

***ATP 3-90.61**

Brigade Special Troops Battalion

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Preface

ATP 3-90.61 provides doctrinal guidance for commanders and staffs who are responsible for planning and executing brigade special troops battalion (BSTB) missions in brigade combat teams (BCTs). It is designed to serve as a reference for the development of tactics, techniques, and procedures; materiel and force structures; institution and unit training; and standard operating procedures (SOPs).

The principal audience for ATP 3-90.61 is all members of the profession of arms. Commanders and staffs of Army headquarters serving as joint task force or multinational headquarters should also refer to applicable joint or multinational doctrine concerning the range of military operations and joint or multinational forces. Trainers and educators throughout the Army will also use this publication.

Commanders, staffs, and subordinates ensure that their decisions and actions comply with applicable United States (U.S.), international and, in some cases, host nation laws and regulations. Commanders at all levels ensure that Soldiers operate according to the law of war and the rules of engagement (ROE). (See FM 27-10.)

Unless stated otherwise, masculine nouns or pronouns do not refer exclusively to men.

ATP 3-90.61 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. For definitions shown in the text, the term is italicized and the number of the proponent publication follows the definition. This publication is not the proponent for any Army terms.

ATP 3-90.61 applies to Active Army, Army National Guard/Army National Guard of the United States, and U.S. Army Reserve unless otherwise stated.

The proponent of ATP 3-90.61 is the U.S. Army Maneuver Support Center of Excellence (MSCoE). The preparing agency is the MSCoE Capabilities Development and Integration Directorate; Concepts, Organizations, and Doctrine Development Division; Doctrine Branch. Send comments and recommendations on DA Form 2028 (*Recommended Changes to Publications and Blank Forms*) to Commander, U.S. Army Maneuver Support Center of Excellence, ATTN: ATZT-CDC, 14000 MSCoE Loop, Suite 270, Fort Leonard Wood, MO 65473-8929; e-mail the DA Form 2028 to <usarmy.leonardwood.mscoe.mbx.cdiddcoddengdoc@mail.mil>; or submit an electronic DA Form 2028.

Introduction

ATP 3-90.61 describes how the BSTB provides combat support to the BCT. The battalion contains military intelligence; communications; and chemical, biological, radiological, and nuclear (CBRN) platoons and provides mission command for the units assigned and attached to the BCT. The BSTB is organic to the armored brigade combat team (ABCT) and the infantry brigade combat team (IBCT) that have not converted to brigade engineer battalions.

Chapter 1

Mission and Organization

The BSTB is organized to provide the BCT with mission command of the brigade companies and smaller attachments that formerly operated under the direct supervision of the BCT. Through assigned and task-organized subordinate units, the BSTB also provides a wide variety of combat enablers and special mission capabilities.

MISSION

1-1. The BSTB supports the BCT with organic assets and provides mission command, administrative, and attached unit logistics support from within and outside the BCT.

1-2. The BSTB provides mission command, administrative, and sustainment support to organic and attached combat support units. Included among these units are a military intelligence (MI) company, a signal network support company, an engineer company (IBCT only), a military police platoon, and a CBRN platoon. Common attachments are likely to include civil affairs, public affairs, military information support operations, explosive ordnance disposal (EOD), CBRN units, and other modular enablers that provide support as the BCT requires.

1-3. The BSTB manages administrative and logistics support for the reception, staging, onward movement, and integration of attached units. The BSTB is capable of planning and executing security operations to counter Level I and Level II threats within the BCT designated area of operations (AO).

1-4. The BSTB provides command, control, and sustainment to organic and attached units to support the BCT commander and staff. The BSTB—

- Ensures that organic units are properly trained and equipped to conduct doctrinal missions.
- Provides mission command and integrates and supports company- and smaller-size units that are attached to the BCT.
- Prepares subordinate units for missions, ensures force protection, and provides administrative and sustainment support.
- Secures one or more BCT command posts (CPs).
- Conducts the support area security mission on order when adequately augmented.

1-5. These actions allow the BCT staff to focus on responsibilities to anticipate the commander's critical information requirements (CCIRs) and plan future missions. Like other battalions in the BCT, the BSTB receives missions from the brigade commander through the BCT operations staff officer (S-3).

ORGANIZATION AND CAPABILITIES

1-6. The BSTB provides command, control, and sustainment to organic and attached units so that they can support the BCT commander and staff. The BSTB ensures that organic units are properly trained and equipped, provides mission command, integrates and supports most company- and smaller-size units that are attached to the BCT, prepares subordinate units for missions, secures one or more of the BCT CPs on order and with augmentation, and conducts the support area security mission. These primary BSTB responsibilities are examined in this chapter.

1-7. The BSTB provides the BCT with MI support, communications support, engineer (IBCT only) support, military police support, and CBRN reconnaissance capabilities. The BSTB is responsible for training, mission command, administrative, logistics, and health service support to subordinate units. The command and support relationship dictates if the BSTB will provide logistics support or if they will coordinate support with the BCT brigade support battalion (BSB) or unit higher headquarters. The BSTB also secures BCT CPs

and plans, prepares, and executes missions within the BSTB AO. The BSTB is able, with the organic military police platoon or other assets that are provided by the BCT commander, to defeat Level I and Level II enemy threats.

1-8. For the IBCT and ABCT, the BSTB is organized with a BSTB headquarters and headquarters company (HHC), BCT HHC, an MI company, a network support company, and an engineer company. The BSTB HHC has command and staff sections, a military police platoon, a CBRN reconnaissance platoon, a support platoon (with Army health system support, maintenance, Class III supplies, and field feeding), and a security section. The sustainment assets in the HHC include maintenance, medical support, and Class III supplies.

1-9. Units may be task-organized to BCTs based on the mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC) of the operation. Depending on the command and support relationship between the incoming or outgoing unit and the BSTB, the BSTB may be responsible for providing or coordinating sustainment. The BSTB sustainment capability may have to be augmented by the attached unit parent organization or by the BCT. The BCT can expect to routinely receive a set of units for most missions. These units may include—

- Engineer forces.
- Air defense artillery forces.
- Military police companies.
- Civil affairs companies.
- EOD companies.
- CBRN companies.
- Military information support operations detachments.

1-10. The command relationship between the BSTB and each unit depends on METT-TC and the role played by the subordinate element in support to the BCT. Unless the BCT directs otherwise, the BSTB retains command and support relationships with organic and attached units, regardless of their location on the battlefield.

BRIGADE COMBAT TEAM HEADQUARTERS AND HEADQUARTERS COMPANY

1-11. The roles of the BCT HHC include providing mission command to company-assigned personnel, conducting security planning, supervising the security plan execution for BCT main and tactical CPs, coordinating and monitoring logistics support for BCT main and tactical CPs, and conducting CP relocation reconnaissance and movement. The company consists of a headquarters section that provides personnel, equipment, and staff expertise to provide mission command, knowledge management, and communications capabilities that enable the HHC commander to plan and execute missions.

1-12. The BCT HHC does not have a support platoon; maintenance section; field feeding section; or petroleum, oil, and lubricants section. These organizations are located under the BSTB. The BSTB supports the logistics, medical, and security requirements of the BCT HHC. The BCT HHC is responsible for the coordination of providing these services when main CPs are separated. The HHC commander plans, organizes, and executes security operations in support of mobile command groups and plans response force employment near the main CP.

Commander

1-13. The HHC commander is responsible for the support, security, and movement of main and tactical CPs, organic BCT staff, and attached HHC elements. He coordinates with the BSTB for maintenance, fueling, field feeding support, and logistics and security support and maintains discipline and morale. The HHC commander is responsible for the individual and collective training of the company. He may be designated to coordinate and negotiate with host nation civil and military leaders and contractors.

Executive Officer

1-14. The HHC executive officer (XO) coordinates with the BSTB logistics staff officer (S-4) for logistics support for the CP and personnel and monitors the support that is provided for the commander. He assists in

planning HHC unit movements and base defense measures under the supervision of the HHC commander. He monitors routine company reporting and coordinates activities of subordinate units. The HHC commander positions the XO where he can best fulfill his responsibilities. When the tactical CP is deployed, the XO may be assigned to the tactical command post to provide leadership for BSTB personnel who provide security for the tactical CP. The XO stays tactically current and remains prepared to assume command of the company.

First Sergeant

1-15. The HHC first sergeant advises the HHC commander on matters that concern enlisted Soldiers of the company, as does the BSTB HHC first sergeant.

BRIGADE SPECIAL TROOPS BATTALION HEADQUARTERS AND HEADQUARTERS COMPANY

1-16. The HHC commander assists the BSTB commander in locating the BSTB main CP. The company provides the sustainment functions that are necessary for the BSTB to successfully accomplish its mission. The location of the company is directed by the BSTB commander. The company units (less detachments) receive their missions from the BSTB commander.

Headquarters

1-17. The BSTB headquarters consists of a command section and its staff sections. The staff sections are personnel staff officer (S-1); intelligence staff officer (S-2); S-3; S-4; command, control, communications, and computer operations staff officer (S-6); and unit ministry team (UMT).

Command Section

1-18. The BSTB command section consists of the commander, XO, command sergeant major, and drivers. In coordination with the commander, this section executes mission command over subordinate companies, elements, and staff sections. The command section ensures that subordinate elements are provided with administrative/logistics support within the capabilities of the organization, ensures that attached units are integrated into the battalion structure, and supervises training/mission preparation.

Personnel

1-19. The S-1 plans, provides, and coordinates the delivery of human resources support, services, and information to assigned and attached personnel within the battalion. The S-1 is the principal staff advisor to the battalion commander for matters that concern human resources support. The S-1 is the coordinating office for command interest programs and medical and morale support activities. (See ATP 1-0.1 for detailed duties and responsibilities of the S-1.)

1-20. Other functions of the S-1 include—

- Monitoring and analyzing personnel strength.
- Projecting future personnel requirements.
- Requesting, receiving, processing, and delivering replacement personnel.
- Managing casualties.
- Planning and supervising morale support activities, awards, and discipline measures.
- Providing personnel services support (such as finance and postal services).
- Coordinating legal services if required.
- Providing public affairs functions when a public affairs team or detachment is not attached.

Intelligence

1-21. The S-2 focuses on a designated area of interest and is responsible for the collection and analysis of threat forces and activity in the area of interest. The BSTB S-2 is also responsible for MI-related matters. The functions of the BSTB S-2 differ in focus from the functions of the BCT S-2. The BCT S-2 focuses on

intelligence throughout the BCT AO and area of interest. The BSTB S-2 focuses on its own designated AO, which may include security operations and intelligence management. Key functions of the S-2 include—

- Coordinating the intelligence preparation of the battlefield for BSTB staff planning, decisionmaking, and targeting of the BSTB support area.
- Coordinating with the BSTB staff and recommending priority intelligence requirements for the BSTB CCIR.
- Serving as the BSTB collection manager (nominating collection tasks for BSTB collection assets to the S-3).
- Coordinating directly with the BCT S-2 on local intelligence collection, analysis, and management.
- Providing all-source intelligence that answers the commander's priority intelligence requirement.
- Monitoring and maintaining the current situation regarding local enemy and environmental factors.
- Updating the intelligence preparation of the battlefield and intelligence estimate.
- Identifying and evaluating intelligence collection capabilities as they affect AO security, countersurveillance, signal security, security operation, and force protection (including backbriefs from patrols).
- Staffing, executing, and supervising operational security.

Operations

1-22. The S-3 is the principal staff element responsible for training, operations, and plans. The primary functions in a BCT combat AO include support area security planning and operations and base/base cluster defense monitoring for base camps in the BSTB designated AO. The S-3 plans terrain management within the BSTB AO. Additionally, the S-3 plans for the receipt and onward movement of units that are attached to the BSTB and monitors and tracks each organic and attached element, regardless of their location or command relationship with another unit. Normal functions of the S-3 section include—

- Preparing, coordinating, authenticating, publishing, and distributing the command SOP, operation orders (OPORDs), fragmentary orders, warning orders (WARNORDs), and other products that involve contributions from other staff sections.
- Reviewing and coordinating subordinate plans and actions.
- Coordinating and directing terrain management.
- Recommending priorities for allocating critical command resources and support.
- Assisting the commander in controlling, preparing for, and executing missions.
- Coordinating civil military operations when augmented.
- Coordinating and controlling BCT support area security and CBRN reconnaissance and decontamination.
- Providing overwatch and supervision to fire support noncommissioned officers in planning and preparing for support area fires.
- Coordinating requests for Army aviation and close air support.
- Coordinating with the commander, XO, and S-6 to establish, oversee, and supervise CP battle staff information management activities.

Fire Support Team

1-23. The BSTB fire support team consists of three fire support noncommissioned officers and is part of the S-3 section. It coordinates fires and effects for the BSTB assigned AO and provides the expertise, planning capability, and integration of fires and effects into BSTB plans for support area security. The team works under the staff supervision of the BSTB S-3 and receives staff oversight from the BCT forward support company (FSC).

Chemical, Biological, Radiological, and Nuclear Noncommissioned Officer

1-24. The CBRN noncommissioned officer is the commander's primary technical expert for operations in a CBRN environment. Primary roles and responsibilities include the following:

- Advises the commander on the conduct of unified land operations in CBRN environments.
- Advises the commander on CBRN readiness for the unit and associated assessments.
- Advises the commander on the integration of CBRN threats and hazards into unit level training.
- Maintains CBRN defense equipment.
- Manages unit reports that are related to CBRN operations (CBRN Warning and Reporting System).
- Conducts hazard predictions and CBRN contamination plots to assist others in contamination avoidance efforts.
- Acts as the liaison between attached CBRN units and the BSTB S-3.

Logistics

1-25. The S-4 is the principal BSTB staff element that is responsible for coordinating the integration of supply, maintenance, transportation, and services for the battalion and augmenting units. The S-4 is the staff link between the BSTB and subordinate units and attachments. The S-4 supports many different and complex, low-density unit requirements in the BSTB (particularly in repair parts procurement) and in highly technical, contractor-supported equipment maintenance. The S-4 section monitors the BSTB HHC support platoon in feeding, fueling, and performing maintenance and other logistics activities within the BCT and BSTB. The S-4 is also responsible for—

- Projecting requirements and coordinating classes of supply (except Class VIII supplies) according to the commander's priorities.
- Monitoring and analyzing the equipment and logistics readiness status of the BSTB and attached and assigned units.
- Conducting continuous logistics preparation of the battlefield.
- Developing and synchronizing sustainment plans (supply, transportation, maintenance, services).
- Developing the internal logistics estimate.
- Keeping the BSTB battle staff informed of mission supportability from an internal logistics viewpoint.
- Acquiring and assigning facilities.
- Providing advice on food services within the command.
- Monitoring property book activities.

1-26. In conjunction with the S-2 and S-3, the S-4 prepares the unit administrative movement order. The S-4 develops and maintains administrative movement plans for modes of transportation. Unit movement plans include—

- Security requirements.
- Logistics coordination requirements.
- Vehicle, aircraft, and railcar load plans.
- Unit movement personnel duties.
- Transportation document preparations.
- Outsized or unusual cargo descriptions (weight, length, width, and height).

Communications

1-27. The BSTB S-6 section is primarily responsible for BSTB internal mission command systems that consist of network management, information dissemination management, and information assurance. The BSTB S-6 also coordinates directly with the BCT S-6. Other duties of the S-6 section include—

- Advising the commander on communications requirements.
- Establishing, managing, and maintaining communications links.

- Planning and coordinating network terminals.
- Determining the system requirements that are needed for support based on the tactical situation.
- Informing the commander of primary and alternate communications capabilities.
- Recommending database configurations.
- Establishing and enforcing network policies and procedures.
- Preparing signal estimates.
- Advising the commander and other users on the requirements, capabilities, and uses of available systems.
- Coordinating required signal interfaces.
- Monitoring the status of BSTB communications assets. (Monitoring responsibilities include network equipment that is installed, operated, and maintained by the section and other general-purpose, user-operated systems.)
- Coordinating signal requirements for units that are task-organized to the BSTB.
- Integrating communications of attached units.

Unit Ministry Team

1-28. The chaplain is a special staff member who serves as a confidential advisor to the commander on the spiritual fitness and ethical and moral health of the command. The UMT is composed of a chaplain and a chaplain's assistant. The UMT facilitates and coordinates religious support across the battalion AO. For logistics and administrative support and personnel accountability, the UMT resides within the support platoon.

Headquarters Company

1-29. The BSTB headquarters company consists of the commander, XO, first sergeant, and drivers. It also has a supply sergeant, supply assistant, and armorer.

Military Police Platoon

1-30. The military police platoon provides three squads of four three-man teams that habitually operate in pairs (two weapons platforms) to perform mobile or dismounted missions.

1-31. Military police units provide a wide array of skills in support of the BCT commander across the range of military operations, including—

- **Maneuver and mobility.**
 - Gap crossing, breaching, and passage-of-lines support.
 - Straggler or dislocated-civilian control.
 - Route reconnaissance and surveillance.
 - Main supply route (MSR) regulation and enforcement.
- **Area security.**
 - Area damage control.
 - Response force/tactical combat force (TCF).
 - Critical site, asset, and high-risk personnel security.
 - Force protection and physical security.
 - Antiterrorism operations.
- **Law and order.**
 - Law enforcement.
 - Criminal investigations.
 - Internment and resettlement.
 - Detainee operations.
 - Populace and resource control.

- **Military police intelligence.**
 - Information collection.
 - Threat environment criminal analysis.

Chemical, Biological, Radiological, and Nuclear Reconnaissance Platoon

1-32. The CBRN reconnaissance platoon provides the BCT with a limited chemical reconnaissance capability. The M93A1 Fox has been replaced with the M1135 Stryker in the ABCT. The IBCT is equipped with two up-armored, high-mobility, multipurpose wheeled vehicles. The platoon is capable of chemical and radiological reconnaissance, but it can only gather samples of suspected biological agents. The platoon is normally tasked through the BCT and BSTB S-3 sections. The CBRN reconnaissance platoon has limited ability to perform multiple missions simultaneously.

Security Section

1-33. The security section consists of two Bradley fighting vehicles (for the ABCT) or two up-armored, high-mobility, multipurpose wheeled vehicles (for the IBCT), both with three-man crews, to provide BCT mobile command groups with security. When not required to perform the security mission, the security section is available for integration into the security plans for BCT CPs. When available, the section can also defend the BSTB main CP or perform other security missions.

Support Platoon

1-34. The support platoon provides medical, maintenance, feeding, and Class III supply support to BCT CPs, BSTB units, and attached units. It also supports the UMT. The support platoon headquarters consists of the platoon leader, platoon sergeant, and driver.

