Sustainment Brigade

APRIL 2016

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This publication supersedes ATP 4-93 dated 9 August 2013.

Headquarters Department of the Army
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Preface

ATP 4-93 provides doctrine describing the capabilities, organization and operations of the sustainment brigade and its subordinate units. Subordinate units are task organized to the sustainment brigade depending on operational and mission variables. This publication also describes sustainment brigade command and support relationships with tactical units and strategic partners.

The principal audience for ATP 4-93 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, international, and in some cases host-nation laws and regulations. Commanders at all levels ensure that their Soldiers operate in accordance with the law of war and the rules of engagement. (See FM 27-10.)

ATP 4-93 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. Terms for which ATP 4-93 is the proponent publication (the authority) are italicized in the text and are marked with an asterisk (*) in the glossary. Terms and definitions for which ATP 4-93 is the proponent publication are boldfaced in the text. For other definitions shown in the text, the term is italicized and the number of the proponent publication follows the definition.

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

The proponent of ATP 4-93 is the United States Army Combined Arms Support Command. The preparing agency is the G-3/5/7 Doctrine Division, USACASCOM. Send comments and recommendations on a DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Commander, United States Army Combined Arms Support Command, ATTN: ATCL-TDID (ATP 4-93), 2221 Adams Ave, Bldg 5020, Fort Lee, VA, 23801-1809; or submit an electronic DA Form 2028 by e-mail to: usarmy.lee.tradoc.mbx.leeecascom-doctrine@mail.mil. In addition to submission of DA Form 2028, provide same comments and recommendations in MilWiki for rapid dissemination to doctrine authors and for universal review at https://www.milsuite.mil.
Introduction

ATP 4-93 describes the Army sustainment brigade characteristics, capabilities, organizations and operational processes. ATP 4-93 is a revision of ATP 4-93, *Sustainment Brigade*, last published in 2013. It is written for commanders, staffs and Soldiers at all levels, leaders and instructors at military institutions, student and doctrine and training developers. It provides relevant information for an Army sustainment brigade in support of decisive action tasks.

This publication refines the description of the sustainment brigade headquarters, combat sustainment support battalion and the special troops battalion. New topics include: command and support relationships, mission command, command post activities, and sustainment brigade notional task organizations. It reflects the experiences and knowledge gained from current operations. This ATP also captures organization changes that impact the capability of the unit to accomplish its mission. Newly created and updated graphics reflect sustainment brigade current staff organizations and command post cells.

The ATP explains how a sustainment brigade operates to sustain Army forces as part of Army unified land operations. Unified land operations describe how the Army operates through simultaneous offensive, defensive, and stability or defense support of civil authorities’ tasks.

The sustainment brigade’s garrison command relationships and activities performed in support of home station are intended to maximize mission command effectiveness. The attachment of sustainment brigades to a division at home station does not change their doctrinal mission or war time requirements. Sustainment brigade headquarters, combat sustainment support battalion headquarters and their garrison subordinate units remain available for global deployment requirements. Deployed sustainment brigades are task organized to support Army forces in support of decisive action tasks. The sustainment brigade provides support and services to enable operational reach, ensure freedom of action, and prolonged endurance, to Army forces conducting decisive action tasks. The content of ATP 4-93 is consistent with Army doctrine and nested with joint logistics.

The ATP is organized to describe the sustainment brigade capabilities, organization and employed missions. ATP 4-93 has five chapters and one appendix:

**Chapter 1** describes the sustainment brigade’s capabilities, functions, and organization. The sustainment brigade is a multifunctional headquarters integrating and employing all assigned and attached units while planning and synchronizing sustainment operations. This chapter includes the sustainment brigade’s command and support relationships. Support operations is introduced as a new term and definition in this chapter.

**Chapter 2** describes the special troops battalion capabilities and organization. It is the sustainment brigade’s only organic unit. The special troops battalion is task organized with companies and detachments which provide capabilities from across the warfighting functions.

**Chapter 3** describes the combat sustainment support battalion capabilities, functions, and organization. The combat sustainment support battalion conducts logistics operations in support of decisive action. This chapter includes a discussion of command and support relationships and a graphic illustrating examples of combat sustainment support battalion support relationships.

**Chapter 4** describes how the sustainment brigade commander and staff apply mission command doctrine. It describes how commanders organize the staff into functional and integrating cells to perform command post functions and includes recommendations of which staff members perform specific functional cell tasks. This chapter also offers considerations for establishing integrating cells; current operations, future operations and plans.

**Chapter 5** describes the missions an employed sustainment brigade performs. It depicts notional task organized sustainment brigades conducting tasks supporting theater opening, sustainment, theater distribution and theater closing. This chapter includes recently revised materiel management tasks and an expanded theater closing discussion.
Appendix A identifies recommended teams to conduct retrograde of materiel tasks and provides references to enable a unit to plan for and execute a retrograde of materiel mission. The appendix lists examples of task organized teams performing logistics related theater closing tasks. The teams enable base closure and transfer, recovery, redistribution, retrograde, and disposal of materiel.

Based on current doctrinal changes, a term for which ATP 4-93 is the proponent has been added. The glossary contains acronyms and defined terms. See introductory table-1 for new Army terms.

**Introductory table-1. New term**

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Chapter 1

Sustainment Brigade Capabilities, Functions and Organization

The sustainment brigade is a flexible headquarters that is task organized to support unified land operations and command subordinate sustainment organizations. It is task organized with a combination of combat sustainment support battalions and functional logistics battalions. This chapter describes the capabilities, relationships and organization of the sustainment brigade headquarters.

CAPABILITIES

1-1. The sustainment brigade is a multifunctional headquarters integrating and employing all assigned and attached units while planning and synchronizing sustainment operations. It is the Army's primary brigade level sustainment headquarters. The sustainment brigade supports Army forces at the tactical and operational levels, providing support to brigade combat teams (BCTs), multifunctional and functional support brigades, deployable, self-contained division and corps headquarters, and other units operating in its assigned support area. Depending upon operational and mission variables, the sustainment brigade commands between three and seven battalions. Sustainment brigades are usually assigned or attached to a sustainment command. The sustainment brigade and its attached units will normally have a general support relationship with supported organizations.

1-2. The sustainment brigade is expeditionary, inter-operable and agile. These characteristics describe the attributes that the organization requires to be effective. The sustainment brigade is expeditionary as it can deploy task organized forces on short notice to austere locations and conduct sustainment operations immediately upon arrival. The sustainment brigade is inter-operable as it can task organize rapidly and integrate joint, inter-organizational and multinational requirements and capabilities. The sustainment brigade is agile as it can transition sustainment support across all decisive action tasks.

1-3. The sustainment brigade is task organized with units required to execute logistics and personnel services. Logistics includes; supply, maintenance, transportation, field services, distribution, and operational contract support. Personnel services are sustainment functions that fund and man the force. Examples of brigade task organizations are in chapter 5.

1-4. The combat sustainment support battalion (CSSB) is the building block upon which the sustainment brigade capabilities are developed. The CSSB is addressed in chapter 3. The organization and operations of most functional logistics battalions are addressed in specific functional Army techniques publications. Organizational information about functional logistics battalions is available in unit authorization documents and from force design resources located at the Combined Arms Support Command Sustainment Unit One Stop website.

1-5. A financial management support unit and a human resources company may be attached or assigned to the sustainment brigade. The financial management support unit and the human resources company are addressed in chapter 2.

1-6. The sustainment brigade headquarters is designed to operate as a single command element without the ability to conduct split based operations. The sustainment brigade cannot create or operate a tactical command post (CP) without accepting risk in other areas. More information about the command post is in chapter 4.

1-7. The sustainment brigade headquarters plans and conducts base security and protection against level I threats. Level II and III threats require coordination with designated combat reaction forces. The sustainment
brigade cannot be assigned an area of operations or manage terrain. More information about protection is in chapter 5.

1-8. A task organized sustainment brigade is dependent on the following organizations:
- Sustainment brigade signal network support company for signal support.
- Area support medical company for Role 2 medical support.

**ROLE AND FUNCTIONS**

1-9. A *role* is the broad and enduring purpose for which the organization or branch is established (ADP 1-01). An organization or branch has only one role. The role of a sustainment brigade commander and staff is to exercise mission command for task organized sustainment brigades. *Mission command* is the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander’s intent to empower agile and adaptive leaders in the conduct of unified land operations (ADP 6-0).

1-10. The sustainment brigade executes logistics and personnel services functions associated with theater opening, sustainment, distribution, and theater closing missions. A *function* is a practical grouping of tasks and systems (people, organizations, information, and processes) united by a common purpose (ADP 1-01). Properly task organized, a sustainment brigade could be conducting theater opening tasks, sustainment and theater distribution tasks during the early phases of an operation or if it is the only sustainment brigade in the joint operations area (JOA). This same sustainment brigade, with a different task organization, can transition to conducting a theater distribution mission or sustainment mission. More information about sustainment brigade functions supporting employed operations is in chapter 5.

**RELATIONSHIPS**

1-11. Commanders task organize the force to provide specific capabilities in support of mission requirements. They task organize the force by establishing command and support relationships. These relationships establish clear responsibilities and authorities between subordinate and supporting units. For every operation, the sustainment brigade commander and subordinate commanders must make every effort to ensure command and support relationships are clearly expressed in orders; their own and those of their higher headquarters and supported organizations. Doctrine sets general guidelines; mission orders will determine the details of the relationships. Doctrinal relationships are defined and explained in ADRP 5-0, *The Operations Process*, and FM 6-0, *Commander and Staff Organization and Operations*.

1-12. Sustainment brigade commanders closely evaluate the outcome they wish to achieve and then decide which combination of command and support relationships to assign subordinate units. The relationships must accommodate the known situation and empower subordinate leaders to respond to the unknown. Changes in command relationships do not necessarily require changes in support relationships, especially if the nature of the support does not change. Simple command and support relationships increase the likelihood of success.

1-13. The sustainment brigade commander also establishes informal relationships. The informal relationship between the sustainment brigade and the division G-4 (assistant chief of staff, logistics) provides another source of information for the sustainment brigade commander to consider when determining appropriate command and support relationships and internal task organization. A description of the relationship between the division G-4 and sustainment brigade support operations (SPO) is in the organization discussion later in this chapter.

