joint force commanders (JFCs), and sustainers throughout the Army. This ATP serves as an authoritative reference for students and personnel who:

- Develop doctrine materiel (fundamental principles and TTP) and force structure.
- Develop institutional and unit training.
- Develop standing operating procedures (SOP) for unit operations.

Commanders, staffs, and subordinates ensure their decisions and actions comply with applicable U.S., international, and, in some cases, host-nation laws and regulations. Commanders at all levels ensure their Soldiers operate in accordance with the law of war and the rules of engagement. (See Field Manual [FM] 27-10.)

ATP 4-93 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. ATP 4-93 does not introduce any new terms, rescind any terms or modify any terms.

ATP 4-93 applies to the Active Army, Army National Guard/Army National Guard of the United States, and United States Army Reserve unless otherwise stated.

The proponent of this manual is the United States Army Combined Arms Support Command (USACASCOM). The preparing agency is the U.S. Army CASCOM G3 Training and Doctrine Development Directorate. Send comments and recommendations on a DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Commander, U.S. Army CASCOM, ATTN: ATCL-TDD (ATP 4-93), 2221 A Ave, Ft. Lee, VA 23801; or submit an electronic DA Form 2028 by e-mail to: [usarmy.lee.tradoc.mbx.lee-cascom-doctrine@mail.mil](mailto:usarmy.lee.tradoc.mbx.lee-cascom-doctrine@mail.mil).

# Introduction

Army Technical Publication (ATP) 4-93, *Sustainment Brigade*, is the revision of FMI 4-93.2, *The Sustainment Brigade*. ATP 4-93 provides logisticians and field commanders an understanding of a sustainment brigade role, organizations, and guidance within the context of decisive action. The manual provides basic doctrinal discussion on the organization and operations of sustainment brigade units within the Army to include Special Operations (Airborne).

ATP 4-93 makes numerous changes from FMI 4-93.2. The most significant change is the elimination of *Command, Control, Automation and Communication* chapter of the book. The term command and control has been modified and the term mission command now applies. The systems used to assist in mission command are briefly discussed.

With the emergence of Global Command and Control System - Army (GCCS-A), the standard army management systems (STAMIS) that were discussed previously have been omitted and we have introduced materiel management levels. This is a fundamental materiel management information system change, which is being fielded to the total Army force. Introducing the materiel management level responsibilities will allow materiel management at all sustainment levels to understand changes being made to the information system infrastructure, their roles and responsibilities.

Additional changes from FMI 4-93.2 are related to support relationships and task organization. Sustainment brigade support relationships are defined in relation to a division and echelon above brigade units. This adds clarity to how the war fighter is supported based on their organization. The CSSB is task organized based on the organization the sustainment brigade is supporting. The detailed discussions on the specific units that may be task organized to a CSSB have been replaced with an overview of the capabilities that may be task organized.

The appendix on *Protection* has been eliminated and can be referenced in the JP 3-11, Operations in Chemical, Biological, Radiological and Nuclear (CBRN) Environments.

The appendix on *Protection* has been replaced with an appendix on *Sustainment Brigade (Special Operations [Airborne])*.

ATP 4-93 contains three chapters.

**Chapter 1** provides an overview of the role of the sustainment brigade in Army operations. This chapter describes the theater operational environment, command and support relationships, strategic level support organizations, and joint force organization

**Chapter 2** discusses types of missions and task organization. Types of missions include theater opening, theater distribution and sustainment. The chapter defines the organic capabilities of the sustainment brigade special troops battalion.

**Chapter 3** discusses the combat sustainment support battalion role when assigned to a sustainment brigade. This chapter breaks down task organization, mission and the three sub functions of logistics.

ATP 4-93 was developed in close coordination with the United States Army Combined Arms Support Command and input taken throughout the Army sustainment community.

ATP 4-93 does not introduce, modify or rescind any Army terms or acronyms.

## Chapter 1

# The Role of the Sustainment Brigade in Army Operations

The sustainment brigade is a flexible, modular headquarters organization capable of conducting multiple missions, and is a key organization in linking sustainment support from the operational to tactical levels. This Army techniques publication (ATP) is an intellectual outgrowth of previous sustainment brigade doctrine and encapsulates the experiences and knowledge gained from recent combat operations, as well as capturing organization, material and other changes. Throughout its chapters, the ATP explains how a sustainment brigade operates to sustain Army forces during decisive action as part of Army unified land operations. Unified land operations describe how the Army operates through simultaneous offensive, defensive and stability operations. The sustainment brigade provides the sustainment needed by Army forces to enable operational reach, freedom of action, and prolonged endurance, thereby enabling Army forces to conduct decisive action.

## SUSTAINMENT BRIGADE

1-1. The sustainment brigade is a fixed headquarters organization comprised of a command group, staff and special troops battalion. The support capability of the sustainment brigade comes from the attachment of various organizations based on the specific mission. Its higher headquarters, either a theater sustainment command (TSC) or expeditionary sustainment command (ESC), provide mission command for a sustainment brigade. Attachments may include combat sustainment support battalions (CSSB), functional logistics battalions, and functional logistics companies, platoons and detachments. Selected CSSB may be organized to provide specific types of support to brigade combat teams and to support brigades within the division. The sustainment brigade usually has human resources (HR) and financial management (FM) units attached. Under normal circumstances, the sustainment brigade will not have medical organizations attached.

1-2. In general, the role of the sustainment brigade is to execute sustainment support on an area basis to Army forces, or if required, to joint and multinational forces as directed by its higher headquarters. In this role, the sustainment brigade, depending on the assigned mission, is capable of providing support from the operational to the tactical level.

1-3. The sustainment brigade provides mission command of all assigned and attached organizations to provide replenishment to maneuver brigades, support brigades, and other units operating in its assigned area of support. It provides a broad array of supplies, services, maintenance, and personnel services to all units in its assigned area of support. Support relationships designated by OPORD will normally be used to specify the details of the support to supported relationship, including the designating priorities of support. The sustainment brigade and its attached units will normally have a general support relationship with supported organizations, including for CSSB organized to provide specific types of support to division aligned brigades lacking full internal logistics capabilities.

## **SECTION I - SUSTAINMENT BRIGADE ROLE IN SUPPORTING THE SUSTAINMENT WARFIGHTING FUNCTION**

### **SUSTAINMENT RESPONSIBILITY**

1-4. The Army is responsible for sustainment of its forces IAW Title 10 USC. There are 12 Army Title 10 responsibilities and ten are sustainment related. See ADRP 4-0 for additional discussion on Title 10 responsibilities. One of the eight elements of the combat power, the sustainment warfighting function provides support and services to ensure freedom of action, extend operational reach and prolong endurance. The functions and principles of sustainment are fully described in ADP and ADRP 4-0, Sustainment. The sustainment warfighting functions are logistics, personnel services, and health service support.

### **LOGISTICS**

1-5. Logistics is the planning and executing of the movement and support of forces. The sustainment brigade plays a major role in executing logistics support to include the sub-functions of:

- Maintenance
- Transportation
- Supply
- Field Services
- Distribution

1-6. As described earlier, the sustainment brigade will be task organized with the organizations necessary to execute those sub-functions. The exact task organization will depend on the mission and operational environment. The sustainment brigade support operations staff will provide oversight of these sub-functions.

### **PERSONNEL SERVICES**

1-7. Personnel Services are sustainment functions that fund and man the force. The sustainment brigade primarily executes human resources support and financial management operations. It will have a human resources company and a financial management company attached to accomplish this mission. The support operations staff will provide oversight to the human resource and financial management functions. The principles for all personnel services are discussed in ADRP 4-0.

### **HEALTH SERVICE SUPPORT**

1-8. The sustainment brigade will normally not have health service support (HSS) organizations attached. HSS is executed through the medical mission command structure. The sustainment brigade may be required to coordinate with HSS organizations to synchronize logistics, personnel services support with HSS. The principle for HSS is described in ADRP 4-0. HSS is provided by the Medical Command Deployment Support, Medical brigades, multifunctional medical battalions, medical companies and various hospital organizations.

## **SECTION II – SUSTAINMENT BRIGADE ROLE IN UNIFIED LAND OPERATIONS**

1-9. Unified land operations is the Army's operational concept and the Army's contribution to unified action: synchronization, coordination, integration of government and non government authorities'. A complete description of unified land operations is in ADRP 3-0. The goal of unified land operations is to defeat the enemy on land and establish the conditions to meet the joint commander's end state. The formation of unified land operations is described in ADRP 3-0. The sustainment of unified land operations requires a continuous link between the strategic, operational and tactical levels. It requires close coordination and collaboration with other services, allies, host nation and other governmental organizations.



1-10. Although the sustainment brigade normally provides support from the operational to the tactical level, sustainment brigade commanders and staff must be familiar with U.S. governmental partners and understand what each partner provides to support GCC objectives. The sustainment brigade may be required to communicate and coordinate directly with strategic partners to synchronize and integrate their support. This coordination will be more prevalent for a sustainment brigade supporting operational level forces, or a theater opening mission. The sustainment brigade is the senior sustainment headquarters in an area of responsibility.

### **U. S. ARMY MATERIEL COMMAND (USAMC)**

1-11. USAMC is the Army's lead materiel integrator. It provides national level sustainment and selected logistics support to Army forces. USAMC supports forward deployed commands in executing sustainment support. Key USAMC capabilities that are relevant to sustainment brigade operations are shown below and additional information is in ADRP 4-0.

- Synchronize distribution of AMC materiel to an AOR.
- Synchronize redistribution of materiel out of an AOR. This includes establishment of Retrograde Property Assistance Teams (RPAT) under the control of an Army Field Support Brigades.
- Providing sustainment maintenance for the Army to include facilities, tools, skills and workforce when required.
- Support to contracting services to include LOGCAP. This will be exercised through the expeditionary contracting command, contracting support brigades and Army field support battalions.

### **MILITARY SURFACE DEPLOYMENT AND DISTRIBUTION COMMAND (SDDC)**

1-12. Surface deployment and distribution command is a major subordinate command of USAMC and is also the Army Service Component Command (ASCC) for the United States Transportation Command (USTRANSCOM). Surface deployment and distribution command coordinates DOD surface transportation requirements and the transportation capability provided by industry. Surface deployment and distribution command plays a major role in SPOD management and JLOTS operations. A sustainment brigade performing a theater opening mission may be required to coordinate directly with surface deployment and distribution command for reception, staging and onward movement operations.

### **DEFENSE LOGISTICS AGENCY (DLA)**

1-13. DLA is the DOD strategic partner that provides common commodities such as CL I, CL II, CL III packaged and bulk, CL IV, CL VI and CLVIII. DLA Energy is the primary supplier of CLIII (B). The sustainment brigade may be required to coordinate with DLA for the provision of various classes of supply and especially for reception of bulk petroleum, for distribution and issue of bulk petroleum to various unit locations throughout the AOR/AO or JOA. DLA may also provide direct throughput of other commodities as required.

### **OTHER INTERGOVERNMENTAL AND INTERAGENCY COORDINATION**

1-14. Sustainment brigades may be required to support stability and humanitarian support operations that are often sustainment intensive. In these operations sustainment brigades may be required to work closely with or directly support intergovernmental, non-governmental and other agencies. This support may include inter/intra theater sea and airlift, ground transportation, provision of equipment and supplies and, port operations. This support must be specifically authorized by the secretary of defense. Sustainment brigade commanders and staff must be keenly familiar with the legal authorizations to provide support to U.S. agencies, the United Nations, Inter/non-governmental organizations and multinational forces. ADRP 4-0 provides greater detail on inter-governmental organizations and interagency coordination.

## SUSTAINMENT IN MULTINATIONAL OPERATIONS

1-15. Sustainment of forces is a national responsibility. However, certain efficiencies and effects can be obtained through sharing, supporting and/or receiving support from allied or coalition forces. Chapter 138 of Title 10 USC authorizes exchanging support between U.S. services and those of other countries. Depending on the extent or scope of the multinational support agreement, sustainment brigades may be required to coordinate, control and support these types of operations. When multiple nations are operating together it is often expensive and inefficient for each nation to conduct sustainment operations unilaterally. As such, sustainment amongst allies and coalitions is often viewed as a collective responsibility. Support agreements between U.S. forces and other nations may be formed to maximize sustainment efficiencies and operational effectiveness. There are differing types of multinational support agreements, each with varying degrees of responsibility and scope. NATO allied publication 4.2 and ADRP 4-0 chapter 2 discusses these agreements in detail. The agreements include but are not limited to:

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

1-16. Types of support provided or received include transportation, using bulk petroleum facilities, provision of supplies to include CL III (B) and field services. Sustainment brigade commanders and their staff must be familiar with established multinational support agreements, understand the extent and limitations of each agreement, understand the sustainment brigade role in supporting the agreements and understand the type of support and extent to be received from the host nation.

## SUSTAINMENT BRIGADE ROLE IN JOINT OPERATIONS

1-17. The DOD may employ two or more services in a single operation through joint operations. A joint force is one composed of elements of two or more military departments operating under a single joint force commander. Army forces operate as an interdependent joint force; there is a purposeful reliance by one service or another service' capabilities. Sustainment brigade commanders and staffs operating as part of an interdependent joint force must be aware of which logistics capabilities are shared by the joint forces. This is necessary to ensure the sustainment brigade provides the proper support to a sister service and to ensure the sustainment brigade logistics support provided to the Army by a sister service.

## JOINT COMMAND FOR LOGISTICS

1-18. The GCC may designate the senior logistics headquarters of a service as a joint command for logistics. The joint command for logistics is responsible for coordinating and synchronizing logistics support across the joint force. Although the TSC or ESC would normally be designated the joint logistic command (JLC), the sustainment brigade may be given this role typically in a small operation when the sustainment brigade is operating as the senior sustainment HQ in an AOR. The sustainment brigade must be provided proper and adequate joint augmentation in order to perform the as the JLC. The exact type of augmentation is determined through mission analysis.

## U.S. ARMY

1-19. The U.S. Army plays a major role in joint operations by conducting theater opening mission and setting favorable logistics conditions for conducting military operations in a theater. The Army may also provide common user logistics for the joint force to include CL I, CL III (B), CL IX and transportation.

1-20. Examples of sustainment capability provided by other services includes but is not limited to the following:

## **U.S. AIR FORCE**

1-21. The Air Force provides lift capabilities for personnel, equipment and supplies from the strategic to the tactical levels. The Air Force may also provide aero medical evacuation.

## **U.S. NAVY**

1-22. The U.S. Navy provides sea transportation for personnel, equipment, and supplies. The U.S. Navy is a main support service for Joint logistics over the shore capability and port construction. The Navy may also play a major role in medical hospitalization.

## **THE FOUNDATIONS AND TENANTS OF UNIFIED LAND OPERATIONS**

1-23. Sustainment brigade commanders and staffs must understand the doctrinal foundations and tenants of unified land operations to ensure integration of sustainment in decisive actions. Detailed discussion can be found in ADRP 3-0, chapter 2. Each foundation and tenet should be analyzed in two ways:

- Analyze each to ensure proper support is in place to allow the operational commander to integrate it or apply them to the overall operation to achieve success.
- Analyze each from a sustainment brigade perspective to ensure that each is incorporated into the sustainment brigade support concept. This ensures the sustainment brigade is operating within the Army's operational concept and applying the same principles as the operational commanders.

## **FOUNDATIONS OF UNIFIED LAND OPERATIONS**

1-24. Unified land operations has four foundations: initiative, decisive action, Army core competencies and mission command. By integrating these foundations commanders can achieve success.

### **Initiative**

1-25. Initiative is categorized as both individual and operational. Commanders and all leaders execute individual initiative in the absence of orders, when current orders are no longer appropriate for the situation or when unforeseen opportunities or threats arise. It emphasizes opportunity created by developing the situation regardless of the operation or task.

1-26. Commander must be confident their force is capable and ready to exercise initiative. This requires a force that is well manned, supplied, maintained and operationally ready. Sustainment brigades enable this through effective logistics and personnel services support across all unified land operations and tasks. Freedom of action enables initiative and is one of the inherent aspects of the sustainment warfighting function and effective logistics support.

1-27. Sustainment brigade commanders and staff must also exercise initiative throughout the conduct of sustainment operations. They must constantly assess the situation, understand support requirements and act quickly to take advantage of opportunities as they arise even without explicit direction to do so by a higher headquarters. Sustainment brigade commanders must also foster initiative among subordinate commanders and units attached to the brigade.

### **Decisive Action**

1-28. Decisive action is the continuous simultaneous combinations of offensive, defensive, stability or defense support to civil authorities and allies. Each of these tasks has specific support requirements. Sustainment brigade commanders and staffs must understand the decisive action tasks and their purpose. They must also understand support requirements and the simultaneity of operations to develop viable and effective support plans. The sustainment brigade commander must task organize his brigade accordingly to meet the varying mission requirements.

## Army Core Competencies

1-29. Combined arms maneuver (CAM) and wide area security (WAS) are the Army's core competencies and are demonstrated by the simultaneous execution of decisive action tasks described in the previous paragraph. These core competencies define what the Army provides the joint force commander.

1-30. Sustainment brigade commanders must understand that while all operations consist of simultaneous CAM and WAS in various proportions, most operations will be predominantly characterized by one or the other, and this will ultimately determine the sustainment brigade missions and task organization.

## Mission Command

1-31. Mission command is the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander intent. This empowers agile and adaptive leaders in the conduct of unified land operations. Mission command emphasizes the critical contribution of leaders of every organization at every echelon. Army leaders have a responsibility to understand, visualize, describe, direct, lead and assess.

1-32. Sustainment brigade commanders must ensure a complete and thorough understanding of the higher headquarters commander's intent and the current operation. Only then can the sustainment brigade commander visualize the logistics support required for the operation and describe that vision to subordinate commanders for execution. Sustainment brigade commanders must then direct and lead using mission orders to communicate intent and provide subordinate commanders the authority to exercise initiative to operate within that intent. This is done with continuous assessment and rapid adjustment based on circumstances.

## TENETS OF UNIFIED LAND OPERATIONS

1-33. There are six tenets of unified land operations that describe the Army's approach to generating and applying combat power in operations. The tenets are:

- Flexibility
- Integration
- Lethality
- Adaptability
- Depth
- Synchronization

1-34. These tenets are applicable to all organizations at all echelons. Like the foundations of unified land operations, the sustainment brigade commander must understand these tenets from both the operational and sustainment perspective. The sustainment brigade commander and staff must ensure the support provided allows the commander the fully apply these tenets. Sustainment brigade commanders and planners must also ensure that these tenets are applied across all sustainment operations.

## SECTION III – OPERATING FORCES

### ARMY SERVICE COMPONENT COMMAND/ THEATER ARMY (TA)

1-35. When an Army Service component command (ASCC) is in support of a GCC, it is designated as a Theater Army (TA). The Theater Army is the primary vehicle for Army support to joint, interagency, intergovernmental, and multinational forces (MNFs). The TA HQ, directs functions that include theater opening, theater distribution reception, staging, onward movement, and integration; logistics over-the-shore operations; sustainment and security coordination. The TA coordinates with the TSC for operational sustainment planning and management. The TA defines theater policies and coordinates with the TSC for technical guidance and execution of sustainment through the employment of sustainment brigades.

1-36. Sustainment brigades will execute ASCC sustainment operations through the direction of a TSC or ESC, if employed. The sustainment brigade has a general support relationship with the ASCC.

## **CORPS**

1-37. The corps provides a HQ that specializes in conducting operations as a land component command HQ and a joint task force for contingencies. When required, a corps may become an intermediate tactical HQ under the land component command, with OPCON of multiple divisions (including multinational or Marine Corps formations) or other large tactical formations. Its primary mission command is land combat operations. The corps HQ has the capability to provide the nucleus of a joint HQ. Sustainment brigade will normally have a general support relationship with the Corps to support corps operations. The execution of support may be through a TSC/ESC or directly from the Corps HQ. The sustainment brigade may be task organized to provide augmentation to multifunctional brigades support capability as required and directed by the Corps headquarters.

## **DIVISION**

1-38. Divisions are the Army's primary tactical warfighting HQ. Their principal task is directing subordinate brigade operations. Divisions are not fixed formations. Therefore, they may not have all types of Brigade Combat Teams (BCT) in an operation or they may control more than one of a particular type of BCT. A division can control up to six BCTs with additional appropriate supporting brigades during major combat operations. The types of support brigades are combat aviation, fires, maneuver enhancement, battlefield surveillance, and sustainment. The sustainment brigade normally remains attached to the TSC or ESC but continue to support the division operating in or around its area. The sustainment brigade has a general support relationship with the division and its subordinate brigades.

## **BRIGADE COMBAT TEAM (BCT) AND BRIGADE SUPPORT BATTALION (BSB)**

1-39. As combined arms organizations, brigade combat teams (BCT) form the basic building block of the Army's tactical formations. Three standardized BCT designs exist: armor, infantry, and Stryker. Maneuver, fires, reconnaissance, and brigade support battalions (BSB) are organic to BCTs. The BSB is tailored to support the particular brigade to which it is assigned. The BSB provides supply, maintenance, motor transport, and medical support to the supported brigade. The BSB plans, prepares, and executes, logistics operations in support of brigade operations. A sustainment brigade may provide general support on an area basis through the CSSB to a BSB, if required (see FM 4-90). The sustainment brigade may be task organized to provide water, petroleum storage and transportation support to BCTs.

## **AVIATION SUPPORT BATTALION (ASB) AND COMBAT AVIATION BRIGADE (CAB)**

1-40. The aviation support battalion is the primary aviation logistics organization organic to combat aviation brigade. The aviation support battalion provides logistics support equivalent to a BSB for its supported brigade. It provides aviation and ground field maintenance, brigade-wide satellite signal support, replenishment of all supplies, and medical support. The aviation support battalion has been optimized to support the combat aviation brigade's forward support companies, aviation maintenance companies, and the brigade HQ and HQ company. (FM 3-04.111). By employing a CSSB, a sustainment brigade may provide general support on an area basis to an ASB if directed.