Medical Support Section

1-35. The medical support section provides Army health system support and operates a Role 1 medical treatment facility (MTF) for the BSTB and subordinate units. For logistics and administrative support and personnel accountability, the medical support section resides within the support platoon. The medical support section provides—

- Emergency medical treatment.
- Advanced trauma management.
- Disease and nonbattle injury treatment.
- Mass casualty triage.
- Tactical combat casualty care.
- Subordinate medical personnel and element clinical support and technical supervision.
- Medevac from supported units to a Role 1 MTF.
- Field health records sick call services and maintenance when authorized.
- Class VIII supplies.
- Authorized outpatient consultation.
- Medical and behavioral health referrals.
- Preventive medicine.
- Patient evacuation from the point of injury to the BSTB aid station. (Supporting ambulances from the brigade support medical company [BSMC] evacuate from the BSTB back to the BSMC Role 2I MTF. The evacuation squad consists of two ambulance teams with M997 high-mobility, multipurpose, wheeled vehicle ambulances.)

1-36. The medical support section also trains, monitors, and provides Class VIII resupply for combat lifesavers in the BSTB. Each squad, team, or crew should have one certified combat lifesaver. As a minimum, combat lifesavers are certified annually, but sustainment training should be conducted regularly.

Maintenance Section

1-37. The maintenance section is responsible for the maintenance of vehicles and other equipment within the BSTB and BCT headquarters. It also supports attached units but may require augmentation due to the number and type of vehicles and equipment within attached units. The section provides wheeled, tracked (ABCT), and power generator maintenance and repair parts.

1-38. The maintenance section supports BSTB units and attachments by providing the transportation of petroleum, fuels, lubricants, and related supplies. To support the BSTB and attachments, the section has two 2,500-gallon tank trucks and four 10,000-gallon collapsible tanks (IBCT only).

Field Feeding Section

1-39. The field feeding section manages meal preparations for assigned and attached elements of the BSTB and BCT CPs. The field feeding section of the BSTB is capable of split-based feeding.

MILITARY INTELLIGENCE COMPANY

1-40. The MI company provides most intelligence personnel to the BCT to collect, analyze, and disseminate intelligence. The MI company must task-organize with the BCT intelligence cell to form the brigade intelligence support element. The MI company must frequently task-organize collection platoons based on the mission. Personnel from the MI company maintain the enemy portion of the common operational picture (COP); integrate intelligence operations as part of the information collection effort; and execute signals intelligence (SIGINT), human intelligence (HUMINT), and imagery collection. The MI company consists of a company headquarters, an analysis platoon, a SIGINT collection platoon, a HUMINT collection platoon, an unmanned aircraft system (UAS) platoon, and an Air Force weather team.

Information Collection Platoon

1-41. The information collection platoon consists of the following:

- **Intelligence, surveillance, and reconnaissance synchronization section.** This section collates, analyzes, and disseminates information that is collected by the MI company, BCT cavalry units, and other Soldiers within the BCT. The information is analyzed by other intelligence staff elements to produce intelligence for the BCT commander, subordinate units, and BCT intelligence cell. The intelligence is also available to higher and lateral headquarters.
- **HUMINT operational management team.** This team manages the technical requirements of the human intelligence collection teams (HCTs) that are assigned or attached to the MI company. Operational management teams coordinate closely with the BCT S-2 in planning and executing HUMINT collection.
- **Cryptologic support team.** This team provides in-depth analysis, integration, and synchronization of MI company SIGINT collection missions to maximize support to the BCT by ensuring that units and organizations conduct SIGINT collection and analysis.
- **Satellite communications team.** This team provides secure communications (up to the sensitive compartmented information level) to MI sections that use the Trojan Special-Purpose Integrated Remote Intelligence Terminal (SPIRIT) System.
- **Tactical ground station team.** This team provides moving target indicator, full-motion video, and imagery exploitation capabilities. It also has a collateral SIGINT reporting capability that is used to correlate with geospatial intelligence information and products.

Intelligence and Electronic Warfare Systems Integration (Maintenance) Section

1-42. The intelligence and electronic warfare systems integration (maintenance) section provides MI system maintenance and equipment integration. When possible, the section also provides maintenance contact teams for on-location repairs.

Multifunctional Platoon

1-43. The flexible design of the multifunctional platoon permits the design to be employed in various ways for SIGINT, HUMINT, or support to site exploitation tasks. The platoon can employ teams that are capable of multidiscipline collection or a combination of SIGINT collection teams and HCTs. Although the multifunctional platoon possesses organic equipment to accomplish most missions, it may be augmented with specialized equipment to expand its capabilities.

1-44. The multifunctional platoon consists of the following:

- Ground-based SIGINT collection teams and HCTs.
- Exploitation team. The exploitation team conducts an initial analysis of collected information when teams are performing multidiscipline collection tasks.

Unmanned Aircraft System Platoon

1-45. The UAS platoon consists of a mission planning and control section and a launch and recovery section. It is equipped with four RQ-7 Shadow aircraft.

1-46. Imagery collection from the UAS platoon assists commanders and planners by—

- Providing situational awareness of the terrain (natural and man-made) to support the creation of products by the geospatial intelligence cell and support the staff conduct of intelligence preparation of the battlefield via—
 - Various baseline geospatial intelligence-based studies, such as helicopter landing zones.
 - Port and airfield studies.
 - Gridded reference graphics.
- Using imagery as a confirming source of intelligence for another intelligence discipline, such as SIGINT or HUMINT.
- Supporting the targeting effort, including information for combat assessment through the detection and tracking of targets before and after an attack.

Air Force Weather Team

1-47. Air Force weather teams (the main source of weather support) consist of tactical mission and operations specialists who are experts at determining the effects of weather on operations. They evaluate and apply operational weather squadron forecasts to specific BCT missions, weapons systems, strategies, tactics, and applications. These teams deploy with the BCT and provide direct and indirect weather support that is tailored to the needs of the BCT. Specifically, the Air Force weather team—

- Coordinates with BCT cells to integrate weather information into the planning and execution of BCT operations.
- Advises the BCT commander on Air Force weather capabilities, limitations, and ways in which weather can contribute to, or detract from, BCT operations.
- Advises the Air Force on Army command operational weather support requirements.
- Assists the BCT S-2 and S-3 in monitoring the weather support mission, identifying responsibilities, and resolving weather support deficiencies.
- Integrates weather effects into information collection, particularly with respect to the impact on collection systems.
- Integrates weather effects into targeting and risk management processes.
- Provides weather input to operational decision briefs.
- Monitors weather effects on operational limitations for mission execution.
- Provides warnings of impending negative impacts and emerging opportunities.

SIGNAL NETWORK SUPPORT COMPANY

1-48. The BSTB has an organic signal network support company. This company supports the communication needs of BCT CPs and consists of a headquarters and network support platoon and two network extension

platoons. The network support company typically conducts collaborative planning for mission specifics with the BCT S-6.

Headquarters and Network Support Platoon

1-49. The headquarters and network support platoon consists of the company headquarters section, a network operations section, a CP support team, a retransmission team, and a communications-electronics maintenance support section. The company headquarters section provides mission command, and logistics and administrative support for the unit.

Network Operations Section

1-50. The network operations section installs, operates, maintains, and defends the BCT communications network. The network operations section establishes the network operations and security cell, operates closely with the network extension platoons, and usually colocates with a network extension platoon. It is also responsible for BCT network management and computer defense. The network management and computer defense personnel responsibilities are as follows:

- **Network management personnel.** Network management personnel use information network management systems to configure, manage, and control the area common-user system, tactical Internet, and limited adjacent LANs. With these tools, the section can also perform frequency management and communications security functions for the BCT information collection support network elements.
- **Computer defense personnel.** Computer defense personnel assure the availability, integrity, authentication, and confidentiality of friendly information and information systems. Typically, the greatest risk for network intrusion and integrity is from users within the network. Protection from such user corruption is accomplished through efficient and comprehensive passwords, public key infrastructure common access card authentication, and access management.

Command Post Support Team

1-51. The small CP support team provides communications and data support to a CP as directed by the BCT commander. The team uses a small CP support vehicle that is equipped with a satellite communications terminal and data communications baseband equipment. The equipment is employed to provide secure and unsecure data and voice over internet protocol connectivity over the communications architecture.

Retransmission Team

1-52. The retransmission team provides range extension and network relay support for the Enhanced Position Location and Reporting System (EPLRS) for those BCTs that are so equipped and Single-Channel, Ground and Airborne Radio System very high frequency and frequency modulation networks. The retransmission team is mission-critical to BCT communications and may necessitate the commitment of forces to protect them in the absence of an airborne communications relay package.

Communications-Electronics Maintenance Support Team

1-53. The communications-electronics maintenance support team utilizes a signal nodal maintenance plan that requires the operator-maintainer to reside at the system joint network node and perform field level maintenance. The communications-electronics maintenance team facilitates troubleshooting and performs field level maintenance on other communications-electronics equipment in the company. It also manages the company communications-electronics prescribed load list stock. The communications-electronics maintenance team evacuates to the BSB any network support company equipment that cannot be repaired at the unit level. Contracted personnel may also be used to augment the team.

Network Extension Platoons

1-54. The two network extension platoons are resourced to provide connectivity to assigned CPs. Each network extension platoon consists of a joint network node team, a data support team, and a retransmission team. In BCTs that are equipped with terrestrial-based Force XXI Battle Command-Brigade and Below

(FBCB2) (not Blue Force Tracker such as certain BCTs and the Stryker brigades), the network extension platoon will also include an EPLRS, EPLRS network manager, and an Army Battle Command System interoperability client for network integration into the network and COP.

1-55. The joint network node section provides the network equipment that enables CPs to use line-of-sight or beyond-line-of-sight systems. Joint network node equipment provides the connectivity between satellite and terrestrial systems. The joint network node system connects the BCT CPs, brigade support area, and higher headquarters. Each system maintains the interface capability to terminate network circuits, provide data and battlefield video teleconference services, and interface with special circuits, such as the Defense Switched Network. The joint network node system provides network planning and monitoring for the BCT wide-area network. The extension section has traditional retransmission teams and gateway systems for EPLRS units.

ENGINEER COMPANY

1-56. The BCT has one engineer company assigned to the BSTB. The engineer company in an ABCT has a headquarters, three combat engineer platoons, and an engineer support platoon. Each platoon has three squads. An IBCT has two combat engineer platoons and an engineer support section. Depending on the mission task organization, one or more of the platoons may be attached to a BCT battalion. When this happens, sustainment becomes the responsibility of those units.

1-57. Combat engineers increase and enhance the combat power of supported units by accomplishing mobility, countermobility, and survivability tasks. They are integrated with the commander's maneuver and fires to afford or enhance a commander's opportunities to accomplish the mission. Combat engineers can perform limited general and civil engineering tasks during civil military or engineering operations.

1-58. Combat engineers concentrate their efforts on enabling mobility during the offense through breaching and crossing obstacles, assisting in the assault of fortified positions, and emplacing obstacles to protect flanks or friendly forces. In the defense, combat engineers build obstacles, enhance survivability, and facilitate the movement of counterattack forces

1-59. During stability operations, combat engineer units have a significant role in route reconnaissance and clearance by locating and clearing obstacles, including explosive hazards. Once detected, the responsibility for rendering safe explosive ordnance and improvised devices is handed off to EOD personnel. Combat engineer units also breach obstacles. Potential missions include providing selected general engineering tasks and force protection improvements for base camps and other BCT sites and assisting with the restoration of essential services, the support of economic and infrastructure development, and the establishment of civil security and control. Combat engineers may perform infantry combat missions when required. When detailed for infantry missions, engineer units require augmentation of antiarmor systems, medical assets, and fire support. Using combat engineers as infantry makes them unavailable to conduct engineer tasks; therefore when evaluating this option, the commander should weigh the loss of engineer capability against the gain in infantry assets.

ATTACHMENTS

1-60. The BSTB is normally responsible for attached units if they are not directly assigned to another battalion within the BCT. These units include, but are not limited to, engineer, civil affairs, military information support operations, EOD, CBRN, and additional military police units. However, the attachment of units is based on availability and METT-TC factors.

ENGINEER SUPPORT

1-61. Depending on METT-TC, the division, corps, or higher headquarters may allocate additional engineer support. This support may consist of engineer companies or other modules under the mission command of the BSTB, a separate engineer battalion, or additional engineer assets that are attached directly to one or more BCT maneuver battalions. The BCT should expect and ask for additional engineer augmentation that consists

of combat and general engineering tasks to support the missions. A BCT should receive an engineer battalion headquarters with one or more of the following:

- **Mobility augmentation company.** The mobility augmentation company conducts assault gap crossings and mounted and dismounted breaches and emplaces obstacles.
- **Sapper company.** The sapper company provides BCT mobility, countermobility, and survivability support, including hasty route clearance, dismounted breaching, limited countermobility, and general or combat engineer units to reinforce organic BCT engineers.
- **Horizontal company.** The horizontal company provides mobility, countermobility, and survivability support to the BCT through the utilization of construction equipment.
- **Clearance company.** The clearance company provides the detection and neutralization of explosive hazards along routes and areas in support of the BCT.

1-62. It is reasonable to expect additional elements from other engineer organizations, depending on the particular mission of the BCT. These elements could include a mine dog team and other specialized engineer capabilities that are organized in mission modules. (See FM 3-34 for additional information.)

COMBAT ENGINEER PLATOON

1-63. The combat engineer platoon is normally the lowest-level engineer unit that can effectively accomplish independent missions and tasks. It is capable of maneuvering and can fight as part of an engineer company or maneuver company team. It consists of a platoon headquarters section and three eight-Soldier combat engineer squads. On the battlefield, the platoon can facilitate rapid and frequent movement. It frequently receives augmentation in the form of special equipment from the mobility support platoon. Combat engineer platoons can also be task-organized by squad for specific missions, such as engineer reconnaissance, but this reduces their ability to provide mobility support.

ENGINEER SUPPORT PLATOON

1-64. The engineer support platoon consists of a platoon headquarters section and three equipment-based mobility sections. The platoon is not organized to operate independently. Each mobility section is structured to support mobility missions by reducing threat obstacles and fortifications that inhibit friendly maneuver. The platoon provides the commander with specialized equipment capabilities to weight the main effort. Each section has hasty-breaching, gap-crossing, and obstacle reduction capabilities and specialized, vehicle-mounted tools. The same task organization and equipment required for mobility missions provide a limited capability for countermobility and survivability missions.

MILITARY POLICE COMBAT SUPPORT COMPANY

1-65. The military police combat support company provides security support beyond the capabilities of the organic military police platoon. Depending on the BCT CCIR, the military police company may or may not assume control over the organic military police platoon. The BCT provost marshal will provide staff supervision and conduct the planning for company missions. The military police company receives its missions from the commander through the BSTB S-3. The company possesses the capability to perform core military police functions. The company is self-sustaining in a field environment but relies on the supported unit for logistics support, including Class III supplies and maintenance. The military police company has the ability to protect itself or to be included in the defense plan of a larger base/base cluster. However, the tactical mobility of the company is usually best utilized by assigning them maneuver and mobility support and area security missions within the BCT AO. Because of their extensive police training and law enforcement missions, military police assets are skilled in the use of force (the employment of lethal and nonlethal technologies), information collection and dissemination, observation and surveillance, and crowd control. In collaboration with the military police company commander or XO, the provost marshal conducts the technical planning that is necessary to employ the company. Tasking is requested through the BCT S-3. Unlike most combat arms units that maneuver together, the military police platoon usually operates independently and is dispersed over a wide area. The military police company consists of four platoons of three squads each. Each squad has three mounted military police teams. The company can provide the commander with armored vehicles throughout the AO. The platoons are trained and equipped to defeat a Level II threat.

CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR COMPANY (HAZARD RESPONSE)

1-66. The CBRN company provides equipment and limited personnel decontamination and CBRN reconnaissance and surveillance for military forces that are located in the brigade AO. The company has one armored reconnaissance platoon and two hazard assessment (light) platoons. Based on METT-TC, this company could conduct collaborative planning with the BCT CBRN officer for mission employment.

CIVIL AFFAIRS COMPANY

1-67. The function of the civil affairs company is to provide deployable, regionally aligned civil affairs generalists in support of the BCT. The company consists of a headquarters, a civil-military operations center, and five civil affairs teams. The civil affairs company maintains an organic equipment capability to deploy with and support conventional and special operations forces. It provides the organization, command authority, and staff with the capacity to execute company missions. It also provides civil-military operations planning expertise to supported commands and provides regional linguistic/cultural expertise to supported units. The company commander works closely with the BCT civil affairs operations staff officer (S-9) on the BCT staff. The S-9 ensures that appropriate civil affairs representatives work with BCT boards and cells.

EXPLOSIVE ORDNANCE DISPOSAL COMPANY

1-68. EOD companies provide support to detect, identify, render-safe, and dispose of explosive hazards. When an EOD company is attached to the BSTB, it receives its missions from the BCT S-3 through the BSTB S-3 in support of the entire BCT area of responsibility. If mission locations are strictly within the BSTB-monitored AO, this could change the relationship to the BSTB S-3. The EOD company receives non-EOD-specific logistics support from the BSTB.

MILITARY INFORMATION SUPPORT OPERATIONS DETACHMENT

1-69. The military information support operations detachment provides the BCT commander with the capability to execute a military information support operations plan per higher command plans and intent. Planning is coordinated and developed by a military information support operations planner on the BCT staff. The detachment augments the military information support operations planner, who is organic to the BCT and assists in developing plans to best support the BCT commander's intent. The detachment is organized into three or four tactical military information support operations teams of three personnel each. The organization uses predominantly Army standard equipment (with the exception of vehicle and man-pack loudspeaker systems) and electronic news-gathering kits. Each team member is trained on this equipment to conduct initial troubleshooting and repair. Though these items are not Army standard, most wiring harnesses utilize standard Army wiring items that can be ordered through Class IX supply channels.

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Chapter 2

Support to the Brigade Combat Team

The BSTB supports the BCT during offensive, defensive, stability, and defense support of civil authorities (DSCA) operations. It accomplishes this by positioning subordinate units in support of the BCT. The BSTB is responsible for the security of BCT CPs and, when ordered, for the BCT support area. It is also responsible for preparing subordinate and attached units for mission execution. This chapter discusses these BSTB mission responsibilities, with an emphasis on related task assignments.

COMMAND AND SUPPORT RELATIONSHIPS

2-1. The BCT commander establishes the relationship between the staff, the BSTB, and the BSTB companies. It is imperative that the BCT staff understand the commander's intent.

2-2. The BSTB supports the BCT during the execution of military operations in multiple ways. BSTB units provide functional support and selected assistance to BCT battle staff. To accomplish this, the BSTB commander and staff—

- Exercise mission command over organic and attached units during the planning, preparation, and execution of BCT-directed missions.
- Ensure that BSTB subordinate commanders and leaders conduct precombat inspections and rehearsals which are focused on the execution of assigned BCT tasks.
- Ensure that BSTB unit assets are positioned to execute assigned tasks.
- Coordinate to ensure that sustainment, medical, and security support are provided for BSTB organic and attached units positioned throughout the BCT AO.
- Coordinate or provide security for organic and attached units that are moving through the BSTB AO.
- Plan, prepare, and execute support area and base/base cluster security missions.