**COMMAND RELATIONSHIPS**

1-14. Command relationships define command responsibility and authority. Army command relationships are: organic, assigned, attached, operational control, and tactical control. Command relationships unify effort and enable commanders to use subordinate forces with maximum flexibility. The type of command relationship often relates to the expected longevity of the relationship between the headquarters involved and quickly identifies the degree of support that the gaining and losing Army commanders provide. Leaders and Soldiers must understand the different kinds of command relationships and the impact those relationships have on providing and receiving sustainment support.
The sustainment brigade has different command relationships depending on many factors including, mission, priorities of support and transitioning task organization. Sustainment brigades are usually assigned or attached to a sustainment command. The sustainment brigade's command relationship and task organization changes based on changing mission requirements. Subordinate battalions may have different command relationships than the parent sustainment brigade.

The command relationship provides the authority to control unit mission. If a CSSB, or functional logistics battalion, has a command relationship with a unit they do not also have a support relationship with that unit. If the CSSB is attached to a sustainment brigade, the sustainment brigade has the authority to establish priorities and impose further command or support relationships. This relationship enables the sustainment brigade to maximize the capacity of all the subordinate CSSBs. Mission command doctrine describes the intended relationship, not a prescribed relationship.

**Army Service Component Command**

1-17. An Army Service Component Command (ASCC) assigned to a geographic combatant command is organized, manned, and equipped to perform three roles:

- Theater Army for the geographic combatant command to which it is assigned.
- Joint task force headquarters (with augmentation) for a limited contingency operation in that area of responsibility (AOR).
- Joint force land component (with augmentation) for a limited contingency operation in that AOR.

1-18. The ASCC is the primary vehicle for Army support to joint, interagency, intergovernmental, and multinational forces. The ASCC headquarters directs functions that include theater opening, theater distribution, reception, staging, onward movement and integration (RSOI), joint logistics over-the-shore operations; and sustainment and security coordination. A theater sustainment command (TSC) assigned to the ASCC is task organized with expeditionary sustainment commands and sustainment brigades to support mission requirements. The sustainment brigade has a command relationship with a sustainment command. The sustainment command has a command relationship with the ASCC. See FM 3-94, *Theater Army, Corps, and Division Operations*, for more information about the ASCC.

**Corps**

1-19. The corps headquarters is organized, trained, and equipped to serve as the ARFOR in campaigns and major operations, with command of two or more Army divisions, together with supporting theater-level organizations, across the range of military operations. When required, a corps may become an intermediate tactical headquarters under the land component command, with operational control of multiple divisions (including multinational or Marine Corps formations) or other large tactical formations. The corps headquarters has the capability to provide the nucleus of a joint task force or joint force land component headquarters. The corps normally has one expeditionary sustainment command (ESC) and one medical brigade in direct support. The sustainment brigade normally has a command relationship with an expeditionary sustainment command.

**Sustainment Commands**

1-20. The TSC synchronizes current and future sustainment operations for an ASCC headquarters. The TSC deploys an expeditionary sustainment command when the TSC determines that a forward command presence is required.

1-21. The expeditionary sustainment command is a headquarters which deploys to an area of operations (AO) or joint operations area (JOA). The ESC provides command capabilities when multiple sustainment brigades are employed or when the TSC determines that a forward command presence is required.

1-22. The significant difference between TSC and ESC capabilities is scale and scope. The TSC looks across the area of responsibility and shapes sustainment operations. It sets the conditions for successful sustainment operations. The TSC provides guidance to the strategic partners when priority conflicts exist between JOAs. The ESC is focused on the JOA and executing the joint task force or Army forces commander’s priorities. The ESC also manages the sustainment mission in the JOA. The TSC maintains oversight of sustainment
operations within the operational area with direct coordination with the ESC and its sustainment information systems. This capability provides the TSC commander with the regional focus necessary to provide effective operational-level support to Army or joint task force missions. The TSC may employ multiple ESCs within the theater.

1-23. The sustainment command, either the theater sustainment command or the expeditionary sustainment command, is the senior Army sustainment headquarters (less medical) in an area of responsibility in support of the ASCC, Corps or joint task force. The sustainment command plans and coordinates the sustainment functions supporting theater opening and theater closing. They also plan and coordinate theater distribution and sustainment operations in support of Army, joint, interagency, and multinational forces as required. The sustainment command communicates sustainment priorities, as determined by the geographic combatant commander (GCC) and ASCC, to the sustainment brigade commander. See ATP 4-94, Theater Sustainment Command, for more information about sustainment commands. Sustainment brigades are usually assigned or attached to a sustainment command.

Division

1-24. The division commands multiple Army brigades and is the Army’s primary tactical headquarters for decisive action. When required it may serve as a joint task force or joint force land component headquarters in a limited contingency operation. As required, the division may be the Army component and the joint force land component within a joint task force. Their principal task is directing subordinate brigade operations. Divisions are not fixed formations. They may control more than one type of brigade combat team (BCT). A division can control up to six BCTs with additional appropriate multifunctional supporting brigades. In most cases, deployed sustainment brigades will have a command relationship with a sustainment command and a support relationship with a division.

Support Relationships

1-25. Support relationships define the desired purpose, scope, and effect when one capability supports another. Army support relationships are not command authorities and are more specific than joint support relationships. FM 6-0, Commander and Staff Organization and Operations, discusses Army and joint support relationships. JP 4-0, Joint Logistics and JP 4-08, Logistics in Support of Multinational Operations, and Allied Land Publication 4.2, Land Forces Logistic Doctrine, have more information about the authorities, organizations, and control mechanisms that enable the synchronization of logistics in support of the joint and multinational force commander. Chapter 5 of this ATP has more information about the sustainment brigade’s support to joint operations.

1-26. There are four support relationships in Army doctrine: direct support, reinforcing, general support reinforcing and general support. In the past, these relationships were referred to as field artillery tactical missions. These tactical missions are now referred to as support relationships and are used by the rest of the Army to employ unit capabilities to achieve results required by supported commanders. The sustainment brigade's support relationship is general support unless otherwise ordered. This support is executed through the area support method. Area support is discussed in chapter 5 of this ATP.

Joint Forces

1-27. The Services are responsible for operational logistics support systems, platforms, and their execution to support the force. However, the sustainment brigade may provide common user support, common-user logistics, and common-land transportation support to the joint force. If this is the case, the joint force commander (JFC) will annotate the details in orders. A sustainment brigade providing support to joint forces is not a command or center for joint logistics, it is a brigade supporting a joint force, as per the operations order. See chapter 5 for a more complete discussion of the sustainment brigade’s role in joint operations. See FM 4-95, Logistics Operations, for more information on the Army's responsibilities as executive agent to other Services.
Special Operations Forces

1-28. The sustainment brigade special operations (SO) airborne (ABN) is a unique Army sustainment brigade because it maintains global situational awareness of deployed Army special operations forces logistics support structures. The sustainment brigade (SO) (ABN) sets the operational-level logistics conditions in order to enable Army special operations forces missions. It is assigned to United States (U.S.) Army Special Operations Command and focuses on operational to tactical sustainment support. During periods where only special operations forces are operating in a theater, support may be executed under the sustainment brigade (SO) (ABN). ATP 3-05.40, Special Operations Sustainment, provides more details on special operations sustainment.

1-29. When deployed, the sustainment brigade (SO) (ABN) acts as the single logistics headquarters for a joint special operations task force. The sustainment brigade (SO) (ABN) integrates Army special operations forces support requirements into the ASCC support plan and ensures a timely response to Army special operations forces requirements. The sustainment brigade (SO) (ABN) may also serve as an early entry control element for one CSSB in support of a conventional force expansion in the theater of operation until relieved by a conventional sustainment brigade. The sustainment brigade provides general support to special operations forces.

Transportation Brigade Expeditionary

1-30. The transportation brigade expeditionary is a transportation headquarters controlling all assigned and attached units while managing and conducting seaport operations. The transportation brigade expeditionary is task organized with battalions engaged in non-permissive port opening, water terminal, and watercraft operations to meet mission requirements. The transportation brigade expeditionary is attached to a sustainment command. The sustainment brigade provides support to the transportation brigade expeditionary and coordinates with the staff to synchronize onward movement as part of RSOI.

Brigade Support Battalion

1-31. Brigade support battalions (BSB) are organic to BCTs and are tailored to support its brigade. Aviation brigades have a similar support unit, the aviation support battalion. The BSB provides supply, field maintenance, transportation, and Role 2 medical support to the supported brigade. The aviation support battalion provides aviation and ground field maintenance, brigade-wide satellite signal support, resupply of all commodities, and Role 1 medical support. The sustainment brigade provides the support these support battalions are lacking, such as water purification and storage, petroleum storage and transportation support.

1-32. The sustainment brigade commander may recommend a direct support relationship if mission and operational variables indicate. A direct support relationship between a specific CSSB and a specific division, BCT, combat aviation brigade or battalion would be for a specific operation and the CSSB task organization would reflect the supported unit’s mission. Support relationships designated by appropriate orders will be used to specify the details of the support relationship, including the designated priorities of support.

STRATEGIC INTERFACE

1-33. The ASCC staff and the sustainment command staff provide the strategic interface for the sustainment brigade. However, there are instances when the sustainment brigade communicates and coordinates directly with unified action partners’ representatives to synchronize and integrate support. Unified action partners are those military forces, governmental and nongovernmental organizations, and elements of the private sector with whom Army forces plan, coordinate, synchronize, and integrate during the conduct of operations (ADRP 3-0). The level or degree of interaction will depend on how mature the theater is, what phase of operations and the sustainment brigade’s mission. This coordination will be more common for a sustainment brigade supporting operational level forces, a theater opening mission or a largely contracted mission. Sustainment brigade commanders and staff must be familiar with U.S. governmental partners and understand what each partner provides to support ASCC objectives. There are more details about the strategic partners and their actions in support of retrograde of materiel in Appendix A.
Defense Logistics Agency (DLA)

1-34. The Defense Logistics Agency provides the Services, other federal agencies, and combined and allied forces with the full spectrum of logistics, acquisition and technical services, including reutilization of military equipment management. The sustainment brigade interfaces with representatives of the DLA organizations which are providing support to them. DLA publishes a Customer Assistance Handbook which includes a description of subordinate DLA organizations and points of contact. For more details of support available to a specific operation, contact the DLA Customer Interactions Center.

1-35. The Defense Logistics Agency supports each geographic combatant commander with a DLA regional commander. This commander is the focal point for coordinating all DLA activities throughout the theater and can provide flexible support on demand. Once the Services identify capability required, the requirement goes through the joint task force commander, the combatant command and to the joint staff for approval. Following approval, DLA organizes its capabilities to meet requirements. The DLA regional commander will stand up a Defense Logistics Agency Support Team, commonly known as DST, to provide direct support to the area of operations.