## **THEATER SUSTAINMENT COMMAND (TSC)**

1-41. Sustainment brigades are normally attached to a TSC HQ or ESC HQ for mission command. The TSC will communicate sustainment priorities, as determined by the GCC and ASCC, to the sustainment brigade commander. The TSC is the single Army sustainment headquarters (HQ) in a area of responsibility and the senior Army logistics HQ for the theater Army or a JFC. The TSC is responsible for theater opening, theater distribution, and sustainment operations conducted in support of Army and, on order, joint, interagency, and multinational forces. The TSC will execute these missions through the use of sustainment brigades. The TSC is regionally focused and globally employable. Its modular design provides the TSC commander with the operational flexibility to adapt mission command as requirements develop. This operational flexibility comes from units capable of providing multifunctional logistics: supply, maintenance, transportation, petroleum, port, and terminal operations. Other specialized capabilities, such as mortuary affairs (MA), aerial delivery, human resources, sustainment to internment/resettlement

operations, and financial management, which are available from the force pool to be task organized to the TSC through a sustainment brigade. The combination of these capabilities gives the TSC commander the ability to organize and provide tailored support. See FM 4-94 for more information on the TSC.

### **EXPEDITIONARY SUSTAINMENT COMMAND (ESC)**

1-42. Expeditionary Sustainment Commands (ESC) are force pooled assets. They are normally under the mission command of the TSC, but may be task organized directly under the mission command of a GCC, ASCC or Corps / ARFOR. The ESC provides mission command of sustainment units (less medical) in designated areas of a theater. The ESC plans, prepares, executes, and assesses sustainment, distribution, theater opening, and reception, staging, and onward movement operations for Army forces in theater. The ESC utilizes mission command over a sustainment brigade to aid in executing sustainment operations. It may serve as a basis for an expeditionary command for joint logistics when directed by the GCC or designated multinational or joint task force commander. It normally deploys when the TSC determines that a forward command presence is required. This capability provides the TSC commander with the regional focus necessary to provide effective operational-level support to Army or JTF missions.

### **ARMY FIELD SUPPORT BRIGADE (AFSB)**

1-43. The Army Field Support Brigade (AFSB) is assigned to the Army Sustainment Command (ASC) and, when deployed, is placed OPCON to the supported theater Army. This OPCON relationship is normally delegated to the supporting TSC, ESC or sustainment brigade as appropriate. An AFSB provides materiel readiness focused support to include coordination of acquisition logistics and technology actions, less theater support contracting and medical, to Army operational forces. AFSBs serve as ASC's link between the generating force and the operational force. AFSBs are also responsible to integrate LOGCAP support into contract support integration plans, in coordination with the theater Army G-4 and the supporting CSB. Coordination with the AFSB for acquisition contract from the host nation is critical to sustainment brigade commander and staff success in sustainment operations. A sustainment brigade may provide general support on an area basis through the CSSB to an AFSB, if required.

### **COMBAT SUSTAINMENT SUPPORT BATTALION**

1-44. The combat sustainment support battalion (CSSB) is a flexible and responsive unit that executes logistics throughout the depth of an area of operations including transportation, maintenance, ammunition, supply, MA, airdrop, field services, water, and petroleum. The CSSB is attached to a sustainment brigade and is the building block upon which the sustainment brigade capabilities are developed. The CSSB is tailored to meet specific mission requirements and be augmented with up to seven companies. Employed on an area basis, the CSSB plans, prepares, executes, and assesses logistics operations within an area of operations. The CSSB also supports units in or passing through its designated area. The CSSB may operate remotely from the sustainment brigade and therefore must maintain communications with the sustainment brigade. The CSSB establishes voice communications to support mission command and convoy operations as well as to monitor, update, and evaluate the logistics posture.

### **HUMAN RESOURCE SUSTAINMENT CENTER**

1-45. The Human Resource Sustainment Center (HRSC) is a multifunctional, modular organization (staff element), and theater-level center assigned to a TSC. HRSC attaches HRC to a sustainment brigade to assist in management and execution of Personnel Accountability (PA), casualty, and postal functions throughout the theater as defined by the policies and priorities established by the ASCC G-1/AG. The sustainment brigade may be required to coordinate with the HRSC on HR issues and operations conducted by the HRSC. The HRSC, in coordination with the TSC, has a defined role to ensure that the theater HR support plan is developed and supported with available resources within the TSC. This includes collaborating with the ASCC G-1/AG and TSC to ensure appropriate HR support relationships are established and properly executed through the OPORD process. The HRSC provides planning and operations technical support to the TSC Distribution Management Center. HRSCs flexible, modular and scalable design increases the director's ability to recommend HR support requirements based upon the number of units and Soldiers supported. The HRSC also provides theater-wide technical guidance and

training assistance for PA, casualty, and postal functions performed by Theater Gateway Personnel Accountability Teams, Military Mail Terminal Teams, HR companies, platoons, and the Human Resource Operations Branch in the sustainment brigades and ESC.

#### **FINANCIAL MANAGEMENT CENTER**

1-46. The Financial Management Center (FMC) is a modular and tailorable operational financial management unit is attached to the TSC and whose mission inextricably linked to the TA G-8. In order to provide adequate theater and national-provider responsiveness and support, the FMC maintains visibility of all financial management operations and placement of all operational and tactical financial management units in theater. The primary mission of the FMC is to provide technical coordination of all theater finance operations and serve as the principal advisor to the TA G-8, TSC commander, and sustainment brigade commander on all aspects of theater finance operations. The FMC attaches financial management company to the sustainment brigade. The sustainment brigade may coordinate with the financial management center on FM operations conducted by the FM company. Technical coordination of theater financial management units (financial management companies and their subordinate detachments) encompasses the provision of recommendations and advice to theater commanders and staff regarding the employment, integration, direction, and control of their financial management forces for the accomplishment of assigned missions. Other missions include but are not limited to: negotiations with host nation banking facilities, advising unit commanders on the use of local currency, and coordination with national providers (e.g., Department of the Treasury, DFAS, Assistant Secretary of the Army Financial Management & Comptroller, USAFMCOM) and the ECC to establish financial management support requirements (FM 1-06).

#### **MEDICAL SUSTAINMENT OPERATIONS/ UNITS**

1-47. The Medical Command (Deployment Support) serves as the senior medical command within the theater in support of the GCC. The medical command (DS) provides the mission command for medical units delivering health care in support of deployed forces. The medical command (DS) is a regionally focused command and provides subordinate medical organizations to operate under the medical brigade (MEDBDE) and/or multifunctional medical battalion. The Medical Brigade (MEDBDE) provides a scalable expeditionary mission command capability for assigned and attached medical functional organizations task-organized for support of the BCTs and supported units at echelons above brigade (EAB). The MEDBDE provides all of the mission command and planning capabilities necessary to deliver responsive and effective AHS support. The MEDBDE ensures the right mixture of medical professional (operational, technical, and clinical) expertise to synchronize the complex system of medical functions. The Multifunctional Medical Battalion is designed as a multifunctional HQ. It can also be deployed to provide mission command to expeditionary forces in early entry operations and facilitate the RSOI of theater medical forces. All EAB medical companies, detachments, and teams in theater may be assigned, attached, or placed under the OPCON of a multifunctional medical battalion. The multifunctional medical battalion is under the mission command of the medical brigade/medical command (DS). A sustainment brigade may provide limited general support to medical sustainment operations operating in their area.

#### **SUSTAINMENT BRIGADE (SPECIAL OPERATIONS) (AIRBORNE) (SB [SO] [A])**

1-48. The Sustainment Brigade (Special Operations) (Airborne) is a subordinate command of the U.S. Army Special Operations Command. Its mission is to provide limited sustainment, medical, and signal support to Army Special Operations Forces (ARSOF). ARSOF are not logistically self-sufficient. ARSOF units rely upon the GCC theater infrastructure for virtually all of their support above their organic capabilities. The planning and execution of logistics support to ARSOF must be nested within the GCC's concepts of operation and support, as well as tailored to interface with the theater logistics structures. For further information on ARSOF logistics capabilities refer to ATP 3-05.40, and appendix C of this manual. The sustainment brigade may coordinate closely with the SB (SO) (A) to ensure special operations forces receive adequate logistics support throughout an AO/JOA.

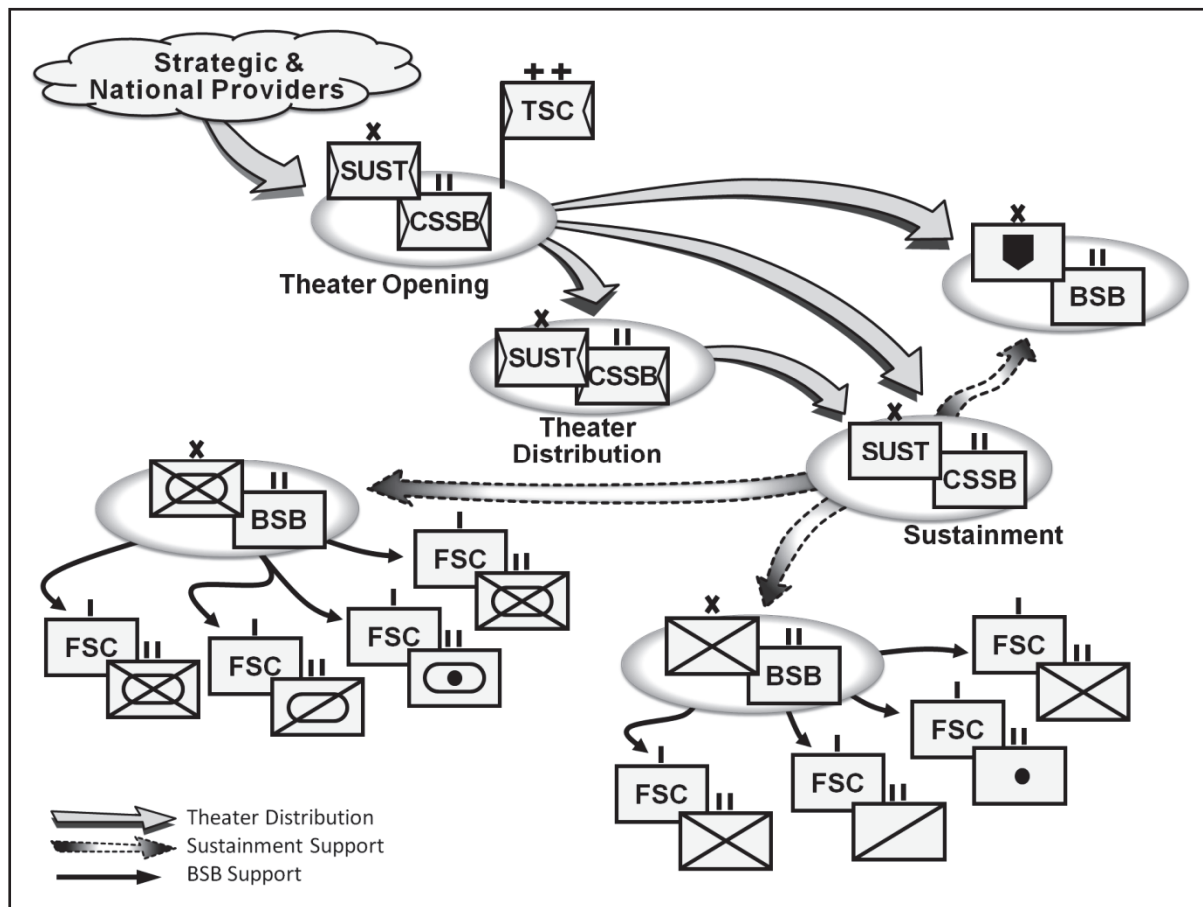


Figure 1-1. Notional support operations in a developed theater of operations

## SUSTAINMENT BRIGADE OPERATING ENVIRONMENT

### AREA OF RESPONSIBILITY

1-49. The operational environment is a composite of the conditions, circumstances and influences that affect the employment of capabilities and bear on the decisions of the commander (JP 1-02).

1-50. An area of responsibility (AOR) is the geographical area associated with a combatant command within which a GCC has authority to plan and conduct operations. An area of responsibility can be comprised of, if the GCC so designates, theater of operations, area of operations or joint area of operations. These factors influence prospective sustainment brigade operations in each area of responsibility. The TSC is responsible for sustainment support to the AOR. However, in the absence of the TSC/ESC the sustainment brigade may serve as the senior logistics headquarters for the area or responsibility.

### AREA OF OPERATIONS/ JOINT OPERATIONS AREA

1-51. To conduct operations within its geographic area of responsibility, the GCC may designate a specific area within their AOR as a theater of war, theater of operations, or a joint operations area (JOA). A theater of war is designated by the President, Secretary of Defense or the GCC as the area of air, land and water that is, or may become, directly involved in the conduct of major operations and campaigns involving combat. A theater of operations is a geographical area that is assigned military responsibility. A JOA is an area defined by a GCC in which a joint force commander conducts military operations to accomplish a



specific mission. Commanders may use these terms independently or in conjunction with one another, depending on the needs of the operation. If used in conjunction, the area of responsibility would encompass the larger area with smaller theaters of war, theaters of operation and JOAs within it. This manual uses the more generic term operational area to refer to any area where the commander may deploy a sustainment brigade to conduct operations. The Army service component commander (ASCC) provides Army forces to the joint force commander (JFC)/JTF to support those operations. Sustainment brigades will be assigned, under a TSC/ESC, to support the AO/JOA commander.

1-52. The area in which a sustainment brigade operates is usually different than divisional boundaries. It is METT-TC driven, meaning that one sustainment brigade may provide support to more than one division (or major combat force), and is determined by the physical array of forces, support requirements during progressive phases, proximity of sustainment capabilities, natural land boundaries, available road networks, and a variety of other considerations. A notional support relationship is depicted in Figure 1-2. Also, more than one sustainment brigade may provide support to forces belonging to a single division. If more than one division is supported by one sustainment brigade, the TSC, in concert with the Corps, will clarify which division has the priority of effort and will ensure that the sustainment brigade is updated as priorities change. In the instance of more than one sustainment brigade providing support to forces belonging to a single division, the division commander should coordinate with, and request support from only one sustainment brigade. The TSC/ESC should remain as part of the coordination link for all support. The two sustainment brigades then coordinate their actions for support. This ensures optimum and continuing support while instilling confidence in the division commander. It should be invisible to the division commander that more than one sustainment brigade is providing support.

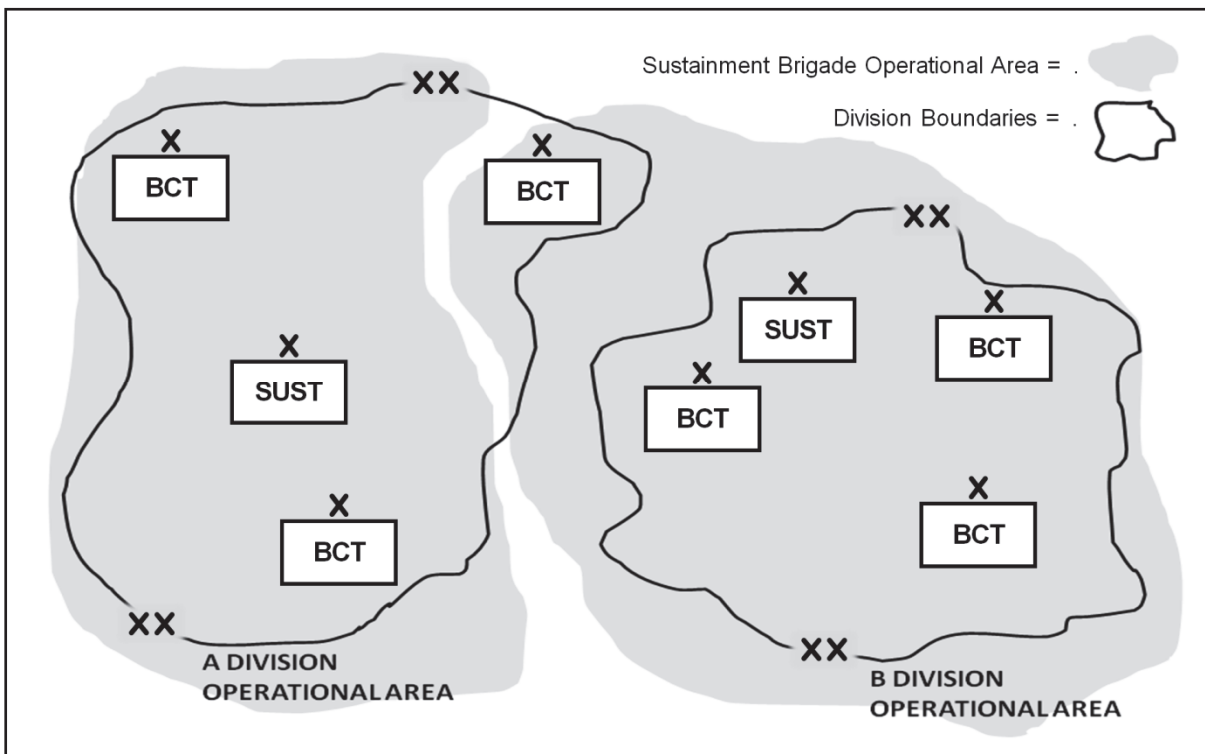


Figure 1-2. Sustainment brigade and divisional boundaries

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## Chapter 2

# Missions and Organization

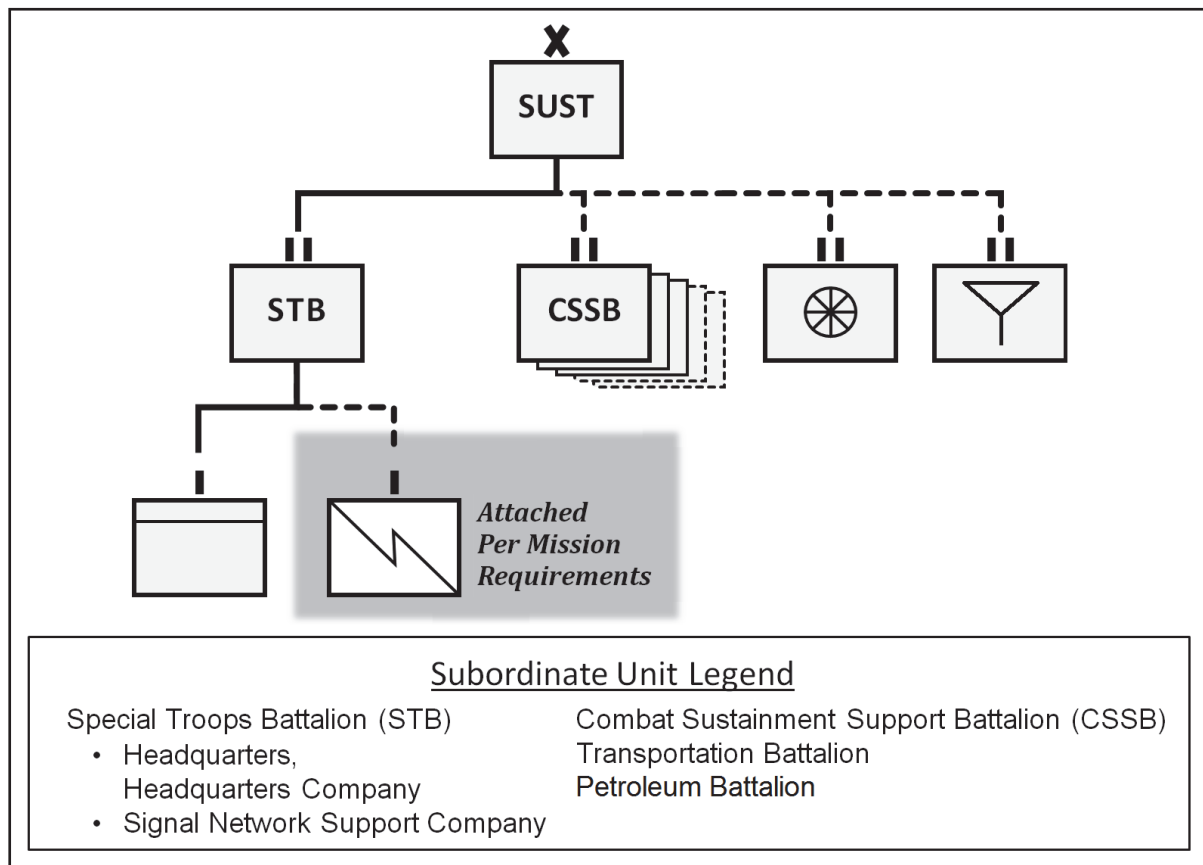
The sustainment brigade is a flexible headquarters element that can be task organized to support unified land operations and providing mission command to a wide variety of subordinate organizations. The sustainment brigade is designed to provide mission command of theater opening, theater distribution, and sustainment within an assigned area of operation. The sustainment brigade is task organized with a mix of functional and multifunctional battalions based on their location and assigned missions.

### SECTION I – MISSIONS, CAPABILITIES, AND TASKS

#### MISSIONS

2-1. The major missions performed by the sustainment brigades are theater opening, theater distribution, and sustainment. These missions are interrelated and, throughout the course of an operation, a sustainment brigade will likely perform more than one of these functions simultaneously. There can be multiple sustainment brigades operating in the same area of responsibility. For example, one sustainment brigade would conduct theater distribution while another sustainment brigade conducts theater opening and provides life support to any unit undergoing the RSOI process. Likewise, the sustainment brigade operating a major hub in the theater distribution role will provide distribution direct to a supported unit where possible. This chapter discusses the organizational structures that support these missions.

2-2. A core competency of the sustainment brigade is mission command of sustainment operations, providing mission command and staff supervision of sustainment operations and distribution management enabled by mission orders and mission command systems. The exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations. (ADP 6-0) The use of mission command and other sustainment information systems allows for unity of effort in sustainment operations under all conditions. Figure 2-1 depicts a typical sustainment brigade task organization.



**Figure 2-1. A notional sustainment brigade**

2-3. The sustainment brigade coordinates and integrates personnel services and logistics to support the maneuver commander's intent. The sustainment brigade may require augmentation in those areas where it lacks staff expertise. For example, a sustainment brigade performing a theater opening mission may be augmented with a transportation theater opening element (TTOE) to assist in managing that mission. The sustainment brigade may be task organized with functional support capabilities. For example, the TSC commander may augment the sustainment brigade with transportation units to enable it to oversee and execute port clearance and terminal operations if the sustainment brigade is given the theater opening mission.

2-4. In the sustainment mission, the brigade is primarily concerned with the continuous management and distribution of stocks, human resources support, execution of finance operations, and allocation of maintenance to provide freedom of action, operational reach and prolonged endurance to maneuver commanders.