2-3. The BSTB commander and staff must understand their relationship with BCT battle staff, related organic units, and other BCT units. These relationships can be established as command or support in nature. Attached companies may have command relationships with gaining and parent units. Support relationships exist between supported and supporting units. Each unit has specific inherent coordination responsibilities, including—

- Mission and task assignments.
- Work priorities.
- Positioning and movements.
- Communications and liaisons.
- Sustainment operations.
- Task organization (to further impose command relationships).

2-4. Command and support relationships for missions are listed in Annex A (Task Organization) of the BCT order.

2-5. If a unit that is supporting the brigade has no corresponding expertise at the brigade staff level, the commander or leader may need to serve as leader and planner. When conditions dictate that a leader assist in planning, he will primarily serve as a unit leader. In this situation, the leader provides detailed technical advice to the BCT commander and staff.

MISSION PLANNING, PREPARATION, AND EXECUTION

2-6. The BSTB commander and staff have a wide range of responsibilities during the planning, preparation, and execution phases of an operation. Depending on the mission(s) assigned, the BSTB may—

- Have most of its units detached with the primary responsibilities of a sustainment mission.
- Be assigned the support area security mission.
- Be given a specific tactical mission with direct control of organic forces and attachments.

2-7. When available, BSTB units and company commanders can directly assist the BCT staff during the planning phase. If leaders and commanders are performing more important missions, their designated representatives assist the BCT staff. With a detailed knowledge of unit strengths and weaknesses, company commanders can greatly assist the BCT staff in the initial planning process. When the plan has been sufficiently developed, company commanders and key BSTB personnel must begin their own planning and mission preparation. This involvement in BCT planning allows company commanders to more thoroughly plan and prepare for the mission.

2-8. The BSTB commander and staff should develop procedures to ensure that they are kept current with, and are integrated into, BCT planning and execution.

BRIGADE COMBAT TEAM AND BRIGADE SPECIAL TROOPS BATTALION PLANNING

2-9. To ensure that rigorous preparation is conducted, commanders require information from units early in the planning process. Detailed verbal backbriefs, BSTB liaison officer actions, and WARNORD copies enable commanders to assist in the process. The BSTB command group and staff use this information to ensure that the commander, XO, S-3, or command sergeant major attend scheduled backbriefs, OPOD briefings, rehearsals, and precombat inspections.

2-10. The BCT WARNORD assists the BSTB staff with the military decisionmaking process and includes—

- A timeline that covers when the unit or platoon will move (earliest movement time) and the location where the OPOD will be issued. The timeline should also include the time and location for backbriefs, rehearsals, precombat inspections, and leader reconnaissance measures.
- The number and type of attachments.
- Special instructions that contain information on the equipment and supplies to be drawn (rations, water, ammunition, communications, batteries).

2-11. The WARNORD also includes information that enables BSTB leader to monitor unit planning, provide additional guidance, and deliver support unit preparation and execution. The BSTB command group uses this information to schedule backbriefs, OPOD briefings, rehearsals, and precombat inspections for each unit.

2-12. This information serves as a starting point for BSTB HHC commanders and support platoon leaders when initiating sustainment planning in support of BSTB units. The support platoon leader needs to know the BSTB requirements. The BSTB HHC commander and S-4 assist the support platoon leader in prioritizing, coordinating, and executing sustainment tasks.

2-13. The BSTB leaders use the information that is received from subordinate unit backbriefs, WARNORDs, and BCT OPODs to assist in mission analysis that leads to the publication of the BSTB OPOD. Focus is placed on—

- Organic and attached unit sustainment and protection requirements.
- Reception, staging, onward movement, and attached unit integration.

- Identification of unit preparatory activities in the mission analysis and subordinate unit WARNORDs.
- Identification of security, movement, and sustainment actions that may involve BSTB assets during the preparation and execution phases of the operation.

MILITARY INTELLIGENCE COMPANY PLANNING

2-14. The MI company provides the BCT S-2 with continuous information collection plans, intelligence collection, and analytical support that results in comprehensive intelligence preparation of the battlefield. Using parallel planning, the MI company commander concurrently develops tentative plans for subordinate platoon leaders. The result of this planning is the accomplishment of specified information collection tasks in Annex L (Information Collection) of the BCT OPORD.

2-15. The UAS platoon mission planning and control section continuously coordinates with the air defense air space management/brigade aviation element cell to ensure that UAS missions which are listed in the information collection plan are integrated into the air tasking order. To plan UAS missions, the mission planning and control section receives input from ground control station operators and the brigade S-2 and S-3.

2-16. The multifunctional platoon leader identifies and focuses on tasks that are specified in the information collection plan for the multifunctional teams. The Prophet System operates on line-of-sight microwave transmissions. The MI company can use the Distributed Common Ground System–Army to refine general positions so that Prophet sections can maximize system capabilities.

2-17. HUMINT Soldiers develop interrogation plans based on the commander's priority intelligence requirement and operating environment and the detainee's experiences and potential knowledge. Interrogation plans are reviewed by the operational management team and are approved by the human intelligence officer (S2X) or designated senior interrogator. Individual detainees may have information of interest to other U.S. government, multinational, and host nation agencies. Those agencies may submit source-directed requirements through the S2X or senior interrogator for possible inclusion into the interrogation plan for specific detainees.

NETWORK SUPPORT COMPANY PLANNING

2-18. The network support company commander conducts parallel planning with the brigade S-6 and subordinate network support company leaders to develop a network support company plan that best supports the brigade commander's scheme of maneuver. This parallel planning includes the following considerations:

- The company headquarters prepares to receive intelligence attachments from higher headquarters, such as a processing, exploitation, and dissemination platoon or counterintelligence teams.
- Company leaders position network support company assets and program the network to support planned positioning and BCT unit movement.
- The network support company commander coordinates movement times and network support company asset routes with the BCT S-3 and S-6.
- The cryptological support team establishes contact with national agencies in-theater and in the continental United States. The commander can also coordinate for additional linguist support for the contingency support team if needed.

ENGINEER COMPANY PLANNING

2-19. The engineer company can be under the direct control of the brigade, be attached to a battalion, or have one or more platoons attached to an infantry battalion. It can also remain under the control of the BSTB.

2-20. When in direct control of the brigade, the engineer company commander receives the mission in the brigade OPORD and is usually under the staff supervision of the brigade engineer officer (engineer coordinator). The company commander conducts parallel planning and develops tentative plans for subordinate platoon leaders. With guidance from the brigade engineer officer and use of approved essential maneuver support tasks, the BSTB commander and staff ensure that the company has an adequate plan to accomplish specified and implied tasks. The BSTB provides sustainment support to the company.

2-21. When attached to a battalion or squadron and with guidance from the brigade engineer officer, the infantry battalion ensures that the company has an adequate plan to accomplish specified and implied tasks. The gaining unit is responsible for sustainment. Similar provisions are made when one or more engineer platoons are attached to one or more battalions or squadrons and while the engineer company commander task-organizes these elements.

MILITARY POLICE AND CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR PLATOONS

2-22. Though military police and CBRN platoons are organic to the BSTB HHC, the HHC commander may not have the functional expertise to provide advice and assistance in detailed planning. The brigade provost marshal and CBRN planner in the protection cell have the relevant functional expertise and experience to provide this level of planning assistance. They can also assist with refined intelligence updates on possible support area threats. The CBRN planner who works with the staff weather officer can ensure that the CBRN platoon leader has the most current meteorological data. Wind speed, wind direction, and temperature inversions are variables that affect how the CBRN platoon leader employs systems in support of the BCT. Based on this input, platoon leaders backbrief the BSTB commander or staff after finalizing the preliminary mission analysis.

MISSION PREPARATION

2-23. The BSTB executes the operations process similarly to comparable battalion level organizations. The BSTB battle staff focuses support for organic and attached units during coordination to—

- Ensure that unit assets are positioned to execute BCT-directed tasks.
- Ensure that units have, or are provided, security.
- Ensure that units have received the required supplies and personnel to accomplish assigned tasks and plans.
- Ensure that sustainment and Army health system support are in place throughout the operation based on the command and support relationship within which each unit will operate.

2-24. BSTB unit assets are usually positioned throughout the BCT AO and may reposition several times during mission execution. The BCT OPORD task organization determines responsibility for mission-directed movements, security, and logistics support. The following examples describe some of these required movements:

- Sustainment escort to individual team location sites are two probable assignments. The BSTB should ensure that these military police elements provide this security.
- The network support company, network support platoon, and network extension platoons each have a retransmission team. These teams provide range extension and network relay support for EPLRS (when equipped) and very high frequency modulation networks. This mission is critical to the BCT communications plan; however, to extend EPLRS and the very high frequency modulation network range, retransmission teams must be positioned at select locations throughout the BCT AO.

2-25. When the BCT is operating in noncontiguous or nonlinear areas, BSTB elements may be positioned outside the maneuver unit AO but within the BCT unassigned area. The BSTB commander and staff must develop detailed plans to provide sustainment, medical, and security support that is specifically tailored for each individual element situation based on the METT-TC analysis. In each case, the staff will focus on the enemy to assess potential threat(s) before conducting a risk assessment. The risk assessment will determine the vulnerability of the BSTB assets that are positioned outside another unit AO. An analysis will establish the location of these units and may result in a position that is optimal when considering METT-TC factors. The analysis may also prove less than optimal for some factors and could recommend that the unit collocate with another for security while accepting a less than optimal position tactically. After assessing the risk, commanders and staff must identify and implement appropriate controls to mitigate the risk. The residual risk must be accepted by the appropriate commander. (See ATP 5-19 for additional information on the risk management process.)

2-26. Although each subordinate company is different, BSTB units prepare to conduct missions in a similar manner. The MI company SIGINT and HUMINT platoon Prophet teams and HCTs are located throughout the BCT AO. Prophet collection teams may or may not be located in a BCT subordinate unit AO. HCTs are normally colocated at BCT subordinate unit-designated detainee collection points. Specific locations depend on METT-TC and are usually designated by the BCT S-2. The location of the unit and its command and support relationships determine the support responsibilities of BSTB and AO commanders.

2-27. MI company assets may also operate in the following manner:

- UAS ground control stations are normally colocated with the BCT main CP. Attaching the UAS tactical ground station (ground control stations) to the fires battalion and reconnaissance squadron requires those units to provide command service and medical support to UAS ground control stations.
- Prophet collection teams and HCTs that are attached to another BCT unit operate in a similar manner. As with UAS ground control stations, the gaining BCT unit provides sustainment, medical, and security support for the five-person Prophet collection teams and the four-person HCTs that are located in their respective AO. The BSTB commander and staff monitor the status of these HCTs and Prophet teams to facilitate follow-on operations.

MISSION EXECUTION

2-28. The BSTB battle staff continues to support organic units during mission execution by—

- Monitoring BSTB unit execution of BCT-directed missions and tasks.
- Executing missions.
- Repositioning to execute BCT-directed missions and tasks.
- Maintaining security.
- Ensuring that organic and attached units continue to receive sustainment and Army health system support.

2-29. To do this, the BSTB commander and staff need accurate and timely information from the following sources:

- **Unit status reports.** Organic units submit status reports as stated in unit SOPs to provide the BSTB commander and staff with information on the current personnel, equipment, and supply status.
- **BCT staff.** The BSTB staff maintains continuous coordination with the BCT battle staff to maintain an accurate situational understanding on the current COP. This continuous exchange of information includes subsequent fragmentary orders that affect BSTB support requirements and future missions.

2-30. The interaction between the BSTB, its subordinate companies, and the BCT staff is a complex and ever-changing relationship. The BSTB assists organic units during the planning, preparation, and execution of BCT-directed missions. The BSTB-nested mission is accomplished by ensuring that organic and attached units—

- Receive necessary sustainment.
- Are prepared and positioned to execute BCT-directed missions and tasks.
- Are efficient at providing security while stationary and during movement.

2-31. The BSTB commander and staff continuously plan and coordinate efforts to ensure proficiency on mission-specific tasks so that organic units can focus on BCT mission execution.

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Chapter 3

Support Areas

This chapter concentrates on missions that the BSTB will most likely execute in support of the BCT. As a battalion, the BSTB is primarily concerned with base/base cluster defense, support area defense (when ordered), brigade CP security, and unit movement security. During operations, the BSTB will provide BCT support and sustainment to organic and attached units. BSTB units can defeat Level I threats and, with augmentation or control of some organic units (such as military police), it can organize response forces to defeat Level II threats.

SUPPORT AREA CONSIDERATIONS

3-1. The BCT commander assigns a linear or nonlinear AO for BCT units. The BCT commander bases the AO on an METT-TC analysis. The BSTB may have geographic boundaries that define the support area as a linear, contiguous battlefield and may be geographically determined to be a loosely defined support area within the BCT AO in which sustainment is executed from, or passed through, in a nonlinear, noncontiguous battlefield. The BCT must be sustained and provide protection for missions in the support area.

THREAT LEVELS

3-2. The following are the support area threat levels:

- **Level I.** A small enemy force that can be defeated by sustainment units operating in the support area or by perimeter defenses established by friendly bases/base clusters. These forces are generally squad-size or smaller.
- **Level II.** Enemy activities that can be defeated by a base/base cluster augmented by a response force. Forces that constitute a Level II threat are usually larger than a squad but smaller than a platoon.
- **Level III.** A threat that is beyond the capability of base/base clusters and local reserve and response forces. These enemy force elements are usually platoon-size or greater with mobility assets.

ELEMENTS

3-3. The following major elements of the support area have primacy of consideration for the mission execution:

- **Security.** Security includes identifying possible targets for the associated threat level and integrating the forces that are necessary to defeat each threat level. Once identified, local security patrols of base/base cluster units within the support area are combined into an information collection plan that focuses on the BSTB AO. The BSTB staff coordinates with the TCF that is designated by the BCT commander.
- **Sustainment.** Sustainment consists of eleven interrelated functions:
 - Supply.
 - Field services.
 - Transportation.
 - Maintenance.
 - EOD.
 - Health services support.

- Human resources support.
- Financial management support.
- Legal support.
- Religious support.
- Band support.
- **Movement.** Movement is relative to monitoring units that move through the BSTB AO. Another mission is to brief units that transit to the support area and provide them with information on frequencies, such as fires plans and call signs. Planning focuses on enforcing movement priorities that are established by the BCT S-3 and coordinating fires. The BSTB keeps the BSB updated on current route conditions and security and directs the use of alternative routes as required.

3-4. When assigned support area and base/base cluster security, the BSTB staff designates locations for incoming attached and transient units that require space in the BCT support area. The commander normally groups units into bases by designating base clusters and synchronizing and integrating security measures for each base/base cluster.

SUPPORT AREA COMMANDER

3-5. A fundamental consideration in support area and base/base cluster security is the resolution of command authority. The BCT commander must clearly define command relationships. Confusion can occur if command relationships and responsibilities for support area and base/base camp security are not clearly identified. Tenant units in a specific geographical area are responsible to the commander of that area for support area and base/base camp security; therefore, a support area commander has tactical control over tenant units for conducting support area and base/base camp security. The BCT commander will determine who will serve as the support area commander (BTSB battalion commander, BSB battalion commander, BCT XO). The support area commander is located at the support area CP, which will normally be the main CP.

BASE/BASE CLUSTER COMMANDER

3-6. In base/base cluster defense, the base/base cluster commander is assigned to command and defend a base/base cluster. The duties of the base/base cluster commander are essentially the same. He is normally the senior commander present. The base/base cluster commander uses assets within the base to create the required level of local security and has the authority to position units that are assigned to the base in mutually supporting positions. He directs the employment of assets to defend each base within the guidance from higher headquarters and the ROE. He also identifies and reports shortages in materiel or weaknesses in required defensive capabilities, orders supplies to correct those weaknesses, and requests reinforcements. He exercises command over the base and control of resident and transient units. This mission command includes the tactical control of joint forces that are assigned to the base primarily for local base defense. The base/base cluster commander reports to the next higher headquarters.

FORCE ORGANIZATION

3-7. The purpose of support area defense forces is to defeat enemy support area threats. Because they are designated and rehearsed, these forces facilitate a base ability to return to mission accomplishment with minimum disruption to BCT activities. These forces include the base defense force (BDF), response force, and TCF. Their purpose is to defeat Level I, II, and III support area threats, respectively.

Base Defense Force

3-8. A BDF is a security element that is established to provide local security to a base. The BDF is used to defeat Level I threats and operate within, or in close proximity to, the base/base cluster. The BDF normally consists of the combined security assets that are provided by each unit on the base. These assets can include crews, weapon systems, and combat vehicle radios that are temporarily located on the base for maintenance or other reasons. The mission of the BDF is to deter, resist, or destroy enemy Level I attacks. The BDF must be sufficiently flexible to defend the base perimeter, provide for base interior guard requirements, and conduct local offensive tasks beyond the base perimeter. The base commander may appoint a BDF

commander to assist in executing base defense functions. The base/base cluster commander tasks units that are located within the base to provide Soldiers, and materiel to form the BDF. Principal BDF tactical elements are provisionally organized security platoons.

Response Force

3-9. A response force is a mobile force with appropriate fire support that is normally designated by the BSTB commander to defeat Level II threats in the support area. The force is a platoon- or company-size force that consists of BSTB elements which are supported by available fire support and Army aviation assets. Military police units are ideal because they are trained to defeat Level II threats. Military police elements may not be available in sufficient strength to perform response force tasks because of their commitment to other missions; therefore, the BSTB commander should designate alternative response forces. Other possible response force options include engineer units, chemical units, transiting combat units, reserve elements, and host nation assets. If the commander does not have operational control of the units that are designated to a response force, the BSTB main CP must coordinate with the BCT S-3 before committing units to response force missions. The nature and size of the threatening enemy force influences the number and size of elements that make up the response force. The current threat estimate and amount of time needed for given elements to consolidate affect the composition and size of the response force.