1-36. The DLA support team provides logistical support to conflicts, disasters (both natural and man-made), emergencies, mobilizations and other contingency operations around the world. DLA support teams are responsible to the combatant commander. The DLA support team works directly with the sustainment command and integrates materiel management support of DLA common commodities such as subsistence, protective clothing, general supplies, and bulk petroleum. They also provide disposal support as appropriate including the disposal of hazardous wastes. The DLA support teams require protection, life support, use of common-user land transport assets and may need terrain prepared for their operations.

U.S. Army Materiel Command

1-37. The United States Army Materiel Command (USAMC) provides technology, acquisition support, materiel development, logistics power projection, and sustainment (less medical) to the Army. Three of the USAMC’s major subordinate commands that have important roles providing national-level support to the sustainment brigade are the U.S. Army Military Surface Deployment and Distribution Command, the Army Contracting Command and the Army Sustainment Command. The sustainment brigade interacts with USAMC organizations listed below.

U.S. Army Military Surface Deployment and Distribution Command

1-38. U.S. Army Military Surface Deployment and Distribution Command is the Army Service component command of United States Transportation Command and a major subordinate command of U.S. Army Materiel Command. U.S. Army Military Surface Deployment and Distribution Command is the single port manager for all common user seaports of embarkation and debarkation and supports the flow of deploying units, equipment and sustainment into the seaport of debarkation. A sustainment brigade conducting port operations coordinates with elements of the U.S. Army Military Surface Deployment and Distribution Command.

Contracting Team

1-39. Contracting teams operate under the command of a parent contracting support brigade or battalion and may be task organized into separate expeditionary contracting elements. They usually have a direct support relationship with the sustainment brigades. The primary mission of the contracting teams is to develop, solicit, award, manage, and close out theater support contracts (less medical contingency contracts). The contracting team requires logistics and security support such as field feeding, religious, personnel services, medical and movement and protection. For more information about the contracting support brigade and its subordinate units, see ATP 4-92, Contracting Support to Unified Land Operations.

Army Field Support Battalion

1-40. Army field support battalions are subordinate units of the Army field support brigade (AFSB). They are either assigned or attached to the AFSB. The Army field support battalions usually have a direct support relationship with a division headquarters and general support relationship with other units in its assigned
support area. It is the sustainment brigade’s portal to USAMC’s logistics providers such as the Life Cycle Management Command’s logistics assistance representatives, sustainment maintenance support and Logistics Civil Augmentation Program (LOGCAP) support.

1-41. The Army field support battalion (Prepositioned Stock) is responsible for managing Army prepositioned stocks (less medical). These battalions support equipment fielding, systems modernization, sustainment level maintenance, and augment field level maintenance operations. They also support other missions as needed to support Army forces during RSOI, retrograde and redeployment. For more information about the AFSB and its subordinate units, see ATP 4-91, Army Field Support Brigade. The U.S. Army Medical Materiel Agency is responsible for management of class VIII Army prepositioned stock. Refer to ATP 4-02.1, Army Medical Logistics, for additional information regarding class VIII Army pre-positioned stock.

Civil Affairs Operations

1-42. Civilian organizations, such as other government agencies, intergovernmental organizations, and nongovernmental organizations, bring resources and capabilities that can help establish host-nation civil authority and capabilities. Sustainment brigades may be required to support stability and foreign humanitarian operations that are often sustainment intensive. In these operations, sustainment brigades often work closely with or directly support intergovernmental, non-governmental and other agencies and organizations. This support may include ground transportation, provision of equipment and supplies, port operations and must be specifically authorized by the Secretary of Defense. Sustainment brigade commanders and staff must be familiar with the legal authorizations to provide support to the interagency and inter/non-governmental organizations or indigenous populations and institutions. ADRP 4-0, Sustainment, provides greater detail on inter-governmental organizations and interagency coordination.

1-43. The Department of State is the U.S. Government's lead agency for foreign affairs. Diplomacy is a principal means of organizing coalitions and alliances, which may include states and non-state entities, as partners, allies, surrogates, and/or proxies. The credible threat of force reinforces, and in some cases, enables the diplomatic process. The GCCs are responsible for aligning military activities with diplomatic activities in their assigned AORs.

Contractors

1-44. Commanders can expect that contractors will be involved in operations. The management and control of contractors differs from that of Soldiers and Department of the Army civilians. During military operations, Soldiers and Army civilians are under the control of the military chain of command. Commanders can direct Soldier and Army civilian tasks, special recognition, and disciplinary action. However, they do not have the same control over contractors. The terms and conditions of the contract establish relationships between the military and the contractor.

1-45. A challenge for the sustainment brigade commander is identifying who contracted the support and who is responsible for oversight. Many of the contractors working in the sustainment brigade’s area will either be contracted by or through the Army field support battalion but the Army Corps of Engineers, the Defense Logistics Agency and other units also contract support. The sustainment brigade commander may use the operational contract support branch in the SPO to assist with identifying who is performing what contract in the sustainment brigade’s assigned support area. Commanders and staff planners must also assess the need for providing protection to a contractor and designate forces to provide protection when appropriate. See JP 4-10, Operational Contract Support, and ATP 4-10, Multi-Service Tactics, Techniques, and Procedures for Operational Contract Support, for more details on contractor support.

Multinational

1-46. Sustainment of forces is a national responsibility. However, certain efficiencies and effects can be obtained through sharing, supporting and/or receiving support from allied or coalition forces. Chapter 138 of Title 10 United States Code (USC) authorizes exchanging support between U.S. services and those of other countries. Depending on the extent or scope of the multinational support agreement, sustainment brigades may be required to coordinate, control and support these types of operations.
Chapter 1

1-47. Participating nations should strive to achieve unity of command for the operation. Missions, tasks, responsibilities, and authorities must be clearly defined and understood by all participants. While command relationships are fairly well defined in U.S. doctrine, they are not necessarily part of the doctrinal lexicon of nations with which the U.S. may operate in multinational operations. The basic structures for multinational operations fall into one of three types: integrated, lead nation, or parallel command.

1-48. The integrated command structure is found in North Atlantic Treaty Organization where a strategic commander is designated from a member nation, but the staff and the subordinate commanders and staffs are of multinational makeup. The key factors in an integrated command are:

- A designated single commander.
- A staff composed of representatives from all member nations.
- Subordinate commands and staffs integrated into the lowest echelon necessary to accomplish the mission.

1-49. A lead nation structure exists when all member nations place their forces under the control of one nation. The lead nation command structure can be distinguished by a dominant lead nation command and staff arrangement with subordinate elements retaining strict national integrity. A good example of the lead nation structure is Multinational Force–Iraq, wherein a U.S.-led headquarters provided overall military command and control over U.S. and multinational subordinate commands.

1-50. Under a parallel command structure, no single force commander is designated. The coalition leadership must develop a means for coordination among the participants to attain unity of effort. This can be accomplished through the use of coordination centers. Nonetheless, because of the absence of a single commander, the use of a parallel command structure should be avoided if at all possible.

1-51. When multiple nations are operating together it is often expensive and inefficient for each nation to conduct sustainment operations unilaterally. As such, sustainment amongst allies and coalitions is often viewed as a collective responsibility. Support agreements between U.S. forces and other nations may be formed to maximize sustainment efficiencies and operational effectiveness. There are differing types of multinational support agreements, each with varying degrees of responsibility and scope. North Atlantic Treaty Organization allied land publications and ADRP 4-0, Sustainment, discuss these agreements in detail. The agreements include but are not limited to:

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

1-52. Types of support provided or received include transportation, using bulk petroleum facilities, provision of supplies to include class III (bulk) and field services. Pay special attention to LOGCAP services provided as an overall theater service but used by multinationals (including requirement calculations). Sustainment brigade commanders and their staff must be familiar with established multinational support agreements, understand the extent and limitations of each agreement, and understand the sustainment brigade role in supporting the agreements. See JP 3-16, Multinational Operations, and JP 4-08, Logistics in Support of Multinational Operations, for more information about multinational logistics.

**Host Nation**

1-53. Host-nation support is civil and military assistance rendered by a nation to foreign forces within its territory during peacetime, crises or emergencies, or war based on agreements mutually concluded between nations. Host-nation support may include the use of sea and aerial ports of debarkation, warehousing for storage, transportation assets, personnel such as stevedores and other distribution related or supported capabilities. Many host nation support (HNS) agreements have already been negotiated between existing allies. There are certain sustainment efficiencies that can be achieved to facilitate a unity of effort through the use of host nation (HN), allied and intergovernmental organization agreements. These can be pre-existing agreements or agreements that are generated after deployment to a theater. A comprehensive analysis of HN
capabilities and plans for incorporating these resources provides sustainment commanders with an array of options. Note that HNS is different than contracted support.

Other

1-54. In addition to doctrinally defined relationships, there are critically important professional relationships that cannot be categorized as either a command or a support relationship. The sustainment brigade should develop and participate in partnership activities to build the capacity of partners to secure populations, protect infrastructure, and strengthen institutions. This engagement builds a strong relationship with the indigenous populations and institutions which also benefits the sustainment brigade’s efforts to obtain contracted transport and goods.

1-55. Army National Guard sustainment brigades have official relationships that are not doctrinal. The State Governor commands Army National Guard sustainment brigades until they are federalized. They exercise command through the state adjutants general. When a National Guard sustainment brigade is activated by the governor of the state, they establish doctrinal command and support relationships with other military units, if there are any. The sustainment brigade will have non-doctrinal relationships with other organizations or state agencies that they are supporting or supported by. Title 10 USC contains the general and permanent laws governing the Armed Forces. Specific provisions of the Code pertaining to the Army National Guard are contained in Title 32 USC.

ORGANIZATION

1-56. The sustainment brigade is a headquarters organization comprised of a command group, staff and a special troops battalion. The sustainment brigade headquarters plans, coordinates, synchronizes, monitors, and controls sustainment operations within its support area. The following paragraphs discuss each staff element’s responsibilities in broad terms. Figure 1-1, depicts the recommended sustainment brigade staff organization.

![Sustainment Brigade Staff Organization Diagram](image)

**Figure 1-1. Sustainment brigade staff organization**

THE COMMAND GROUP

1-57. A command group consists of the commander and selected staff members who assist the commander in controlling operations away from a command post (FM 6-0). The command group is organized and equipped to suit the commander’s decision making and leadership requirements. It does this while enabling the commander to accomplish critical mission command warfighting function tasks anywhere in the AO. The
sustainment brigade’s command group is usually considered the brigade commander, the deputy commander and the command sergeant major (CSM). However, the mission and available staff dictate the command group’s makeup.