2-5. Sustainment brigades will consider operational energy in the planning and executing of their missions. Operational energy is the sum of energy and associated systems, information and processes required to train, move, and sustain forces and systems for military operations. Commanders at all levels must consider ways to conserve or reduce the amount of operational energy resources used in military operations. Through conservation of energy resources, commanders can reduce resupply operations, increase vehicle and equipment efficiency, and reduce environmental damage. A continuous process, commanders must plan and oversee operations to reduce consumption, use alternative energy means, and incorporate the latest energy saving technologies. Employing a combination of best practices, technologies, and discipline in managing and executing supply and field services operations will extend operational reach and reduce mission risk.

## THEATER OPENING MISSION

2-6. Theater opening (TO) is a critical mission in which the sustainment brigade must support ports of debarkation (air and surface) to establish sustainment bases and to facilitate port throughput for the reception, staging, and onward movement of forces within a theater.

2-7. When given the mission to conduct theater opening, the sustainment brigade and a mix of functional battalions and multi-functional CSSBs are assigned based on mission requirements. In some instances a transportation brigade (expeditionary) may be utilized to assist in the theater opening mission. The sustainment brigade HQ staff may be augmented with a TTOE) to assist in managing the theater opening mission. The TTOE element provides the sustainment brigade with additional manpower and expertise to conduct transportation planning. It also provides additional staff management capability for oversight of reception, staging, onward movement, and integration (RSOI) operations, terminal operations, motor transport and movement control.

2-8. Conducting efficient and effective theater opening operations requires unity of effort among the various commands and a seamless strategic-to-tactical interface. Theater opening is a complex joint process involving the GCC; strategic and joint partners such as USTRANSCOM, USAMC, and DLA. Also critical to the theater opening effort is the JDDOC which has the mission to improve in-transit visibility and to support the geographic combatant commander's operational objectives by synchronizing and optimizing the interface of inter-theater and intra-theater distribution to integrate the proper flow of forces, equipment, and supplies. In coordination with the supporting AFSB and CSB the sustainment brigade will participate in assessing and acquiring available host nation (HN) infrastructure capabilities and contracted support. Working together, theater opening functions set the conditions for effective support and lay the groundwork for subsequent expansion of the theater distribution system.

2-9. The critical tasks for theater opening include: provide mission command, establishing in-transit visibility; conduct transportation management; support theater RSOI; conduct distribution and distribution management; support movement control and establish initial theater sustainment.

## THEATER DISTRIBUTION MISSION

2-10. The sustainment brigade performing the theater distribution mission is task organized with supply, ammunition, fuel and transportation capabilities to operate a theater distribution center. Sustainment brigades may operate ground transportation assets, manage select aerial resupply assets, and establish the theater ground distribution network (nodes, rest halts, and distribution hubs). It is designed to provide mission command to assigned and attached units for the purpose of conducting distribution operations. Distribution management, normally conducted at the ESC level, includes the management of transportation and movement control, warehousing, inventory control, order administration, site and location analysis, packaging, data processing, accountability for equipment (materiel management), people, and communications

2-11. Theater distribution is a decisive element of sustainment operations that include the following:

- Management of materiel.
- Management of assets.
- Determine requirements and priorities.
- Capable of performing retrograde functions critical to the repair of vehicles, equipment, weapons and components.

2-12. The critical tasks for a SUST BDE in a theater distribution role include:

- Establishing and operating multimodal distribution hubs
- Synchronizing multiple node operations (inland terminals, convoy support centers),
- Maintaining visibility of the distribution system (including readiness of Army air and ground transport assets)
- Reallocating resources to maintain optimal system performance.
- Controls the common user transportation assets required to complete the delivery of materiel to the point of need.

2-13. When task organized to provide theater distribution the sustainment brigade may have capabilities which include:

- Transship cargo
- Operate an SSA
- Conduct distribution operations
- Plan and coordinate aerial delivery operations.
- Integrate the battlefield distribution information network.
- Execute the TSC's theater distribution plan.
- Operate regional distribution hubs, to include container receiving and shipping points (CRSP).
- Operate a petroleum pipeline.
- Establish convoy support centers (CSC).

## **SUSTAINMENT OPERATIONS**

2-14. The sustainment brigade performs sustainment operations at the tactical level. The initial focus is on generating a force ready to conduct operations. Key Army functions associated with tactical level sustainment include the following:

- Maintaining situational awareness of the operating environment and the supported unit requirements
- Managing supply support activities
- Providing area maintenance support
- Providing and distributing subsistence, general supplies, bulk fuel, repair parts, ammunition, and water to supported units in their assigned areas.

2-15. In the sustainment role, the brigade is primarily concerned with the continuous management and distribution of supplies, human resources support, execution of finance operations, and allocation of maintenance to provide operational endurance to maneuver commanders. The sustainment brigade facilitates redeployment and retrograde processes through mission command of the distribution system, maintaining situational awareness of system capacity and leveraging joint capabilities.

2-16. The sustainment brigades are assigned multifunctional and functional battalions as well as companies tailored and task organized to the specific mission. The sustainment brigade will normally have multiple CSSBs assigned to provide distribution and supplies to BCTs and supporting brigades operating within its assigned operational area and other forces operating in or transiting its operational area.

2-17. These supported brigades may be in one division or multiple divisions. The sustainment brigade establishes a base or bases within the operational area to conduct operations. The MEB may be responsible for the terrain assignment and establishing secure movement corridors. The sustainment brigade base will be integrated into area terrain management and protection plans will be based on established mission command relationships and the physical space occupied.

## **CAPABILITIES**

### **SUSTAINMENT BRIGADE HEADQUARTERS OPERATIONAL CAPABILITIES**

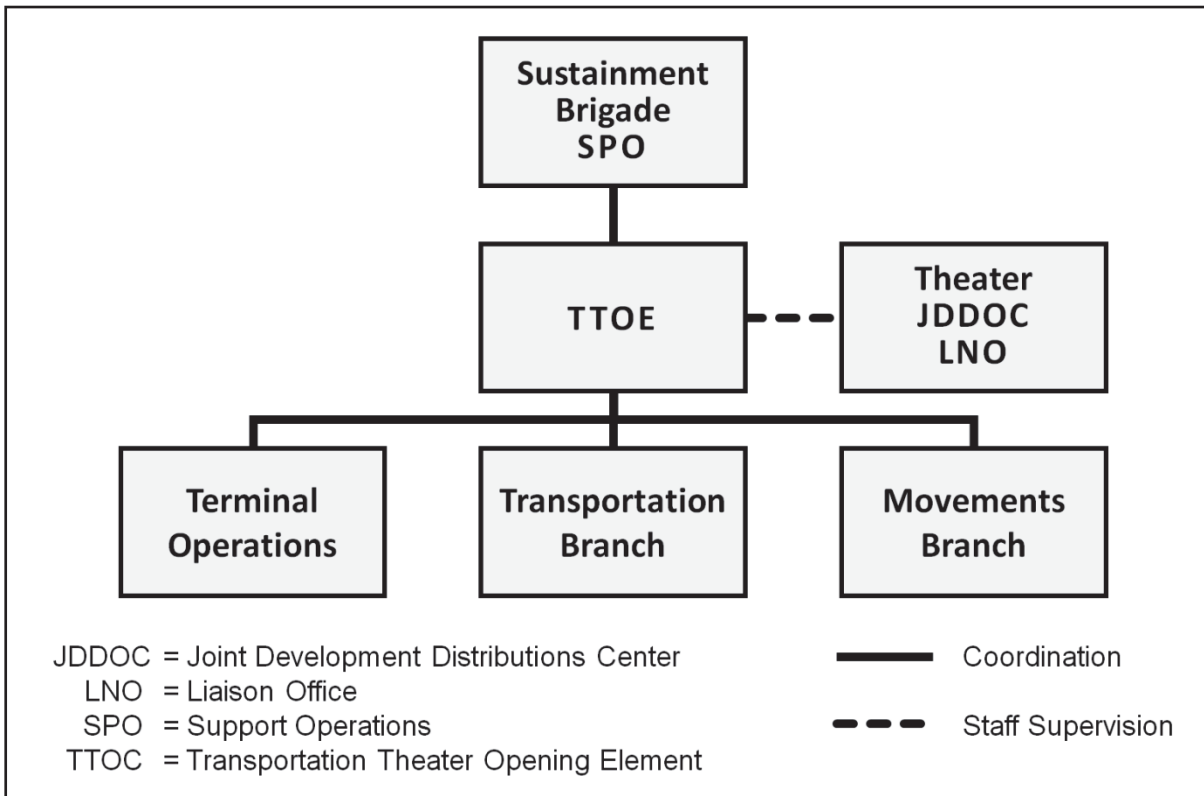
2-18. The sustainment brigade HQ:

- Provides maintenance and recovery for itself and its subordinate units and customers.
- Provides field feeding for itself and management oversight of field feeding for its subordinate units.
- Plans and conducts base and base cluster self-defense. Defends against level I threats, assists in destruction of level II threats and escapes or evades against level III threats.
- Provides theater opening, theater distribution, and sustainment management information and advice to supported commanders, staffs, and the TSC/ESC.

- Sustainment automation systems management office (SASMO) provides logistics information systems management, plans, policies, and procedures for logistics automations functions/systems to the sustainment brigade, area support and backup support to the BSB SASMOs in the support footprint.
- Provides limited materiel management.
- Provides a liaison team to augment other HQs as necessary.
- Provides human resources, financial management, legal services, and religious support to assigned units and authorized personnel within the sustainment brigade’s area of responsibility.
- Provides operational contract support.

**TRANSPORTATION THEATER OPENING ELEMENT (TTOE)**

2-19. The TTOE (see Figure 2-2) is assigned to a TSC and attached to a sustainment brigade (TO). The element provides staff augmentation to operating elements of the unit in the performance of mission tasks. The TTOE provides staff augmentation to the sustainment brigade (TO). It augments a sustainment brigade support operations section by giving it the capabilities required to provide staff oversight of select TO operations. This includes establishing the initial distribution network and providing support to assigned customers; conducting minimum essential early-entry operations prior to employment of full theater opening capabilities; and mission command of employed units.



**Figure 2-2. Transportation theater opening element (TTOE)**

2-20. The TTOE, which by design integrates into the brigade SPO section, includes the following:

- Terminal Operations Branch – Advises on the use and implementation of assigned, attached, contracted, and HN terminal and water craft operations; provides terminal infrastructure assessment; monitors and coordinates operation and positioning of terminal operations, including motor, rail, inter-modal, air, and sea; monitors and maintains status of terminal assets to ensure proper employment and appropriate tasking; and provides advice and expertise to the plans division in matters concerning terminal operations.

- Transportation Branch – Advises on the use and implementation of assigned, attached, contracted, and HN motor transport assets; provides guidance on positioning of motor transport, air, and rail assets; monitors and maintains the status of all modal transportation assets in the operational area and ensures proper tasking; and provides advice and expertise to the plans division in matters concerning mode transportation operations.
- Movements Branch – Implements and monitors movements programs and commits transportation assets in support of RSOI operations; maintains operational status; provides information and guidance on transportation operations to subordinate groups and battalions; maintains ITV; conducts transportation planning; plans support for contingency operations; and conducts exceptional movement requirements; coordinates the evacuation of civilian refugees and U.S. civilians with proper authority; provides the senior sustainment HQ the required personnel to conduct theater-level (Executive Agent) movement control/management.

## SECTION II – ORGANIZATION

2-21. The sustainment brigade HQ coordinates, synchronizes, monitors, and controls sustainment operations within its assigned operational area, through subordinate tailored sustainment units. It can be augmented from the TSC to manage joint logistics operations and can provide CUL support to joint forces. It will typically establish a base within its operational area to provide centralized control of operations. Decentralized execution of operations may be conducted within the base or at designated locations within its support area.

### THE COMMAND GROUP

2-22. The command group is comprised of the brigade commander, the deputy commander, and the command sergeant major. The coordinating staff officers (S-1, S-2, S-3, S-4, S-6, SPO), and certain special and personal staff officers (command sergeant major, brigade judge advocate, surgeon, and chaplain) are also depicted in Figure 2-3. The command group provides mission command of assigned and attached units and directs sustainment brigade operations and integrates the functions of the coordinating staff. The STB HHC provides mission command of company level operations for the sustainment brigade HQ, human resources, and finance and signal companies. The following staff specific paragraphs discuss each staff element’s responsibilities in broad terms.

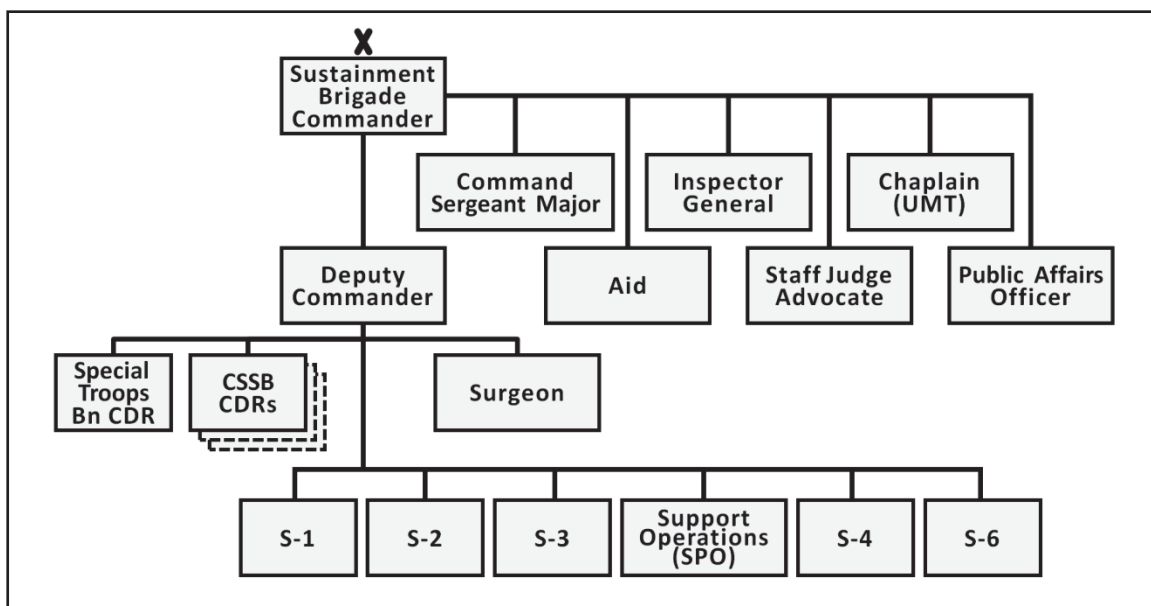


Figure 2-3. Sustainment brigade staff organization



2-23. The deputy commanding officer is the commander's principal staff officer, directing and overseeing staff coordination and ensuring effective and prompt staff actions. He/She also oversees coordinating and special staff officers. The commander normally delegates authority to the deputy commanding officer for executive management of coordinating and special staff officers.

## **THE COORDINATING STAFF**

2-24. These staff sections perform common staff responsibilities that are briefly described below with more detail provided in ATTP 5-0.1. They develop internal sustainment brigade policies and plans in their respective technical areas and provide guidance, priorities, and allocations to subordinate commands. They also review the plans of counterpart staffs in subordinate units.

### **SUSTAINMENT 1 - S1 SECTION**

2-25. The S-1 section is principally responsible for the planning, coordination, and delivery of human resources (HR) support, services and information to all assigned and attached sustainment brigade personnel, to include subordinate organizations. HR support includes personnel readiness management, personnel accountability, strength reporting, PA operations, casualty operations, essential personnel services, postal operations, morale, welfare, and recreation (MWR) operations, and HR planning and operations. Essential personnel services include military pay, awards and decorations, evaluations, ID documents, promotions, and personnel actions. The S-1 is directly linked with the Human Resources Command for strength management, replacement operations, personnel accounting, and strength reporting.. The S-1 provides technical guidance to all subordinate battalion S-1. See FM 1-0 (Human Resources Support) for additional information.

### **CURRENT OPS - S2 SECTION**

2-26. The S2 identifies threat composition, strength, capabilities, and courses of action; conducts intelligence and logistics preparation of the battlefield; and provides terrain and weather analysis with an emphasis on lines of communication. Primary tasks include: intelligence readiness, the Commander's priority intelligence requirements, collection plan, indications and warnings, and Military Decision Making Process (MDMP). The S2 prepares Annex B of the operations order; monitors the intelligence requirements to support current and future operations; monitors intelligence analysis of higher, lower, adjacent, and subordinate units; coordinates with other intelligence agencies to effectively provide predictive and timely intelligence to support logistic missions. The S2 utilizes the most effective and secure means to track and disseminate threat information and provide intelligence products.

### **CURRENT OPS - S3 SECTION**

2-27. The S-3 is the principal staff officer for the commander in matters concerning operations, plans, protection, organization, and training. Primary tasks include training, operations, and plans. The S-3 performs the following:

- Prepares and issues warning and fragmentary orders (FRAGOs) to support current operations.
- Monitors the operations of higher, lower, and adjacent units.
- Monitors operations.
- Coordinates with supported units to synchronize future operations and the transition from the current operation to a future operation without loss of momentum and unit integrity.
- Manages the terrain.
- Plans for, utilizes, and optimizes automation for mission planning, course of action development, rehearsals, operational planning, and after action reviews.
- Tracks convoy operations.

### **PLANS BRANCH**

2-28. The plans branch plan and analyze demand variations, the production planning strategy, risk implications of the planning strategy, yield management planning, the master production schedule, and

material requirements planning. The plans branch develops support plans for future operations in concert with the operations manager of the supported units. The branch recommends and incorporates all technologies and automation, combat unit requirements, unit historical data, the current and future replenishment posture, mobility data, and the commander's guidance into the development of the support plan.

### **SUSTAINMENT 1 - S4 SECTION**

2-29. The S-4 is the principal staff officer for the commander in matters concerning internal sustainment and readiness. Primary tasks include: sustainment operations and plans, supply, maintenance, transportation, and field services. The S-4 advises the commander and staff on all internal logistics issues; coordinates estimates, plans, annexes, and orders for internal sustainment operations; tracks the current operation, provides staff oversight of food service operations, property book operations, and maintenance operations for the sustainment brigade and its subordinates. The S-4 is normally tasked to oversee the deployment of the sustainment brigade and its subordinate units.

### **S-6 SECTION**

2-30. The S-6 major tasks involve network operations (NETOPS) and information management. The S-6 provides technical staff supervision over signal support activities throughout the sustainment brigade. The S-6 provides technical supervision of all communications asset attachments, coordinates with the supporting signal unit to maintain access to higher echelons common user signal networks, develops and coordinates signal support plans, and ensures redundant signal means are available to maintain the network. More detailed information about the S-6 section's role and responsibilities can be found in Chapter 3.

### **SUPPORT OPERATIONS (SPO) SECTION**

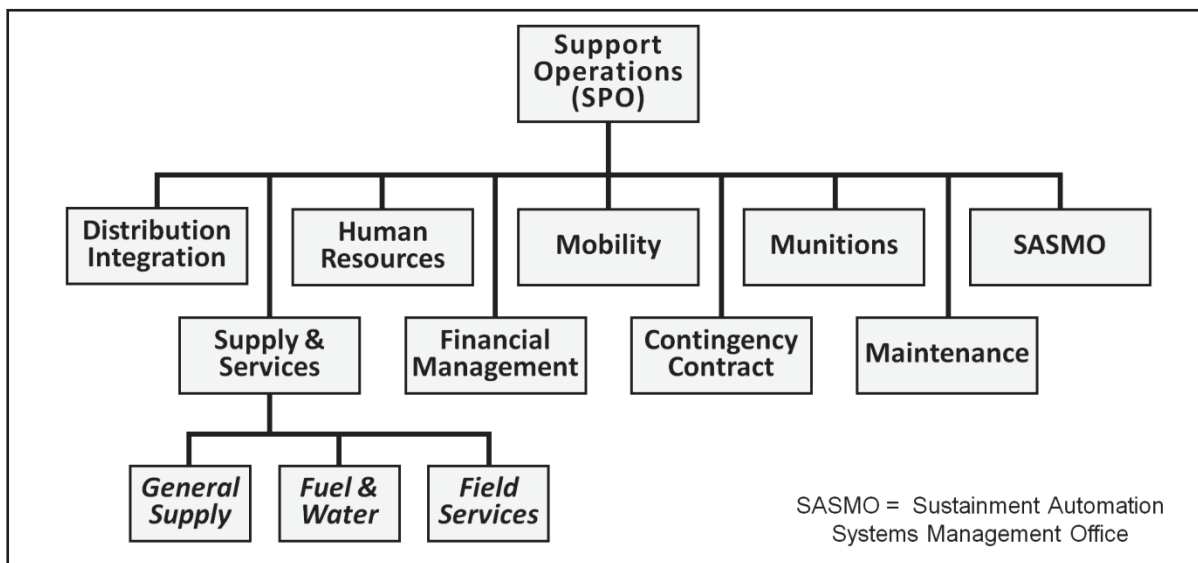
2-31. The Support Operations Officer is the principal staff officer responsible for coordinating sustainment for all units within the sustainment brigade's assigned operational area to include EAB and BSB units. If EAB support is required, the BSB must coordinate with the supporting sustainment brigade to obtain the support. This coordination is normally conducted by the BSB support operations officer directly with the sustainment brigade support operations officer but may also be conducted through command channels or OPORD/FRAGO. The BSB should clearly indicate the type, scope, and duration of support augmentation needed. The BSB should not attempt to dictate the exact supporting unit as this determination will be made by the sustainment brigade. The SPO then advises the commander on balancing sustainment support requirements with sustainment capabilities. The SPO section conducts distribution operations, maintenance management, operational contract support and commodity management of general supplies, ammunition, fuel and water. The SPO provides staff supervision of Human resource and finance operations. The support operations staff is depicted in Figure 2-4. A brief description of each staff element follows.

2-32. Throughout all operations, the sustainment brigade commander and staff must carefully consider the proximity of the sustainment brigade assets in relation to the supported units. Proper proximity to the supported unit is a major factor that affects timely support and must be considered in terms of time as much as in terms of distance. There are many aspects of the operational environment that affect decisions on where to position units. Mission analysis is required to ensure prudent decisions are made on both the number and placement of sustainment units in relation to the supported organizations. The primary consideration is the time it takes for support to reach the supported unit given the operational conditions at that time. As an example, continuous and effective enemy activity may cause an inordinate increase in the time required to cover a relatively short distance over good roads. Conversely, a much greater distance may be covered over poor roads in a stable area with little to no enemy activity.