Tactical Combat Force

3-10. A TCF is a maneuver unit that possesses the appropriate assets required to defeat Level III threats. These threats can result from enemy forces that infiltrate friendly positions, penetrate friendly defensive positions, combine several smaller bypassed units, or infiltrate by airborne/air assault techniques. A successful defense against a Level III threat requires planning and preparing for TCF employment. The BCT commander decides the exact composition of the TCF after weighing the tactical and operational risks of allocating maneuver forces and the effect that the TCF may have on available combat power. The BCT S-3 designates the number of TCFs according to the situation and commander's guidance. Designating more than one TCF provides the flexibility of response to competing needs. The primary advantage of having a dedicated TCF rather than an on-order TCF is the assurance that it will be available when needed. Other advantages include the ability of the TCF staff to focus force planning and preparation activities on one mission. Preparation includes establishing liaison and communications with supported bases/base clusters and Level II response forces. It also allows the dedicated TCF to rehearse its plans. The major disadvantage of a dedicated TCF is the commitment of scarce combat resources. The BCT commander may establish a command relationship between the BSTB and the TCF. If the TCF is attached to the BSTB for the purpose of support area security, the BSTB commander must fully understand the criteria that must be met before committing the TCF. If the TCF is under the operational control of the BSTB, approval must be obtained before deploying the TCF in response to a support area threat. When the commander assigns a subordinate unit an on-order TCF mission, he must establish criteria on when to commit that unit as the TCF. He must also determine how the TCF will transition from the command of the parent organization to the command of the BSTB commander.

DEFENSE PLANNING

3-11. The BCT commander can assign the BSTB commander the responsibility to plan, prepare, and execute support area and base/base cluster security. The support area and base/base cluster security plan is derived from and must support the BCT commander's concept of operation. A key decision that the BCT commander makes regarding the support area is the allocation of organic and attached maneuver assets to the BSTB commander. These resources are used by the BSTB commander to conduct support area support and security. The challenges of planning for support area and base/base camp security involve balancing the use of forces against the threat based on a thorough intelligence estimate. Responsibilities that are inherent to the BSTB in executing support area and base/base cluster security include—

- Sound planning.
- Early warning.

- Continuous operations security.
- Rapid deployment of sufficient forces and resources to defeat the enemy.

Note. In this context, the support area is an area where sustainment functions are executed, including supply route security from the brigade support area to the maneuver battalion boundary and other assigned routes.

3-12. The BSTB commander and staff use the military decisionmaking process to plan the support area defense. The military decisionmaking process can be as detailed as time, resources, experience, and the situation permit. The support area commander can produce a plan by altering the military decisionmaking process to fit time-constrained circumstances. In time-constrained conditions, the commander assesses the situation, updates the commander's visualization, and directs the staff to perform those military decisionmaking process activities that are needed to support required decisions. (See ADRP 5-0 for additional information.)

3-13. If the BSTB commander is designated as the support area commander, he designs the support area and base/base cluster security system to ensure—

- Maximum effectiveness of BDFs that are provided by sustainment units.
- Minimum degradation to unit mission performance while providing the unit contribution to the BDF.
- A minimal number of combat arms units are diverted to provide dedicated support area and base security forces to counter Level I and Level II threats.
- Security for organic units that are outside the base/base clusters which move along MSR and perform duties within the support area.
- Briefings for units before they transit the support area.

3-14. Common defensive planning considerations apply to support area security planning. The following advantages are provided through understanding the fundamental principles of support area and base/base cluster security:

- Understanding the enemy.
- Clear observation of the AO.
- Full use of defender advantages.
- Concentration at critical times and places.
- Counterreconnaissance and counterattacks.
- Coordination of critical defense assets.
- Balance of base security with political and legal constraints.
- Security of forces that transit the support area.
- Knowledge and understanding of the commander's intent, concept of operation, and ROE.

INFORMATION COLLECTION PLANNING

3-15. The BSTB conducts information collection as part of the support area and base security missions. The BSTB uses organic, attached, and transient assets to collect this information. It also uses everything that is available, including sensors and night observation devices. The BSTB principal asset for the information collection mission are the Soldiers who man observation points, conduct patrols, and observe/report information while transiting the support area. To support the BCT, information collection assets of the BSTB may conduct missions that are planned by BCT staff. Doing so may limit their use or render them unavailable for the BSTB execution of a specific information collection mission.

RESPONSIBILITIES

3-16. Specific BSTB and BCT staff sections and units are responsible for the following aspects of the information collection effort:

- **BSTB S-2.** The BSTB S-2 is responsible for identifying collection requirements by evaluating input from the staff, developing the information collection matrix with input from other staffs, and developing the information collection plan in conjunction with the BSTB S-3. The S-2 also identifies the intelligence assets and resources that provide answers to the CCIR.
- **BSTB S-3.** The BSTB S-3 develops the information collection plan in conjunction with the BSTB S-2 and synchronizes and integrates the information collection effort within the BSTB AO and BCT information collection plan.
- **BCT S-2.** The BCT S-2 is the primary staff officer who is responsible for integrating and analyzing information concerning the enemy, and the environment as it affects the enemy, intelligence, and counterintelligence.

PLAN DEVELOPMENT

3-17. The information collection plan is an integrated plan for the collection of information from available sources that is driven by the CCIR. The plan tasks information collection assets to collect critical information within a required timeline and is revised or updated as the CCIR changes. Information collection is a continuous, simultaneous, ongoing effort. The information collection plan involves the following actions:

- **Develop requirements.** Requirements are tied to the commander's intent and concept of operations and involve the identification, prioritization, and refinement of uncertainties that concern the threat and battlefield environment which a command must resolve to accomplish the mission.
- **Develop the collection plan.** The collection plan is an integrated and synchronized plan that selects the best collectors to cover each requirement. The plan should serve as a graphic representation of the collection strategy. This is the first step in the collection management process that involves mission management.
- **Task or request collection.** The collection plan is implemented through the execution of system-specific mechanisms.
- **Disseminate intelligence.** Dissemination is the timely delivery of intelligence to users who need it.
- **Evaluate reporting.** Evaluation is the determination of how well the system is satisfying the CCIR.
- **Update information collection planning.** Updates are the adjustment of the overall collection plan to keep intelligence synchronized to optimize collection and exploitation capabilities as the situation changes.

SECURITY CONSIDERATIONS

3-18. The following paragraphs contain various issues that the support area commander should consider during the planning process.

COMMAND POST LOCATION

3-19. Security requirements are reduced and BSTB units are more secure when units are located away from areas of recent hostile activity. The BCT main CP, supporting MI and signal assets, BSTB main CP, and HHC units should be positioned in areas that are relatively free from past or current enemy activity.

SPECIFIC TASKS

3-20. The concept of operations for the support area identifies specific tasks for BSTB units as they pertain to force protection. These tasks commonly involve reconnaissance, counterreconnaissance, base/base cluster defense (for assigned and attached units), and AO fire support coordination. Key tasks that are associated

with monitoring these areas include movement control, route security, convoy security, reconnaissance, and surveillance.

FIRES COORDINATION

3-21. When the BSTB is assigned the support area and base/base cluster security mission, the BSTB main CP supports the defense of base/base clusters and the movement of other BCT units through the support area. The main CP accomplishes the coordination of lethal and nonlethal fires within the support area through fires effects and air defense airspace management/brigade aviation element cells at the BCT main CP. Lethal fires may be provided by the fires battalion, infantry mortars, or close air support.

TRANSITING UNITS

3-22. The support area commander should develop procedures to brief units before they transit the support area. Briefings should ensure that units have knowledge of fire plans, frequencies, call signs, routes, obstacles, boundaries, friendly forces in the area, and other required information for designated firing and supporting aviation units. This information can be provided at a checkpoint on an MSR before units transit the BCT support area. It may also be obtained through close collaboration with the BSB to maintain visibility of higher and parallel units that are scheduled to transit the area. The BSTB then monitors these units during movement through the support area.

OTHER UNITS

3-23. Other units may be attached to the BCT to support the BSTB in one or more of the components of support area and base/base camp security. Two probable attachments are—

- **Engineers.** Additional engineer attachments may support the BSTB during the conduct of support area and base/base cluster security operations by—
 - Performing engineer route reconnaissance.
 - Improving mobility along specified MSRs and other routes.
 - Constructing and maintaining helipads and airfields.
 - Constructing bases and base camps.
 - Hardening facilities and performing other survivability tasks.
 - Performing as part of a combined arms team that is executing route clearance.
- **Civil Affairs.** In coordination with the BCT FSC, headquarters civil affairs attachments also assist in the planning and coordination of nonlethal effects. They also reinforce support area and base/base camp security by—
 - Coordinating with host nation civil and military law enforcement agencies.
 - Acquiring and disseminating threat information.
 - Coordinating with the host nation for dislocated-civilian control and assistance.
 - Coordinating for, and acquiring the use of, host nation transportation assets.
 - Coordinating and acquiring construction engineer materiel.

FIRES PLANNING

3-24. Fires planning is done for the entire support area. The development of the support area fire plan is conducted by the BSTB fire support element and is coordinated through the BCT FSC.

CONTROL MEASURES

3-25. Control measures in base defense are the same as those that are used in other defensive missions. The BCT establishes the base/base camp or base cluster AO by using defined boundaries. The AO for the base may or may not be contiguous to the AO of other units. The support area commander establishes movement and fire control measures throughout the support area and coordinates and deconflicts BCT control measures in the support area. Established control measures should be coordinated with host nation agencies to minimize interference, misunderstandings, and collateral damage.

RECONNAISSANCE

3-26. The BSTB must conduct reconnaissance to properly defend the support area. Level I and Level II threats often target bases/base camps and base clusters, CPs, convoys, and isolated vehicles for observation and attack. Because the BSTB has limited assets, it must establish priorities and make units part of the reconnaissance effort. Seemingly unimportant information may be extremely important when combined with other information; therefore, negative reports are as important as enemy activity reports.

3-27. Reconnaissance requires specific guidance from the commander. His planning guidance should include engagement and disengagement criteria, tempo, and focus to direct the reconnaissance leader's efforts in relationship to the BSTB. Criteria guidance may include the following considerations:

- The engagement and disengagement criteria defines the activities, sizes, and types of enemy forces in which the leader expects reconnaissance forces to engage and establishes conditions that require a reconnaissance force to disengage.
- The tempo establishes the time requirements for the reconnaissance force. It is expressed in a statement that establishes the degree of completeness and covertness and the potential for engagement that the reconnaissance force should accept.
- The focus of a reconnaissance includes the types of information with which the BSTB commander is most concerned. Focus allows reconnaissance leaders to prioritize taskings and narrow the reconnaissance scope to fulfill priority information requirements.

3-28. The BSTB may plan and conduct their own reconnaissance missions or be assigned specific missions as part of the overall BCT reconnaissance effort. These missions usually involve area, zone, or route reconnaissance. The BSTB does not normally possess the resources that are required to conduct a reconnaissance in force. Though the BSTB has limited assets, it must prioritize missions and logically group specific information requirements and taskings into reconnaissance missions for units that are positioned in, or passing through, the AO. The BSTB must use every available asset, including troops that transit the AO for the reconnaissance effort. Soldiers are trained to actively observe and report the details that are related to CCIR in the AO. The BSTB develops procedures to collect this information in a timely manner.

AREA SECURITY

3-29. Security can be area or local and is an essential part of the BSTB. Area security includes securing base/base camps and base clusters, designated personnel, airfields, unit convoys, facilities, MSR, lines of communication, equipment, and critical points. Local security is usually done at the platoon or lower level to prevent surprise by the enemy. Regardless of the type of assigned mission, every unit in the BSTB AO is required to maintain local security to defeat a Level I threat. Successful security is planned and performed by using the following security fundamentals:

- Orient on the force or facility to be secured.
- Perform continuous reconnaissance.
- Provide early and accurate warning.
- Provide reaction time and maneuver space.
- Maintain enemy contact.

BASE/BASE CLUSTER DEFENSE

3-30. The purpose of base/base cluster defense operations is to prevent the interruption of current and future operations. This section provides basic guidance for commanders and staff officers on organizing forces and control mechanisms and planning, preparing, and executing considerations that pertain to base/base cluster defense.

3-31. The BSTB commander can be given a variety of security missions. He may be subordinate to another commander or have other commanders be subordinate to him. The BSTB commander will often have responsibility for an AO and will regularly be responsible for local security. Security missions will be conducted during defensive, offensive, and stability operations.

3-32. Base/base cluster defenses are the cornerstones of a successful BSTB AO and base security effort. A base is a locality from which operations are supported and has a defined perimeter, established access controls, and locations that take advantage of natural and man-made terrain features. For added security, bases may be further organized into base clusters. A base cluster defense is a collection of bases that are geographically grouped for mutual protection and ease of mission command. The BSTB commander who is assigned a base/base cluster defense mission is involved in all aspects of the security mission. Any subordinate role will be a subset of these duties. This section describes the responsibilities of the BSTB commander who is responsible for the BDF. Though a commander may be responsible for only a portion of these duties, the following paragraphs outline the responsibilities of organizing a base/base cluster defense.

SIMPLICITY

3-33. In planning for base defense, a simple, flexible defensive plan that is disseminated to the lowest level of command is normally the best course of action. The plan should include the maximum use of SOPs and battle drills. Soldiers and leaders who occupy these defensive positions are likely to be from diverse units; therefore, emphasis must be placed on clarity and comprehensive rehearsals. Examples of points that require emphasis include a clear chain of command, authority for the clearance of fires, engagement criteria, deconflicted fire control plans, shared response force planning, and logistics and medical support. Procedures should incorporate adequate control measures to ensure the safety of friendly troops and civilians. Such a plan minimizes the impact of the inevitable confusion that accompanies combat operations.

INTEGRATION

3-34. The base commander integrates base security plans with those of its base cluster and supporting security forces. He also periodically reviews the base defense plan. Alterations in the units that are assigned to the base and any changes to defense capabilities due to mission requirements may also require an updated base defense plan. Frequent alterations of base security operations (such as changing the route and timing of patrols, moving checkpoints, and changing the location of defensive positions) reduce base vulnerability. The continuous monitoring of plans also allows adjustments based on experience to be incorporated into those plans.

RESPONSIBILITIES

3-35. When assigned the mission of base defense, the BSTB provides its own security against Level I and Level II threats. The BSTB commander must analyze requirements and assign security missions to units. Organic and attached units must be capable of defending themselves while continuing to successfully complete principal missions. There are several ways to assign the BSTB within an AO. BSTB units may be—

- **Responsible for the security of the BCT main and tactical CPs.** This is a core mission of the BSTB.
- **Assigned a base area with another unit.** The BCT commander designates which commander is responsible for the security mission. The designated commander is then responsible for coordinating security with other units that are located on the base. Movement and displacement within the AO must be coordinated through the responsible commander.
- **Assigned an AO.** The BSTB commander is responsible for the security of the assigned AO and the units in it. He tasks the units in the AO to support the security plan while maintaining the local security of his own units. He also coordinates and approves movement and displacement within the AO and has additional responsibilities, such as conducting area security, coordinating fires within the AO, and maintaining situational awareness within the AO.

FORCE ORGANIZATION

3-36. The BSTB commander uses a combination of base/base cluster defense forces, designated response forces, and TCFs to provide the required security within the support area.

Base/Base Cluster Defense Operations Center

3-37. The base/base cluster commander establishes a base defense operations center (BDOC) or a base cluster operations center (BCOC) to ensure the integration of defense plans and the maximum effectiveness of the total base defense effort. The BDOC/BCOC can be colocated at the BSTB main CP, or it can be located nearby. The organization and responsibilities are essentially the same. The BDOC/BCOC is a mission command facility that is established by the base/base cluster commander to serve as the focal point for base/base cluster security and defense. For example, the BSTB BCOC can be established to provide command for base defenses in the network support company, MI company, and other units within the base cluster. It plans, directs, integrates, coordinates, and controls base/base cluster defense efforts. It also coordinates and integrates into area security operations with the support area operations center or the rear main CP. Representatives from the BSTB S-2, S-3, and others are included as required. The center consists of two primary sections: the command section and the plans and operations section. Additional sections can be added as deemed necessary. The availability of personnel will affect the size and composition of the operations center.

Base Defense Force

3-38. The base commander organizes the BDF based on the intensity of enemy activity within the AO. A BDF should have a high degree of direct-fire lethality that is provided by a mixture of small arms and automatic, crew-served weapons. It should also have access to supporting indirect fires and tactical mobility and have a reasonable span of control. The BDF is organized and manned to possess the—

- Ability to conduct reconnaissance patrols for detecting and reporting the location, strength, and capability of enemy forces that are located near the base.
- Ability to develop positions within and outside the base, where enemy advances can be stopped or destroyed.
- Provision of on-hand reserve elements to attack relatively small enemy units that threaten to penetrate the base perimeter.
- Provision of internal security for critical capabilities, such as a sensitive compartmentalized information facility and prime power generation, water treatment, and distribution facilities that are located on the base.

PERSONNEL AVAILABILITY

3-39. The base commander must reconcile issues that concern personnel or equipment resource shortfalls which could affect the BDF desired level of security. Operational requirements frequently affect the unit ability to contribute resources to the defensive effort of the base. The responsibility for reporting such modifications rests with the individual unit. Most sustainment companies normally provide a platoon-size element toward the defense of the assigned base; however, during an attack on the base, available Soldiers can be used in defense. A base that has more than one security platoon also establishes a security company headquarters for the BDF. The BDF commander will be the commander of this provisional security company. It is his responsibility to designate a portion of the available security force as his reserve. The BDF will be augmented in an emergency by the defensive efforts of units that are assigned to or are transiting the base. The base commander considers available forces to determine the exact organization of the BDF; however, providing a BDF from combat support and combat service support units reduces the operational effectiveness of units from which the resources are drawn. The security force leader should select Soldiers for the security mission to minimize the effect that their loss will have on the primary mission. Basic actions, such as cross-training, can also mitigate the effect of the security requirement on mission accomplishment.

LOCATION

3-40. The BSTB commander can establish the BDOC/BCOC within a main CP or as a separate CP that is located nearby. Advantages of having the BDOC/BCOC within the BSTB main CP include reduced manpower and equipment resource requirements and easier coordination between staff sections. The advantage of having a separate location for the BDOC/BCOC CP is primarily the reduced disruption of

normal BSTB main CP operations. The limitations of manpower and equipment resources will normally dictate the ability of the battalion to efficiently man separate CPs.

3-41. The BDF force is located where it can best react to an enemy attack and may be located in multiple positions. If operations permit, Soldiers who are assigned to the BDF should remain in their assigned positions to decrease reaction time, facilitate training, and provide for the continuity of defense operations.

HOST NATION SUPPORT

3-42. Host nation police, paramilitary, and military elements may be available to assist in providing base security. Early clarification of the positions, responsibilities, and authorities of these elements reduces possible confusion and the duplication of effort. Regardless of agreements made at the national level, the degree of cooperation that the base commander attains from local host or third nation officials will determine the effectiveness of those country resources as they apply to base defense. Special considerations for the U.S. employment of host nation elements are as follows:

- The host nation security force must be responsive to base commander demands.
- Caution may be necessary when assigning host nation security forces tasks that require specialized equipment, skills, or access to sensitive equipment and information.
- The base commander should consult with the appropriate civil-military operations office to clarify restrictions that might apply to the use of forces.
- There must be a clear understanding by the U.S. and host nation forces of control and coordination measures, mission command, and the chain of command.
- There must be a clear understanding of, and agreement on, host nation vetting procedures.
- There must be agreement on the provision of translators and interpreters. Consider the use of automated foreign language translation systems for limited translation capability until human translators or interpreters can be provided.