1-58. The deputy commander is the commander’s principal staff officer, directing and overseeing staff coordination and ensuring effective and prompt staff actions. The commander normally delegates authority to the deputy commander for executive management of coordinating and special staff officers. The deputy commander monitors the status of all subordinate units and ensures that status is provided to the sustainment brigade commander.

1-59. The sustainment brigade CSM is the senior enlisted member of the sustainment brigade and a member of the commander’s personal staff. The CSM provides mature knowledge, experience and judgement. The CSM provides technical and tactical advice to the commander on the planning, training, preparation, and execution of all sustainment brigade missions. The command sergeant major’s duties and responsibilities vary according to the commander’s specific desires or needs. The CSM is located wherever the duties require.

1-60. The sustainment brigade staff assists subordinate units and communicates with and informs units and organizations outside the headquarters. They ensure that decisions, directives, and instructions are implemented and that the commander’s intent is fulfilled. The sustainment brigade staff includes the coordinating staff and special and personal staff. In addition to the generic staff duties identified in FM 6-0, Commander and Staff Organization and Operations, sustainment brigade staff proactively identifies and solves sustainment issues.

THE COORDINATING STAFF

1-61. These staff sections perform common staff responsibilities that are briefly described below with more detail provided in annotated appropriate doctrinal publications. The staff develops internal sustainment brigade policies and plans in their respective technical areas and provides guidance, priorities, and allocations to subordinate commands. The sustainment 1 section includes the staff elements that are internal brigade support, and sustainment 2 focuses on support external to the brigade. They also review the plans of counterpart staffs in subordinate units.

Sustainment 1 S-1 Section

1-62. The brigade manpower and personnel staff officer (S-1) is the brigade’s principal staff officer for internal human resources support and other issues impacting on the health, morale, and welfare of assigned and attached sustainment brigade Soldiers. The S-1 coordinates medical, religious, and legal support and is responsible for developing the human resources support portion of operations plan or order. The S-1 is directly linked with the Human Resources Command for strength management, replacement operations, personnel accounting, and strength reporting. The S-1 provides technical guidance to all subordinate battalion S-1. See ATP 1-0.1, G-1/AG and S-1 Operations for more information on the Battalion S-1.

Current Operations S-2 Section

1-63. The brigade intelligence staff officer (S-2) identifies threat composition, strength, capabilities, and courses of action; conducts intelligence and sustainment preparation of the operational environment; and provides terrain and weather analysis. The S-2 prepares Annex B-Intelligence of the operations order; monitors the intelligence requirements to support current and future operations; monitors intelligence analysis of higher, lower, adjacent, and subordinate units; coordinates with other intelligence agencies to effectively provide predictive and timely intelligence to support logistic missions.

1-64. Examples of S-2 input to operations includes analysis regarding how weather affects the lines of communication, the impact threat’s tactics changes have on convoys, supply routes, and sustainment brigade sustainment hubs. The S-2 develops a means to collect, analyze and disseminate information from subordinate units conducting support missions. This includes any contractors or civilian personnel who participated in the support mission. All information must be evaluated to determine value, ability to answer the commanders’ priority intelligence requirements, or to update intelligence annexes to an operation plan (OPLAN) or operation order (OPORD), daily intelligence summary for subordinate units, and intelligence estimates. ADRP 2-0, Intelligence, provides more detail of intelligence operations.
Current Operations S-3 Section

1-65. The brigade operations staff officer (S-3) synchronizes and integrates sustainment operations with all warfighting functions across the planning horizons in current operations, future operations, and plans integrating cells in accordance with the commander’s intent and planning guidance. The sustainment brigade S-3 performs the following:

- Coordinates with supported units to synchronize future operations and the transition from the current operation to a future operation without loss of momentum and unit integrity.
- Plans for and optimizes automation for mission planning, course of action development, rehearsals, operational planning, and after action reviews.

1-66. The S-3 prepares, coordinates, authenticates, publishes, reviews, and distributes written orders (warning, operations, and fragmentary) and plans. The S-3 also develops the unit task organization, plans and executes operations security and develops force module packages. The S-3 section plans tactical troop movements, including route selection, priority of movement, timing, security, quartering, staging, and preparing movement orders.

Plans Branch

1-67. The plans branch is a small cell led by the plans officer. All staff sections assist the plans branch as required. The plans branch prepares, coordinates, and publishes operation orders and plans. The branch plans operations for the long range time horizon and develops plans, orders, branches, and sequels based on orders from higher echelons, projected outcome of the current operation, and the sustainment brigade commander’s guidance. The brigade S-3 is responsible for the plans branch. More information on how the plans branch operates in chapter 4.

Civil Affairs Operations S-9 Section

1-68. The brigade civil affairs staff officer (S-9) is the principal advisor to the commander and staff on civil affairs operations. The S-9 integrates civil affairs operations into operations and exercises and advises on the capabilities, allocation, and employment of subordinate civil affairs units and provides specific country information for training or deployment. The civil affairs operations staff develops Annex K (Civil Affairs Operations) to OPLANs, concept plans and OPORDS. The S-9 coordinates with supporting civil affairs forces and the civil-military operation center to conduct interagency collaborative planning and coordination and integration of nonmilitary stakeholders with the staff to synchronize operations. The S-9 prepares and maintains the civil affairs operations running estimate and advises the commander on the obligations incurred from the short and long-term effects (economic, environmental, and health) of military operations on the indigenous population and institutions, and the effects that the indigenous population and institutions have on military operations. For a full discussion on the requirements and duties of the brigade S-9 see FM 3-57, Civil Affairs Operations.

1-69. The sustainment brigade S-9 is especially important when sustainment operations depend on host nation resources to accomplish critical sustainment tasks. The S-9, through the civil information management process within the civil-military operation center, continually provides updated information on the civil component of the operational environment. This data can identify current capabilities and resources of the indigenous population and institutions that can support the operations. These identified resources can assist the SPO in planning near term sustainment operations.

Sustainment 1 S-4 Section

1-70. The brigade logistics staff officer (S-4) is the principal staff officer for internal sustainment and readiness. Primary tasks include: sustainment operations and plans, supply, maintenance, transportation, and field services. The S-4 advises the commander and staff on all internal logistics issues; coordinates estimates, plans, annexes, and orders for internal sustainment operations; tracks the current operation, provides staff oversight of food service operations, property book operations, and maintenance operations for the sustainment brigade and its subordinates. The S-4 is normally ordered to oversee the deployment and redeployment process of the sustainment brigade and its subordinate units.
Signal S-6 Section

1-71. The brigade signal staff officer (S-6) major tasks involve network operations and information management. The S-6 provides technical staff supervision over signal support activities throughout the sustainment brigade. The S-6 provides technical supervision of all communications asset attachments, coordinates with the supporting signal unit to maintain access to higher echelons common user signal networks, develops and coordinates signal support plans, and identifies potential information network constraints and takes action to offset or adapt to these constraints by ensuring redundant signal means are available to maintain the network. FM 6-02, Signal Support to Operations, provides some details about the signal officer’s role in operations.

Financial Management S-8 Section

1-72. The sustainment brigade financial management staff officer (S-8) is the brigade’s financial management expert. An officer and a noncommissioned officer (NCO) make up the S-8 section. They are the focal point for the brigade’s financial management planning and support. They integrate all financial management requirements into the sustainment brigade’s operational planning and assist with developing the financial management concept of support. The S-8 identifies, certifies, and manages funds available for immediate expenses. They monitor all expenditures, including contract expenditures.

1-73. The S-8 is a part of the entire brigade’s contracting, local purchase, and credit card processes. They submit spend plans and monitor the status of requirements packets. They coordinate contracting and financial management support for the sustainment brigade’s field ordering officers and pay agents. The S-8 also coordinates and manages the audit and internal control program.

1-74. As part of the coordinating staff, the S-8 receives, develops, and disseminates financial management guidance throughout the brigade. They analyze information from the brigade staff, and assigned and attached commanders, they consider aspects of the fiscal triad and develop funding requirements which they submit to the higher headquarters. More details about the S-8 and financial management are in FM 1-06, Financial Management Operations.

Support Operations Staff

1-75. The brigade support operations plans and coordinates support operations. Support Operations is the staff function of planning, coordinating, and synchronizing sustainment in support of units conducting decisive action in an area of operations. It is performed by support operations coordinating staff of a sustainment unit. The brigade support operations balances external sustainment support requirements with sustainment capabilities. The SPO conducts distribution operations, maintenance management, operational contract support and commodity management of general supplies, ammunition, fuel and water.

1-76. The sustainment brigade SPO executes materiel priorities established by the sustainment command’s distribution management center in accordance with the ASCC policy and priorities. The SPO manages internal supplies and stocks as well as supervise distribution, maintenance, and materiel management functions within the brigade’s geographic support area. The SPO employs integrated and automated control, and logistics information systems to develop a logistics common operational picture and maintain situational awareness throughout the brigade's geographic support area. The SPO provides staff supervision of human resources and finance operations. Support operations is depicted in figure 1-2 on page 1-13. A brief description of each staff element follows.

Distribution Integration Branch

1-77. The distribution integration branch plans, coordinates and synchronizes distribution operations. This branch plans and monitors execution of distribution operations and executes the sustainment command's distribution plan in accordance with the concept of support. It synchronizes operations within the distribution system to maximize throughput. The distribution integration branch consolidates distribution requirements from all sections of support operations and creates the distribution plan. The distribution plan describes how sustainment flows from the sustainment brigade to supported units.
Mobility Branch

1-78. The Mobility Branch coordinates transportation requirements for supported units with movement control teams (MCT). The branch balances transportation capabilities with requirements to meet mission requirements and develops the movement plan. The movement plan is provided to the distribution integration branch to be included in the distribution plan.

1-79. The branch provides technical assistance on the employment and capabilities of air, land, and water transportation for subordinate units, to include hub and node operations. This branch manages common-user transportation assets, allocated by the sustainment command. Common-user land transportation assets are Department of Defense (DOD)-controlled land transportation assets and facilities designated as common use in theater. The sustainment command may delegate the authority to allocate common-user land transportation assets if the sustainment brigade is the senior sustainment headquarters in the JOA or if there is no movement control battalion. They are charged with maintaining liaison with HN transportation agencies, mode operators, and supported units.

1-80. They monitor transportation capability and capacity at transshipment nodes. The mobility branch coordinates internally with supply and distribution integration branches for distribution management of all commodities (less class VIII and communications security equipment), and unit movements (RSOI, redeployment, and retrograde). See ATP 4-16, Movement Control, for specifics of movement control.

Supply and Services Branch

1-81. The supply and services branch conducts materiel management and plans and coordinates field service support. This branch determines requirements and recommends priorities for the allocation and distribution control of supplies. It monitors requisition of commodities and makes recommendations for redistribution within the brigade's assigned support area. It maintains visibility of on-hand and in-transit supply stocks using automated logistics systems.