2-33. As a general guideline for planning to ensure timely delivery of support, the distance between sustainment brigade's supporting units should be from 60km to 175 km. It is important to understand that these distances may vary greatly as a result of factors at the time of operation and may be reduced or increased accordingly. The following factors must be considered when determining proximity of supported units:

- Enemy order of battle and activity

- Available road network and condition
- Availability of convoy support centers
- Fuel consumption
- Enroute fuel capability
- Driver rest time
- Frequency of support missions
- Weather



**Figure 2-4. Sustainment brigade SPO**

### Distribution Integration Branch

2-34. The distribution integration branch plans, coordinates and synchronizes distribution operations. The distribution integration branch develops the distribution plan for the brigade. The distribution plan describes how sustainment flows from the sustainment brigade to the BSBs. The plan outlines who, what, when, where and how distribution will be accomplished in accordance with the priorities established by the supported command. It is continually updated to reflect changes to infrastructure, support relationships and unit locations. The planning horizon for the distribution plan at the sustainment brigade is 72-120 hours. The distribution plan explains how the sustainment brigade maintains total asset visibility; adjusts relative capacity of the distribution network and controls of the distribution supplies, services, and support in an assigned area of operations. The focus of this branch is to plan and monitor execution of distribution operations. The branch maintains total asset visibility and monitors convoy operations. It synchronizes operations within the distribution system to maximize throughput and follow-on sustainment and executes the priorities directed by the SPO. The distribution integration branch consolidates distribution requirements from all sections of support operations and creates the distribution plan.

### Maintenance Branch

2-35. The maintenance branch determines maintenance requirements for supported units; manages maintenance capability and conducts maintenance management for the brigade. This section conducts trend analysis, fleet management and sustainment maintenance requirements. It prepares all maintenance plans and annexes for support plans and orders and provides status reports. This office also is responsible for managing maintenance production for electronic systems for the brigade and for managing maintenance production for test, measurement, and diagnostic equipment (TMDE) for the brigade.

### **Mobility Branch**

2-36. The mobility branch determines transportation requirements for supported units; manages transportation capability and coordinates movement control to the brigade. The mobility branch balances transportation requirements against transportation capabilities to meet mission requirements. They manage transportation operations. The mobility branch develops the movement plan and provides this product to the distribution integration branch to be included in the distribution plan. The steps include assessing the distribution system, determining requirements, determining capabilities and balancing requirements against capabilities. The mobility branch manages transportation operations using the TMR process using TC-AIMSII. The branch exercises staff oversight over transportation operations for the sustainment brigade. It provides guidance, advice, and staff oversight on the employment and capabilities of air, land, and water transportation for subordinate units, to include hub operations.

### **Sustainment Automation Systems Management Office (SASMO)**

2-37. The SASMO installs and monitors the combat service support automated information system interface (CAISI) and very small aperture terminals (VSAT) network and satellite operations to provide assured, unclassified but sensitive, non-secured communications and provides user customer support in sustaining and operating the logistics information systems used in the sustainment brigade and supported battalions (especially those functional battalions that do not have an organic SASMO); this includes all installation, testing, loading, and troubleshooting of logistics information systems software, limited hardware, communications devices, and monitoring user training programs and new equipment fielding. The SASMO also establishes the unclassified wireless network, domain-name service and monitors network traffic and protection status. It provides software maintenance support to organic sustainment brigade elements. The SASMO may also provide support to subordinate battalions, functional brigades, and other units in the supported operational area.

### **Class V Munitions Branch**

2-38. The Class V munitions branch coordinates and supervises supply management of all ammunition operations for the operational area using Standard Army Ammunition System - Materiel Management Center (SAAS-MMC). The branch maintains asset visibility of all munitions, maintains the munitions portion of the COP through TAV/ITV, and conducts munitions reach operations for supported units. The Class V branch will intensively monitor and manage critical munitions and controlled supply rates as prescribed by the TSC.

### **Supply and Services (S&S) Branch**

2-39. The S&S branch coordinates and supervises supply management for water, Class I, II, III, IV, VII, and IX supplies for the operational area. This branch plans and determines the requirements and recommends priorities for the allocation and distribution control of supplies. It monitors requisition of commodities and makes recommendations on redistribution within the operational area. It maintains visibility of on-hand and in-bound supply stockage using automated logistics systems. This branch also provides advice on the receipt, storage, and distribution of supplies within its operational area.

#### ***General Supply Section***

2-40. The general supply section controls and manages Class I, II, III (P), IV and IX supplies to the supported elements. It directs the receipt, storage, and distribution of Class I, II, III (P), IV and IX supplies within the operational area.

#### ***Class III- Fuel and Water Section***

2-41. The Class III-fuel and water section controls and manages the bulk fuel and water supply to the supported organizations. It directs the receipt, storage, inspection, testing, issue, distribution, and accountability of the bulk fuel and water stocks for the operational area.

**Field Services Section**

2-42. The field services section coordinates for field services for supported forces. Field services involve light textile repair, laundry, shower, clothing repair, mortuary affairs (MA), and aerial delivery support. During combat operations, military personnel provide most of the field service support in forward areas, with support from HNS and contractors.

**Human Resources (HR) Branch**

2-43. The HR branch is responsible for planning, coordinating, integrating, and synchronizing the activities of subordinate units (HR companies, platoons, and teams) in the sustainment brigade operational area. This includes ensuring they are resourced, correctly positioned, and properly allocated to provide required postal, PA, and casualty support (see FM 1-0, Human Resources Support). Critical functions are:

- Serving as integrator between Human Resource Sustainment Center (HRSC), supported units (G-1/S-1) and HR Companies, Military Mail Terminal Team, and Theater PA Gateway Team.
- Synchronizing HR support for postal, casualty, and PA operations with other sustainment elements and organizations.
- Planning, projects, and recommending HR support requirements for current and future military operations. Includes assessing the current situation, forecasting HR requirements based on the progress of the operation, making execution and adjustment decisions, and directing actions to apply HR resources and support at decisive points and time.
- Providing technical guidance to supported units (G-1/S-1) and supporting HR organizations (HR Co, MMT, PA Gateway). The HR branch receives technical guidance from the HR branch of the ESC SPO and the HRSC of the TSC.
- Deploying as part of the sustainment brigade or ESC early entry element to assist/ensure initial theater PA Personnel Processing Center (PPC) and postal operations are established.
- Coordinating and providing technical training to supported and supporting units.
- Coordinating the execution of non-HR sustainment tasks (billeting, feeding, and transportation) with other sustainment elements.

**Financial Management (FM) Operations Branch**

2-44. The FM operations branch monitors and tracks FM operations throughout the sustainment brigade operational area. It integrates all FM operations, assists in planning the employment of FM units, coordinates requirements, synchronizes the FM network, and manages the FM systems in coordination with the Financial Management Center (FMC) and G-8. This includes ensuring FM companies and subordinate detachments are resourced, correctly positioned, and properly allocated to provide required financial management support (see FM 1-06, Financial Management Operations). Critical functions are:

- Serving as integrator between the financial management center (FMC), supported units, ESC SPO, FM companies, and detachments.
- Synchronizing FM support with other sustainment elements and supported organizations for commercial vendor services, pay agent services, disbursing operations, stored value card program, and other financial management services.
- Planning and recommending FM support requirements for current and future military operations, in conjunction with the FMC and the financial management company (FMCO). This includes assessing the current situation, and forecasting FM requirements, to include cash holding authority.
- Providing technical guidance to supported units and supporting FM organizations (FMCOs and detachments).
- Receiving operational guidance from the FM branch of the ESC SPO and technical guidance from the FMC of the TSC.
- Deploying as part of the sustainment brigade or ESC early entry element to assist/ensure initial FM capabilities are established to support initial entry and set conditions for subsequent follow-on operations.

- Coordinating and providing technical training to supported and supporting units to include operational reviews of companies and detachments conducted by the internal control branch of the FMC.

### **SPECIAL AND PERSONAL STAFF**

2-45. Special staff officers help the commander and other staff members perform their functional responsibilities. Special staff officers usually deal routinely with more than one coordinating staff officer. For example, the STB commander routinely deals with the brigade S-3, but coordinates with the S-1, S-2, SPO, S-4, and others.

2-46. Personal staff members work under the commander's immediate control. They also may serve as special staff officers when they coordinate with other staff members. When performing their duties as special staff officers, personal staff officers may work through the deputy commanding officer and under a coordinating staff officer for coordination and control purposes.

### **Command Sergeant Major**

2-47. The command sergeant major (CSM) is a member of the commander's personal staff by virtue of being the command's senior noncommissioned officer (NCO). The CSM is responsible for providing the commander with personal, professional, and technical advice on enlisted Soldier matters and the NCO corps. The CSM's duties and responsibilities vary according to the commander's specific desires or needs; however, his/her general duties are to:

- Provide advice and recommendations to the commander and staff in matters pertaining to enlisted personnel.
- Help formulate and supervise enforcement of established policies and standards concerning enlisted personnel performance, training, appearance, and conduct.
- Maintain communication with subordinate NCOs and other enlisted personnel through NCO channels.
- Monitor unit and enlisted personnel training and make corrections as necessary.
- Administer and monitor the unit NCO development program and sergeant's time training.
- Provide counsel and guidance to NCOs and other enlisted personnel.
- Administer and chair unit selection and Soldier boards for enlisted personnel.
- Receive and orient newly assigned enlisted personnel.
- Help inspect command activities and facilities.
- Monitor and recommend actions to enhance the morale and discipline of the command.

### **SURGEON**

2-48. The sustainment brigade surgeon ensures that all AHS support functions are considered and included in operation plans and operation orders. The sustainment brigade surgeon is a full-time special staff officer answering directly to the sustainment brigade commander on matters that pertain to the health of the command. He/She coordinates for AHS support for both health service support (HSS) and force health protection (FHP). The sustainment brigade command surgeon coordinates AHS support operation with both the division surgeon and the medical brigade (MEDBDE) commander and helps establish medical guidelines for the division and the sustainment brigade.

### **Health Service Support**

- 2-49. The sustainment brigade surgeon's duties and responsibilities for HSS may include—
- Advising the commander on the health of the sustainment brigade units.
  - Planning and coordinating for HSS for sustainment brigade units (including but not limited to, medical treatment, medical logistics, medical evacuation, hospitalization, dental support (treatment aspects), behavioral health/neuropsychiatric treatment, and clinical laboratory support).

- Developing and coordinating the HSS portion of AHS operation plans to support the sustainment commander's decisions, planning guidance, and intent in support of unified land operations (see FM 4-02.12 and FM 8-55).
- Determining the medical workload requirements (patient estimates).
- Advising the sustainment brigade commander on policy regarding the eligibility of care for non-U.S. military personnel.
- Maintaining situational understanding by coordinating for current HSS information with surgeons of the next higher, adjacent, and subordinate HQ.
- Recommending task organization of medical units/elements in support to sustainment brigade units to satisfy all HSS mission requirements.
- Recommending policies concerning medical support of stability operations (that include civil-military operations).
- Monitoring troop strength of medical personnel and their utilization.
- Coordinating and synchronizing health consultation services.
- Evaluating and interpreting medical statistical data.
- Monitoring medical logistics in the theater (see FM 4-02.1).
- Monitoring medical regulating and patient tracking operations for sustainment brigade personnel (see FM 4-02.2).
- Determining sustainment brigade training requirements for first aid and for maintaining wellness of the command.
- Ensuring field medical records are maintained on each Soldier assigned to the TSC at their primary care medical treatment facility per AR 40-66 and FM 4-02.4.
- Establishing, in coordination with the chain of command, and promulgating a plan to ensure individual informed consent is established before administering investigational new drugs as described in Executive Order 13139.
- Recommending disposition instructions for captured enemy medical supplies and equipment. (Refer to FM 4 02 for additional information on the Geneva Conventions.)
- Submitting to higher HQ those recommendations on medical problems/conditions that require research and development.
- Coordinating and synchronizing:
  - Health education and combat lifesaver training for the brigade.
  - Mass casualty plan developed by the S-3.
  - Medical care of enemy prisoners of war, detainees, and civilians within the brigade operational area.
  - Treatment of sick, injured, or wounded Soldiers.
  - Medical evacuation, including use of both the Army's dedicated medical evacuation (MEDEVAC) platforms (air and ground).
  - Medical logistics including Class VIII resupply, blood management, and medical maintenance.
  - Health-related reports and battlefield statistics.
  - Collection and analyses of operational data for on-the-spot adjustments in the medical support structure and for use in post operations combat and materiel development studies.
  - Army Health System support for stability and civil support operations

### **Force Health Protection**

2-50. The sustainment brigade surgeon's duties and responsibilities for FHP may include—

- Identifying potential medical-related commander's critical information requirements (priority intelligence requirements and friendly force information requirements) as they pertain to the health threat; ensuring they are incorporated into the command's intelligence requirements.

- Coordinating for veterinary support for food safety, animal care, and veterinary preventive medicine to include zoonotic diseases transmissible to man.
- Planning for and implementing FHP operations to counter health threats (see FM 4-02.17). Force health protection operations may include:
  - Planning for and accomplishing redeployment and post deployment health assessments.
  - Establishing and executing a medical surveillance program (refer to AR 40-5, AR 40-66, and FM 4-02.17 for an in-depth discussion).
  - Establishing and executing an occupational and environmental health surveillance program (see FM 3-34.5).
  - Recommending combat and operational stress control, behavioral health, and substance abuse control programs (see FM 4-02.51).
  - Ensuring the general threat, health threat, and medical intelligence considerations are integrated into AHS support operation plans and orders.
  - Advising commanders on FHP chemical, biological, radiological, and nuclear (CBRN) defensive actions, such as immunizations, use of chemoprophylaxis, pretreatments, and barrier creams.
  - Identifying health threats and medical-related commander's critical information requirements.
  - Maintaining situational understanding by coordinating for current FHP information with surgeon staffs of the next higher, adjacent, and subordinate HQs.
  - Coordinating and synchronizing:
    - Combat and operational stress control program with the division surgeon section (DSS) and supporting medical brigade.
    - Veterinary food inspection, military working dogs and other animal care, and veterinary preventive medicine activities of the command, as required.
    - Preventive medicine services to include identification of health threats.
    - Preventive dentistry support program for the prevention of cavities and gum disease.
    - Area medical laboratory support to include the identification of biological and chemical warfare agents, as required.

### Brigade Surgeon Section

2-51. The sustainment brigade surgeon section assists the sustainment brigade surgeon with his/her above responsibilities. The brigade surgeon section monitors and tracks operations with medical communications for Medical Communications for Combat Casualty Care (MC4) System and provides updated information to the surgeon and the SPO chief for building capabilities to meet the sustainment brigade's medical requirements identified by the surgeon. Other functions include:

- Planning for the AHS support for the sustainment brigade's units.
- Identifying and coordinating through the DSS and as authorized directly with medical brigade elements to support requirements of the sustainment brigade.
- Coordinating/managing medical evacuation and treatment capabilities.
- Coordinating/managing Class VIII resupply capabilities.
- Ensuring medical support is integrated and synchronized with the sustainment brigade's operational support plan.

The brigade surgeon section consists of two cells (a plans and operations cell and a medical logistics (MEDLOG) and sustainment cell). Also, under the control of the surgeon is the medical treatment team and evacuation squad.

### Medical Plans and Operations Cell

2-52. The medical plans and operations cell is normally staffed with medical operations officers, a medical operations NCO. The primary function of this cell is medical planning to ensure that adequate AHS support is available and to provide, in a timely and efficient manner, for the sustainment brigade and its attached units. This cell coordinates with the DSS and, as authorized, with medical brigade for the placement and



support requirements of medical units and elements located in the sustainment brigade operational area. See FM 8-55 for additional information on medical staff planning.

### Medical Logistics and Sustainment Cell

2-53. The medical logistics and sustainment cell is normally staffed with a health services materiel officer. This officer is responsible for developing support plans and coordinating for optical fabrication, medical equipment maintenance, and Class VIII supply support for assigned and attached units in the brigade. This cell provides daily updates to the brigade surgeon and SPO chief on the status of Class VIII in the brigade. See FM 4-02.1, *Army Medical Logistics*, for definitive information on MEDLOG operations.

### STAFF JUDGE ADVOCATE

2-54. The staff judge advocate (SJA) is a member of the commander's personal staff. The SJA section consists of a staff judge advocate, operational law attorney, and paralegal NCO. Battalion paralegals serve at either the unit level or are consolidated at the brigade level. The SJA communicates directly with the commander to provide legal advice for all matters affecting law of land warfare, morale, good order, and discipline of the command. For other than disciplinary matters, the SJA serves under the supervision of the deputy commanding officer. The SJA provides legal services to the staff and provides responsive legal services throughout the organization.

2-55. The SJA, as a field representative of the judge advocate general, provides technical supervision over all judge advocate general's corps personnel and legal services in the command. This includes the following:

- Planning legal support.
- Requesting resources.
- Conducting and evaluating training.
- Assigning and professionally developing judge advocate general's corps personnel assigned to the command.

The SJA may also use the legal technical channel to communicate with the judge advocate general and other supervisory judge advocates.

2-56. The SJA is responsible for all legal support and services required by the command. The SJA's duties include:

- Participating, along with the commander and staff, in mission planning and the MDMP.
- Preparing legal estimates, drafting legal annexes, and reviewing operational plans and orders.
- Interpreting the unified land of agreements, intra-agency to intergovernmental.
- Developing, interpreting, and training rules of engagement and rules on the use of force.
- Advising on the application of the law of armed conflict (and applicable provisions of local, national, customary and international law) to military operations, to include the legal aspects of targeting.
- Coordinating determinations on the status and proper treatment of enemy prisoners of war, detainees, and civilian noncombatants.
- Ensuring the proper reporting and investigations of violations of the law of war.
- Advising on legal aspects of civil-military operations.
- Litigating courts-martial and administrative separation boards.
- Preparing Soldier disciplinary actions (courts-martial, non-judicial punishment, and other routine matters in administering military justice).
- Providing or coordinating a wide array of administrative and civil law services including (but not limited to) government ethics, labor and employment law, environmental law, health care law, and related legal matters.
- Providing legal assistance services.
- Processing foreign claims arising in a field environment.

- Coordinating trial defense services with the trial defense team cell located in the sustainment brigade (the U.S. Army Trial Judiciary provides trial judiciary services independently).
- Providing technical supervision of legal personnel in the command and its subordinate units.

### **PUBLIC AFFAIRS OFFICE**

2-57. The public affairs office (PAO) is a personal staff office that serves as the sustainment brigade's spokesperson. The office responds to media queries in a timely manner and ensures that the media clearly understands and accurately states the command position. This section anticipates and responds to Soldiers' needs for military and domestic information. It provides media representatives with accreditation, meal, billet, transport, and escort support as authorized and appropriate. The following are some additional duties and responsibilities of the PAO:

- Plans and supervises the command public affairs program.
- Advises and informs the commander of the public affairs impact and implications of planned or implemented operations.
- Serves as the brigade's spokesperson for all communications with external media.
- Assesses the information requirements and expectations of the Army and the public, monitors the media and public opinion, and evaluates the effectiveness of public affairs plans and operations.
- Facilitates media efforts to cover operations by expediting the flow of complete, accurate, and timely information.
- Coordinates sustainment support of civilian journalists under administrative control of the command.
- Conducts liaison with media representatives to provide accreditation, food service, billets, transport, and escorts when authorized and appropriate.
- Develops, disseminates, educates, and trains the command on policies and procedures for protecting against the release of information detrimental to the mission, national security, and personal privacy.
- Informs Soldiers, family members, and DoD civilians of their rights under the Privacy Act, their responsibilities for operations security (OPSEC), and their roles as implied representatives of the command when interacting with news media.
- Coordinates with appropriate staffs to ensure that disseminated public information is consistent with their staff responsibilities.
- Assesses and recommends news, entertainment, and other information needs of Soldiers and home station audiences.
- Works closely with the CMO branch and other agencies to integrate strategy and unify efforts to communicate the Army's perspective and to support the mission's tactical and operational objectives.
- Advises (in coordination with the SJA) the commander and staff on Privacy and Freedom of Information Act matters.

### **UNIT MINISTRY TEAM (UMT)**

2-58. The sustainment brigade UMT consists of at least one chaplain and one chaplain assistant NCO. The mission of the brigade UMT is to perform or provide unit religious support to the command group and brigade staff and to exercise technical supervision over the provision of religious support by subordinate UMTs throughout the brigade's operational area. It develops plans, policies, and programs for religious support. It coordinates and synchronizes area and denominational religious support coverage within the brigade. Chaplains personally deliver religious support. They have two roles: religious leader and staff officer. The chaplain as a religious leader executes the religious support mission to ensure the free exercise of religion for Soldiers and authorized personnel. As a personal staff officer, the chaplain serves as an advisor to the brigade commander on matters of religion, moral atmosphere, morale as affected by religion, and the impact of indigenous religions on operations. The chaplain assistant NCO serves as the section NCO in charge (NCOIC) and assists the chaplain in providing religious support. Under the direction of the

chaplain, the chaplain assistant NCO coordinates and synchronizes all tactical, logistical, and administrative actions necessary to carry out religious support operations. The chaplain assistant NCO supervises, trains, and mentors subordinate UMT chaplain assistants in military occupational specialty specific tasks; participates in operational staff planning, tracking, and execution; and coordinates and manages protection for the sustainment brigade UMT.

### **SPECIAL TROOPS BATTALION (STB)**

2-59. The sustainment brigade's only organic subordinate unit is the STB. The STB provides mission command for assigned/attached personnel and units. The STB has a HQ company (HHC). It integrates the functions of the battalion S-1, S-2, S-3, S-4, and unit ministry team (UMT) staff sections and provides the company to which brigade and STB personnel are assigned. Figure 2-5 depicts a hypothetical STB.