BASE/BASE CLUSTER DEFENSE PLANNING

3-43. The planning considerations and fundamentals of base (perimeter) defense are detailed in FM 3-90-1. When the BSTB commander commits forces to base defense, he must carefully balance their employment to allow for limited offensive action. The early detection of enemy activity is critical and provides the commander with time to react to a threat.

BASE DEFENSE WARFIGHTING FUNCTION

3-44. Warfighting functions can be used by commanders to organize base defense planning. Warfighting functions include tasks, systems, people, organizations, information, and processes that are jointly united by a common purpose to accomplish mission objectives. Warfighting functions include—

- Mission command.
- Movement and maneuver.
- Intelligence.
- Fires.
- Sustainment.
- Protection.

MISSION COMMAND WARFIGHTING FUNCTION

3-45. The mission command warfighting function consists of related tasks and systems that support commanders in exercising authority and direction. This function includes tasks that are associated with acquiring friendly information, managing relevant information, and directing and leading subordinates. To be effective, support area and base/base cluster commanders must shape diverse units that are primarily concerned with completing sustainment missions into units that can defend and protect themselves. Commanders must also be concerned with deconflicting command authorities within the support area and

with control issues, such as control measures and communications; therefore, the commander must ensure that the following are present:

- An explicit chain of command with a single responsible commander.
- A sound method to issue signal operating instructions.
- Clearly defined areas of operations and responsibilities.
- An accurate COP of terrain and environmental data, intelligence information, the commander's strength, and the security potential of available units.

3-46. In addition, the base defense commander should consider two other factors that are specific to base defense—responsiveness and site selection.

MOVEMENT AND MANEUVER WARFIGHTING FUNCTION

3-47. The movement and maneuver warfighting function consists of related tasks and systems that move forces to a position of advantage in relation to the enemy. This function includes the employment of countermobility assets. Commanders employ the defensive potential of assigned units to counter enemy actions. The optimal defensive potential of each unit is the portion of combat service or sustainment units that can be used to provide local and base security with minimum degradation to overall mission capability. The BCT commander should not divert combat forces to provide base security unless it is required by METT-TC factors. Security measures must have an inherent offensive capability. TCFs, response forces, and BDFs provide the base/base cluster and support area commander with the level of defensive capabilities that is necessary to defeat enemy forces. These forces must also be capable of conducting limited offensive tasks and counterattacks.

INTELLIGENCE WARFIGHTING FUNCTION

3-48. The intelligence warfighting function consists of related tasks and systems that facilitate an understanding of the enemy, terrain, weather, and civil considerations. When used in base defense planning, commanders ensure that available AO information is collected and analyzed before occupying a site. They also ensure that the collection and analysis of intelligence is continued throughout the occupation of the support area. Commanders must assume that units are being observed by the enemy; therefore, they must maintain strict security measures even when a direct threat does not seem to be present. Complacency and a sense of routine must be countered by unit leaders, patrol routes and times should vary, and checkpoint locations should be periodically moved.

FIRES WARFIGHTING FUNCTION

3-49. The fires warfighting function consists of related tasks and systems that provide the collective and coordinated use of Army indirect fire, joint fire, and offensive information operations. When used in base defense, artillery and mortars are the fastest means of responding to intruders beyond the base perimeter when friendly forces are not positioned there. Indirect fire must be cleared by the responsible command before firing. The BSTB S-3 fires section is responsible for planning and coordinating fires with the BCT. The commander may designate fire support coordination measures within his AO to expedite or restrict indirect fire support. When employing indirect fire, it is necessary to clear friendly forces from the munitions effects area.

SUSTAINMENT WARFIGHTING FUNCTION

3-50. The sustainment warfighting function consists of related tasks and systems that provide support and services to ensure the freedom of action, extend operational reach, and prolong endurance. The sustainment warfighting function consists of three major elements: logistics, personnel services, and health services support. Sustainment facilitates uninterrupted operations through adequate logistics support (supply systems, maintenance, and other services that ensure continuous support throughout an operation). Because base security forces generally operate in close proximity to the base, base defense/base cluster commanders tailor the load that is carried by dismounted elements to meet the immediate requirements of METT-TC. The resupply of dismounted elements takes place by using ground or air modes.

PROTECTION WARFIGHTING FUNCTION

3-51. The protection warfighting function consists of related tasks and systems that preserve the force so that the commander can apply maximum combat power. Preserving the force includes protecting personnel, physical assets, and information. This function includes the following task areas:

- Safety.
- Fratricide avoidance.
- Survivability, including the construction of shelters and the protection of communications.
- Air and missile defense.
- Antiterrorism.
- CBRN protection.
- Defensive information operations.
- Force health protection.

RESPONSIVENESS

3-52. Responsiveness may be achieved by—

- Maintaining a dedicated BDF.
- Ensuring a clear and simple scheme of maneuver.
- Clearly establishing authority and responsibility to base/base cluster commanders.
- Keeping track of personnel and equipment that can assist in providing base security.
- Ensuring that communication systems are capable of using existing wide-area information systems that communicate directly with a threatened BDOC or BCOG and the BCT CP.

SITE SELECTION

3-53. Site selection is an important factor in planning base security. Combat support and sustainment operational requirements do not often match security requirements. Supporting units need a good road network, storage areas, and other facilities that are available in established commercial areas; however, such placement decreases security. Therefore, the best site from a security standpoint—given no air threat—is a cleared area that occupies high ground and has sufficient vegetation to conceal base facilities from observation. The site should also be positioned away from known or suspected enemy locations. If the enemy has the potential to penetrate maneuver battalion positions through infiltration or direct attack, the site should be located away from likely avenues of approach. When selecting the position, the commander uses METT-TC analysis to evaluate, compare, and select a position that strikes a balance between operational and security requirements.

BASE DEFENSE PREPARATION

3-54. Preparing for base defense should begin before base units arrive. Because combat forces are usually the first forces who arrive in an area, they normally provide the initial defense of the base area. An exception may occur when conducting force projection operations that are supported by a host nation. In this case, host nation forces are usually the first forces to arrive in the area. These forces can be conventional military forces or police and internal security forces.

ESTABLISHMENT

3-55. The BSTB commander directs units within the AO to establish defensive positions while initial area reconnaissance is ongoing. These bases/base clusters provide security to units that are located within them. They also provide perimeter security around critical locations.

PRIORITY

3-56. When units that constitute the base arrive, they immediately start organizing the base defense. Many tasks occur simultaneously, but some require priority. METT-TC factors are the deciding considerations when establishing priorities of work. A sample priority of work includes—

- Establishing local security.
- Establishing communications with higher headquarters.
- Planning fire control measures, such as target reference points and final protective fires.
- Positioning key weapon systems.
- Developing range cards and sector sketches.
- Establishing base area entry checkpoints.
- Emplacing CBRN detectors.
- Placing obstacles to support weapon systems.
- Designating and clearing fields of fire.
- Preparing primary fighting positions.
- Emplacing obstacles and surveying indirect fire targets to cover these obstacles.
- Providing concealment and camouflage for fighting and survivability positions.
- Installing night and limited-visibility aids.
- Preparing alternate fighting positions.
- Designating and preparing supplementary positions.
- Emplacing communications wire.
- Improving mobility on counterattack routes.
- Prestocking ammunition in covered positions where it can survive enemy fires.
- Rehearsing movements under daylight and limited-visibility conditions.

PERSONNEL SHELTERS

3-57. The construction of personnel shelters throughout billeting, administrative, and maintenance areas provides individual protection against standoff attacks. Although personnel shelters should be built, the amount of time and resources that are available to build them depends on the operation. A fast-moving attack may only permit the building of individual positions while stability operations may permit more permanent and effective shelters. These shelters should be close to billets and work areas for rapid access. Construction should be according to engineer support standards. (See FM 3-34 for additional information.)

CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR DEFENSE PLAN

3-58. The development and implementation of a CBRN defense plan is guided by the vulnerability assessment that is conducted by the CBRN noncommissioned officer and base commander. The plan should cover detector (chemical, biological, and radiological) locations, preventive medicine, medical surveillance, individual protective equipment and personal protective equipment guidance and contingency plans, rehearsals, warning alarms, decontamination plans, CBRN warning and reporting systems, and casualty control. Commanders should also identify toxic industrial plants, chemical storage sites, nuclear facilities, and hazmat in the vicinity that may affect the base camp.

BASE INTERIOR DEFENSIVE MEASURES

3-59. The commander uses tactical wire barriers within the perimeter to limit and canalize penetrations by the enemy. The commander should place the barriers to prevent a direct approach to vital facilities within the base and make provisions to cover these barriers with automatic weapons. BDOC personnel should also consider constructing inconspicuous barriers and periodically relocating them to prevent enemy counterplanning. These barriers should not be so extensive that they preclude the freedom of movement by the reaction or reserve force. Forces should become familiar with the location of barriers through daylight and night drills.

TRAINING AND REHEARSALS

3-60. Base defense training is an essential element of base defense preparation. Because many base units rarely function together, the commander can only form an efficient fighting force through proper training. Training requires integrating the BDF and its emergency augmentation by units on the base. The BDF commander carefully coordinates the training of base units for base defense operations with the support operations of the base. Every individual should be trained to allow at least limited participation in base defense, and every unit should be trained to provide at least limited local security for the facilities that they operate. An essential element of base defense training includes conducting rehearsals to test the base defense plan in daylight, during limited visibility, and under CBRN and other restrictive conditions.

BASE DEFENSE OPERATIONS

3-61. Whether he is the base/base cluster or support area commander, the BSTB commander must continue the primary mission of supporting BCT operations while providing for his own security. As always, the commander must balance his ability to conduct the primary mission with the security of the unit.

COMMON OPERATIONAL PICTURE AND MONITORING

3-62. The existence of a COP and the commander's situational understanding are the keys to knowing how and when a response force will be needed. During base security operations, the base commander monitors the locations of friendly troops and their relationship to friendly fires. He must be constantly aware of the relative location of enemy, friendly, and neutral personnel. Patrols and other subordinate units must understand the importance of accurately reporting their positions. Automation and navigation aids (such as global positioning systems) that are tied to combat net radios assist in maintaining a COP. Unit SOPs must address specific procedures for clearing indirect fires within the unit AO.

COMMUNICATIONS

3-63. The support area commander and subordinate base cluster/base commanders have the authority and responsibility to communicate operational requirements directly to units that are located within the AO. They must also be able to communicate with the division or corps support area CP. As the—

- Brigade support area commander, the BSTB commander establishes a communications network with BDOC/BCOCs and transiting units within the AO. He also establishes communications with the division or corps support area CP.
- Base defense commander, the BSTB commander establishes communications with subordinate units within the base and with the BCOC or support area operations center.
- Base cluster defense commander, the BSTB commander establishes communications with the bases within the cluster and with the brigade support area operations center.

PATROLS

3-64. Base defense operations that are established to counter small enemy forces include aggressive, frequent patrolling by squad- and platoon-size forces that detect, capture, or destroy small enemy units. Host nation personnel are wellsuited to assist BDF patrols. Their knowledge of the terrain, inherent ability to operate effectively in the environment, language skills, and familiarity with local customs increase their effectiveness. Mobile, small units conduct patrols by moving on foot or in vehicles during daylight or at night. They search populated areas that are contiguous to the base and establish temporary checkpoints or ambushes along known or suspected routes that are used by enemy forces.

3-65. Patrols can man dug-in or concealed night ambush sites that are located outside the base external barrier system. The BDF commanders ensure that ambush patrols do not establish a pattern that the enemy can seize. The commander also ensures that fire support targets are planned to support the ambush according to their availability and the ROE. The BDF must be prepared to assist the ambush patrol. Patrols can install sensors in locations where enemy forces might cross to provide early warnings of enemy movements. Patrols also observe and report enemy activity. In addition to the acquisition of specific targets, patrols may confirm or deny the presence of enemy activity in named areas of interest that are located near the base.

3-66. Military working dogs are a valuable asset in base defense operations. Their employment should be routinely considered when planning a patrol or security operation. Successfully using these dogs depends on the skill of their handlers and an understanding of their worth in the field.

3-67. The equipment carried by patrols depends on METT-TC. (See SH 21-76 for additional information on patrolling and checklists.)

3-68. Units should also develop their own SOPs for patrolling. At a minimum, a patrol should have—

- Sufficient ammunition and weapons.
- Night vision devices.
- Adequate consumables (fuel, water, food) for the duration of the patrol.
- Communications with the patrol higher headquarters, supporting aviation and casualty evacuation units, available fire support, and units along the route.
- FBCB2 or blue force tracking.
- A plan that includes the route, the estimated time of departure and return, checkpoints, locations of other units along the planned route, and other required control measures.
- Call signs and frequencies of the supporting response force.
- Navigational aids.
- Specific information requirements.

AREA DAMAGE CONTROL

3-69. After an attack occurs, the objectives are to reduce damages, recover from the attack effects, and resume operations as soon as possible. This includes restoring control, evacuating casualties, isolating danger areas, and reducing personnel and materiel losses. The BSTB commander conducts an immediate survey of the damage. He then reports the assessment to the base cluster/support area commander and the normal chain of command. He also initiates actions (firefighting, flood control) to isolate danger areas and prevent the extension or continuation of damage. Casualties receive immediate first aid and are evacuated as required. The situation may require the use of nonmedical vehicles for the transport of mass casualties. The base establishes traffic control by using military police and other elements to ensure that firefighters can gain access to damaged areas and ambulance and evacuation vehicle drivers can clear the area. The BDOC notifies the BCOG of blocked routes and necessary traffic diversions. The element that is conducting traffic control can also work to control displaced civilian personnel and provide a degree of local security for the damaged area. The BDOC coordinates with higher headquarters to restore critical facilities and request specialized capability requirements. Engineer support is normally needed to clear debris and rubble to support the base damage control mission; however, necessary capabilities may not be organic to the engineer companies of the BCT. The BDOC also coordinates necessary EOD and decontamination support.

RESPONSE FORCE OPERATIONS

3-70. Response force operations are conducted by the BDF from the base (or from positions outside the base) to counter local enemy activity. These operations are offensive in nature and may be in response to enemy unit locations that are provided by patrols or other surveillance methods or in response to enemy activity. The commander can use forces to destroy small enemy units that are detected in the vicinity of the base. BDOC personnel request assistance if forces cannot destroy or contain the enemy force in its current location. Elements of the response force usually do not pursue an enemy outside the supporting distance from the base because doing so could be part of a diversion that is designed to weaken base defense capabilities. The TCF may be requested to pursue the fleeing enemy. Response force operations are simple, planned, and rehearsed. Night rehearsals should be conducted because the majority of enemy actions are conducted at night. Designating primary and alternate checkpoints within the base facilitates responses to multiple contingencies. Within security limitations, the force uses actual checkpoints during rehearsals to promote familiarity with the area and the response force plan.

RESPONSE FORCE LEADER RESPONSIBILITIES

3-71. The response force leader moves quickly to engage the enemy and prevent extensive damage to the base. The response force leader who is designated for each base must have the capability to mass the effect of supporting fires and support operations. He must know which fire support targets are approved for engagement and the locations of the nearest MTF, decontamination site, and ammunition supply point. He must also be able to communicate with—

- Supporting artillery and Army aviation units that are tasked to respond.
- The BDOC or BCOC and the BSTB main CP.

RESPONSE FORCE COORDINATION

3-72. A base defense plan is developed and distributed to subordinate commanders. The response force leader should have a copy so that he can effect necessary coordination between the base and the response force. This coordination occurs through the BDOC or BCOC. The response force commander coordinates with the base to ensure that he understands the following information in the base defense plan:

- Method of contacting the BDOC or BCOC, including call signs and frequencies.
- Base defense plans and layouts.
- Positions of critical internal assets, external coordination points, and no-fire areas.
- Locations of obstacles or mines near the base.
- Locations and directions of crew-served weapon fires.
- Locations of target reference points and preplanned fires.
- Locations of operations and friendly patrols if employed by the base.
- Locations of CBRN detectors.
- Signals for final protective fires.
- Available fire support.

3-73. The BSTB usually has responsibility for security of the BCT main or tactical CP and may locate the main CP and units in the vicinity of the main CP. The BSTB commander coordinates protection against Level I threats and usually organizes the response force against Level II threats. The BCT CPs are critical, nonrecoverable assets that are vulnerable to a wide range of threats (including CBRN). The loss to threat action can seriously degrade BCT combat effectiveness. The following paragraphs discuss specific CP security planning and coordination factors that apply to the effective execution of CP security.

RESPONSIBILITIES

3-74. The BSTB commander, BSTB HHC commander, and BCT HHC commander have key roles in planning, preparing, and executing CP security. These responsibilities should be identified and included in the unit tactical SOP. Responsibilities for CP security must be clearly defined and understood. The BSTB commander usually has overall responsibility for the security of BCT CPs. The BCT HHC commander usually has responsibility for the security of the BCT main CP and, if deployed, the BCT tactical CP. The commander's security responsibilities are usually limited to the immediate area around BCT CPs. The BSTB HHC commander is responsible for the security of the BSTB main CP and, if directed, the base where the BSTB main CP is located. For example, if the BCT and BSTB main CPs were located in separate bases but within the same base cluster, the following responsibilities would apply:

- The BSTB commander would be the base cluster commander.
- The BCT HHC commander would be the commander for the base where the BCT main CP is located.
- The BSTB HHC commander would be the commander for the base where the BSTB main CP is located.
- The BCT HHC commander could be responsible for security inside the BCT main local security area while the BSTB HHC commander could be responsible for the remainder of the base if the BCT and BSTB main CPs are assigned to the same base.

3-75. Planning, preparing, and executing CP security are simplified when the BCT and BSTB main CPs are colocated. This situation affords the BSTB commander with the opportunity to integrate and coordinate the security planning of BCT HHC and BSTB HHC commanders. The BSTB commander can implement active security measures that provide collateral security for the three command facilities with existing BSTB organic assets. Normally, the BCT tactical CP will be the mission command facility that operates at a separate location. In this case, the security section that is organic to the BSTB HHC will serve as the primary asset to secure the BCT tactical CP. Depending on the threat, a section from the BSTB military police platoon or another unit could be assigned a local security mission to secure the area in and around the BCT and BSTB main CPs.

ORGANIZATION

3-76. The security of BCT CPs is organized like a perimeter defense. The BCT HHC commander assigns sectors for each assigned and attached company headquarters that is located in the vicinity of the BCT main CP. The clock method is a technique that the BCT HHC commander can use to ensure that establishing the BCT CP security perimeter is a routine procedure. He also ensures that response forces are established by conducting rehearsals which are designed to minimize the disruption that they may cause to ongoing operations. The security section and military police platoon are organic BSTB elements that are potential response forces which are available for BCT CP security.