1-82. The general supply section controls, manages and directs the receipt, storage, and distribution of class I, II, III (packaged), IV and IX supplies to the supported elements within the sustainment brigade's support area. The fuel and water section controls and manages the bulk fuel and water supply to supported organizations. It directs the receipt, storage, inspection, testing, quality, issue, distribution, and accountability of the bulk fuel and water stocks for the operational area. The field services section coordinates field services for supported forces. Field services are: aerial delivery, mortuary affairs, field feeding, laundry, shower, and water purification. Military personnel provide most of the field service support in forward areas with support from HN and contractors.
Munitions Branch

1-83. The Class V munitions branch coordinates and supervises supply management of all ammunition operations for the operational area using automated logistics systems. This branch determines requirements and recommends priorities for the allocation and distribution control of ammunition. It monitors requisition of munitions and makes recommendations for redistribution within the brigade's assigned support area. It maintains visibility of on-hand and in-transit ammunition using automated logistics systems.

Maintenance Branch

1-84. The maintenance branch coordinates maintenance support requirements for supported units. This section conducts trend analysis, fleet management and field and sustainment maintenance requirements. Sustainment maintenance requirements are coordinated with the AFSB. This office also is responsible for managing maintenance production for automotive, ground support equipment, armament, electronic system repair and for managing maintenance production for test, measurement, and diagnostic equipment for the brigade.

Human Resources Operations Branch

1-85. The human resources operations branch is responsible for planning, coordinating, integrating, and synchronizing the activities of subordinate human resources companies, platoons and teams in the sustainment brigade operational area. This includes ensuring they are resourced, correctly positioned, and properly allocated to provide required postal, personnel accountability, and casualty support. They are responsible for HR plans and operations, personnel accountability/casualty operations and postal operations. The human resources operations branch deploys as part of the sustainment brigade early entry element to assist in establishing the initial theater personnel accountability, casualty assistance center, and postal operations. FM 1-0, Human Resources Support, has more details about the human resources operations branch activities.

1-86. One of the primary functions of the human resources operations branch is to serve as an integrator. It integrates the efforts of the Human Resources Sustainment Center and assigned or attached human resources organizations including HR company, military mail terminal team, and Theater Gateway Personnel Accountability Team for execution of HR support. They are also an integrator between supported units HR staffs and the sustainment organizations for the execution of external HR support. This includes synchronizing non-HR support requirements with other sustainment elements and organizations such as, transportation, billeting, and feeding for transient personnel. The human resources operations branch ensures that the emplacement and displacement of HR support organizations are in synchronization with the concept of support plan for personnel accountability, casualty, and postal operations.

Operational Contract Support Branch

1-87. Operational Contract Support is the integration of commercial sector support into military operations. The sustainment brigade operational contract support branch conducts contract support integration - synchronizing operational planning, requirements development and contracting in support of the deployed military forces and other designated organizations in their assigned support area. Specifically, they develop, review statements of work or performance work statements, independent government estimates, requirement justification documentation, and purchase requests.

1-88. The sustainment brigade operational contract support branch also conducts contractor management by managing and integrating contractor personnel and their equipment into military operations. The branch monitors, tracks and coordinates required unit actions associated with contracting officer representatives (COR) and receiving officials. Members of the operational contract support branch also participate in unit operational planning teams and develop Annex W - Operational Contract Support. For more information, see ATP 4-10, Multi-Service Tactics, Techniques, and Procedures for Operational Contract Support.

Sustainment Automation Support Management Office (SASMO)

1-89. The SASMO is the network administrator of the tactical Very Small Aperture Terminals and wireless Combat Service Support Automation Information System Interface network. The SASMO provides
sustainment information technology support to the brigade. As the network administrator, the SASMO manages network configuration and supervises access operations related to supported units. The SASMO coordinates with the S-6 to integrate into the sustainment command’s communications and electronic warfare plan to ensure security and use of its vital functions. The SASMO performs the function of the first tier help desk for sustainment systems. The SASMO performs system administration to include roles and permission management. Refer to ATP 4-0.6, *Techniques for Sustainment Information Systems Support*, for more information about the Sustainment Automation Support Management Office duties and certifications.

**SPECIAL AND PERSONAL STAFF**

1-90. Special staff officers help the commander and other staff members perform their functional responsibilities. Special staff officers routinely deal with more than one coordinating staff officer.

1-91. Personal staff members work under the commander’s immediate control. They also may serve as special staff officers when they coordinate with other staff members. When performing their duties as special staff officers, personal staff officers may work through the deputy commander and under a coordinating staff officer for coordination and control purposes.

**Public Affairs Office**

1-92. The public affairs office is a special staff office that supports the commander and assigned units and may serve as the sustainment brigade’s spokesperson. Two public affairs non-commissioned officers comprise this office. As skilled communicators and members of the commander’s special staff, the public affairs office is closely and continuously involved in the operations, staff coordination, and communication processes. Public affairs Soldiers accomplish their mission through public information, command information, and community engagement functions.

1-93. The sustainment brigade public affairs office conducts public affairs planning and integrates and synchronizes information related actions and themes with the overall brigade plans and orders. This office works closely with the brigade staff to integrate strategy and unify efforts to communicate the commander’s perspective. The public affairs officer conducts media analysis and develops communication strategies that support the brigade’s operations. The office supports division and higher media embed plans and works with information related capabilities such as combat camera, military information operations and lessons learned programs. FM 3-61, *Public Affairs Operations*, offers details about public affairs at every level of command.

**Brigade Judge Advocate**

1-94. The brigade judge advocate is a member of the commander’s personal staff. The brigade legal section consists of a brigade judge advocate, a trial counsel, and a senior paralegal NCO. Battalion paralegals, under the direction and supervision of the brigade judge advocate and the senior paralegal NCO, serve at either the unit level or may be consolidated at the brigade level. The brigade legal section provides legal support to the command across the Judge Advocate General’s Corps’ six core legal disciplines: military justice, international and operational law, administrative and civil law, contract and fiscal law, claims, and legal assistance. Members of the brigade judge advocate office participate in brigade operations planning process, including the military decisionmaking process (MDMP), preparing legal estimates, drafting legal annexes, and reviewing operational plans and orders. See FM 1-04, *Legal Support to the Operational Army*, for additional information about brigade legal section support.

1-95. The brigade legal section supports sustainment through personnel legal support. Personnel legal support encompasses those areas of the law in which the support is primarily to individual Soldiers in their personal capacity, namely, legal assistance, claims, and trial defense. The brigade legal section provides legal assistance services (including Soldier readiness processing and claims) consistent with all applicable laws, regulations, rules of professional responsibility, and the section’s level of services. Commanders must ensure Soldiers undergoing disciplinary actions under the Uniform Code of Military Justice receive appropriate legal counseling, which is a function of trial defense. To ensure adequate representation and avoid conflicts of interest, trial defense is provided by the U.S. Army Trial Defense Service.
Brigade Surgeon

1-96. The sustainment brigade surgeon is a special staff officer answering directly to the sustainment brigade commander. Command surgeons at all echelons of command have similar duties and responsibilities. For a listing and an in-depth discussion of the command surgeon’s duties and responsibilities refer to ATP 4-02.3, Army Health System Support to Maneuver Forces.

1-97. The sustainment brigade surgeon advises the commander on the health of the sustainment brigade units and ensures all Army Health System support functions are considered and included in operation plans and orders. The sustainment brigade surgeon is responsible for technical supervision of the special troops battalion’s (STB) medical treatment team and medical evacuation team.

1-98. The sustainment brigade surgeon section consists of a medical operations officer, health care NCO and a medical logistics officer. They assist the sustainment brigade surgeon with medical planning and medical operations monitoring and reporting. This section’s goal is to ensure adequate Army Health System support is available to the sustainment brigade in a timely and efficient manner.

1-99. They coordinate with higher, adjacent, and supported elements including Army special operations forces that may be operating within the sustainment brigade’s operational area. This section also coordinates with the medical brigade for the placement and support requirements of medical units and elements located in the sustainment brigade operational area. This information ensures medical support is integrated and synchronized with the sustainment brigade’s operational support plan and helps determine which capabilities are required to meet the sustainment brigade’s medical requirements identified by the brigade surgeon. For more information on medical planning see ATP 4-02.55, Army Health System Support Planning.

Unit Ministry Team (UMT)

1-100. The sustainment brigade UMT consists of a chaplain and a chaplain assistant. At the brigade level, the main effort is focused on supervising, synchronizing, and resourcing subordinate UMTs as they provide religious support throughout the larger sustainment brigade assigned support area. As a member of the brigade commander’s personal staff, the chaplain has direct access to the commander and other leaders throughout the brigade area of operations to advise on all religious, moral, ethical, and morale issues with potential impact on operations. The chaplain assistant also performs these supervisory and advisory functions. FM 1-05, Religious Support, provides further detail regarding brigade UMT duties and responsibilities.

1-101. The brigade UMT participates in brigade operations processes, to include publishing a concept of religious support as an attachment to operation orders and plans, typically following the five-paragraph format of the base plan or order as Tab D (Religious Support) to Appendix 2 (Personnel Services Support) to Annex F (Sustainment). ATP 1-05.01, Religious Support and the Operations Process, includes further information regarding effective integration of religious support within unit operations and planning processes.

Special Troops Battalion

1-102. The STB commander and staff integrate and control assigned and attached units. The battalion consists of a command group, a unit ministry team, and a coordinating staff. The STB has a headquarters company, which includes a field feeding section a maintenance section, a medical treatment team and a medical evacuation team. The STB is discussed in chapter 2.

SUMMARY

1-103. The sustainment brigade is a multifunctional headquarters integrating and employing all assigned and attached units while planning and synchronizing sustainment operations. It is the Army’s primary brigade level sustainment headquarters. Sustainment brigades are usually assigned or attached to a sustainment command. The sustainment brigade and its attached units will normally have a general support relationship with supported organizations. The sustainment brigade executes logistics and personnel services functions associated with theater opening, sustainment, distribution, and theater closing missions. Command relationships define command responsibility and authority. Support relationships define the desired purpose, scope, and effect when one capability supports another. Army support relationships are not command
authorities and are more specific than joint support relationships. The sustainment brigade is a headquarters organization comprised of a command group, staff and a special troops battalion. The sustainment brigade headquarters plans, coordinates, synchronizes, monitors, and controls sustainment operations within its support area.
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Chapter 2

Special Troops Battalion Capabilities and Organization

The special troops battalion is a battalion headquarters which controls all units assigned and attached to the STB. The special troops battalion is comprised of a command group, coordinating staff and a headquarters and headquarters company. It is the only organic unit to the sustainment brigade. STB attached units include human resources, finance and signal units. The special troops battalion is task organized with detachments and teams to meet mission requirements.