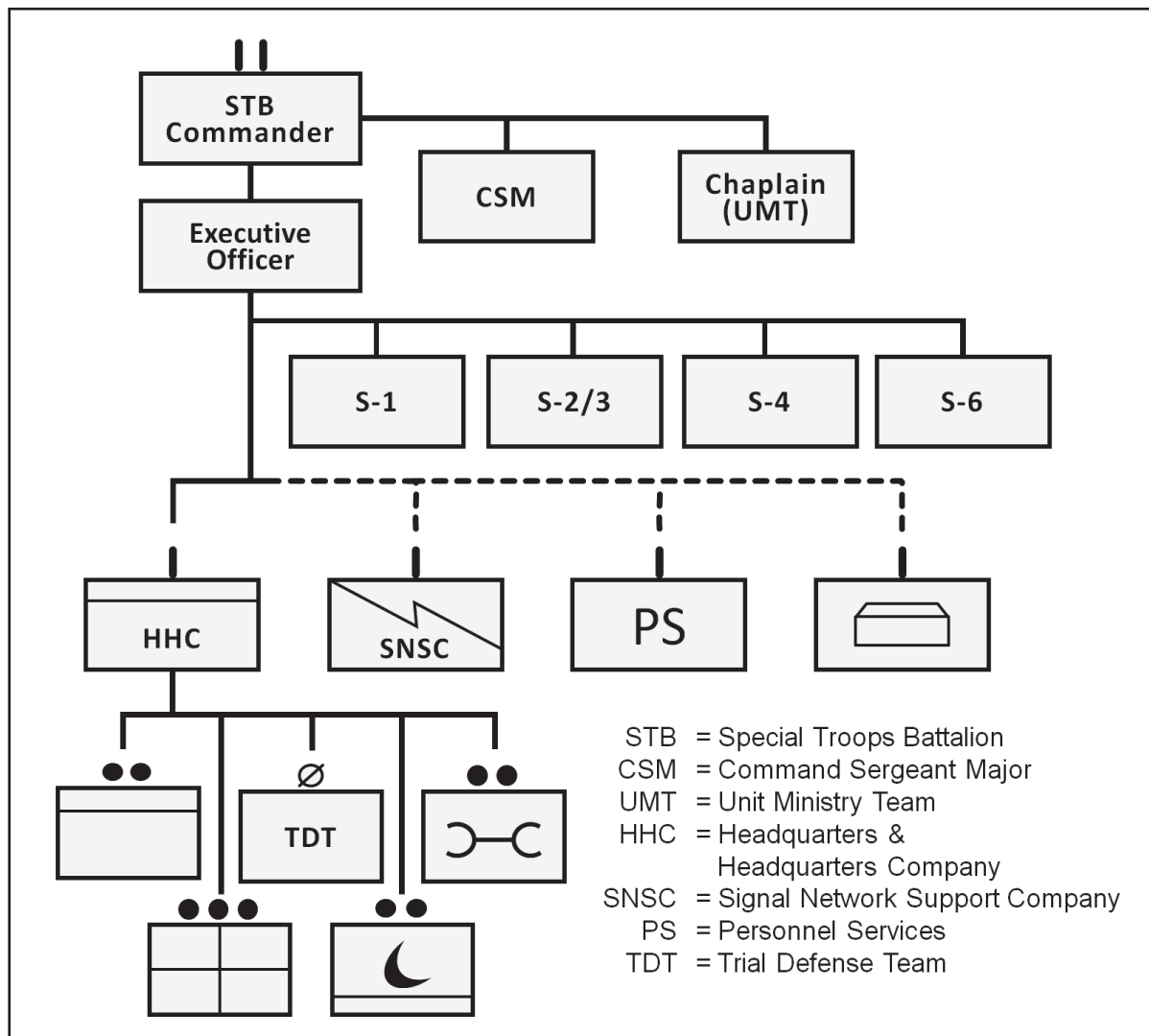
#### **STB Headquarters**

2-60. Consisting of a battalion commander, executive officer, command sergeant major, chaplain, and an S-1, S-2, S-3, and S-4 staff, the STB HQ provides mission command of assigned and attached personnel and units of the STB and directs support for the assigned units. The staff also provides information and advice to supported commanders. Organic to the STB are a HQ company, a field feeding, a maintenance section, trial defense team, a treatment section (medical), and a UMT. These elements are discussed in the following paragraphs. When augmenting the sustainment brigade, financial management and human resource elements may also be attached to the STB.

#### ***Special Troops Battalion Commander***

2-61. The STB commander is responsible for Soldiers assigned to the sustainment brigade HQ. Besides common staff responsibilities, the STB commander is responsible for the following:

- Developing the sustainment brigade HQ occupation plan.
- Providing for protection of the headquarters and personnel transiting the base, which may include mission command of attached units designated to conduct base defense or other protection missions.
- Arranging for movement and moving the HQ.
- Providing training and morale activities for HQ personnel.
- Providing food service, quartering, medical support, field sanitation, and supply for HQ personnel.
- Receiving and accommodating visitors and augmentees.
- Providing motor transportation organic to or allocated for use by the HQ.
- Maintaining equipment organic to or allocated for use by the HQ.
- Serving as Brigade Headquarters Commandant.



**Figure 2-5. Notional special troops battalion**

### Headquarters And Headquarters Company (HHC)

2-62. The HHC provides mission command and oversight of all company level operations for the sustainment brigade HQ and STB. The HHC is responsible for the Soldiers assigned to the sustainment brigade and STB HQ. Besides common responsibilities, the commander is also responsible for the following:

- Commanding and controlling the company.
- Developing the HQ occupation plan.
- Ensuring local HQ security.
- Arranging for and moving the HQ, unit training, and MWR activities.
- Coordinating food service, billeting, field sanitation, supply, field maintenance for organic equipment and coordinating HSS and FHP.

### Field Feeding Section

2-63. The field feeding section provides food service for personnel assigned/attached to the STB. See Chapter 4 for further information. The feeding standard is to provide Soldiers at all echelons three quality meals per day. The meals served depend on the prevailing conditions.

### Maintenance Section

2-64. The maintenance section provides field maintenance for vehicles and equipment assigned to the STB. It is the primary field maintenance provider for the sustainment brigade HQ, the STB, all assigned/attached assets smaller than battalion-level and not assigned to a battalion. Units or elements of the support maintenance company (SMC) or an attached component repair company (CRC) support the maintenance section with sustainment level maintenance, when required. The maintenance section has a Standard Army Maintenance System Enhanced (SAMS-E) and GCSS-A which supports maintenance functions for the whole brigade and also readiness reporting for the brigade.

### Trial Defense Team

2-65. The trial defense team is assigned to the HHC of the STB, but attached to the U.S. Army Legal Services Agency for all purposes except administrative and logistics support (in accordance with Chapter 6, Army Regulation (AR) 27-10; and FM 1-04). The Commander, U.S. Army Legal Services Agency exercises complete Uniform Code of Military Justice (UCMJ) and disciplinary authority over all trial defense team personnel. The Chief, U.S. Army Trial Defense Service exercises independent supervision, control, and direction over all trial defense team personnel and their mission. The mission of trial defense support is to provide specified defense counsel services for Army personnel whenever required by law or regulation and authorized by the judge advocate general (TJAG) or their designee. Trial defense support entails two essential tasks:

- Providing defense services.
- Organizing, controlling, sustaining, and assessing defense services.

2-66. Specifically, in regards to providing defense services, the trial defense team offers Priority I defense services, which include:

- Representing Soldiers at general and special courts-martial.
- Representing Soldiers at article 32 UCMJ proceedings.
- Representing Soldiers during investigations.
- Counseling pretrial detainees.

2-67. The trial defense team also offers Priority II defense services, which are to:

- Provide consultation for Soldiers facing formal article 15 UCMJ proceedings.
- Represent Soldiers at administrative elimination boards.
- Provide consultation for Soldiers suspected of criminal offenses.
- Represent Soldiers at lineups.
- Provide consultation for Soldiers facing summary courts-martial.
- Represent Soldiers at grade reduction boards.
- Represent recruiters facing misconduct allegations.
- Provide consultation for Soldiers facing administrative separation that are not entitled to a board.

2-68. The trial defense team also offers Priority III defense services, which include:

- Supporting legal assistance operations.
- Assisting with other legal services.

### Unit Ministry Team (UMT)

2-69. The STB UMT consists of one chaplain and one chaplain assistant. The mission of the STB UMT is to provide and perform unit religious support to Soldiers, families, and authorized civilians as directed by the STB commander. The UMT provides area and denominational religious support in accordance with the

brigade religious support plan under the technical supervision of the sustainment brigade chaplain. Chaplains personally deliver religious support. They have two roles: religious leader and staff officer. The chaplain as a religious leader executes the religious support mission, to ensure free exercise of religion for Soldiers and authorized personnel. The chaplain is a personal staff officer and serves as an advisor to the STB commander on matters of religion, moral atmosphere, morale as affected by religion, and the impact of indigenous religions on operations. The chaplain assistant is a Soldier trained to assist the chaplain in providing religious support. Under the direction of the chaplain, the chaplain assistant coordinates and synchronizes all tactical, logistical, and administrative actions necessary to carry out religious support operations. The chaplain assistant coordinates and manages protection for the STB UMT.

### **Medical Support Section**

2-70. The medical support section provides AHS and FHP for the sustainment brigade HHC and operates under the supervision of the sustainment brigade surgeon. The medical support section is organized with a HQ section, a treatment squad, and one ambulance squad. The medical support section is primarily responsible for providing Role 1 medical care to the HHC and to other sustainment brigade subordinate units located in the HHC base cluster. This care includes emergency medical treatment advanced trauma management (ATM) and sick call services. The medical support section uses the MC4 system to support the brigade.

#### ***Medical Platoon Headquarters***

2-71. The medical support section headquarters section provides command, control, communications, and resupply for the medical support section. The platoon HQ consists of the medical support section leader (the field surgeon also assigned as a member of a medical treatment team) and the platoon sergeant (E-6, health care sergeant) that also serves as a member of a treatment team. The medical support section is dependent on the surgeon section for planning, coordination, and synchronization of HSS/FHP missions. The platoon uses Movement Tracking System (MTS) to track MTS-equipped ambulances. See FM 4-02.4 and FM 8-55 for additional information on planning, preparation, and execution of HSS activities.

#### ***Treatment Squad***

2-72. The treatment squad consists of two treatment teams; Alpha and Bravo. These teams operate the Role 1 medical treatment facility (MTF) and provide medical care and treatment for the sustainment brigade.

#### ***Ambulance Squad***

2-73. Medical platoon ambulances provide ground ambulance evacuation primarily within the sustainment brigade operational area. Ambulance team personnel provide medical evacuation and en route care from a Soldier's point of injury or a casualty collection point to the sustainment brigade Role 1 MTF.

## **SECTION III – FUNCTIONAL ORGANIZATIONS**

2-74. The FM and HR organizations covered in this section are not organic to the sustainment brigade. When they are attached to the sustainment brigade, they are usually further attached to the STB and might alternately be attached to a CSSB as mission dictates.

### **FINANCIAL MANAGEMENT COMPANY (FM CO)**

2-75. FM companies provide financial management support to BCTs and other units in the sustainment brigade operational area. The FMCO exercises mission command over company headquarters section and three to seven FM detachments. The FMCO provides support on an area basis, to include support to joint and multinational commands, units, Soldiers, and authorized civilians and contractors. The theater FMC, FM SPO, and G-8 provide technical coordination to all FMCOs within their operational area. Their mission is to analyze the supported commander's tasks and priorities to identify the financial resource requirements that will enable mission accomplishment. The FMCO is capable of augmenting other FM units to meet

requirements at echelons above division. It ensures regulatory guidelines, directives, and procedures are followed by operational elements. The FMCO commander is the primary account holder to the treasury and the limited depository account (LDA). The commander is also responsible for funding subordinate financial management detachments (FMDET), determining currency requirements and replenishment (U.S. and foreign) needs, receiving collections, making payments on certified vouchers, conducting enemy prisoners of war / CI support, safeguarding funds, and protecting funds from fraud, waste, and abuse. The FMCO performs procurement and host nation support. Additionally, in conjunction with the FMC banking section, the FMCO establishes banking relationships with host nation banking institutions. The FMCO is responsible for the management and execution of E-Commerce programs, to include program oversight of its FMDETs. The location of the FMCO HQs should be determined by METT-TC. Strong consideration should be given to locating the FMCO in the proximity of the division G-8 and the contingency contracting teams due to its critical role in support of the procurement process. The functions of planning and integrating financial management operations will be provided from the financial management operations branch within the sustainment brigade support operation section as depicted in Figure 2-86.

2-76. The FM company relies on the Financial Management Tactical Platform (FMTP) as an integrated system with multiple software capabilities. FM operations depend on electronic submission of finance documents through the FMTP to Defense Finance and Accounting Service for disbursing, vendor support, and travel and pay support.

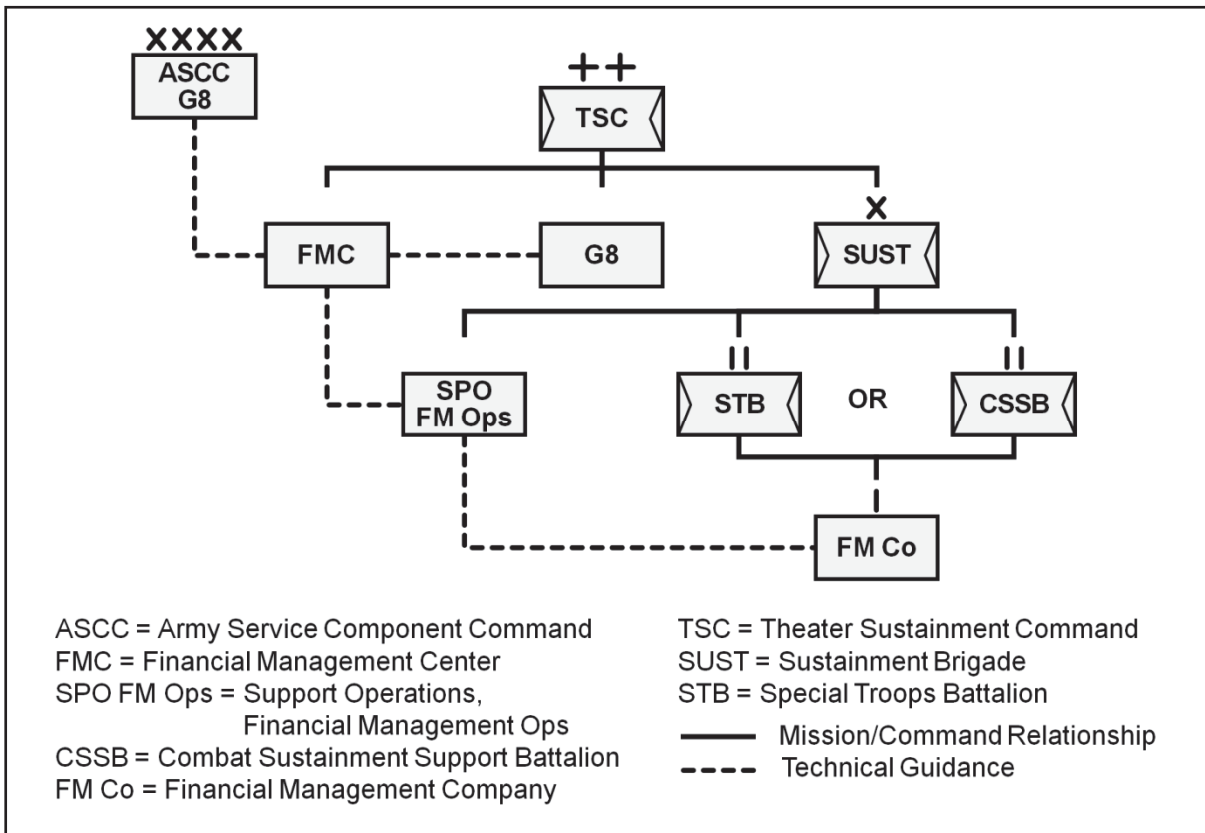


Figure 2-6. Placement of financial management organizations

### Human Resources (HR) Company, Platoons Or Teams

2-77. The HR Company, depicted in figure 2-7, delivers HR area support for postal; personnel accountability (PA); and casualty reporting operations in the theater. The HR company consists of a command section, a Plans and Operations Section, a support section and provides mission command to subordinate postal and HR multifunctional platoons and teams. HR company capabilities include planning for current and future operations, providing postal directory services, integrate all personnel arriving or

transiting the theater, postal inspections, and forming casualty liaison teams or personnel accountability teams.

- The postal platoon provides all level of postal support within the designated area of support. Postal platoon augment the MMT, however, the mission command of the postal platoon will remain with the HR Company. The mission of the postal platoon is to provide postal support to all individuals and units in an assigned operational area or to serve as an element of an MMT. Postal platoons operate in conjunction with Plans and Operations teams within HR companies.
- The HR multifunctional platoon has the capability to form casualty liaison teams (CLT) or personnel accountability teams (PAT), or a combination of both to perform the casualty and personnel accountability mission. The platoon also provides augmentation to the TG PAT. Like the postal augmentation, the mission command of augmentation personnel remains with the HR Company.
- The HR Company receives operational guidance from the HR Operations Branch of the supporting sustainment brigade. Technical guidance may be provided by the HR operations branch and the Human Resources Sustainment Center.

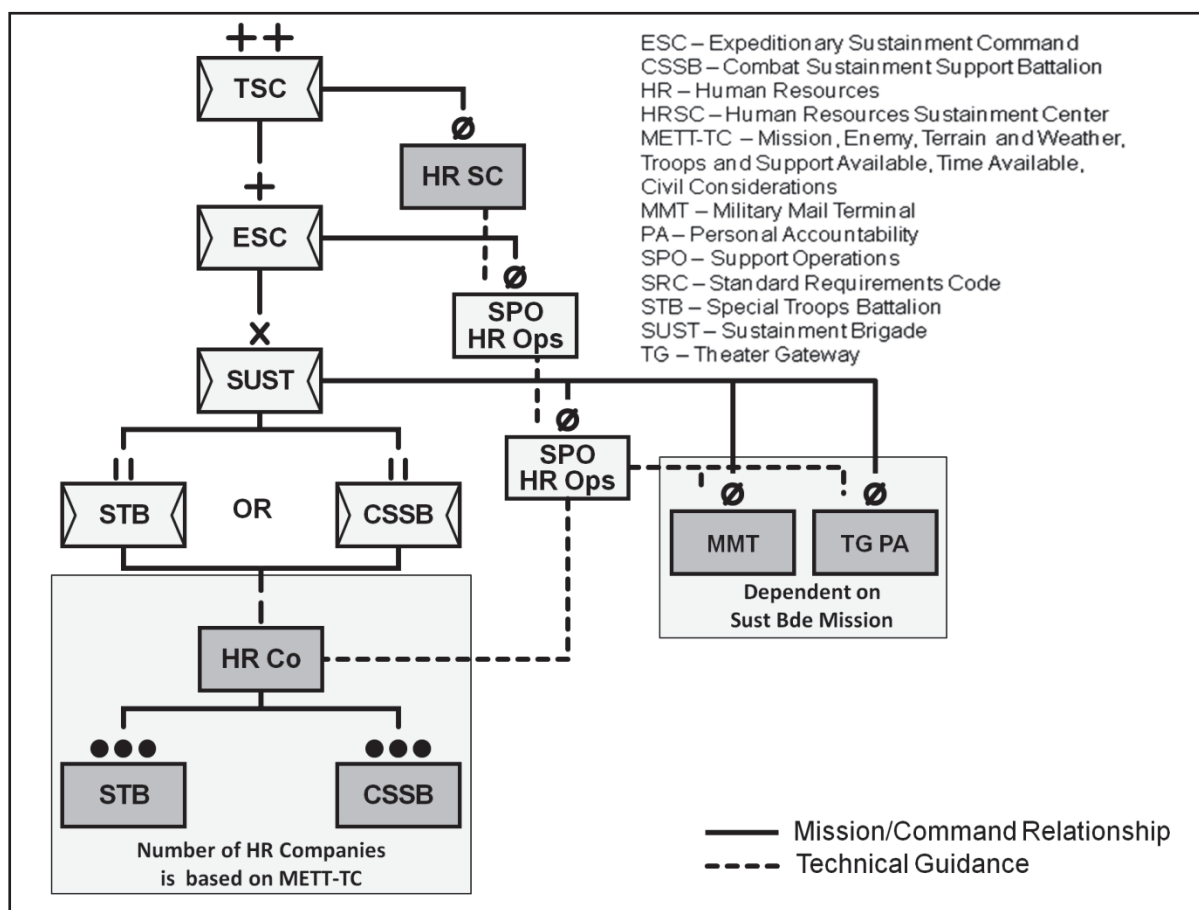


Figure 2-7. Placement of human resources organizations

2-78. The MMT is a LTC-led team which provides specialized equipment and the expertise to establish the Army element of a joint MMT with the augmentation of a HR company in the port area which coordinates, receives, and processes incoming theater mail and dispatches retrograde mail to Continental United States. The MMT will deploy initially with the sustainment brigade with the TO mission and will then transition to a theater distribution role. The MMT team can serve as the command element of a MMT task force if formed in conjunction with an HR company (postal) by the sustainment brigade commander.



2-79. The theater gateway PA is a LTC-led team which forms the theater gateway PA center when augmented with an HR company (PA). It coordinates and executes PA operations at the inter-theater APOD to gain and maintain personnel accountability of personnel entering, departing, or transiting the theater at the APOD. The team further coordinates the execution of required supporting transportation activities and life support operations for transient personnel into and out of the theater gateway PA center. The theater gateway PA team operates as an element of the sustainment brigade with TO mission initially and subsequently transitions to a theater distribution role. The theater gateway PA team can serve as the command element of a theater gateway PA task force if formed in conjunction with an HR company (PA) by the sustainment brigade commander.

## SECTION IV ORGANIZATIONAL ROLES IN MATERIEL MANAGEMENT

### Matériel Management

2-80. Matériel Management is the phase of military logistics that includes managing, cataloging, demand and supply planning, requirements determinations, procurement, distribution, overhaul, retrograde and disposal of matériel. There are currently two systems used in matériel management; SARSS and Global Combat Support System-Army (GCSS-A).

2-81. Army matériel managers are undergoing a fundamental logistics information system streamline process, and in the interim, will recognize matériel management structures designed for our modular units, and structures designed for the Global Combat Support System-Army (GCSS-A). Matériel Management at the Sustainment Brigade is considered Level I management. Matériel Management at the Expeditionary Support Command and Theater Support Command are considered Level II & III respectively. Below is a brief description of each level:

- Level I: Sustainment Brigade matériel management has a highly interactive direct management role in GCSS-A as well as a supply support activity and unit level quality surveillance and oversight role.
- Level II: The ESC or equivalent at this level of matériel management has less of an interactive direct management role in GCSS-A, and more of a quality surveillance and oversight role over Level I matériel managers.
- Level III: The TSC, ASC, National Guard Matériel Management Center, or equivalent at this level of matériel management has more of a quality surveillance and oversight role over both Level I and II matériel managers.