PREPARATION

3-77. The most important decision in preparation is the selection of BCT CP sites. The positioning of command facilities can provide passive security. Ideal CP sites are set up on terrain that enhances survivability by providing natural cover, concealment, and good communication. Using passive security measures permits more effective use of available organic assets for active security measures.

PRIORITY

3-78. Applying factors of METT-TC, the BCT HHC commander decides on specific priorities of work for a CP site. (See FM 3-90.6 for additional information on CP security.)

3-79. Convoy operations consist of convoy security, tactical road movement, and movement monitoring. Convoy security operations are specialized types of area security operations that are conducted to protect lines of communication and the friendly forces that move along them. A tactical road march is a rapid movement that is used to relocate units within an AO to prepare for combat operations. Convoy security and tactical road marches are planned, prepared, and executed offensive tasks.

CONVOY SECURITY

3-80. When given a mission, the security of routes and convoys presents one of the greatest security problems for the BSTB commander and staff. A route security force prevents an enemy force from impeding, harassing, or destroying traffic along the entire route or portions of it; however, route security missions normally require a large number of personnel to adequately secure the route. Units conduct convoy security operations when there is danger of enemy ground action that is directed against a convoy and there are not enough friendly forces to continuously secure lines of communication in the AO. The commander may also conduct convoy security operations in conjunction with route security operations. Units that perform missions which require the habitual use of MSRs (military police, transportation, supply, and service units) can perform route security operations in conjunction with primary activities. Enemy attempts to interdict lines of communication may have little immediate impact on ongoing, decisive shaping operations because of unit basic loads and previously positioned caches; however, the security of those routes over which the echelon sustaining operations flow is critical to sustained land operations. Route security operations are terrain-oriented and defensive in nature.

3-81. The AO commander can employ the following techniques to provide route security. While the scope of these operations depends on METT-TC factors, route security operations tend to require significant resources.

PASSIVE SECURITY

3-82. The commander uses passive security during phases of the convoy. Passive security techniques include measures that achieve security without a significant expenditure of manpower or resources. These measures include—

- Concealment through route selection and camouflage.
- Formation and march control of convoys to present the least lucrative target possible.
- Capitalization on security offered by other activities that are unrelated to route security requirements, including—
 - Aircraft traversing the route.
 - Maintenance elements along the route.
 - Training exercises or troop movements adjacent to or along the route.
 - Military and host nation police traffic control activities and activities of civilian populations.
 - Defensive information operations.
 - Staggered or unpredictable movement times.

ROUTE RECONNAISSANCE

3-83. Route reconnaissance addresses the terrain and route along which the enemy could influence a friendly force movement. Missions may have to be conducted frequently because the situation and information can change rapidly. They should also take place at irregular intervals to avoid a pattern that an enemy can exploit. Possible ambush and roadblock locations are identified and recorded. These and other targets become planned targets.

ROUTE CLEARANCE

3-84. Route clearance is an operation that may include specifically trained and equipped engineer organizations with forces that provide security during the operation. Engineers reduce or clear obstacles as part of a route clearance mission. Clearance operations are normally conducted in a low-threat environment. The composition of a route clearance team is primarily based on the anticipated threat. In the context of support area operations and convoy security, the team may be composed of an engineer clearance company. To provide additional defense against an ambush or attack by a Level I or II threat, the team could also include a combat engineer platoon that is augmented with a security element of military police. Their addition would provide capabilities of local security and response force operations. (See ATTP 3-90.4 for additional details on route clearance.)

FORCE ORGANIZATION

3-85. The size and organization of the security force that is necessary to conduct convoy security operations depend on the commander's guidance and METT-TC. An adequate escort to counter a significant threat against a critical equipment or supply convoy can require a security force from combat and combat support units. Against a lesser threat or less critical cargo, the transporting unit may have to provide security through organic assets. This could result in a reduction of cargo-hauling capabilities in each unit due to the lack of appropriate organic vehicles for security use. The unit may have to convert cargo vehicles into ad hoc gun trucks. Tanks; reconnaissance vehicles; mounted infantry units; MK 19 or tow-mounted high-mobility, multipurpose wheeled vehicles; and vehicles that are equipped with machine gun ring mounts are well suited for convoy protection. Military police elements that are equipped with tracked or wheeled armored vehicles are also well suited for convoy protection. The commander may reinforce the convoy security force with engineers and other assets as required.

3-86. The convoy security force generally organizes into several elements to accomplish tasks. They include the advance guard, security element, and response force. The trail party is generally not a part of the security element, but it serves as a part of the actual convoy by providing recovery and other sustainment support to the convoy and security element. The advance guard performs a route reconnaissance forward of the convoy. The security element provides early warning and security to the convoy front, flanks, and rear. The rear guard prevents an enemy from overrunning the convoy from the rear. These forces are located to provide the convoy with sufficient time to deploy and react to an enemy attack. This element can also act as an immediate response force to enemy contact made on either flank of the convoy. The most critical elements are usually the advance guard and front security elements that are followed by flank and rear security elements.

Convoy Response Force

3-87. The convoy response force is a committed force. It is task-organized to provide fire support assets and other combat multipliers that are controlled by headquarters, not the convoy commander. The convoy response force does not generally move with the convoy; however, based on the threat, the force can provide a response capability while on the move. It positions itself near enough to rapidly respond to a threat and far enough away to preserve its freedom of maneuver at the rear of the convoy on its route of march. The convoy response force monitors convoy progress and responds if the convoy security force encounters a convoy threat that it cannot defeat or repel. It must be able to respond within a short period of time in constant anticipation of a possible ambush.

Aviation

3-88. If available, aviation assets can participate in a convoy security operation by conducting route reconnaissance or screening the convoy movement as it moves along the route of march. Aviation units with a close combat attack mission to support the convoy can also assist in clearing the convoy route ahead as it moves along the route of march. They can also clear the route in conjunction with the advance guard, assist by controlling indirect fire support, and coordinate with forward air controllers from other services for close air support.

CONTROL MEASURES

3-89. Convoy security control measures typically include—

- Routes (primary and alternate).
- The start point.
- The release point.
- The final destination.
- Checkpoints.
- Coordinating points where convoys may pass from one BCT area of responsibility into another brigade element of the division or corps.
- Friendly roadblocks.
- Observation posts along the route.
- Planned targets and target reference points.
- Areas of operation for units that affect the convoy.
- Staging or marshaling areas.
- Known obstacles and cleared lanes.

3-90. Though convoy size, passage time, and march speed are not graphic control measures, they determine how long it takes to execute a convoy security mission. ROE, recent enemy activity, and enemy locations are also not perceived as graphic control measures, but they greatly influence how a commander conducts convoy security operations.

CONVOY OPERATIONS

3-91. Because of the inherent dangers of convoy operations, the commander emphasizes security measures during the planning process. Some security measures include—

- Maintaining secrecy when planning and disseminating orders.
- Conducting rehearsals.
- Ensuring strict noise and light discipline during movement.
- Varying routes and schedules.
- Varying vehicle types and numbers.
- Avoiding routes with known danger areas.
- Determining rally point and security halt locations and the actions at those locations.
- Conducting route reconnaissance by using aerial and ground systems.
- Obtaining current intelligence information that is related to the route condition and enemy or other forces that may impact the convoy use of that route.
- Ensuring the scheduling of air support to assist movement if the convoy warrants committing these assets.
- Ensuring that fire support elements can provide coverage for the movement.
- Training in immediate action drills, including actions at danger areas, near ambushes, far ambushes, explosive hazards, enemy tactical combat vehicle encounters, sniper contacts, aerial attacks, noncombatant incidents, and indirect fire incidents.
- Communicating and coordinating with supporting and other units along the route, including the use of airborne radio relay with adjacent host nation forces and higher headquarters.
- Dispersing leaders, communications, medical support, and weapon systems within the movement formation.
- Conducting extensive precombat inspections.
- Test-firing weapons.

URBAN ENVIRONMENT

3-92. Convoy security operations in an urban environment or built-up area require different emphasis and techniques than those in rural areas. The population density and characteristics of an urban area may require some restrictions on the use of lethal weapons. In such cases, nonlethal weapons may be employed. When applying minimum-essential force to minimize the loss of life and destruction of property, subordinate commanders must conduct planning, coordination, and control. When possible, convoys should move through populated areas when they are the least dangerous to convoy security. The safest populated route passage times are when they are least congested. Convoy operations may require assistance from military or local police and other governmental agencies to secure the route before a convoy enters a built-up area.

COMMANDER'S ACTIONS

3-93. The convoy commander develops a plan. He then issues the OPORD and briefs subordinates on the latest information regarding the enemy situation and the area through which the convoy will pass. The briefing will include the movement formation, intervals between echelons and vehicles, the rate of travel, and a plan of action for the possibility of encountering enemy forces and obstacles. Because there is seldom time to issue complicated orders during an ambush, subordinate commanders must plan the actions of convoy security and response forces. Units should rehearse these actions before movement. The convoy commander positions himself where he can best control the convoy.

COMMUNICATIONS

3-94. Communications are vital to the success of convoy movements. The convoy commander must plan for radio communication with a number of elements, including—

- Higher headquarters.
- Each vehicle in the convoy.

- The convoy response force.
- Indirect fire support.
- Units near the convoy route.
- Aviation assets.
- Units and host nation agencies in areas along the movement route.

3-95. The convoy commander prearranges visual and audible signals (colored smoke, identification panels, horns). Many of these signals can be SOP items. He must ensure that convoy members understand these signals and rehearse the actions that are required for each. The usage of digital technology should be employed to the greatest extent possible when announcing entrance to and exit from another unit AO; however, measures must be developed for units that do not possess this technology.

3-96. BSTB commanders must ensure that the level of digitization that is available in convoys allows the staff to monitor the progress of convoys passing through the support area. If the convoy is not digitally equipped, measures must be coordinated between the convoy commander and the BSTB commander on procedures that allow visibility by the BSTB staff.

FIRE SUPPORT

3-97. The fire support plan covers the entire convoy route, paying special attention to known danger areas and potential choke points. The plan includes engagement criteria and trigger points. Convoy security elements may have organic or attached mortars and indirect fire support while traveling the route. Coordinating with fire direction centers before convoy departure enables convoy security element fire support teams to enter the appropriate fire control nets and call for or adjust fires as necessary.

SUSTAINMENT

3-98. The convoy security force commander must plan for the appropriate sustainment (fuel, maintenance, medical, recovery elements) to support the operation. He may also pre-position them in secure areas along the route. This support may be organic to the security force or be coordinated through the supported convoy unit. The convoy security force commander also plans for casualty evacuation support and the possible location of landing zones for medevac.

PREPARATION AND REHEARSAL

3-99. The purpose of a convoy is to deliver materiel and personnel to the destination without loss; therefore, the convoy must be prepared to repel enemy attacks. The convoy commander must rehearse march intervals and actions that prepare Soldiers to counter explosive hazards, air attacks, artillery or indirect fire, snipers, and ambushes. The following personnel should be present for rehearsals:

- The convoy commander.
- Drivers.
- Organic, crew-served weapons personnel.
- The convoy security force leader.

Convoy Soldiers should undergo precombat inspections to ensure that they know and adhere to the unit SOP. Vehicles should be inspected to ensure that they are mechanically operable. During this stage, drivers may harden their vehicles by adding sandbags and ballistic protection blankets. Loads are also covered to prevent the enemy from identifying the cargo. The convoy commander spaces important cargo throughout the convoy and cross-loads trucks as much as feasible to avoid losing all of one type of supply (such as artillery fuzes) if a single vehicle is destroyed. When possible, the convoy commander and key subordinates perform a route reconnaissance or gather information from a convoy that recently covered the same route. Shortly before convoy departure, military police or scouts should perform another route reconnaissance to determine current conditions; however, care should be taken to avoid alerting the enemy of a convoy through excessive reconnaissance.

REACTION TO CONTACT

3-100. If the forward reconnaissance element, advance guard, or flank screen first encounters the enemy, they perform actions on contact. Reaction to explosive hazards depends on the type of explosive hazard and enemy method used. Procedures are covered in published tactics, techniques, and procedures.

INDIRECT FIRE

3-101. An enemy may use fire support systems in an attempt to destroy convoys or to harass and interdict the movement of supplies and personnel. Two active measures that a convoy commander can take against enemy indirect fire include—

- Using direct or indirect fire against the enemy forward observer if known.
- Calling for counterfire if the direction and approximate distance to the enemy indirect fire system(s) can be estimated.

3-102. Three passive measures that a convoy commander can take against enemy indirect fire include—

- Halting in place, establishing security, and conducting actions at the short halt when the indirect fire is ahead of the convoy.
- Increasing speed and continuing to march if the mission or terrain requires the convoy to continue through the targeted area. Alternatively, the convoy commander can try to bypass by using another route.
- Dispersing to covered positions. The convoy commander must maintain communications and unit accountability and be prepared to resume the march formation on the same or alternative route.)

SNIPER FIRE

3-103. If the convoy receives sniper fire, the convoy commander ensures that return fire does not harm friendly troops or civilians in the area. Some of the best countermeasures against sniper attacks are passive. To prepare, Soldiers should wear helmets and available body armor. Vehicles should increase speed and move through the area without stopping. Convoy security forces move forward to fix, suppress, and kill the sniper. The convoy commander should also prepare to suppress or kill the sniper with indirect fire.

AMBUSH

3-104. The very nature of an ambush—a surprise attack from a concealed position—places the intended target at a disadvantage. Enemy forces can increase the effectiveness of an ambush by distracting convoy occupant attention with signs and other distracters, driving civilian vehicles between convoy vehicles, or placing obstacles on the road. No single defensive measure or combination of measures can prevent or effectively counter ambushes. Immediate reaction and aggressive leadership are essential to limit casualties and damage to vehicles, cargo, and personnel; therefore, the training of convoy elements is essential. Counterambush techniques include—

- Driving through the ambush.
- Establishing fire superiority with direct and indirect fire.
- Manning vehicle-mounted weapons with individual weapons facing out.
- Flanking/assaulting the enemy force.

TACTICAL MOVEMENT

3-105. Tactical movement is used during operational environments. Enemy contact is possible before, during, or after a road march. Units normally move by tactical road marches into assembly areas (AAs) to prepare for combat operations. In close coordination with the S-4, the S-3 is responsible for planning. (See ATP 4-16 for additional information on planning road marches.)

ORGANIZATION

3-106. The BCT organizes into a march column for a tactical road march. The column is composed of the following elements:

- Reconnaissance.
- Quartering party.
- Main body.
- Trail party.

ASSEMBLY AREA

3-107. The designation and occupation of an AA may be directed by higher headquarters or the unit commander during relief, withdrawal operations, or unit movements. The BSTB establishes local security to protect the AA.

CHARACTERISTICS

3-108. The BSTB could be colocated with another unit or occupy a separate AA that may be protected by nearby combat units. In either case, the BSTB must be prepared to defend the AA. Desirable characteristics of an AA include—

- Concealment from air and ground observation.
- Terrain masking of electromagnetic signal signature.
- Sufficient area for unit and vehicle dispersion that is consistent with the degree and type of support area or the air enemy present.
- Hardstand areas for maintenance, vehicles, equipment, and supply storage.
- A suitable area for a helicopter landing zone.
- Suitable entrances, exits, and internal routes.
- Suitable areas for unit trains, maintenance, and command facilities.

ORGANIZATION

3-109. Battalion tactical AAs may be organized by using one of the following methods:

- The battalion may occupy the interior of a combat unit AA. In this situation, the battalion will position units based on the direction of the combat unit. Though protected by the combat unit, BSTB units will establish a defense and be prepared to defeat the enemy forces that may penetrate outer positions.
- The battalion may be assigned a separate AA. To reduce the threat to the lightly armed BSTB, the AA will usually be located in the middle of the BCT AO where it is surrounded by combat units. In this case, the BSTB will establish a defense that is similar to a base defense.
- The BSTB may use a base cluster defense by assigning separate individual AAs to subordinate companies that establish 360° security. Areas between companies are secured through surveillance and patrolling.

PLANNING

3-110. Planning considerations for movement to, and occupation of, the AA are based on a METT-TC analysis and should be contained in unit tactical SOPs.

3-111. Units position themselves in AAs according to the parent unit tentative plan. Members of the quartering party usually guide units from the release point to their position within the AA. Units accomplish occupation smoothly from the march without the halting or bunching of units at the release point. Subordinate units normally establish routes and separate start and release points that extend from the march column route or release point toward march unit AA positions. This technique quickly clears the route, maintains march unit mission command, and prevents the bunching of units.

3-112. Security is essential to the protection and conservation of combat power. The movement of civilians and refugees near AAs is strictly controlled to prevent enemy sympathizers or covert agents from obtaining information about the battalion. Units may remove unit markings and uniform patches to retain unit anonymity.

STABILITY

3-113. A BCT may be called on during combat to quickly transition from a traditional warfighting mission to a stability mission. An Army core competency is to support civil authorities outside the continental United States during response and recovery phases of operations that result from natural and man-made disasters; therefore, the BSTB must be sufficiently versatile and flexible to support the BCT during these operations. (See ADRP 3-07 for more detailed information on stability.)

3-114. Stability is usually undertaken during times of crisis and involves a combination of peacetime developmental, cooperative, and coercive actions. The BSTB may work with joint or multinational forces during stability and reconstruction; therefore, understanding the nature of joint operations and the culture of allies is critical to the ability to accomplish a mission.

3-115. Army forces are committed to stability operations to defend and protect U.S. national interests. The objective is to promote peace and stability and, when necessary, to defeat adversaries. The BSTB will not normally conduct autonomous stability operations. Instead, its missions are usually integrated into the BCT plan. Army forces may be employed to conduct stability operations that—

- Protect U.S. and host nation national interests.
- Deter aggression and promote peace.
- Satisfy treaty obligations or enforce agreements and policies.
- Reassure allies, friendly governments, and agencies.
- Maintain or restore order.
- Protect life and property.
- Demonstrate resolve.
- Prevent, deter, and respond to acts of terrorism.
- Prevent the use and proliferation of weapons of mass destruction.
- Promote freedom from oppression, subversion, lawlessness, and insurgency.
- Promote sustainable and responsive institutions.

3-116. Stability operations are often decentralized in execution. Subordinate units (often at the company and platoon level) carry out most critical tasks and must possess a complete understanding of the commander's intent. The battalion must maintain the ability to quickly and securely conduct coordinated, small-scale missions over great distances. Subordinate units conduct a wide range of tasks, including—

- Defensive tasks, such as base/base cluster defense.
- Humanitarian and civic assistance.
- Civil disturbance control.
- Show-of-force exercises.