CAPABILITIES

2-1. The STB commander and staff integrate and control assigned and attached units. The STB provides all administrative support, life support, and communications for the sustainment brigade headquarters. It is a battalion level headquarters available to the sustainment brigade to control assigned and attached mission enabling units.

2-2. The STB's organic elements include a command group, coordinating staff, a unit ministry team, and the headquarters company. The staff provides information and advice to the headquarters and headquarters company (HHC) and attached unit commanders. The headquarters company has a field feeding section, a maintenance section, a medical treatment team, and a medical evacuation team. The teams provide Role 1 care for the sustainment brigade HHC and the STB's assigned and attached units.

2-3. The STB can control a variety of units based on the operational situation. The task organization may include units that perform functions which are not represented on the staff. Examples include aerial delivery, mortuary affairs, theater gateway teams and military mail terminals. The STB commander and staff must be adaptable and innovative to meet mission requirements.

2-4. The STB will have attached companies, detachments and teams with differing command and support relationships. Human resources, Finance and Signal units are the most common attachments to the STB. The command relationship of any unit in the STB task organization will depend on the expected longevity of the relationship between the headquarters involved and additional mission variables. Sustainment units attached to the STB usually have a general support relationship with units in the sustainment brigade’s assigned support area.

2-5. The STB does not normally have a direct interface with strategic partners. However, the STB may have to provide life support to elements of combat support agencies that are in direct support to sustainment brigade operations. The most likely strategic interface will be with organizations overseeing contracts and contractors. This includes elements of the Army field support battalion such as logistics assistance representatives or a logistics support element designated to oversee LOGCAP execution.

ORGANIZATION

2-6. The STB headquarters comprises a command group, a coordinating staff and an HHC. When financial management and human resources organizations are attached to the sustainment brigade, they are usually further attached to the STB. Figure 2-1 on page 2-2 depicts a notional special troops battalion. There are five to seven organizations assigned or attached to the STB. The STB headquarters has a limited staff capability and depends upon the brigade staff for support.
Figure 2-1. Notional special troops battalion

HEADQUARTERS

2-7. Like all commanders, the STB commander applies mission command philosophy while blending the art of command with the science of control. The mission determines which activities to accomplish. These activities determine how commanders organize, tailor, or adapt their individual staffs to accomplish the mission. For example, the commander assigns select staff responsibilities to the HHC commander such as overseeing contracts or facility construction. Or, the commander coordinates support with the sustainment brigade commander when a particular staff section requires more manpower to accomplish a specific mission.

2-8. One of the challenges for the STB commander and staff is adapting to the quantity and complexity of attached units and assigned missions. A clear commander’s intent, a well-informed professional staff, teamwork among the units and cooperation will help to minimize these challenges and foster a positive climate. The STB commanders and staffs contribute to this positive climate during training and sustain it during operations.

2-9. The command sergeant major is the senior enlisted member of the STB and a member of the commander's personal staff. The CSM provides mature knowledge, experience, and judgement. The CSM communicates with supported unit’s command sergeants major to verify the quality of support. The CSM circulates amongst all the STB’s assigned and attached units. The CSM provides technical and tactical advice to the commander on the planning, training, preparation, and execution of all STB missions.

2-10. In addition to the standard executive officer (XO) duties, the STB executive officer has the challenge of training and building a small and junior grade staff. The STB task organization will change often and the task organization will likely include teams and detachments. Communication between the STB and the parent unit of the attached element will be accomplished by the staff. Establishing and monitoring a battle rhythm and nested it with higher and subordinate headquarters battle rhythms will enable better communication, especially reporting procedures.
2-11. The STB unit ministry team consists of a chaplain and chaplain assistant who plan, prepare, execute, and assess religious support in support of all battalion personnel and operations. The UMT provides religious support to meet religious needs of all Soldiers, families, and authorized civilians. Battalion UMTs are prepared to provide mobile direct delivery of pastoral religious support to strengthen and sustain Soldiers. As a member of the STB commander’s personal staff, the chaplain has direct access to the commander and other leaders throughout the battalion area of operations to advise on all religious, moral, ethical, and morale issues with potential impact on operations; the chaplain assistant also performs the advisory function to the command and staff. The STB unit ministry team works for the STB commander, but also works closely with their supervising brigade UMT to ensure religious support provision and advisement is comprehensive and coordinated throughout the brigade area of operations. Battalion UMTs plan and continuously synchronize a concept of religious support with battalion operations processes to ensure effective religious support throughout the assigned support area in accordance with ATP 1-05.01, Religious Support and the Operations Process.

COORDINATING STAFF

2-12. The staff is a key component of the mission command system. As an organization, the STB must be able to apply mission command warfighting function tasks to sustainment operations and to sustainment enabling operations. The STB staff is a small battalion staff, to be efficient and effective; the staff must act as a team. All members must be technically competent and work together as a team.

2-13. The mission determines the size and composition of a staff. The sustainment brigade commander augments the STB staff with special teams or units, such as a combat camera team. Frequent personnel changes and augmentation to the headquarters adds challenges to building and maintaining the team. The staff performs the basic primary staff duties outlined in FM 6-0, Commander and Staff Organization and Operations. The following paragraphs highlight additional considerations for the STB staff.

S-1

2-14. The S-1 is the principle staff officer for human resources support and other issues impacting on the health, morale and welfare of STB Soldiers. The S-1 coordinates medical, religious, legal support, command interest programs and is responsible for developing the human resources support portion of an operations order or plan (Annex F). Human resources support in the STB includes personnel accountability, strength reporting, casualty operations, personnel information management, personnel readiness, essential personnel services and postal operations. See ATP 1-0.1, G-1/AG and S-1 Operations, for more information on the Battalion S-1.

S-2/3

2-15. The STB has a combined intelligence and operations staff section. This five person staff executes all the basic operations and intelligence tasks of battalion operations section. The S-3 prepares, coordinates, authenticates, publishes, reviews, and distributes written orders (warning, operations, and fragmentary) and plans. The S-3 also develops the unit task organization, plans and executes operations security. The S-3 section plans tactical troop movements, including route selection, priority of movement, timing, security, quartering, staging, and preparing movement orders. Members of this staff also disseminate intelligence products throughout the battalion and up to sustainment brigade staff.

S-4

2-16. The S-4 develops the logistic plan and determines the STB’s sustainment requirements. It is likely the deployed battalion will have attached units with whom there is no habitual relationship. The S-4 requires some basic information from the parent unit’s battalion logistics staff officer on what organic support the attached units are bringing with them and what they will require from the STB. The S-4 also monitors and analyzes the equipment readiness status of all attached units. The S-4 is responsible for coordinating for battalion services such as food preparation, water purification or showers. The S-4 may be responsible for oversight of contracted services or facilities.
SUBORDINATE UNITS

2-17. The STB is responsible for five to seven organizations, ranging from team to company size. The staff must understand the capabilities and relationships of these units. The HHC could easily become overwhelmed with internal support requirements if they do not request support augmentation when required.

Headquarters And Headquarters Company (HHC)

2-18. The HHC provides oversight of all company level operations for the sustainment brigade headquarters and STB. The HHC is responsible for the Soldiers assigned to the sustainment brigade and STB headquarters. In addition to responsibilities common to all commanders, the commander coordinates food service, billeting, field sanitation, supply, field maintenance for organic equipment and Army Health System support.

2-19. The headquarters company field feeding and maintenance sections support the STB, the sustainment brigade headquarters, the sustainment brigade’s signal company, human resources company and finance company. The maintenance section provides field maintenance for vehicles and equipment belonging to the sustainment brigade headquarters, STB and all assigned/attached assets smaller than battalion-level and not assigned to a battalion. The support maintenance company, normally found in the CSSB, assists the maintenance section when required.

Medical Support

2-20. Medical support within the STB is provided by the medical treatment team and medical evacuation team. The teams provide Role 1 Health Service Support for the sustainment brigade HHC and the STB’s assigned and attached units. They operate under the supervision of the sustainment brigade surgeon. The medical treatment team is primarily responsible for providing unit level (Role 1) Health Service Support, which includes emergency medical treatment, behavioral health, advanced trauma management and sick call services.

2-21. The teams are dependent on the surgeon’s section for planning, coordination, and synchronization of the health service support. The medical evacuation team provides tactical combat casualty care, en route medical care, and ground medical evacuation from the point of injury to the medical treatment team for Role 1 care. Refer to ATP 4-02.3, Army Health System Support to Maneuver Forces, for additional information.

FINANCIAL MANAGEMENT SUPPORT UNIT

2-22. The financial management support unit is a tailorable unit which is responsible for three to seven financial management support detachments. The financial management support unit’s primary mission is to provide financial management support. They provide general support to units in the sustainment brigade’s assigned support area. Supported entities include joint and multinational commands, units, Soldiers, authorized civilians and contractors. The sustainment brigade S-8 plans and integrates financial management operations.

2-23. The financial management support unit analyzes the supported commander’s tasks and priorities to identify the financial resource requirements that will enable mission accomplishment. The financial management support unit is capable of augmenting other financial management units to meet requirements at echelons above division. It ensures regulatory guidelines, directives, and procedures are followed by operational elements.

2-24. The financial management support unit commander is the primary account holder to the Treasury and the limited depositary account. This commander is responsible for funding subordinate financial management support detachments, determining currency requirements and replenishment (U.S. and foreign) needs, receiving collections, making payments on certified vouchers, supporting detainee operations, safeguarding funds, and protecting funds from fraud, waste, and abuse. In conjunction with the financial management support center banking section, the financial management support unit establishes banking relationships with host nation banking institutions.

2-25. The financial management support unit is responsible for the management and execution of electronic commerce programs, to include program oversight of its financial management support detachments. Strong
consideration should be given to locating the financial management support unit in the proximity of the Division G-8 (assistant chief of staff, resource management) and the contingency contracting teams due to its critical role in operational contract support.

2-26. The financial management support unit relies on the Financial Management Tactical Platform as an integrated system with multiple software capabilities. Additionally, the financial management support unit relies on the General Funds Enterprise Business System in order to perform vendor pay and accounting transactions. The financial management support unit requires continuous connectivity in order to perform these functions. This is especially critical during theater opening operations. Financial management operations also depend on electronic submission of finance documents through the Financial Management Tactical Platform to Defense Finance and Accounting Service for disbursing, vendor support, and travel and pay support. See FM 1-06, Financial Management Operations, for more information about financial management support organizations and operations.