### Army Sustainment Command (ASC)

2-82. This is the single Army national matériel manager for units stationed in the Continental United States. ASC is a subordinate unit of the U. S. Army Matériel Command (USAMC). It provides continuous equipment and matériel readiness to Continental United States forces through effective planning, resourcing, and matériel and distribution management in accordance with the Army Force Generation (ARFORGEN) process. It achieves this by synchronizing strategic with operational and tactical logistics and by integrating acquisition, logistics, and technology. It accomplishes this in order to quickly and efficiently generate and project combat power to support expeditionary operations.

### Theater Sustainment Command (TSC)

2-83. The TSC manages matériel for all Army forces assigned or deployed within the assigned region and, as appropriate, for joint, multinational, and international forces. TSC managers are linked with the G-4s in their areas of operations for resource prioritization. The TSC also coordinates with the USAMC Field Support Brigade Commander to support national-level system and matériel requirements.

### Expeditionary Sustainment Command (ESC)

2-84. The ESC synchronizes the operational area distribution systems and provides distribution oversight. The ESC can assist in tracking where requests are in the supply system and coordinates distribution assets

when appropriate to redirect essential items based on the priority of support and the division or corps commander's priorities.

### **Sustainment Brigades**

2-85. Sustainment brigades execute materiel management and distribution guidance from the TSC or ESC (from ASC for those sustainment brigades stationed in Continental United States when not deployed). When the ESC is deployed, the command relationship with the ESC enables the TSC to issue directives to redistribute and surge logistics capabilities across the theater to fulfill requirements as needed. The sustainment brigade SPO interfaces with the TSC or ESC materiel managers for asset management, visibility, and distribution to support all organizations. Sustainment brigades provide physical distribution and distribution management of materiel to brigade combat teams and echelons-above-brigade units as part of a theater-wide distribution process. It also provides area support to units within an assigned operational area.

### **MATERIEL MANAGEMENT FUNCTIONS AND RESPONSIBILITIES OF THE SUSTAINMENT BRIGADE SUPPORT OPERATIONS OFFICE (SPO)**

2-86. The SPO is responsible to the sustainment brigade commander for a number of critical sustainment functions. The sustainment brigade SPO's focus is on materiel management functions that are critical to their subordinate units. Sustainment brigade materiel management capabilities are focused on the management of subordinate supply support activities (SSAs) that support the brigade's area support mission.

2-87. With the introduction of Global Combat Command System – Army (GCSS-A) materiel management in a sustainment brigade becomes more streamlined. However there are still some capabilities not incorporated in GCSS-A, those tasks are listed below:

- Monitors, advises and coordinates distribution of supplies in support of units in the area of operations
- Manages all classes of supply

2-88. Under GCSS-A, Sustainment brigade (level one) materiel management consists of:

- Release strategy management (known in SARSS as the Manager Review File (MRF))
- Management oversight – review work at the SSA and support operations to ensure appropriate levels of effectiveness
- Excess management – monitoring SSA excess posture
- Overage reparable – monitor SSA to ensure reparable are being turned in within allotted timeframe
- Overdue deliveries – monitoring of SSA overdue deliveries to ensure they are being resolved effectively and in a timely manner
- Fill rate management – monitoring of SSA's performance statistics to ensure appropriate supply performance and customer support
- Requirements planning and review – involves running the authorized-to-forecast (otherwise known as demand analysis) process which generates authorized stockage list.

### **REPORTING AND RELATIONSHIPS**

2-89. Logistics reports need to flow in two channels. Reporting will flow through command channels to keep the higher maneuver HQ apprised of the strength and capabilities of subordinate units. Therefore BSBs will report to their BCT HQ S-4, which will report to division and corps HQ G-4, and so on. However, since BCTs, divisions, and corps are not sources of sustainment, the BSB's and aviation support battalions should submit their requirements and forecasts to their supporting sustainment brigade in order to get required support. Units at all echelons must maximize use of automated logistics information systems and mission command systems. The types of information systems will vary based on the commodity reported, organization, and type of information reported (logistics status or mission command status).. Everyone on the network can see and utilize the reported information. One of the fundamental principles of

the modular force logistics concept is “centralized mission command,” which will enable the most efficient and effective end-to-end distribution process. It is essential that EAB logistics planners be synchronized with corps, division, and brigade logistics planners so that a maximum amount of collaborative planning can occur routinely from day to day. Figure 2-8 demonstrates this reporting process.

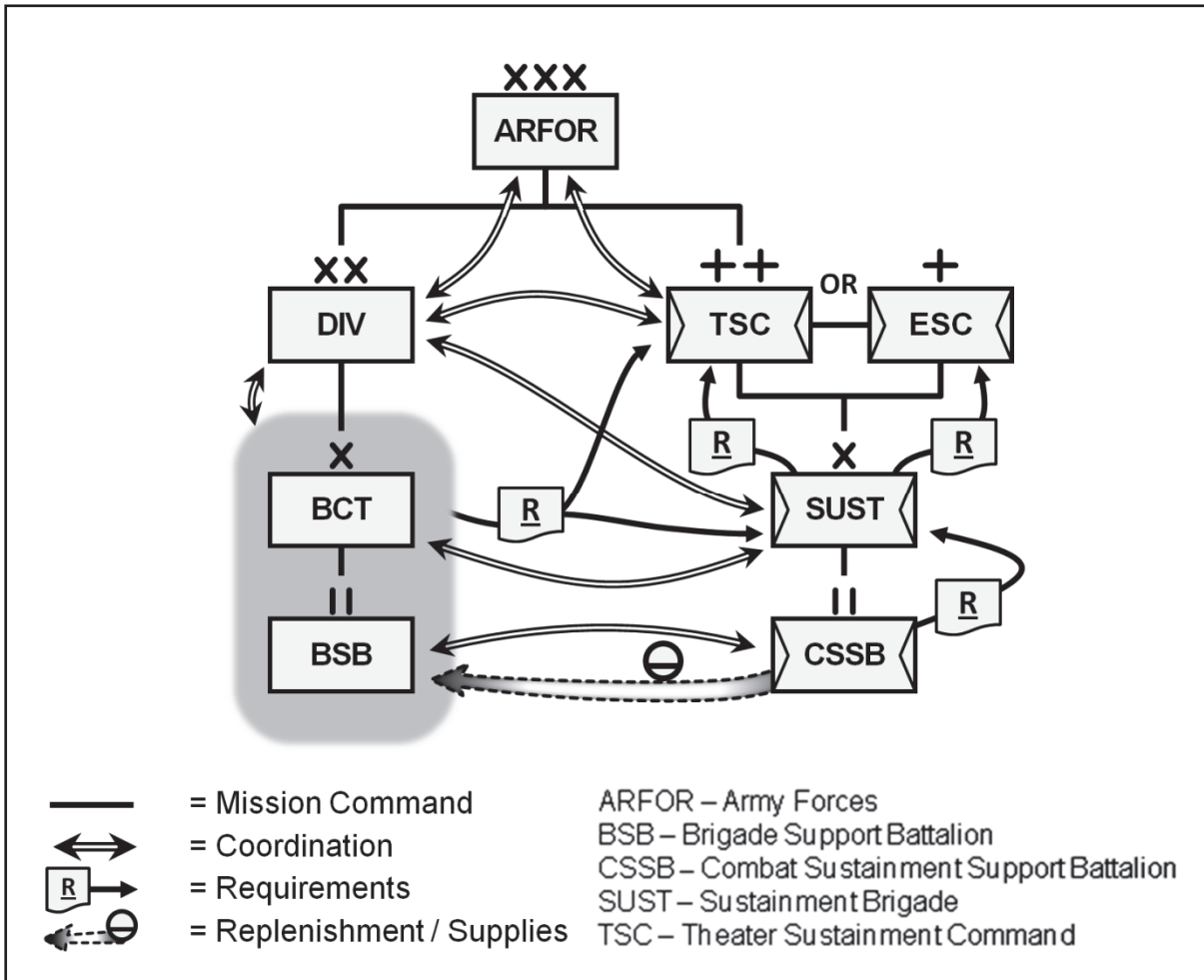


Figure 2-8. Requirements flow

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## Chapter 3

# The Combat Sustainment Support Battalion

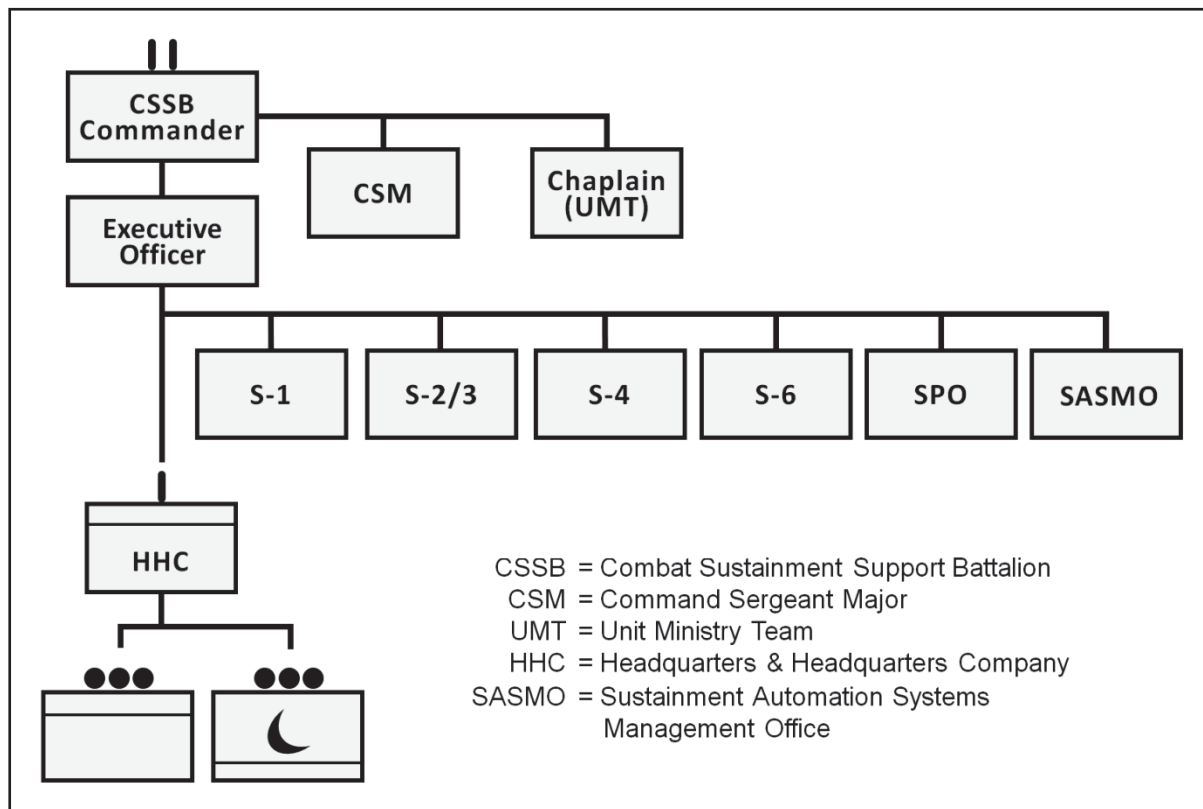
In unified land operations, sustainment units build and maintain combat power. Building and maintaining combat power throughout an operation is essential to success. Commanders must understand the sustainment warfighting function because it enables them to prolong endurance, extend operational reach and ensure freedom of action. The intent of this chapter is to provide an understanding of what must be done and what assets are available to provide support to the Sustainment brigade.

### SECTION I – THE COMBAT SUSTAINMENT SUPPORT BATTALION (CSSB) ROLE

3-1. The role of the CSSB is to provide logistics support on an area basis to Army forces at EAB, or if required by its higher headquarters, to joint and multifunctional forces. This includes providing support to brigade combat teams, functional and multifunctional support brigades operating with the CSSB area.

3-2. When supporting BCTs and functional brigades, the CSSB may be specifically organized with a multi-capable quartermaster supply company and a composite truck company. These companies provide water purification, petroleum storage, and troop transport (IBCT only) to the BCT. When supporting multifunctional or functional support brigades performing Corps missions such as out-of-sector operations, the CSSB will also be specifically organized with the same multi-capable quartermaster supply company and composite truck company to augment the support brigade logistics capability. Other CSSBs are organized with functional logistics units based on mission requirements

### SECTION II – CSSB ORGANIZATION



**Figure 3-1. The CSSB headquarters**

## CSSB ORGANIZATION

3-3. Like the sustainment brigade, the CSSB is a fixed headquarters organizations comprised of a command group and staff (see figure 3-1). The support capability of the CSSB comes from the attachment of various logistics organizations selected to support the ongoing mission. The CSSB higher headquarters is normally a sustainment brigade but the CSSB may be attached directly to an ESC or TSC headquarters if the mission dictates. Attachments to the CSSB may include modular logistics companies, platoons or detachments with specific logistics capabilities; maintenance, supply, transportation, cargo transfer, mortuary affairs and field services. Medical units will normally not be attached to a CSSB. The CSSB is capable of providing mission command for up to seven company –sized organizations or the equivalent

## COMMAND GROUP

3-4. The command group of the CSSB provides mission command for all units assigned and attached to the CSSB. The command group consists of the CSSB commander, battalion executive officer and command sergeant major (CSM).

## CSSB COMMANDER

3-5. The CSSB commander directs all units organic or attached to the CSSB and exercises normal command and control functions. The commander combines the art of command with the science of control. They create a positive command climate to inculcate and foster trust and mutual understanding. They train their subordinates in mission command and use the mission command system to direct operations.

## CSSB EXECUTIVE OFFICER (XO)

3-6. The executive officer is the CSSB commander's chief of staff. The XO directs, coordinates, supervises, trains, and synchronizes the work of the staff and ensures effective and prompt staff actions. The commander normally delegates authority to the executive officer for executive management of staff officers. The XO must understand the commander's intent and ensure the CSSB staff implements it. The XO monitors the status of all subordinate units and ensure that status is provided to the CSSB commander.

3-7. The XO is the commander's principal assistant for directing, coordinating, supervising, and training the staff, except in areas the commander reserves. Commanders normally delegate executive management authority to the XO. As the key staff integrator, the XO or COS frees the commander from routine details of staff operations and the management of the headquarters. Other XO duties include (but are not limited to) the following:

- Coordinating and directing the work of the staff.
- Establishing and monitoring the headquarters battle rhythm to ensure it effectively supports planning, decision making, and other critical functions.
- Representing the commander when authorized.
- Formulating and disseminating staff policies.
- Ensuring effective liaison is exchanged with higher, lower, and adjacent units and other organizations as required.
- Supervising the sustainment of the headquarters and activities of the headquarters and headquarters battalion or company.
- Determining liaison requirements with the sustainment brigade headquarters and supervision of the liaison officers.
- Ensuring quality of work from the staff officers and staff fusion throughout the planning, preparation, and execution phases.
- Establishing and maintaining staff planning guidelines.
- Supervising the CSSB command post, its operations, and positioning within the operational area.

## COMMAND SERGEANT MAJOR

3-8. The brigade command sergeant major (CSM) is a member of the commander's personal staff and is the senior noncommissioned officer (NCO) of the command. The CSM is responsible for providing the commander with personal, professional, and technical advice on enlisted Soldier matters and the NCO corps as a whole, and is usually located in the main command post (CP).

## HEADQUARTERS STAFF

3-9. The CSSB headquarters staff consists of the following elements. Current Operations – S2, Current Operations – S3, Sustain 1– S1, Sustain 1 – S4, C4OPS S6, Sustain 2– Support Operations and UMT. The CSSB staff provides staff supervision for subordinate units and operates the mission command system to direct operations. The Headquarters Company provides field feeding and limited maintenance support for the CSSB.

## SUSTAIN 1-S1 SECTION

3-10. The S1 is the CSSB principal staff officer for HR resources support and other personnel-related functions. The S1 advises the commander on all human resources functions and issues and has primary staff responsibility for coordinating human resources and administrative support internal to the CSSB. This includes HR manning, military readiness, HR support and services, personnel accountability; military pay services, command information services, and medical and legal services support. The S1 develops the personnel support annex of the OPORD/OPLAN.

**CURRENT OPS INTEL - S2 SECTION**

3-11. The S-2 is the chief of the intelligence warfighting function and the principal staff officer responsible for providing intelligence to support current and future operations and plans. The S-2 leads the staff in the intelligence preparation of the battlefield process and assists the S-3 with developing and executing the reconnaissance and surveillance plan. The S-2 prepares Annex B (Intelligence) to the operation order or operation plan. The S2 has lead responsibility for intelligence preparation of the battlefield, and is responsible for intelligence readiness, intelligence tasks, intelligence synchronization and other intelligence support. The S2 is responsible for obtaining classified maps, intelligence annexes to OPLANS/OPORDS, daily intelligence summaries and estimates, priority intelligence requirements (PIR), and continuous intelligence preparation of the battlefield. He identifies intelligence collection requirements, maintains a weather factor analysis matrix, prepares reports on captured enemy materiel, and provides intelligence updates for all main supply routes (MSRs) and convoys in order to provide current enemy situation, likely areas of enemy activity, and new enemy TTPs.

**CURRENT OPS - S3 SECTION**

3-12. The CSSB S3 is the principal staff officer responsible for all matters concerning training, operations and plans. The CSSB S-3 is responsible for integrating and synchronizing CSSB operations for the CSSB commander. The S3 ensures warfighting function integration and synchronization across the planning horizons in current operations integration, future operations, and plans integrating cells. The CSSB S3 authenticates all plans and orders for the commander to ensure the warfighting functions are synchronized in time, space, and purpose in accordance with the commander's intent and planning guidance. CSSB S3 operations tasks include preparing, coordinating, authenticating, publishing, reviewing, and distributing written operation orders and plans. This includes the command SOP, plans, orders (including fragmentary orders and warning orders), exercises, terrain requirements, and products involving contributions from other staff sections. CSSB S3 plans tasks include planning and coordinating, intelligence support, electronic warfare support, route clearance support, route security, fire support, air medevac capabilities and establishing a base of operations.

**SUSTAINMENT 1 - S4 SECTION**

3-13. The S-4 is the principal staff officer for sustainment plans and operations (general), supply, maintenance, transportation, services, and operational contract support. The S-4 helps the support unit commander maintain logistics visibility with the commander and the rest of the staff. The S-4 prepares Annex F (Sustainment). The CSSB S4 provides technical supervision for unit level support within the battalion, coordinates transportation for administrative moves and internal supply functions, determines supply requirements (except medical) and coordinates the acquisition of supplies, facilities and equipment. The section monitors internal field feeding, property book activities, unit basic loads and status of requisitions for equipment and supplies.

**S6 SECTION**

3-14. The S6 exercises staff supervision over communications services related to CSSB operations. The S6 advises the commander, staff, and subordinate units on communications and automation information system matters. The sections primary function is the integrity of the FM radio and digital communications network, ensuring links and planning backup systems. The S6 is responsible for the full range of tasks associated with network management, systems administration, and systems/software security for all tactical automation.

3-15. The S-6 contributes to logistics reporting as required. As systems administrator and system/software security manager, the S6 performs all tasks normally associated with IT operations ranging from issuing passwords and installing anti-virus software to performing network management functions. The S6 does not provide logistics information systems management.



## UNIT MINISTRY TEAM (UMT)

3-16. The CSSB UMT consists of one chaplain and one chaplain assistant. The mission of the CSSB UMT is to provide and perform unit religious support to Soldiers and authorized civilians as directed by the CSSB commander. The UMT provides area and denominational religious support under the technical supervision of the sustainment brigade chaplain. Chaplains personally deliver religious support.

3-17. Chaplains have two roles: religious leader and staff officer. As a religious leader the chaplain executes the religious support mission, to ensure the free exercise of religion for Soldiers and authorized personnel. As a personal staff officer, the Chaplain serves as an advisor to the CSSB commander on matters of religion, moral atmosphere of the command, morale as affected by religion, and the impact of indigenous religions on operations.

3-18. The chaplain assistant is a Soldier trained to assist the chaplain in providing religious support. Under the direction of the chaplain, the chaplain assistant coordinates and synchronizes all tactical, logistical, and administrative actions necessary to carry out religious support operations. The chaplain assistant coordinates and manages protection for the CSSB UMT.

## SUPPORT OPERATIONS (SPO)

3-19. The CSSB support operations officer is the principal staff officer for logistics plans and operations for supply and services, fuel, ammunition, maintenance, and transportation support. The CSSB SPO is responsible for synchronizing logistics operations for the CSSB across the planning horizons in current operations and future operations.

3-20. The relationship between the support operations officer and the CSSB S3 cannot be overemphasized. These two officers and their respective sections must have full cooperation in order to properly plan the sustainment support to supported units. The CSSB S3 and CSSB SPO work together in developing a coherent CSSB concept of operations that effectively executes a concept of support for supported units.

3-21. The CSSB support operations section is responsible for coordinating logistics provided to forces and provides the technical supervision for the external logistics mission of the CSSB. The support operations section consists of plans and operations officers, transportation, maintenance, fuel, ammunition, mortuary affairs and supply NCOs.

3-22. The CSSB SPO develops the concept of support for the CSSB. The CSSB SPO tasks include developing the logistic plan to support operations, determining supply and service requirements for supported units, determining maintenance requirements, coordinating equipment recovery and evacuation operations. The CSSB SPO is also responsible for conducting transportation planning to support mode and terminal operations.

3-23. The CSSB SPO plans and coordinates distribution and replenishment operations. It synchronizes operations within the distribution system to maximize throughput and ensure priorities are executed as directed by its higher headquarters. SPO plans and operations maintain situational awareness of the distribution system and act as the fusion center for distribution-related information. Distribution operations are monitored using a suite of logistics automation systems and mission command systems. Requirements that exceed CSSB capabilities are coordinated with the sustainment brigade support operations section for augmentation.

3-24. Replenishment operations are preplanned operations that allow combat forces to replenish routinely. A replenishment operation is a deliberate, time sensitive operation to replace used stocks within a BCT or support brigade. These operations, which may be but are not normally augmented with assets from the sustainment brigade, are quick and in-stride with the supported commander's battle rhythm. The purpose of the replenishment operations is to replace stocks used by a brigade. It may be either deliberate or hasty if circumstances allow. Typical activities that take place during the replenishment operations include rearming, refueling, maintaining, medical support, and essential personnel replacement to meet immediate needs.