OPERATIONS

3-117. Stability operations range from relatively peaceful operations to those that require military forces. Stability operations can occur simultaneously with offensive or defensive operations and may constitute the decisive effort. Several types of stability operations may occur at the same time; therefore, the BSTB and subordinate units must be prepared to deal with them.

COMBAT SUPPORT UNITS

3-118. Due to the multiple demands of sustainment functions, supporting forces (engineers, logistics personnel, medical personnel) must remain responsive and flexible. The task organization of sustainment units will often change many times during the course of an operation. The battalion must ensure adequate

support for subordinate units and take active measures to create conditions that enable the success of subordinates. Assigning subordinate responsibilities and controlling efforts to ensure that they are working toward the brigade objective are major BSTB planning concerns.

FIRE SUPPORT

3-119. The use of lethal, indirect fire support is usually very restricted and limited in stability operations. The BSTB task of coordinating fires in the AO and during movement to and from bases requires careful planning and established procedures. The commander integrates fire support into the tactical plan according to the commander's intent and the ROE.

PROTECTION

3-120. Protection is the preservation of the force fighting potential so that the commander can apply maximum force at the decisive time and place.

MOBILITY/COUNTERMOBILITY/SURVIVABILITY

3-121. It is probable that the brigade will conduct stability operations in an AO that has poorly developed or significantly damaged road systems, installations, facilities, and airfields; therefore, engineer resources and assets are often extensively used during stability operations. A METT-TC analysis will determine the size and type of mobility/countermobility/survivability units required to support the brigade. If the result is smaller than a battalion-size unit, they may be attached to the BSTB. These units include—

- Combat engineers.
- Military police.
- Chemical corps personnel.
- EOD personnel.

AIR DEFENSE

3-122. A hostile force that employs only limited air assets makes initial entry into the AO difficult. When planning for the use of air missile defense assets, the same kind of planning that is applied to fire support is used. Soldiers must be trained on visual aircraft recognition and the ROE because identical aircraft types may be flown by more than one of the forces involved.

FORCE PROTECTION

3-123. Force protection is one of the commander's highest priorities. During the planning process, he must ensure that the force is large enough to defend itself and that it can establish a visible presence. Provisions must be made to supply a structure that can provide sufficient mobility and flexibility to concentrate forces in response to a local threat. It is the capacity for decisive combat that often prevents escalation. Soldiers must train for the transition from stability and support to war. The inability of a force to successfully transition rapidly and decisively may have devastating consequences. This ability comes from well-developed contingency plans that address battalion actions and assignments.

SUSTAINMENT

3-124. The ability of the battalion to sustain brigade CPs and units is a function of the theater maturity, sustainment structure, and flow of forces into the AO. Logistics support for stability operations may be challenging due to physically dispersed unit locations, a lack of adequate infrastructure, nontraditional demands by civil-military operations, and the burden that is caused by displaced civilians.

GENERAL PRINCIPLES

- 3-125. Principles to consider when conducting sustainment operations in this environment include—
- Flexibility to support varying task organizations of the brigade.
 - Indigenous support through contracting and locally purchasing supplies, facilities, utilities, services, labor/manpower, and transportation support systems.
 - Existing indigenous facilities, such as lines of communication, ports, airfields, and communications systems.
 - The development or improvement of indigenous, self-supporting capabilities in preparation for the eventual transfer of responsibilities to the supported nation.
 - Resource economy.
 - Availability and employment of Army health systems support assets. (See ATP 4-02.3 for additional information.)

NON-U.S. FORCES ELEMENT SUPPORT

3-126. Indigenous authorities may have diminished capabilities; therefore, sustainment elements might have to provide support for coalition units, U.S. government agencies, and civilians as authorized by law. BSTB commanders should submit requests made by these agencies to the brigade legal section for legal review and approval.

STABILITY OPERATIONS

- 3-127. Generally, stability operations take place according to the following sequence:
- Planning.
 - Task organization.
 - Deployment and movement into the AO.
 - Establishment of a base of operation.
 - Conduct of stability operations.
 - Transition to host nation responsibility and termination of operations.

PLANNING CONSIDERATIONS

3-128. The elements discussed below influence the planning and preparation for a stability operation.

Environment

- 3-129. Just as the commander and staff must know the enemy, they must also know the culture and people within the host nation. Special factors that should be considered to enable a clear understanding of the situation include—
- Political, economical, military, and geographical situations in the AO.
 - Local customs and cultures, religions, ethnic makeups, and tribal factions.
 - Current ROE and legal environments.
 - Civil populace attitudes toward U.S. Soldiers.
 - Perceptions of U.S. operations.
 - Belligerent intentions and capabilities.
 - Threats to U.S. forces (conventional and unconventional).
 - Current military potentials of host nations.
 - Available resources of host nations.
 - AO sizes, locations, terrain, weather, and physical considerations.
 - Political or peace agreements that affect scopes of operations.

3-130. The commander requires complete situational understanding and must be attentive to the attitudes of local leaders. The ability to anticipate and defuse tense situations is critical.

3-131. Stability operations involve numerous legal, religious, and cultural issues. The commander must know the ROE and the legal implications that relate to the planned AO. To ensure that there are no breaches of conduct that could have a negative effect, the brigade legal section is responsible for advising commanders in the interpretation and application of ROE. The chaplain also plays an important role because of his expertise and awareness of possible religious implications in an operation. The S-9 is the principal coordinating and planning officer to integrate civil affairs operations, coordinate relationships between the BCT and civil component, and advise the commander on the obligations that are incurred from the long- and short-term effects (economic, environmental, and health) of military operations on civilian populations to mitigate or defeat threats to civil society, shape the civil component of the operational environment, and set the conditions for military operations. The military information support operations planner is tasked to advise the commander on potential psychological effects of operations and the behavior and attitudes of friendly, adversarial, and neutral parties. With the augmentation of an additional civil affairs company, the BCT can operate a civil-military operations center that provides a central point for commanders to interact with other federal and nongovernmental agencies.

3-132. Stability operations are conducted with varying levels of host nation support and political stability. Health and infrastructure conditions may vary from excellent to extremely poor. The potential for violence, crime, theft, escalation, and further destabilization is always present. Also present is the potential for shifts in the perceptions and attitudes of the local populace. Commanders must remember these factors when planning for and executing operations.

Deployment and Movement Into the Area of Operation

3-133. Because the BSTB is responsible for the mission command of units that are attached to the BCT, it must ensure that these units are totally integrated into the brigade. The BSTB will usually be the first unit into which an attachment has the opportunity to associate as it begins integration into the BCT. The integration process is accomplished by the BSTB and includes units that are subsequently attached to the BSTB. It also includes units that will be attached to one of the other battalions. Integration activities include—

- Giving the highest priority to receiving, and immediately accounting for, personnel and equipment to establish accurate boots-on-the-ground numbers and times.
- Providing attached units with copies of the SOP.
- Ensuring that the attached units have received appropriate communications security.
- Integrating the unit into march units for movement into the AO.
- Integrating the units into the sustainment plan for the BSTB.
- Coordinating with gaining units for elements that are further attached outside the BSTB for operations.
- Planning, synchronizing, and controlling the movement of forces into the AO to maintain the proper balance of security and flexibility.
- Determining the sequence in which forces will enter the AO.
- Considering the number of suitable routes and lift assets available for movement requirements.

BRIGADE SPECIAL TROOPS BATTALION COMMANDER RESPONSIBILITIES

3-134. The BSTB commander will be actively engaged in the initial movement into a new AO. If the area does not have the infrastructure to support the brigade, the BSTB commander may deploy an advance party with logistics and engineering units. In other circumstances, it may be necessary for the commander and a small group of specialized key personnel (such as civil affairs and public affairs) to lead the initial battalion entrance. These personnel will set the groundwork for the rest of the force by conducting face-to-face coordination with local civilian or military leaders.

CONDUCT

3-135. Once the brigade moves into the AO and establishes a base, the BSTB begins to execute the stability operation mission. BSTB units conduct tasks such as MSR control, CBRN reconnaissance and surveillance, checkpoint and patrol establishment and operation, host nation support, security operations, and logistics sustainment.

NONGOVERNMENTAL ORGANIZATIONS, UNITED NATIONS, RELIEF AGENCIES, AND INTERNATIONAL ORGANIZATIONS

3-136. There are large, nongovernmental organizations that have decades of experience in global humanitarian relief and newly created, small organizations that are dedicated to a particular emergency or disaster. The professionalism and capabilities of each vary from one organization to another. Large or small, nongovernmental organizations are involved in diverse activities such as education, technical projects, relief activities, refugee assistance, public policy, and development programs.

3-137. The commander and staff coordinate battalion actions with higher headquarters, adjacent units, and nongovernmental organizations in the AO to ensure a unified effort. The effective use of liaison officers is vital for this requirement. The efficient use of civil affairs assets permits effective coordination with nongovernmental and international organizations.

DEFENSE SUPPORT OF CIVIL AUTHORITIES

3-138. The brigade provides essential supplies and services at the request of civil authorities. These operations help civil authorities respond to situations that are beyond their control. Forces conduct DSCA operations to save or protect lives, reduce suffering, and protect property. Assistance is maintained until local civil authorities have the assets and capabilities to return the situation to normal. During DSCA operations, the BSTB can expect to receive numerous attachments and support from military, government, and other sources.

3-139. The BSTB alone or as part of a larger brigade operation may provide relief or assistance directly when necessary. In all cases, the military is not in charge of the support operation but works with a designated federal agency.

3-140. DSCA is usually nonlinear and noncontiguous, requiring leaders to be adaptive and creative in the application of the operational framework and METT-TC. Civil conditions require the commander to recognize a different definition of the enemy, centers of gravity, course of actions, and desired end state. The adversary is often disease, hunger, or disaster consequences. Like conventional military operations, the commander will designate the decisive, shaping, and sustaining operations that are necessary to conduct a successful operation. In a DSCA mission, it is imperative to remember that Army commanders provide support to civil authorities and that the military is not in charge of operations. These civil authorities are responsible for the successful completion of response and recovery tasks. Army forces provide capabilities and resources to achieve that end. Military forces must remain under the mission command of a military chain of command.

3-141. DSCA mission planning and execution requires extensive liaison activities and coordination between Regular Army, Army, and National Guard Army Reserve and interagency, joint, and multijurisdictional entities. National Guard personnel who are mobilized by a state governor are not federal military forces and do not fall under the restrictions that are placed on federal forces, but federal forces may work with National Guard forces.

Chapter 4

Sustainment

The BSTB provides unit level sustainment support to organic companies and attachments. Support includes medical, maintenance, supply, Class III supplies (petroleum, oils, and lubricants), food service, and religious assistance to the BCT headquarters, organic units, and attachments. The BSTB also coordinates the necessary support for attached units that are beyond the capability of the support platoon. The BSTB commander has a significant challenge to ensure that units receive sustainment support throughout the AO; therefore, he must efficiently use BSTB limited sustainment assets. If resources prove insufficient, he must request additional resources from the BCT to ensure that sustainment is fully available to support two BCT CPs and engineer, MI, military police, and dispersed signal sections.

CHARACTERISTICS

4-1. BSTB commanders view sustainment from the perspective of the overall operation; therefore, the importance of each sustainment characteristic will vary with the situation. Once the commander identifies the sustainment characteristics that have priority during an operation, those characteristics become the foundation for preparing the concept of sustainment.

SUPPORT FUNCTIONS

4-2. Sustainment consists of many interrelated functions. Planning, managing, and executing support involves integrating and synchronizing these functions. Sustainment functions within the BSTB include—

- **Maintenance.** The BSTB HHC maintenance section is responsible for the maintenance of vehicles and other equipment within the BSTB and BCT headquarters.
- **Transportation.** The BSTB is completely mobile because it has organic vehicles. Company supply sergeants have a vehicle to transport personnel, equipment, and supplies.
- **Supply.** Each company in the BSTB has a supply sergeant; the support platoon has a Class III section.
- **Army health systems support.** The BSTB medical support section provides Army health systems support for BSTB units. This includes services that are performed, provided for, or arranged by the unit to promote, improve, conserve, or restore the mental or physical well-being of personnel. Services include—
 - The management of health service resources, including personnel.
 - Preventive and curative health measures.
 - The medevac of the wounded, injured, or sick.
 - Medical supply, equipment, and maintenance.
 - Combat and operational stress control.
- **Field services.** Field services are coordinated through supply sergeants and the S-4 and include laundry, shower, mortuary, aerial delivery, and food services.

- **Human resources and financial management support.** Company first sergeants and the BSTB S-1 coordinate human resources and financial management support.
- **Religious support.** The BSTB UMT provides religious support.
- **Legal support.** The brigade legal section supports sustainment through personnel and command legal support.
- **EOD support.** The EOD units may be task-organized to the BSTB.

4-3. Though sustainment planners may have data available from FBCB2 logistics and personnel status messages, they usually have to rely on text and other forms of messages to identify equipment and personnel issues. The BSTB sustainment staff must be proactive in identifying and solving sustainment issues by—

- Using digital systems to maintain situational understanding.
- Working closely with BCT and BSB staff to resolve sustainment problems.
- Recommending sustainment priorities that conform to mission requirements.
- Recommending sustainment-related CCIR.
- Ensuring that the commander is aware of critical sustainment issues.

4-4. The Global Combat Support System–Army is the business and tactical automation enabler for the Army logistics sustainment mission area and constitutes the tactical Army portion of the single Army logistics enterprise. The Global Combat Support System–Army supports the sustainment functions of manning, arming, fixing, fueling, moving, and sustaining Soldiers and systems. Its goal is to enable the exchange of critical logistics information that is tactical to the sustainment levels of operation, enable sustainment integration, and facilitate joint interoperability.

ACTIVITIES

4-5. BSTB sustainment assets perform the following activities:

- **Manning.** Manning activities ensure that the commander has the personnel required to accomplish the mission. Related activities involve the management of personnel readiness, replacement, and casualty. Managing low-density military occupational specialties within the BSTB is particularly important.
- **Arming.** Although the BSTB is primarily composed of combat support Soldiers, they must be prepared to fight and defend themselves and their equipment. This is especially true in the extended battlefield or during stability operations. Leaders need to ensure that units have the proper mix of weapons to defeat the anticipated threat.
- **Fueling.** Fueling is the provision of petroleum, oils, and lubricants to BSTB units. Unmanned aerial vehicles in the MI company provide a unique challenge because they use motor gasoline. Due to BSTB limited fuel distribution abilities, maintaining petroleum, oils, and lubricants unit basic load requirements necessitates the efficient and flexible use of fuel trucks and fuel handlers.
- **Fixing.** Fixing the force is a vital component of ensuring the maximum availability of scarce equipment to the commander and entails maintaining, recovering, repairing, and evacuating equipment. The BSTB ability to conduct vehicular maintenance is limited to field maintenance, battle damage assessment and repair, and controlled substitution. For specialized equipment, MI and network support companies have intelligence and electronic warfare integration (maintenance) sections and signal maintenance teams, respectively. Operator preventive maintenance checks and services are essential to sustaining equipment and maintaining battalion overall readiness. The HHC maintenance support section is normally positioned where most battalion vehicles are located.

- **Moving.** Moving the BSTB specifically relates to the planning and movement execution of Soldiers, equipment, and supplies throughout the BCT AO. The limited transportation assets and road networks that they use must be efficiently managed.
- **Sustaining.** Sustaining Soldiers involves a wide range of services and supplies. The quality of life for a Soldier is a command responsibility. It has a considerable effect on Soldier readiness and morale and is associated with the services that directly ease personal concerns. Included among these services are personnel services, combat health, field services, and general supply support.

ORGANIZATIONS

4-6. Effective sustainment requires the integration and smooth function of responsible sustainment organizations. Though most of its sustainment support is provided through the BSB, the support platoon in the BSTB HHC enables the battalion to conduct limited sustainment activities. Commanders and leaders of units that are detached from parent units must ensure that these units are adequately supported.

4-7. The BSTB S-4 section coordinates sustainment with subordinate companies and the BCT S-4. The BSTB support platoon provides Class III supplies and medical and maintenance support to battalion and brigade CPs. The BSTB S-1 maintains accountability of personnel within the battalion.

BRIGADE SPECIAL TROOPS BATTALION SUPPORT PLATOON

4-8. The support platoon provides the following sustainment functions to the BSTB:

- **Platoon leader and platoon sergeant.** Based on the unit SOP and prior coordination between the support operations officer and the BSTB S-4, platoon leadership coordinates with each BSB company for support.
- **Medical support section.** The medical support section operates an aid station and provides health and trauma care for the BSTB and subordinate units. Ambulance teams evacuate patients from supported units back to the BSTB aid station. The medevac of patients from the BSTB aid station is coordinated with the BSMC of the BSB. The medical support section also provides Class VIII resupply for the BSTB and coordinates within the Army health systems support for the force health protection functional areas and capabilities that are not organic to the section but are required to support the Army health systems support mission.
- **Maintenance section.** The maintenance section maintains wheeled and tracked vehicles and power generators and provides repair part (Class IX) resupply to the BSTB, BCT headquarters, and attachments.
- **Field feeding section.** The field feeding section manages meal preparations, water resupply, and rations (Class I) support to the BSTB, BCT headquarters, and attachments.
- **Class III section.** The Class III section transports and resupplies petroleum, oils, and lubricants to the BSTB, BCT headquarters, and attachments.

BRIGADE SPECIAL TROOPS BATTALION COMPANY SUPPLY SECTIONS

4-9. Each company has a section that coordinates supply support. A supply sergeant and unit armorer use the property accountability system of record to maintain unit supply documents, maintenance management records, readiness reports, and property records. Company supply sections order their own consumable supplies (Class II) and health and comfort items (Class VI) through the BSB. They order repair parts (Class IX) through the company maintenance section. Barrier materials (Class IV) and ammunition (Class V) are ordered through S-4 channels.

BRIGADE SUPPORT BATTALION

4-10. The BSB consists of functional and multifunctional companies that are assigned to provide support to the BCT. It also consists of four FSCs, three other companies, and the HHC. The BSB does not have an FSC for the BSTB. The BSB must task-organize to provide support to the BSTB.

4-11. The BSB commander is the BCT commander's single sustainment operator. The BSB support operations officer manages sustainment and force health protection for the BSB commander. The support operations officer provides technical supervision for the external sustainment mission of the BSB. He is the key interface between supported units and the BSB. The support operations officer plans and monitors support operations and makes the necessary adjustments to ensure that support requirements are met. The support operations officer requests and coordinates augmentation with the higher echelon when requirements exceed capabilities.

4-12. The BSTB may receive augmentation support from the BSB when organic sustainment capabilities have been exhausted or when equipment is attached for which the battalion has no maintenance capability to sustain. When this situation arises, the BSTB S-4 must coordinate with the BCT S-4 and the BSB support operations section that requests the support. Since the BSB is the primary sustainment activity for the BCT, its organic capabilities and resources may be limited; therefore, the unit SOP should include specific guidance on circumstances during which the BSB must provide support to the BSTB.