**HUMAN RESOURCES (HR) COMPANY**

2-27. The HR company provides command, planning, and technical support to all assigned or attached human resources and postal platoons. This headquarters includes a command section, a plans and operations section and a headquarters support section. The capabilities of the company depend on attached platoons and detachments. Company capabilities include postal directory services, integrating personnel arriving or transiting the theater, postal inspections, and casualty liaison teams or personnel accountability teams.

2-28. The HR company receives operational guidance from the human resources operations branch in the supporting sustainment brigade. Technical guidance may be provided by the human resources operations branch and the Human Resources Sustainment Center. There are many capability configurations available for the HR company and platoons. Composition changes according to mission and operational variables. The two platoons most likely to be in the human resources company are the multifunctional platoon and the postal platoon. A short explanation of these platoons is below. A full explanation of all the human resources capabilities and organizational relationships is in FM 1-0, Human Resources Support.

2-29. The HR multifunctional platoon has the capability to form casualty liaison teams or personnel accountability teams, or a combination of both, to perform the casualty and personnel accountability mission. The platoon also provides augmentation to the theater gateway personnel accountability team. The HR company retains command of augmentation personnel.

2-30. The postal platoon provides postal support to all individuals and units in an assigned support area or serves as an element of a military mail terminal. The command of the postal platoon remains with the HR company, even when the postal platoon augments the military mail terminal.

**BRIGADE SIGNAL COMPANY**

2-31. The brigade signal company provides 24-hour communications support of the signal system networks for the sustainment brigade. Unit subordinate elements (platoons and teams) deploy throughout the sustainment brigade’s assigned support area. The brigade signal company Soldiers engineer, install, operate, maintain, and defend the joint enterprise theater network supporting operations.

2-32. The brigade signal company extends defense information systems network services to the sustainment brigade's subordinate elements operating in the assigned support area and provides basic network management capabilities. The sustainment brigade S-6 and S-3 coordinate to determine allocation and positioning of signal assets in the brigade’s assigned support area.

2-33. The network extension platoon provides support to the sustainment brigade CP. The range extension platoon employs three Single Channel Ground and Airborne Radio System wireless network extension teams for coverage of the sustainment brigade’s assigned support area and two small CP support teams that have command post nodes support for sustainment brigade CP plus one other CP. FM 6-02, Signal Support to Operations, offers details about the sustainment brigade’s signal company.
SUMMARY

2-34. The STB is task organized with companies and detachments that provide capabilities from across the warfighting functions. The STB task organization changes depending on the sustainment brigade’s specific operational environment and may include competencies with which the staff is not familiar. There are five to seven organizations assigned or attached to the STB. One of the challenges for the STB commander and staff is adapting to the quantity and complexity of attached units and assigned missions. A clear commander’s intent, a well-informed professional staff, teamwork among the units, and cooperation will help to minimize these challenges and foster a positive climate. The STB commanders and staffs contribute to this positive climate during training and sustain it during operations.
Chapter 3

Combat Sustainment Support Battalion Capabilities and Organization

The combat sustainment support battalion is a multifunctional logistics headquarters responsible for controlling execution and synchronizing logistics operations. The CSSB is the sustainment brigade’s primary logistics support battalion level unit and is tailored to meet specific mission requirements. This chapter describes the capabilities, relationships and organization of the CSSB headquarters.

CAPABILITIES

3-1. The combat sustainment support battalion is a flexible and versatile headquarters that controls execution and synchronizes logistics support in a designated area of operations. The CSSB can be task organized with functional companies, teams and detachments that execute transportation (mode, terminal and movement control) operations, maintenance operations, ammunition operations, supply support activity operations, water operations, petroleum operations, aerial delivery operations and mortuary affairs. The CSSB is the building block upon which the sustainment brigade capabilities are developed.

3-2. The combat sustainment support battalion employs and controls up to seven company-sized assigned and attached units conducting logistics operations and support. The CSSB staff establishes a command post, executes the operations process and synchronizes logistics operations in support of mission requirements. The CSSB supports brigade combat teams, multifunctional support brigades, and other units operating in its assigned support area. Command and support relationships are discussed later in this chapter.

3-3. The CSSB is task organized with units required to support logistics requirements. A task organized CSSB is dependent on the following organizations:
   ● The sustainment brigade for administrative support.
   ● Support maintenance company for field maintenance and recovery support.
   ● Area support medical company for Role 2 medical support.

3-4. The CSSB executes and synchronizes logistics functions as required to support units in its assigned support area. It is task organized to provide specific types of logistics functions support depending on its assigned mission. The CSSB usually has a general support relationship with its supported organization.

RELATIONSHIPS

3-5. CSSBs are normally attached to a sustainment brigade upon deployment. The CSSB has a general support relationship with all units in its assigned support area, unless otherwise stated by order. This includes brigade combat teams and echelon above brigade units such as special operations forces or field artillery units. The CSSB and its subordinate units may have a direct support relationship with supported units. Reinforcing and general support reinforcing support relationships are less common. Army support relationships allow supporting commanders to employ their units’ capabilities to achieve results required by supported commanders.

3-6. A CSSB may be task organized to support brigade combat teams. CSSBs develop habitual relationships with BCTs in garrison to facilitate training and leader development. The CSSB has capabilities that can augment brigade support battalions. They also provide additional capacity to support the BSB. These CSSBs are task organized with a composite truck company and a composite supply company capable of providing water purification and bulk fuel storage. When deployed, the habitually supporting CSSBs will have the same
command and support relationship considerations as all CSSBs. Figure 3-1 shows differing CSSB support relationships throughout the JOA.

3-7. The CSSB may provide common item support or common-user logistics. The CSSB provides support to other services as a result of: executive agent responsibility, lead service designation and inter-service, cross servicing or service support agreements.

3-8. These agreements range from formal to informal. Executive agency is a formal responsibility usually assigned by the secretary of defense. A service support agreement is an informal agreement between two Services to exchange support or services of equal value or like in kind. For example, the Army may establish an informal agreement with the Marines to share a dining facility or maintenance operation on a forward operating base.

3-9. The CSSB has limited strategic interface. Strategic interface is most often with the Army field support battalion. The CSSB accesses sustainment maintenance through the Army field support battalion. The logistics assistance representatives are resident in the Army field support battalion. CSSB using prepositioned stock interface with an Army field support battalion (preposition stock). More information about Army field support battalions and brigades is available in ATP 4-91, Army Field Support Brigade.

3-10. The CSSB may be required to provide support to intergovernmental, interagency, non-governmental agencies and multinational organizations. Support for these organizations is coordinated and directed by the JFC and should be specified in orders with detailed instructions on what and how much support is provided.

ORGANIZATION

3-11. The CSSB is a logistics headquarters with a command group, coordinating staff and a headquarters company. The CSSB is task organized with logistics capabilities to support specific requirements. These logistics companies, platoons or detachments include maintenance, supply, transportation mode, terminal and
movement control, mortuary affairs and field services. Figure 3-2 depicts the combat sustainment support battalion staff.

Figure 3-2. Combat sustainment support battalion headquarters and staff

3-12. The concept of support developed by the sustainment brigade may require CSSBs to change task organization frequently to meet mission requirements. Cascading concepts carry the top commander's intentions to the lowest levels, and the nesting of those concepts traces the critical path of concentration and priorities. When requirements change, the supporting unit may be released from its direct support relationship and the support or command relationship reassigned in orders.

HEADQUARTERS

3-13. The CSSB commander exercises mission command of all units assigned and attached to the CSSB. The commander creates a positive command climate to inculcate and foster trust and mutual understanding. The commander trains subordinates in mission command philosophy and executes operations using the mission command warfighting functions tasks and systems.

3-14. The CSSB command sergeant major is the senior enlisted member of the CSSB and a member of the commander's personal staff. The CSM provides mature knowledge, experience, and judgement. The CSM communicates with supported unit’s command sergeants major to verify the quality of support. The CSM provides technical and tactical advice to the commander on the planning, training, preparation, and execution of all CSSB missions.

3-15. The combat sustainment support battalion XO is the commander's chief of staff and is responsible for monitoring the CSSB current operations cell. The XO directs, coordinates, supervises, trains, and synchronizes the work of the staff and ensures effective and prompt staff actions. The XO must understand the commander's intent and ensure the battalion staff implements it. The XO provides the commander with the tools to visualize, describe, direct, and assess operations. The executive officer monitors the status of all subordinate units and ensures that status is provided to the CSSB commander.

UNIT MINISTRY TEAM (UMT)

3-16. The UMT consists of a chaplain and a chaplain assistant who plan, prepare, execute, and assess religious support in support of all battalion personnel and operations. The UMT provides religious support
to meet religious needs of all Soldiers, families, and authorized civilians. Battalion UMTs are prepared to provide mobile direct delivery of pastoral religious support to strengthen and sustain Soldiers. As a member of the CSSB commander’s personal staff, the chaplain has direct access to the commander and other leaders throughout the battalion area of operations to advise on all religious, moral, ethical, and morale issues with potential impact on operations; the chaplain assistant also performs the advisory function to the command and staff. The CSSB unit ministry team works for the CSSB commander, but also works closely with their supervising brigade UMT to ensure religious support provision and advisement is comprehensive and coordinated throughout the brigade area of operations. Battalion UMTs plan and continuously synchronize a concept of religious support with battalion operations processes to ensure effective religious support throughout the assigned support area in accordance with ATP 1-05.01, Religious Support and the Operations Process.

COORDINATING STAFF

3-17. The CSSB coordinating staff includes the sustainment 1 sections, current operations section, sustainment 2 and the S-6. The sustainment 1 includes the staff elements that are internal battalion support: the S-1 and the S-4. The sustainment 2 section is focused on support external to the battalion. It includes the support operations and the SASMO. The current operations section includes the S-2 and the S-3.

Sustainment 1 S-1 Section

3-18. The S-1 is the principle staff officer for human resources support and other issues impacting on the health, morale and welfare of CSSB Soldiers. The S-1 coordinates CSSB medical, religious, legal support, and command interest programs. The S-1 collaborates with the S-4 to complete the sustainment paragraph and Annex F (Sustainment) of the OPLAN or OPORD. See ATP 1-0.1, G-I/AG and S-1 Operations, for the full description of battalion S-1 responsibilities.