3-25. In the event that a specific capability is required to augment a BSB in a BCT or functional brigade, the designated CSSB organized with a composite truck company and a multi-capable supply company

capable of providing water purification and bulk fuel storage will normally provide this support. Where these capabilities are no longer available within the BSB, the CSSB support operations officer will coordinate with the BSB support operations officer to develop the support plan. Support requirements that exceed the capabilities of this CSSB may drive the need for additional capability as determined through mission analysis. Once the support augmentation unit or element has arrived, the BSB support operations officer must integrate that unit or element into the BSB concept of support. The BSB must also conduct appropriate coordination with the BCT to ensure all supporting and supported units have a complete understanding of the additional capability, support requirements, and the established support or command relationship. The BSB and BCT commanders must continue to assess support requirements and once it is determined the EAB augmentation is no longer needed, the supporting unit will be released from its support requirement and the support or command relationship reverted back to normal as required.

3-26. The support operations section must leverage the automated information systems available to it. BCS3 is the commander's sustainment mission command system and has the capability to provide vast amounts of information to the staff if properly implemented. It provides current status of all units within the brigade in near-real time, provides projected combat power of units to allow the section to anticipate needs, and in-transit visibility of supplies. Commanders must allocate the time and resources to train with, understand, and prepare the system for use.

### **CSSB SPO Trans Cell**

3-27. CSSB SPO Trans plans and coordinates transportation operations. SPO Trans develops the movement plan for CSSB distribution operations.

### **SPO Maintenance Cell**

3-28. The maintenance management personnel provide maintenance oversight of the maintenance organizations attached to the CSSB. They ensure integrated, maintenance management for combat vehicles, automotive ground support equipment, communications electronics equipment and armament equipment and missile equipment. The maintenance management personnel also plan and forecast maintenance and related material requirements based on future operational plans and coordinates the disposal of enemy equipment.

### **SPO Ammunition Cell**

3-29. The ammunition NCO provides oversight of ammunition replenishment and distribution operations. They must work closely with the attached ammunition ordnance company to ensure prompt and adequate support to the brigade. The ammunition NCOs must be aware of ammunition requirements and have awareness of controlled supply rates that affect operations.

### **SPO Mortuary Affairs Cell**

3-30. The mortuary affairs NCO must coordinate with the sustainment brigade or other mortuary affairs units within the area to understand the mortuary affairs concept of operations to include location of all mortuary affairs collection points. The mortuary affairs NCO provides guidance to all battalion units on the initial search and recovery, tentative identification, evacuation, decontamination (if necessary) of remains and personal effects, and provides training for units as needed.

### **SPO Supply Cell**

3-31. The materiel management NCO provides general supervision and management of general supplies within the CSSB. He and his materiel control/accountability specialist monitor the on-hand stocks within the CSSB companies, determine requirements, coordinates local purchase, coordinates retrograde, and distribution of supplies. He also assists in providing oversight of repair parts requirements and projections of parts availability.

## SECTION III – CSSB SUBORDINATE ORGANIZATIONAL CAPABILITIES

3-32. CSSBs provide support on an area basis and if directed on a direct support basis to various organizations. A CSSB may support one or more divisions based on geography or mission. Conversely, multiple CSSB may support a single division. A CSSB may be designated to support multi-functional and functional brigades performing Corps missions and performing as a lead unit in out-of-sector missions in support of joint/multifunctional forces. In this instance, the CSSB will be task organized with a composite truck company capable of providing troop transport and a multi-capable supply company capable of providing water purification and bulk fuel storage. The CSSB is the primary organization employed by the sustainment brigade to support distribution operations. Figure 3-2 depicts a hypothetical CSSB.

### AMMUNITION

3-33. Ammunition companies and platoons assigned to the CSSB provide for the receipt, storage, issue and reconfiguration of ammunition items. These companies provide flexibility for and support unified land operations. Ammunition platoons can be attached as needed to meet surge requirements. Bulk and configured load Class V is received at the SPOD where ammunition units receive, store, reconfigure and issue to units on an area support basis. The ammunition is then throughput directly to another ASA, or ammunition transfer and holding points (ATHP) for distribution to supported units as required.

### TRANSPORTATION

3-34. CSSB transportation assets provide transportation support for movement of personnel, equipment and supplies. When assigned to a sustainment brigade tasked to provide theater distribution, a CSSB may be heavily weighted with transportation assets. These assets can include various types of unit to include medium truck company, light truck company, heavy equipment transport (HET) and watercraft. If the CSSB provides support to a BCT or support brigade performing Corps missions it may have a composite truck company attached to augment the brigades transportation capability.

### MAINTENANCE

3-35. The CSSB support maintenance company (SMC) provides field maintenance and technical assistance support to EAB units on an area basis. Based on SMC mission, it provides field maintenance teams, communications, electronics, small arms, radar, missile, welding, fabrication, recovery assistance to units within its area.

3-36. If sustainment maintenance is required, the CSSB SPO maintenance section must coordinate with the appropriate Army sustainment command organization for the support. Support maintenance companies attached to the CSSB do not provide sustainment maintenance.

### SUPPLY AND SERVICES

#### *Supply*

3-37. Quartermaster supply companies may be assigned to a CSSB to provide supported units with all classes of supply less CL V and CL VIII. Class V support is provided by attached ammunition companies and /or platoons. Class VIII is provided by medical companies operating in the area. The type and quantity of supply companies attached to the CSSB will vary based upon mission requirements and units supported. If a CSSB is supporting BCTs or support brigades performing Corps missions, the CSSB may have multi-capable supply companies attached to provide water purification and bulk petroleum storage to augment the supported units.

#### *Modular Ammunition*

3-38. Modular ammunition companies and or platoons may be attached to a CSSB to provide ammunition support to unit operating in the CSSB area. Depending on the mission and concept of support, ammunition units attached to the CSSB may be required to establish and operate an ammunition supply point (ASP).

The ASP, under the direction and oversight of the CSSB SPO Class V section, is responsible for coordinating and conducting receipt of ammunition from other ammunition support activities, storage of ammunition and issue of ammunition to supported units.

***Field Services***

3-39. Field services companies and/or platoons may be assigned to a CSSB to provide supported units with services such as aerial delivery, shower, laundry clothing and light textile repair (SLCR), mortuary affairs (MA), food services, water purification and force provider.

3-40. The aerial delivery support company provides operational planning and task organization for aerial delivery operations. The unit packs and maintains the parachutes used for personnel and cargo airdrop, rigs platform loads and airdrop containers, maintains rigging equipment, and performs training and provides technical assistance to IBCT (Airborne) units.

3-41. The quartermaster field service company has the SLCR capabilities, which contains six organic SLCR teams. The mission is to provide Soldiers a minimum of one shower per week, 17 pounds of “wash and return” laundered clothing per week and clothing and limited lightweight textile repairs.

3-42. The mortuary affairs company mission is to provide the full range of mortuary affairs (MA) support. It can perform any one of the following tasks at a time: MA collection point (MACP) operations, MA contaminated remains mitigation site (MACRMS) operations, theater mortuary evacuation point (TMEP), or theater personal effects (TPED) depot. The platoons within the company cannot perform these tasks concurrently.

3-43. The quartermaster water support company provides water purification. It has three water support platoons capable of producing 150K of potable water per day from a fresh water source or 100K from a salt water source.

3-44. The quartermaster force provider company mission is to complement theater reception bases, intermediate staging bases (ISB), rest and refit, redeployment and base camps for stability operations such as humanitarian aid and disaster relief, peace keeping/enforcement, or other designated locations in support of an operation. It is capable of operating one to six independent Force Provider modules. Each module supports 550 Soldiers/customers, plus the company’s operator staff. When six modules are employed with a QM Force Provider Company, it is capable of supporting a brigade size force of 3,300 Soldiers/customers plus the required operator staff.

## Appendix A

# Logistics Preparation of the Battlefield

Logistics preparation of the battlefield (LPB) is a key conceptual tool available to personnel in building a flexible strategic/operational support plan. Logistics preparation of the theater of operations consists of the actions taken by logisticians at all echelons to optimize means (force structure, resources, and strategic lift) of supporting the joint force commander's plan. These actions include identifying and preparing ISBs and forward operating bases; selecting and improving LOC; projecting and preparing forward logistics bases; and forecasting and building operational stock assets forward and afloat. LPB focuses on identifying the resources currently available in the theater of operations for use by friendly forces and ensuring access to those resources. A detailed estimate of requirements, tempered with logistics preparation of the theater of operations, allows support personnel to advise the JTF/ASCC/ARFOR commander of the most effective method of providing responsive support.

## INTELLIGENCE IN SUPPORT OF LOGISTICS

A-1. The logistician uses intelligence to develop and execute the logistics support plan. Logistics intelligence is critical to the planning effort. Some of the areas that should be included in the intelligence analysis are listed below:

- Intent to engage in multinational operations and the extent of logistics support to be provided to non-DOD agencies and allies.
- Available resources in the AO.
- Conditions that alter consumption factors, such as severe climate changes or a requirement to provide support to allies.
- Capabilities of local facilities to support reception and staging operations.
- Foreign military logistics structure, national infrastructure capabilities, and political inclination to facilitate joint forces support.
- Environmental, geographical, climatologically, and topographical factors that may affect support operations.
- Analysis of the capabilities of the host nation's and region's LOCs and capabilities to support the operation.

A-2. Intelligence is equally critical for war and stability operations. Logisticians must have a complete logistics data base or file to develop a solid plan for the LPB.

A-3. LPB is those actions (force structure, resources, and strategic lift) taken to reduce the cost of logistically supporting an OPLAN or a contingency plan. LPB minimizes or eliminates potential problems at the outbreak of hostilities, during deployment, and throughout the operations. It is a systematic tool used by logisticians and commanders to complete their mission. It becomes the basis for deciding where, when, and how to deploy limited resources (supplies, equipment, people, and money).

A-4. The ASCC of a combatant command will prepare supporting Army plans with logistics planners concentrating on the logistics plans. Once logistics planners know the contingency country or geographic region, they can begin to build a logistics information data base. This applies even if the command has a small chance of being deployed to a particular area. Once completed, the information data base file can be used to develop a comprehensive plan for LPB. The relative priority given to this effort will depend on the concept of operations and other command priorities. The key point is that the logisticians cannot afford to

wait until maneuver units deploy to begin the LPB. It is a complex and time consuming function. If planners anticipate correctly at the national and combatant command levels, troops should never have to be inserted into a completely cold base.

A-5. Any actions that can reduce the cost of moving supplies, equipment, and people into an objective or contingency area are candidates for inclusion in the LPB plan. Planning must provide for the timely arrival of sustainment assets that are balanced according to the mission. Strategic lift assets are extremely limited. Commanders cannot afford to squander even one sortie on movement of unnecessary supplies, equipment, or personnel. A well thought out LPB plan and the time required for proper execution, will allow better use of our scarce strategic lift.

## **RELEVANT LOGISTICS INFORMATION**

A-6. The following paragraphs contain types of relevant logistics information. These can be added to or taken away as individual missions dictate.

### **GEOGRAPHY**

A-7. Collect information on climate and terrain in the AO. Determine if current maps are available. Use this information to determine when various types of supplies, equipment, and field services will be needed. For example, use water information to determine the need for early deployment of well-digging assets and water production and distribution units.

### **SUPPLY**

A-8. Collect information on supply items that are readily available in the AO. Determine which of these can be used in support of US forces. Subsistence items, bulk petroleum, and barrier materials are often available in country. Collect information on the supply system of the armed forces of the supported country; determine if it is compatible with the US system. Has the host nation bought, through foreign military sales, repair parts supporting current US systems? Can contingency contracting provide resources from HNS sources or third country sources until Army capabilities arrive in the AOR? Answers to these types of questions will aid in analyzing whether HNS negotiations are possible.

### **FACILITIES**

A-9. Collect information on warehousing and cold storage facilities, production and manufacturing plants, reservoirs, administrative facilities, sanitation capabilities, and hotels. Their availability could reduce the requirement for deployment of similar capacity.

### **TRANSPORTATION**

A-10. Collect information on road nets, truck availability, rail nets, bridges, ports, cargo handlers (longshoremen), petroleum pipelines, and MHE. Also collect information on traffic flow, choke points, and control problems.

### **MAINTENANCE**

A-11. Collect information on maintenance facilities that could support US or coalition equipment. Examine the supported country's armed forces. Could they supplement our capability? Is there a commonality in equipment and repair parts? Does the country have adequate machine works for possible use in the fabrication of repair parts?

### **GENERAL SKILLS**

A-12. Collect information on the general population of the supported country. Is English commonly spoken? Are personnel available for interpreter/translator duties? Will a general labor pool be available? What skills are available that can be translated to joint forces? Will drivers, clerks, MHE operators, food service personnel, guards, mechanics, and longshoremen be available?

## **MISCELLANEOUS**

A-13. Include any other information that could prove useful. Set up other categories as needed.

## **SOURCES OF INFORMATION**

A-14. Collecting intelligence is not as difficult as it first may appear. A lot of information is routinely collected. There are several sources that can aid the logistician in building the LOGEEI data file. The below are some possible sources of information.

### **EMBASSY STAFFS**

A-15. The State Department has a worldwide network of embassies. These embassies are excellent sources of detailed information on a particular country. Embassy staffs routinely do country studies that, when current, can provide the bulk of the information you may need. A good library is another excellent source of information.

### **INTELLIGENCE PREPARATION OF THE BATTLEFIELD (IPB) RELATED DATA**

A-16. The weather and terrain data bases in the intelligence preparation of the battlefield, with its overlays, can provide excellent current information. This can be used in preselecting LOCs and sites for sustainment facilities. The event analysis matrix and template in the intelligence preparation of the battlefield (see FM 34-130) can also be used to assess the need for road, rail, airfield, port, and bridge improvements.

### **CIVIL AFFAIRS DATA**

A-17. Civil affairs (CA) units CMO can provide information and knowledge of the operational environment to US and other coalition forces as directed. CA with their unique interaction and continuous dialogue with indigenous populations, institutions, intergovernmental organizations, NGOs, and US agencies and organizations can provide valuable information in support of the sustainment brigade mission and GCC's overall plan.

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## **Appendix B**

# **Logistics Reporting**

B-1. The logistics report is the internal status report that identifies logistics requirements, provides visibility on critical shortages, projects mission capability, and provides input to the common operational picture. In order to provide the support, unit commanders must coordinate closely with supporting and supported units using the logistics report. The report is forwarded from a unit to its higher headquarters and its supporting logistics headquarters. The logistics report will enable the higher command and support units to make timely decisions, prioritize, cross level, and synchronize the distribution of supplies to sustain units at their authorized levels.

B-2. The logistics report is the primary product used throughout the brigade and at higher levels of command to provide a logistics snapshot of current stock status, on-hand quantities, and future requirements. The logistics report gives the logistician the information and flexibility to manage requirements internally at the lowest level to ensure mission accomplishment.

B-3. The logistics report incorporates the organizational and DS supplies starting at company level. The intent is to identify the shortages at the lowest level first and then project the requirement to the next higher command and the support unit. The format for the current force should incorporate organizational and direct support data on the same report to enable logisticians to fix issues at the lowest levels. While the format of the logistics report has been controlled by SOP in the past, a new standardized spreadsheet based logistics report is under development. Data will be input and accessed locally through NIPRNET or BCS3. Figure B-1 through Figure B-5 are examples of logistics report spreadsheets.

B-4. The logistics report is not intended as a means of gathering the same information available in a logistics information system, nor to serve as the primary means of requisitioning commodities managed by a logistics information system. The logistics report format is based upon METT-TC and should not overwhelm subordinate units with data submission requirements. A report that grows too cumbersome will overwhelm staffs and fail in high operational pace. It is important that this report is standardized and that units always provide input, regardless of their level of support.

B-5. Additional reports such as the maintenance readiness report, munitions report, and petroleum report should not be added to reporting requirements to subordinate units below division-level when logistics information systems and logistics report information satisfy information requirements.

B-6. Company Level: At company level, the 1SG or designated representative is responsible for gathering the information from the platoon sergeants and submitting a consolidated report to the battalion S-4. The 1SG can direct cross leveling between platoons and forecast requirements based on current balances and upcoming mission requirements. Some possible details to include in the logistics report are systems with an operational readiness rate below 60 percent, changes to anticipated expenditure rates, Class V status, and significant incidents. The primary means of gathering this information and submitting it to the battalion S-4 is through the logistics report in FBCB2.

B-7. Battalion Level: The battalion S-4 is responsible for collecting reports from all companies and ensuring reports are complete, timely, and accurate. The battalion S-4 makes the determination on which units receive which supplies. That decision is based on mission priority and the battalion commander's guidance. Upon receiving the logistics report, the company then validates the availability of supplies to fulfill its requirements (where capable) and provides input to the logistics report on the adjusted balance of external supplies. The adjusted balances of external supplies are added to the logistics report and returned to the battalion S-4. The company also provides a coordination copy to the BSB's SPO or CSSB's SPO. The battalion may include information such as logistics information systems connectivity status, route and transportation node status, and distribution platform capabilities. The battalion S-4 now has the complete logistics report and forwards this report to the brigade S-4.

B-8. Brigade Level: The brigade S-4 is responsible for collecting reports from all battalions, including the BSB logistics report on internal supplies. The S-4 ensures that reports are complete, timely, and accurate. Prior to the brigade S-4 forwarding a consolidated report to the BSB SPO, the brigade S-4, with brigade executive officer's concurrence makes the determination of which units receive which supplies. Their decision is based upon mission priority and the brigade commander's guidance. Upon receiving the logistics report, the SPO conducts a Brigade Logistics Synchronization meeting. The BSB SPO then disseminates the external supplies to fulfill battalion requirements (where capable), synchronizes distribution, and provides input to the logistics report. The SPO input to the logistics report focuses on the adjusted balance of external supplies owned by the BSB and forecasting resupply requirements into the brigade. Some other possible information to include would be stockage levels, inventory on hand and in bound, and supply performance statistics. The adjusted balances of external supplies and forecasted requirements are added to the logistics report and returned to the brigade S-4. The BSB SPO also provides a courtesy copy to the supporting sustainment brigade SPO. The brigade S-4 now has the complete logistics report and forwards this report to the division G-4. Once validated, the logistics report is used to update the synchronization matrix. The end result should be a refined logistics report containing an accurate forecast of logistics requirements for use by operational level support organizations. The updated logistics report and logistics synchronization matrix complement paragraph 4 and annex I of the operations order (OPORD), or fragmentary order (FRAGO).

B-9. Division Level: The division G-4 is responsible for collecting reports from all task organized brigades and ensuring reports are complete, timely, and accurate. The division may add information such as changes to theater opening and changes to anticipated expenditure rates. The division G-4 has a complete logistics report and forwards this report to the next highest level of command and then forwards a logistics report for coordination to the supporting TSC/ESC SPO.

## Appendix C

# Sustainment Brigade (Special Operations [Airborne])

The SB (SO)(A) is unique when compared to other Army sustainment brigades in that it maintains global situational awareness of deployed ARSOF logistics support structures. The SB (SO) (A) is multi-composition in structure, is focused at the operational level for logistics planning and synchronization, and is designed to deploy as small, modular teams. The SB(SO)(A) also trains, resources, and equips the Army's only SO signal battalion and contains three expeditionary medical Role 2 (limited) teams to enable ARSOF units to operate with conventional forward surgical teams or other resuscitative surgical teams.

**MISSION:** The sustainment brigade (Special Operations [Airborne]) sets the operational-level logistics conditions in order to enable ARSOF missions.

C-1. During periods where only special operations forces are operating in a theater, support operations may be executed under the mission command of the sustainment brigade (Special Operations [Airborne]) which has a modified table of organization and equipment-deployable organization and is assigned to USASOC. When deployed, the sustainment brigade (Special Operations Airborne) acts as the single logistics HQ for a joint special operations task force (JSOTF). The sustainment brigade (Special Operations Airborne) has the capability to advise Army special operations forces (ARSOF) in the planning and execution of Special Operations Forces (SOF) logistics, and Army Health System (AHS) support during periods where only SOF are operating in theater. The sustainment brigade (Special Operations Airborne) will serve as the primary sustainment operator and advisor to the USASOC Commander and will primarily focus on operational to tactical sustainment support. The sustainment brigade (Special Operations Airborne) will monitor and update the common operational picture, synchronize and manage sustainment and distribution operations, determine and anticipate requirements, and plan, coordinate, and synchronize both current and future operations for deployed SOF units. The brigade will also integrate ARSOF support requirements into the ASCC support plan and ensure a timely response to ARSOF requirements. When required, the sustainment brigade (Special Operations Airborne) may also serve as an early entry element to provide mission command for one CSSB in support of a conventional force expansion in the theater of operation until relieved by a conventional sustainment brigade.

C-2. When circumstances warrant, the sustainment brigade (Special Operations Airborne) may be tasked to oversee early entry theater opening in an operation expanding from SOF to conventional forces. When assigned this mission, the sustainment brigade (Special Operations Airborne) is usually OPCON to the TSC. When assigned tailored CSSBs and functional sustainment companies, the sustainment brigade (Special Operations Airborne) can:

- Receive forces and provide mission command of theater opening, theater distribution, signal, financial management, personnel, ammunition, transportation, maintenance, supply and services, human resources, and religious and other logistics elements.
- Support Army special operations task force early entry operations under mission command of the TSC until relieved by a conventional sustainment brigade HQ.
- Establish and manage initial theater-opening operations, to include RSO functions and the establishment of the theater base.
- Establish and manage initial theater distribution operations.

C-3. Coordinate ARSOF logistics requirements, plans, and Army-common logistics and sustainment in six geographic combatant command AORs to support deployed ARSOF and joint/combined SOF where the Army is the executive agent. ARSOF Liaison Elements (ALE) accomplish this by working with both the Theater Special Operations Command (TSOC) and ASCC to ensure ARSOF logistics requirements

generated by TSOC plans, exercises and operations are integrated into the ASCC concept of support for the theater.

C-4. Deploy operational-level logistics synchronization capabilities in support of ARSOF led JSOTFs. The SB (SO) (A) deploys ARSOF Support Operations (APSO) cells to collocate with TSC/ESCs to synchronize ASCC provided logistics support and SOF-peculiar logistics support to ARSOF units.