PLANNING RESPONSIBILITIES

4-13. Sustainment planning for the BSTB is the primary responsibility of the BSTB S-4. In coordination with company XOs and first sergeants, the process is integrated into operations planning and is based on the concept of logistics support that is synchronized with operations. The unit SOP should be the basis for BSTB sustainment and include planning to determine specific requirements and contingency preparations. The BSTB and company orders should address only specific support matters for the mission. A clear and logical BSTB sustainment plan is necessary to adequately support BCT CPs and its own widely dispersed units.

MILITARY OPERATIONS

4-14. There are certain general considerations that guide planning and preparation in support of operations, and they are discussed below.

REPORTS

4-15. The current automated unit level logistics system that is utilized by BSTB subordinate companies is designed so that requisitions are submitted by the company directly to the BSB. The system emphasizes the need for BSTB S-4s to develop reporting procedures for subordinate companies that allow the BSTB S-4 to maintain situational awareness of subordinate unit logistics status and anticipate future requirements.

LOGISTICS PACKAGE RESUPPLY

4-16. The most efficient resupply of dispersed units is accomplished by logistics packages (LOGPACs). The support platoon organizes LOGPACs based on S-4 guidance. A habitual LOGPAC organization facilitates synchronization and allows direct coordination by the supply sergeant as necessary. LOGPACs normally consist of—

- A supply truck that is controlled by the food service sergeant. The supply truck contains Class I rations for the unit (normally for the next 24-hour period), other supplies as needed, and the unit water trailer.
- A petroleum, oils, and lubricants truck that brings bulk fuel. Packaged petroleum, oils, and lubricants products are transported on cargo trucks.

- Additional trucks, as necessary, to carry other supplies or replacement Soldiers.
- Force protection escort vehicles.

SUPPLY WITHIN THE BRIGADE SPECIAL TROOPS BATTALION

4-17. The BSTB S-4 is in charge of providing sustainment to the battalion, supervising the S-4 section, and coordinating with companies and the BSB. Supplies are provided from the BCT distribution point (normally within the brigade support area) to BSTB units. Classes of supply are usually brought forward from the BSB as part of a LOGPAC or as major end items that accompany BSTB Soldiers who bring LOGPACs forward. The classes of supply within the BSTB include—

- **Class I.** Subsistence items are issued based on unit daily strength reports. Rations are broken down into daily BSTB lots at the distribution point and are picked up by the BSTB field feeding section for incorporation into the LOGPAC.

Note. Water is provided to Soldiers in two forms: bottled (or packaged) and bulk. The primary water source for individual Soldiers is bulk, potable water. The secondary source is bottled water that is procured through regionally available contract sources.

- **Class II and Class III (packaged).** Company supply sergeants maintain the directed amount of CBRN protective equipment. These supplies are provided by the BSB and are maintained as part of the BCT authorized stock list. Vehicles also carry a small amount of commonly used packaged petroleum products for immediate use. Loads are established in the unit SOP. Replenishments and other necessary supplies are ordered from the BSB by company supply sergeants by using unit level logistics systems. Maps are considered Class II supply and are also ordered by using unit level logistics systems.
- **Class III (bulk).** The S-4 forecasts requirements for the BSTB based on the current or upcoming mission. He uses available planning data and unit reports and applies operational experience to create the forecast. The forecast is submitted through the BCT S-4 to the BSB support operations officer. The BSB fuel and water support platoon transports fuel forward to the BSTB support platoon.
- **Class IV.** BSTB units deploy with a limited amount of Class IV barrier material for the protection of unit perimeters and key positions, such as CPs. Concertina wire is normally carried on most vehicles within the BSTB. The engineer company in the BSTB of the IBCT also carries a limited amount of Class IV supplies.
- **Class V.** The BSTB S-4 determines ammunition resupply requirements based on information that is provided in the logistics situation report from companies and guidance received from the BSTB commander and the S-3. If established, there is an emergency resupply of Class V supplies in the battalion trains or at another designated location. Sustainment loads are requested and coordinated with the servicing sustainment brigade.
- **Class VI.** BSTB Soldiers typically carry 30 days of personal comfort items when they deploy. Health and comfort packs provide forward area troops with the everyday necessities that are required when other sources are unavailable.
- **Class VII.** Equipment that is not issued before deployment may be issued in the theater of operations. Additionally, BCT CPs and MI and network support companies may receive nonstandard equipment while they are in-theater.

- **Class VII (replacement).** Replacement is based on the losses that are reported through command channels to the BCT S-3 and S-4 per the unit SOP. This permits the commander to know the maintenance status of subordinate commands and to direct the distribution of items to those units that have the most critical need. Replacement Class VII equipment will be delivered to the brigade support area and then transferred to the BSTB. Low-density, specialized equipment in BCT CPs and MI and network support companies may require additional evaluation by DA civilians or contractors before classifying it as a loss.
- **Class VIII.** The BSMC provides Class VIII resupply and medical equipment repair to the BSTB medical support section. To prevent the unnecessary depletion of blankets, litters, splints, and other equipment, MTFs exchange like medical property when it accompanies the patient.
- **Class IX.** Each company in the BSTB stocks and deploys with a prescribed load list of repair parts. The prescribed load list is normally consolidated at the company level. The BSTB maintenance section also has a prescribed load list of repair parts. The equipment records and parts noncommissioned officer in the maintenance section of the BSTB HHC controls the distribution and ordering of parts from the BSB. The equipment records and parts specialist in the maintenance section of the MI company performs the same actions for intelligence and electronic warfare Class IX supplies. The BSTB S-4 monitors the flow of company requisitions as directed by the BSB support operations officer. Class IX repair parts distribution is prioritized based on the commander's priority of maintenance.
- **Class X.** If the BSTB is tasked to conduct civil-military operations, the BCT S-4 will provide guidance on ordering nonmilitary material.

MAINTENANCE

4-18. Leaders ensure that vehicle crews and equipment operators perform preventive maintenance checks and services. The BSTB maintenance section performs organizational maintenance. This section generally dedicates a maintenance team where significant concentrations of BSTB equipment are located (such as at the BCT main or tactical CP). The BSTB maintenance section should establish a maintenance collection point in coordination with the BSTB S-4. The BSTB S-4 will coordinate with the BSB support operations officer for the evacuation of equipment beyond this point.

4-19. The BSTB maintenance section provides field maintenance for organic and attached units. The field maintenance company in the BCT provides or coordinates for maintenance support beyond the capability of the BSTB. The BSTB evacuates nonoperational equipment to the brigade support area for repair. When required, the BSB dispatches maintenance teams to perform on-site diagnosis, make minor adjustments, and conduct repairs. The maintenance of low-density, specialized equipment that exceeds the capability of maintenance sections in BSTB subordinate units may require evacuation to, and maintenance at, the brigade support area. Other maintenance support factors include the following considerations:

- Battle damage assessment and repair are the first steps in returning disabled equipment to the battle. Battle damage assessment is the act of inspecting battle damage to determine its extent, classify the type of repair required, and establish the maintenance activity that is best suited to accomplish the repair.
- The BSTB recovers its own and attached unit damaged equipment. If a vehicle is repairable, the company recovers it to the maintenance collection point or the nearest MSR based on the SOP or OPORD. When the decision is made to repair equipment at the brigade support area, recovery or evacuation is normally used. If BSTB recovery assets are overloaded, recovery support can be coordinated with the brigade support area to preclude excessive repair delays.

SERVICES

4-20. The source of sustenance for BSTB units depends on the type of command relationship that is dictated in the OPORD or fragmentary order. Unless companies are attached, the BSTB provides them with food, Class III supplies, and medical and personnel services. Each company has a supply sergeant and a supply

truck with a trailer. The BSTB HHC has a support platoon that provides sustainment services to companies. Sustainment services that are not provided directly from the BSTB (such as mortuary affairs) are provided by the BSB. When the BSTB sustainment capability is exhausted, the BSB provides additional support.

4-21. Field services include food preparation, showers, mortuary affairs, and laundry services. Laundry services are not normally available outside theater staging bases. Field services that are found at the BCT and BSTB levels include—

- **Food preparation.** The BSTB field feeding section has two mobile kitchen trailers to prepare meals for BSTB Soldiers. To support field kitchens, there are also two food sanitation centers, allowing the field feeding section to provide support to BCT CPs that are not collocated with the BSTB.
- **Mortuary affairs.** The mortuary affairs noncommissioned officer who is located in the BSB HHC develops policies and procedures for the recovery, identification, and transport of deceased personnel. He also coordinates mortuary affairs support. The recovery and identification of deceased personnel are the responsibility of each company.
- **Showers.** Showers will usually be provided to the BCT by sustainment brigade units.

HUMAN RESOURCES SUPPORT

4-22. With the assistance of BCT staff sections, the BSTB S-1 provides personnel services; postal services; strength management; administrative services; morale, welfare, and recreation support; and Red Cross coordination.

4-23. The BSTB S-1 section provides critical personnel functions and services to Soldiers. The BSTB S-1 establishes procedures to ensure that attachments and augmentations to the BSTB are accurately reported. The S-1 also focuses on two critical wartime functions:

- **Accounting and strength reporting.** Personnel accounting is the system for recording by-name data of Soldiers when they arrive at and depart from units.
- **Casualty reporting.** Personnel strength reporting is the numerical end product of the by-name accounting process. Each company, the BSTB, and the BCT conduct strength reporting daily through the use of a personnel status report per the unit SOP.

4-24. If units are attached to the BSTB, the BSTB provides—

- Medical and personnel accounting.
- Casualty management.
- Replacement management.
- Religious support.
- Postal services.
- Legal support.
- Other human resources support.

ARMY HEALTH SYSTEMS SUPPORT

4-25. The Army uses roles of care within the Army health system. Role 1 care starts within the forward units with buddy aid combat lifesavers. Role 4 care includes treatment in continental United States-based military hospitals. This echeloned care is supported by the functional areas of the Army health system.

MEDICAL SUPPORT

4-26. The BSTB is assigned an aid station that provides Level I force health protection capabilities, including first aid, advanced first aid, and medical treatment. Components of medical support within the BSB include—

- **Buddy aid and combat lifesavers.** Self-aid and buddy aid are crucial in the provision of first aid. They may be able to save a life, prevent permanent disability, or reduce long periods of hospitalization. Combat lifesavers receive additional training above the basic first aid level and provide enhanced first aid to battlefield casualties before the arrival of a combat medic. Each squad, crew, or equivalent-size deployable unit will have at least one Soldier who is trained and certified as a combat lifesaver. BSTB companies should have one Soldier who is qualified as a combat lifesaver at every location at which they plan to position Soldiers.
- **BSTB medical support section.** The medical support section is the focal point of Army health systems support for the BSTB and is organized to support the BSTB and BCT CPs. The section provides Role 1 medical care that includes preventive medicine; tactical combat casualty care and emergency medical treatment for wounds, injuries, or illnesses; advanced trauma management; and sick call services. Role 1 medical care also includes casualty collection and medevac from the supported companies to the battalion aid station. The medical support section locates where it can best support the BSTB and provide Class VIII resupply to combat lifesaver personnel.
- **BSTB medical support section physician's assistant.** The physician assistant serves as the chief of the medical support section and advises the BSTB commander on the overall health of the command and medical staff. The physician assistant also assists the BSTB S-1 and S-4 with developing the BSTB Army health services system. (See ATP 4-02.3 for additional information.)
- **BSTB S-4.** The S-4 assists the medical support section in medical and casualty evacuation. Medevac may be made by air or ground assets that are medically equipped and manned by medically trained personnel. Medevac responsibility does not end until patients are transported to the appropriate role of care. Casualty evacuation may be accomplished with nonmedical ground or air assets. The use of medical personnel is highly recommended but may not be possible. (See ATP 4-02.2 for additional information.)
- **BSMC medical company.** Medevac beyond the BSTB medical support section is the responsibility of the BSMC. Patients are medically evacuated no further than their condition requires.
- **Deployment readiness criteria.** Battalion health care providers monitor the health and hygiene of the battalion. They also treat and evacuate casualties who require more definitive care. The physician's assistant assists the commander to ensure that assigned and attached battalion personnel meet deployment readiness criteria.
- **Preventive medicine.** The BSMC provides the BCT preventive medicine section. The preventive medicine section has a two-person team to assist unit commanders and the BSTB medical support section by performing sanitary inspections of food services, field sites, latrines, bathing facilities, and other activities. They coordinate and oversee medical surveillance, including the early recognition of potential epidemics or biological warfare agent employment. They also monitor field water supplies, including sample collection for potential contamination.
- **Hygiene support.** The medical support section provides supervision of BSTB field sanitation and hygiene measures. The rules of hygiene should be established in deployed locations according to unit SOPs and be observed daily to prevent the spread of disease. The section ensures that immunizations are current, Soldiers understand the importance of changing (and washing) undergarments daily, and water sources are approved and tested. It also oversees the field sanitation management that prevents the spread of debilitating disease and provides oversight in the conduct of clothing inspections that assist in the prevention of cold- and hot-weather injuries.
- **Combat and operational stress control.** Combat and operational stress control focus on the force health protection aspects of the identification, treatment, and prevention of negative combat and operational stress reactions. Particular attention is given to the rapid identification and provision of the rapid treatment of combat and operational stress reactions. These preventive medicine capabilities are essential to enhancing Soldier survivability across the spectrum of battlefield

contingencies. By making continual health hazard assessment a priority, disease and injury can be minimized. The BSMC also provides a mental health section that is staffed with behavioral science officers and behavioral health specialists. The BSTB chaplain assists with combat and operational stress control services by helping unit commanders identify Soldiers who are stressed.

MEDEVAC

4-27. The key to a successful Army health system support plan is medevac. The S-1 and S-4 work with the physician's assistant to develop the medevac plan. This plan addresses medevac from BSTB units by using medical support section ambulances and other medevac enablers. It also addresses the use of nonstandard casualty evacuation vehicles for evacuating mass casualties. When required, internal vehicles for mass casualties are identified and positioned forward. Generally, the BSTB S-4 coordinates with the BCT S-4 for ambulance exchange points and posts them to the support graphics in FBCB2. Assisted by the medical support section leader, the S-4 coordinates for additional ground ambulance support from the BSMC. The S-4 tracks active and inactive ambulance exchange points and disseminates that information to BCT CPs and companies.

SUPPORT AREAS

4-28. A support area is a designated area in which sustainment elements, some staff elements, and other elements locate to support a unit. Types of support areas include—

- Company trains.
- Battalion trains.
- Brigade support areas.

4-29. Trains are a unit grouping of personnel, vehicles, and equipment that provides sustainment. They are the basic tactical sustainment organizations. The BSTB may use the trains concept to array subordinate sustainment elements. The BSTB trains are usually under the control of the S-4 with assistance of the S-1.

4-30. The composition and location of the trains vary depending on the number of units that are attached to or are augmenting the BSTB and on the relative location of BSTB and BSB CPs. Battalion trains can be employed in two basic configurations:

- **Unit trains.** Unit trains at the battalion level are appropriate when the battalion is consolidated during reconstitution and major movements.
- **Echeloned trains.** Echeloned trains can be organized into company trains, battalion combat trains, maintenance collection point, battalion aid station, or battalion field trains.

COMPANY TRAINS

4-31. Company trains provide sustainment for a company during combat. They usually include the first sergeant, medical aid and evacuation teams, a supply sergeant, and an armorer. The support platoon provides a field maintenance team with capabilities for maintenance, recovery, and limited combat spares. The first sergeant usually directs the movement and employment of the company trains although the company commander may assign this responsibility to the company XO.

BATTALION TRAINS

4-32. Battalion trains consist of combat trains and field trains. As they apply to the BSTB, field trains are usually not appropriate due to the proximity of the BSTB to the brigade support area. If trains are established, the S-4 is usually located with the combat trains while its representatives and representatives of the S-1 are located at the field trains. Based on METT-TC, the BSTB can establish combat trains at the battalion main CP, the brigade support area, or another designated location. Combat trains normally consist of support platoon sections, such as maintenance, medical, and Class III sections. The maintenance collection point should be positioned where recovery vehicles have access or where major, time-consuming maintenance is performed.

COMMAND POSTS

4-33. The commander may choose to create a combat trains CP or a field trains CP as a headquarters for administrative and logistics support. The S-4 is usually the officer in charge of the combat trains CP. If constituted, the field trains CP could be led by the BSTB HHC commander. These CPs may be organized to accomplish specific logistics tasks. A combat trains CP may be required—

- When units are directed to act as part of a BSB forward logistics element.
- During reception, staging, onward movement, and integration.

4-34. A field trains CP may be required—

- During periods of supply or resupply of major end items.
- When sustainment elements of the battalion are no longer completely mobile.

Glossary

The glossary lists acronyms and terms with Army or joint definitions.

SECTION I – ACRONYMS AND ABBREVIATIONS

AA	assembly area
ABCT	armored brigade combat team
ADP	Army doctrine publication
ADRP	Army doctrine reference publication
AO	area of operations
AR	Army regulation
ATP	Army techniques publication
attn	attention
ATTP	Army tactics, techniques, and procedures
BCOC	base cluster operations center
BCT	brigade combat team
BDF	base defense force
BDOC	base defense operations center
BSB	brigade support battalion
BSMC	brigade support medical company
BSTB	brigade special troops battalion
CBRN	chemical, biological, radiological, and nuclear
CCIR	commander's critical information requirement
COP	common operational picture
CP	command post
DA	Department of the Army
DC	District of Columbia
DSCA	defense support of civil authorities
EOD	explosive ordnance disposal
EPLRS	Enhanced Position Location and Reporting System
FBCB2	Force XXI Battle Command–Brigade and Below
FM	field manual
FSC	forward support company
HCT	human intelligence collection team
HHC	headquarters and headquarters company
HUMINT	human intelligence
IBCT	infantry brigade combat team
JP	joint publication
LOGPAC	logistics package

METT-TC	mission, enemy, terrain and weather, troops and support available, time available, and civil considerations
MI	military intelligence
MO	Missouri
MSCoE	Maneuver Support Center of Excellence
MSR	main supply route
MTF	medical treatment facility
No.	number
OPORD	operation order
ROE	rules of engagement
S-1	personnel staff officer
S-2	intelligence staff officer
S2X	human intelligence officer
S-3	operations staff officer
S-4	logistics staff officer
S-6	command, control, communications, and computer operations staff officer
S-9	civil affairs operations staff officer
SH	student handout
SIGINT	signals intelligence
SOP	standard operating procedure
SPIRIT	special-purpose, integrated, remote intelligence terminal
TCF	tactical combat force
UAS	unmanned aircraft system
UMT	unit ministry team
U.S.	United States
WARNORD	warning order
XO	executive officer

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None.

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