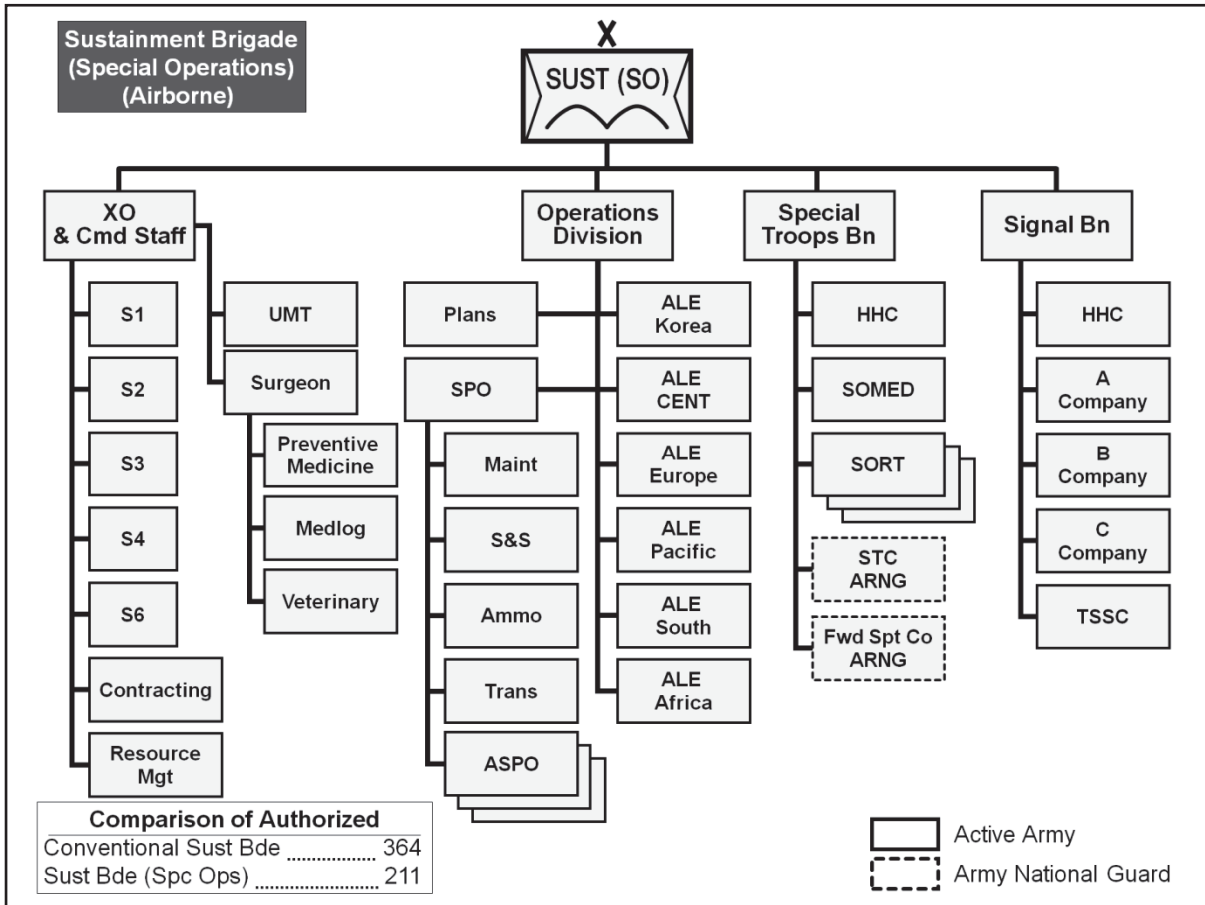
C-5. Provide expeditionary, short-term, limited medical Role 2 capabilities to ARSOF. The Role 2 medical teams assigned to the HHC allow deployed ARSOF to integrate resuscitative surgical teams in support of ARSOF missions.

C-6. Deploy a tailored brigade HQ to mission command operational-level logistics in support of ARSOF missions until relieved by ASCC logistics mission command capabilities. The SB (SO) (A) is capable of providing mission command of Army CSSBs operating in support of ARSOF or other Army forces until relieved by a conventional SB.

## **CAPABILITIES**

C-7. The SB(SO)(A) provides mission command to a Signal Battalion (SO)(A) and the Special Troops Battalion which consist of the HHC, the Special Operations Medical Detachment, the Special Troops Company (A) (STC) (ARNG) and a Forward Support Company (A) (FSC) (ARNG). The SB(SO)(A):

- Provides expeditionary communications support; short-term, expeditionary limited Role 2 medical support; and logistics plans, synchronization, and coordination support to ARSOF.
- Deploys rapidly and task-organizes as required to provide mission command of logistics, AHS, and communications support to ARSOF.
- Provides ALE support to TSOCs to conduct detailed logistics planning in support of ARSOF missions. ALE planning capabilities include maintaining a theater Army logistics estimate, identifying SOF logistics requirements, coordinating for resources to enable operational requirements, assisting the TSOC in the development of a concept of support, and coordinating through the SB (SO) (A) HSOC for SOF-peculiar and Title 10 support for ARSOF units.
- Will be prepared to provide mission command for two CSSBs in support of a JTF/JSOTF for up to 6 months.
- Ensures deployed ARSOF logistic and sustainment requirements are met by the ASCC, theater, HN, joint, and third-country logistics infrastructures.
- The STB, IAW proper mobilization standards, mobilizes ARNG Soldiers and equipment from the STC and FSC to execute the SB (SO) (A) mission. When employed in support of the SB(SO)(A), the ARNG Soldiers provide the base operating support (BOS) capabilities for the SB(SO)(A) such as engineering, base operations, field feeding, communications, maintenance, unit ministry team (UMT), staff augmentation for personnel and logistics automation management office (LAMO). The ARNG FSC is designed to execute tactical-level logistics operations as directed by the SB (SO) (A).



**Figure C-1. Sustainment Brigade (SO) (A) Organization**

*Note.* The command group, primary and special staff are organized similar to a conventional sustainment brigade.

**OPERATIONS DIVISION**

C-8. The Operations Division replaces the Support Operations Section and has a different organization and function. This multi-functional staff sections provides mission command of the plans section, the support operations section and oversight of the ALEs. The Operations Division exercises directive authority over subordinate sustainment brigade units during the performance of sustainment and support operations.

C-9. The Operations Division with forward-deployed APSO cells and the forward-stationed ALEs form a global logistics coordination network to provide responsive and effective ARSOF logistics planning support to the TSOs. This network ensures that the regionally focused ASCCs are responsive to the needs of ARSOF operating in their theaters.

C-10. When deployed as a mission command HQs in support of an ARSOF led JSOTF, the Operations Division reorganizes to perform the mission of a conventional sustainment brigade SPO Section. The non-deployed multi-functional APSO cells fill staff positions within the maintenance, transportation, supply and services, ammunition and distribution sections of the SPO to perform materiel management and distribution functions.

### **ARSOF Liaison Elements**

C-11. The SB (SO) (A) provides ALEs to TSOCs and ASCCs to conduct logistics planning and operations. The ALEs consist of 6 logistics personnel:

- LTC 90A
- MAJ 90A
- MSG 92A
- SFC 88N
- SFC 91X
- SFC 89B

C-12. ALEs are the logistics service and support planning and coordination link between the ASCC, TSOC, SB (SO) (A), and the ARSOF command structure. ALEs plan and coordinate with the TSOC and apportioned ARSOF during deliberate and crisis action planning. ALEs ensure that ARSOF logistics sustainment requirements and FHP requirements are known to, and provided by, the ASCC and its modular theater logistic structure. ALE planning capabilities include identifying SOF logistics requirements, conducting TSOC CONOPS logistics support planning, coordinating for resources to enable operational requirements, and coordinating for SOF-peculiar support for ARSOF units. The SB (SO) (A) ALEs are not a source of supplies, funds, or augmentation personnel for logistics support. On occasions when the ASCC is not involved in the operation or deployment of ARSOF, ALEs may be tasked to coordinate directly with foreign vendors, U.S. embassies, and allied forces. The ALE also:

- Serves as the primary interface between the ASCC, TSOCs, and USASOC staffs on logistics and health support issues.
- Maintains situational awareness on ARSOF units forecasted and apportioned to or currently operating in-theater.
- Establishes and maintains a theater logistics preparation of the theater in order to assist the TSOC and ARSOF units with operational-level planning for missions in-theater.
- Plans, coordinates, and ensures theater Army logistics and theater-opening units facilitate ARSOF RSOI requirements.
- Attends planning conferences at TSOC, ASCC, USASOC and SB (SO) (A).
- Develops an ARSOF concept of support with recommended specified tasks to ARSOF units, given specific TSOC missions.
- Provides ARSOF with information concerning Army support in theater-named operations, exercises and training events.
- Provides TSOCs and ASCCs information concerning ARSOF logistics requirements to support theater-named operations, exercises and training events.
- Coordinates communications support to ARSOF, in conjunction with the Special Operations Signal Battalion.

### **Plans Section**

C-13. The plans section of the Operations Division is trans-regionally focused at the operational level of logistics and serves as the link between the ALEs, USASOC and USASOC units in the deployment and sustainment planning process. The plans section assists in the development and publishing of logistics concepts of support for operations and exercises in coordination with the ALE.

### **Support Operations Section**

C-14. The SPO section synchronizes global logistical support for ARSOF. The SPO section provides supervision for three APSO cells, transportation section, supply and services section, ammunition section and the maintenance management section. This section maintains global visibility on ARSOF logistical support through daily contact with the ALEs and APSO cells.

C-15. During daily operations this section maintains visibility on materiel readiness for the United States Army Special Operations Command (USASOC) and provides technical assistance to USASOC MSUs as required.

### **ARSOF Support Operations Cells**

C-16. The APSO cells coordinate, monitor and synchronize logistics support for Joint Special Operations Task Force (JSOTF) operations, other ARSOF missions and for joint/combined SOF where the Army is the executive agent. While ALEs are focused on logistics planning and coordination at the strategic end of operational logistics, the APSO cells are focused at the tactical end of the operational level of logistics. The APSOs deploy into the JOA in one of the following four employment options:

- To reinforce a Special Forces Group staff for operations in logistically immature areas
- To coordinate and monitor Army-common and SOF-peculiar logistics support for ARSOF by collocating with deployed ESCs and TSCs.
- To provide JTF/JSOTFs with logistics planning and coordination capability.
- With augmentation from the SB (SO) (A), to provide early entry logistics mission command capability in support of an ARSOF led JTF until a theater logistics structure can be developed.
- When not deployed the APSO cells man the SPO section and provide reach back to the ALEs and other deployed APSO cells.

C-17. The APSO consists of 14 logistics personnel:

- MAJ 90A
- CPT 90A
- CPT 70H
- MSG 92A
- SSG 92A
- SGT 92A
- SFC 91X
- SFC 91K
- SSG 88N (X 2)
- SFC 89B
- SSG 89B
- SFC 92F
- SFC 92W

### **SPECIAL OPERATIONS RESUSCITATIVE TEAM**

C-18. The medical section provides the only active expeditionary medical Role 2 (limited) capability in USASOC. The section provides three teams capable of providing sick call advance trauma life support (ATLS), Critical Care Air Transport, lab, blood, X-ray, patient administration and critical care patient-hold services.

C-19. Each team can hold up to four critical patients and six noncritical patients and is capable of accepting surgical assets to provide resuscitative surgical intervention in an austere environment or in an environment where general purpose medical assets are unavailable.

### **CONCEPT OF EMPLOYMENT**

C-20. The SB (SO) (A) ALEs are permanently stationed in their specific region with or in close proximity to each TSOC where they coordinate ARSOF logistics requirements, plans, and Army-common support in the GCC AOR to support deployed ARSOF and joint/combined SOF when the ASCC provides support to other nations and services.

C-21. During ARSOF initial entry operations into a theater the ALE locates where it can best ensure plans and requirements developed at the TSOC are incorporated into the ASCC's logistical planning. The

Operations Division may also reinforce ALE efforts in the region by locating Operations Division personnel forward with the ALE when required.

C-22. As the theater begins to mature and Army GPF theater support units arrive, the SB (SO) (A) may deploy APSO cells into the JOA in support of an ARSOF-based JSOTF or a SOF-based JTF. APSO cells may collocate with the TSC/ESC, CJSOTF HQ, GSB, or RSOD where they will synchronize ASCC provided logistics support to ARSOF units.

C-23. During theater expansion, the SB(SO)(A) may be directed to deploy a tailored brigade HQ to mission command operational-level logistics in support of ARSOF missions until relieved by ASCC logistics mission command capabilities. The SB (SO) (A) is not resourced to operate as a stand-alone HQ on account of the lack of base-operations enablers. The SB (SO) (A) requires augmentation or activation of its ARNG companies to perform this mission. The SB (SO) (A) will deploy with organic personnel and equipment, but may also imbed logistics planners within supported unit staff cells or theater support staffs. Initially, the SB (SO) (A) may be OPCON to the TSC to establish the unity of command required to achieve the JFC's campaign objectives. As the theater grows and matures, this sustainment function will transition on order to an Army sustainment brigade tasked to provide theater distribution and/or to an operational-level sustainment brigade in-theater. This tailored logistical mission command node is for a limited duration until Army sustainment brigades can deploy and assume logistics mission command under the ESC.

### **NATIONAL GUARD AUGMENTATION**

C-24. The SB (SO) (A) requires the mobilization of a Special Troops Company the Army National Guard to reach full operational capability in the deployable mission command role.

The STC is an airborne MTOE organization designed to provide staff and base operating support which is not organic to the SB's (SO)(A) MTOE. The STC provides maintenance, field feeding, communications, UMT, and augmentation to the S-1 and S-6. It also has CSSAMO capability, Role 2 medical platoon with patient hold capability, air delivery section, MA section, laundry and bath with renovation section and a base operating section.

### **SUPPORT TO ARMY SPECIAL OPERATIONS FORCES**

C-25. Army special operations forces are reliant upon regional or combatant command theater of operations infrastructure for virtually all support above unit organic capabilities. ATP 3-05.40, *Special Operations Sustainment* provides more details on Special Operations Sustainment.

C-26. The Army special forces sustainment unit, the 528th Sustainment Brigade (Special Operations) (Airborne), is focused at the operational level for sustainment planning and synchronization, and is designed to deploy small, modular teams. The 528<sup>th</sup> Sustainment Brigade (Special Operations) (Airborne) role is to set the operational-level sustainment needed to enable army special operations missions. The 528th Sustainment Brigade (Special Operations)(Airborne) HQ's primarily consists of liaison elements that will link in with the Army service component commander and Theater Special Operations Command to assist in coordinating logistical support between conventional forces and special operations force units. There are no operational units assigned to the 528<sup>th</sup> Sustainment Brigade (Special Operations) (Airborne).

C-27. Special Forces Groups (Airborne) (SFG[A]) are resourced with organic sustainment support capabilities but rely on support from the CSSBs at EAB responsible for area support and may also need support from a BSB if operating forward of EAB areas of operations. The group support battalion, is a multifunctional, direct-support logistical organization organic to the special forces group airborne with force structure and capabilities tailored to support the special forces group airborne. The special forces group support battalion plans, coordinates, and executes logistical sustainment operations for the special forces group airborne and, when directed, supports forces task-organized with the special forces group airborne, or an Army special operations forces-led joint special operations task force. Each special forces battalion currently has an organic battalion support company that provides organizational and limited direct-support logistics. Support requirements habitually requested from BSBs over that last 10 years of conflict have been: transportation, class I resupply, class III (B), class V, and class IX resupply.



C-28. The special operations aviation units possess only organizational-level sustainment personnel. Generally they will tie in to army sustainment brigades or combat sustainment support battalions. Special operations aviation units may contact a BSB to coordinate logistics support; habitually pertaining to class IX or aviation maintenance above the special operations aviation unit's capability.

C-29. The ranger regiment is resourced with organic sustainment support capabilities. The ranger regiment consists of a regimental HQ with a regimental support operations detachment, a Ranger special troops battalion, and three ranger battalions with organic ranger support companies. The regimental support operations detachment provides staff planning and supervision for all logistics within the regiment. The ranger support companies are multifunctional logistics companies that are organic to each ranger battalion within the regiment and provide organizational and limited direct-support logistics. The regimental support operations detachment or ranger support company may contact a BSB to coordinate support in the areas of supply, maintenance, transportation, and emergency resupply of classes I, III, IV, V, VIII, and IX.

C-30. The military information support operations units possess only organizational-level sustainment personnel and must establish logistics support relationships and identify contracting requirements early on (prior to deployment). Military information support operations logisticians synchronize their efforts and integrate with the theater of operations distribution network to achieve maximum effectiveness of both organic and theater operation support assets. They continuously assess sustainment operations with the objective of fully integrating and coordinating support to utilize existing capabilities. Generally, they will be supported by the unit they are assigned to or supporting. The BSB SPO must verify the command and support relationship the military information support operations unit has with the BCT. This relationship will determine the level of support the BSB provides. Since coordination for logistics support will be completed through the sustainment brigade or supporting CSSB, the BSB should be augmented to enable support to a military information support operations unit.

C-31. The civil affairs units possess only tactical-level sustainment personnel. The civil affairs brigade's have a brigade S4 shop that conducts all brigade level sustainment to each battalion across all five major Army commands. This support is not limited to but includes all fielding, property accountability, maintenance support, transportation support, and contracts. At the battalion level there is a battalion S4 shop responsible for the sustainment of their respective battalions. At the company level there is a company supply sergeant that conducts sustainment at the lowest level. Generally, they will be supported by the unit they are assigned to or supporting. The BSB SPO must verify the command and support relationship the civil affairs unit has with the BCT. This relationship will determine the level of support the BSB provides. Since coordination for logistics support will be completed through the sustainment brigade or supporting CSSB, the BSB should be augmented to enable support to a civil affairs unit.

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# Glossary

The glossary lists acronyms and terms with Army or joint definitions. Where Army and joint definitions differ, (Army) precedes the definition.

## SECTION I – ACRONYMS AND ABBREVIATIONS

<b>AFSB</b>	army field support brigade
<b>AHS</b>	army health system
<b>ALE</b>	arsof liason element
<b>AO</b>	area of operations
<b>AOR</b>	area of responsibility
<b>APSO</b>	arsof support operations
<b>ARSOF</b>	army special operations forces
<b>ASCC</b>	army service component command
<b>BCT</b>	brigade combat team
<b>BSB</b>	brigade support battalion
<b>CSM</b>	command sergeants major
<b>CSSB</b>	combat sustainment support command
<b>ESC</b>	expeditionary sustainment command
<b>FHP</b>	force health protection
<b>FMC</b>	financial management center
<b>FMCO</b>	financial management company
<b>GCC</b>	global combatant commander
<b>GCSS-A</b>	global command support system- army
<b>HHC</b>	headquarters and headquarers company
<b>HQ</b>	headquarters
<b>HRSC</b>	human resource sustainment center
<b>HSS</b>	human health services
<b>JOA</b>	joint operations area
<b>JSOTF</b>	joint special operations task force
<b>JTF</b>	joint task force
<b>LPB</b>	logistics preparation on the battlefield
<b>MMT</b>	military mail terminal
<b>NCO</b>	non commisioned officer
<b>OPCON</b>	operational control
<b>OPORD</b>	operations order
<b>PA</b>	personal accountability
<b>RSOI</b>	reception, staging, onward movement and integration
<b>SASMO</b>	sustainment automation systems management office
<b>SJA</b>	staff judge advocate
<b>SOF</b>	special operations forces

<b>SPO</b>	support operations officer
<b>STB</b>	special troops battalion
<b>TSC</b>	theater sustainment command
<b>TSOC</b>	theater special operations command
<b>TTOE</b>	transportation theater opening element
<b>UMT</b>	unit ministry team
<b>USAMC</b>	united states army materiel command
<b>XO</b>	executive officer

## SECTION II – TERMS

### **ARFOR**

(Army) The senior Army headquarters and all Army forces assigned or attached to a combatant command, subordinate joint force command, joint functional command, or multinational command. (ADRP 1-02)

### **mission command**

(Army) The exercise of authority and direction by the commander using mission orders to enable disciplined initiative with the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations (ADRP 6-0).

### **operational environment**

(DOD) A composite of the conditions, circumstances, and influences which affect the employment of military forces and bear on the decisions of the commander. (ADRP 3-0)

### **unified land operations**

(Army) How the army seizes, retains, and exploits the initiative to gain and maintain a position of relative advantage in sustained land operations through simultaneous offensive, defensive and stability operations in order to prevent or deter conflict, prevail in war, and create the conditions for favorable conflict resolution. (ADP 3-0)

## References

This reference lists field manuals by the new number followed by the old number in parenthesis.

### REQUIRED PUBLICATIONS

These documents must be available to intended users of this publication.

ADRP 1-02, *Operational Terms and Military Symbols*, 31 August 2012

JP 1-02, *Department of Defense Dictionary of Military and Associated Terms*, 8 November 2011

### RELATED PUBLICATIONS

These documents contain relevant supplemental information.

#### ARMY PUBLICATIONS

Most Army publications are available online at <http://www.train.army.mil>

ADP 3-05, *Special Operations*, 31 August 2012.

ADP 3-90, *Offense and Defense*, 31 August 2012.

ADRP 6-0, *Mission Command*, 17 May 2012.

ADRP 4-0, *Sustainment*, 31 July 2012.

ADRP 3-0, *Unified Land Operations*, 16 May 2012.

AR 10-87, *Army Commands, Army Service Component Commands and Direct Reporting Units*, 4 September 2007.

AR 56-4, *Distribution of Materiel and Distribution Platform Management*, 2 March 2007.

ATP 3-05.40, *Special Operations Sustainment*, 3 May 2013.

ATP 4-94, *Theater Sustainment Command*, 28 June 2013.

ATTP 4-0.1, *Army Theater Distribution*, 20 May 2011.

ATTP 4-15, *Army Water Transport Operations*, 11 February 2011.

ATTP 4-33, *Maintenance Operation*, 18 March 2011.

FM 1-06, *Financial Management Operations*, 4 April 2011.

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FM 2-01.3, *Intelligence Preparation of the Battlefield/Battlespace*, 15 October 2009.

FM 4-30.1, *Munitions Distribution in the Theater of Operations*, 16 December 2003.

FM 10-1, *Quartermaster Principles*, 11 August 1994.

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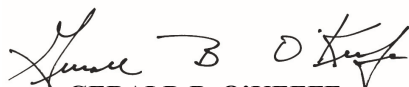


**ATP 4-93(FMI 4-93.2)**  
**9 August 2013**

By Order of the Secretary of the Army:

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