Current Operations Intel S-2 Section

3-19. The S-2 is the chief of the intelligence warfighting function and provides intelligence information to support current and future operations and plans. The S-2 leads the staff in intelligence preparation of the battlefield and assists the S-3 with developing and executing the information collection plan. Examples of the critical S-2 input to operations includes analysis regarding how weather affects the MSR, the impact threat’s tactics changes have on convoys, supply routes, and supply points. The S-2 develops a means to collect, analyze and disseminate information from battalion personnel returning from convoy operations and other support missions. This includes any contractors or civilian personnel who participated in the support mission. All information is evaluated to determine value, ability to answer the commanders’ priority intelligence requirement, or to update intelligence annexes to OPLAN or OPORD, daily intelligence summary for subordinate units, and intelligence estimates. The S-2 prepares Annex B (Intelligence) to the operation order or operation plan. ADRP 2-0, Intelligence, provides more detail of intelligence operations.

Current Operations S-3 Section

3-20. The S-3 is responsible for training, operations and plans. The S-3 synchronizes and integrates CSSB sustainment operations with warfighting functions for the commander. The S-3 operations officer integrates across the planning horizons in current operations, future operations, and plans integrating cells. Current and future operations must be assessed and responsibility for each area fixed and acted on as a team. The S-3 is responsible for writing and reviewing the battalion’s tactical standard operating procedures (SOP) and prepares friendly forces overlays. Chapter four has more details about S-3 activities and command post operations.

3-21. The S-3 also includes an electronic warfare NCO who supervises and performs military action involving the use of electromagnetic energy to determine, exploit, reduce, or prevent hostile use of the electromagnetic spectrum. The responsibilities of the electronic warfare NCO may include synchronization with higher headquarters and planning for:
- Electronic attack which is using electronic warfare to disrupt threat communications systems and such.
- Electronic support which is helping friendly forces by using electronic warfare detection assets to locate threat.
- Electronic protection which is using equipment to protect our communication systems and other electronic type of equipment.

3-22. The S-3 section prepares, coordinates, authenticates, publishes, reviews, and distributes written orders (warning, operations, and fragmentary) and plans. The CSSB support operations and the S-3 work together on the battalion’s concept of operations (paragraph 3.b. of the OPLAN or OPORD). The S-3 also coordinates with the battalion SPO to: develop the unit task organization, plan and execute operations security and develop the force module packages for CSSB deployment. Planners recommend and incorporate all technologies and automation, current/future logistics posture, mobility data, and commander’s guidance into the development of the support plan. S-3 plans and operations officers plan tactical troop movements, including route selection, priority of movement, timing and security, quartering, staging, and preparing movement orders.

**Sustainment 1 S-4 Section**

3-23. The S-4 coordinates the strategic and operational deployment of the CSSB. Specifically, the S-4 coordinates for internal supply functions, determines supply requirements (except medical), and coordinates the requisition, acquisition, and storage of supplies and equipment. The S-4 maintains unit equipment lists and assists in developing unit movement plans for the CSSB.

3-24. The S-4, with assistance from the S-1, prepares the sustainment paragraph (paragraph 4 of the OPLAN or OPORD) and Annex F (Sustainment). The section monitors internal field feeding, property book activities, unit basic loads and status of requisitions for equipment and supplies. The S-4 acquires and assigns facilities, and develops the internal battalion logistics status report. The S-4 also manages CSSB budget, to include the funding approval portion of execution management under Global Combat Support System–Army.

**S-6 Section**

3-25. The battalion signal staff officer is responsible for electromagnetic spectrum operations and networks within the CSSB’s assigned support area. The CSSB may operate remotely from the sustainment brigade and therefore must maintain communications with the sustainment brigade. The CSSB establishes voice communications to support mission command and convoy operations as well as to monitor, update, and evaluate the logistics posture. The S-6 focuses on maintaining the integrity of the frequency modulation radio and digital communications network, ensuring links, and planning backup systems. The S-6 is responsible for the full range of tasks associated with network management, systems administration, and systems/software security for all tactical automation, including establishing administration procedures for all information systems. The S-6 uses the command post node to establish a secure wireless local area network for the logistics network. The CSSB has no organic command post node capability and requires support from the sustainment brigade to provide it. The S-6 also ensures SASMO functions are reflected in the brigade electronic warfare plan to ensure the security and use of the Very Small Aperture Terminals and wireless Combat Service Support Automated Information System Interface network.

**Sustainment 2 Support Operations**

3-26. The CSSB support operations synchronizes logistics support for the battalion’s future operations within the assigned support area. The staff includes transportation, maintenance, supply, fuel, ammunition officers and NCOs. The staff may perform duties as CORs to support mission requirements.

3-27. The SPO develops the logistics concept of support for the assigned support area. It synchronizes operations to maximize efficiencies and ensure priorities are executed in accordance with published orders. The support operations plans and coordinates resupply operations. Support requirements that exceed the capabilities of the CSSB must be communicated to the sustainment brigade for coordination. The CSSB is executing the distribution plan developed by the sustainment brigade.
3-28. The support operations is responsible for establishing and maintaining the logistics common operational picture for the command. Logistics operations are monitored using a suite of logistics automation systems and mission command systems.

3-29. The support operations includes a transportation staff capability which enables planning and coordinating for transportation operations (mode, terminal and movement control). This staff also provides COR support to monitor contract execution.

3-30. The ammunition staff oversees ammunition resupply and distribution. They work closely with the attached ammunition ordnance company to ensure prompt and adequate support to units. The ammunition NCOs must be aware of ammunition requirements and controlled supply rates that affect operations. The ammunition staff also plans and coordinates ammunition operations and provides ammunition surveillance and COR support to monitor contract execution.

3-31. The supply staff includes functional petroleum, water treatment, and materiel handler specialists who plan and coordinate operations. They manage the on-hand stocks within the CSSB supply support activities and supply points, determine requirements, coordinate local purchases, coordinate retrograde of materiel, and distribution of supplies. They may also assist with providing oversight of repair parts requirements and projections of parts availability. The supply staff plans and coordinates fuel, water and supply support activity operations, performs execution management functions as outlined by Global Combat Support System–Army and may act as COR for contract execution.

3-32. The maintenance management personnel provide maintenance oversight of the maintenance organizations attached to the CSSB. They ensure integrated maintenance management for combat vehicles, automotive ground support, communications electronics, armament equipment and missile equipment. The maintenance management personnel also plan and forecast maintenance and related materiel requirements based on future operational plans and coordinates the disposal of threat equipment. The maintenance staff provides COR support.

**Sustainment Automation Support Management Office (SASMO)**

3-33. The SASMO provides sustainment information technology support to the battalion and performs system administration to include roles and permission management. Refer to ATP 4-0.6, *Techniques for Sustainment Information Systems Support*, for more information about the Sustainment Automation Support Management Office duties and certifications.

**SUBORDINATE ORGANIZATIONS**

3-34. The CSSB headquarters and headquarters company is the only organic unit in the CSSB. The CSSB is task organized to meet mission requirements. Details about the capabilities of attached logistics units are in the appropriate doctrinal publication. Figure 3-3 is an example of what a CSSB might look like. More examples of CSSB task organizations are in chapter 5.
Ammunition

3-35. The CSSB may be task organized with ammunition units to support decisive action tasks. Ammunition capability includes the functions of receiving, storing, issuing and reconfiguring ammunition packages. An ammunition storage area is operated by one or more modular ammunition platoons with or without an ammunition company headquarters. Ammunition support is fully modular and platoons may be added or reduced from the organization based upon ammunition support requirements and mission variables. The CSSB ammunition staff coordinates receipt and issue of ammunition from the ammunition supply point. The ammunition staff has no materiel management responsibility for class V. See ATP 4-35, Munitions Operations and Distribution Techniques, for more information about ammunition organizations.

Maintenance

3-36. The CSSB may be task organized with support maintenance companies to support decisive action tasks. Maintenance capability includes the functions of wheeled vehicle repair, armament repair, allied trades, radio repair, computer and electronic equipment maintenance, ground support equipment repair and recovery assistance to units within its assigned support area. The SPO maintenance section provides priorities of effort to the support maintenance company, coordinates evacuation of equipment to sustainment maintenance level activities and provides COR support of monitoring the contract execution. See ATP 4-33, Maintenance Operations, for more information about field maintenance capabilities.

General Supply and Field Services

3-37. The CSSB may be task organized with supply and service units to support decisive action tasks. Supply capability include subsistence support, fuel storage and issue, water purification and storage and supply support activity (SSA) support to units within its assigned support area. The type and quantity of supply companies attached to the CSSB will vary based upon mission requirements and units supported. Quartermaster companies and/or platoons may be assigned to a CSSB to provide supported units with field services such as: aerial delivery, mortuary affairs, field feeding, laundry, shower, and water purification. More information about quartermaster capabilities is in ATP 4-42, General Supply and Field Services Operations, ATP 4-43, Petroleum Supply Operations, ATP 4-44, Water Support Operations, ATP 4-45, Force Provider Operations and ATP 4-48, Aerial Delivery.

Transportation

3-38. The CSSB may be task organized with transportation units to support decisive action tasks. Transportation capability includes terminal, mode and movement control support to units within its assigned support area. The assigned mission will determine the number and type of truck companies attached to the CSSB. Information about transportation may be found in ATP 4-11, Army Motor Transport Operations.
SUMMARY

3-39. The CSSB is the building block upon which the sustainment brigade capabilities are developed. The combat sustainment support battalion is a flexible and responsive headquarters that controls execution and synchronizes logistics support in a designated AO. It is a logistics headquarters with a command group, coordinating staff and a headquarters company. It is task organized with logistics capabilities to support specific requirements. CSSBs are normally attached to a sustainment brigade upon deployment. Functional sustainment companies, detachments and teams may be assigned or attached to the CSSB. Details about the capabilities of attached logistics units are in the appropriate doctrinal publication. The CSSB usually has a general support relationship with units in its assigned support area. The CSSB coordinating staff includes sustainment 1, current operations, and sustainment 2 sections. The CSSB headquarters and headquarters company is the only organic unit in the CSSB.
Chapter 4

Mission Command

This chapter describes sustainment brigade mission command, the operations process and command post operations. It describes how sustainment brigade and CSSB commanders organize the staff into functional and integrating cells to perform command post functions. This chapter includes examples of a command post layout and a discussion of logistics reports and reporting. Readers should be familiar with the fundamentals and principles of mission command and the operations process before reading this chapter. Readers may refer to ADRP 5-0, The Operations Process, ADRP 6-0, Mission Command, and FM 6-0, Commander and Staff Organization and Operations for more information about the topics in this chapter.

OVERVIEW

4-1. Mission command is both a philosophy of command and a warfighting function. Applying the mission command philosophy helps commanders exercise authority skillfully and master the systems and procedures that help forces accomplish missions. They use the mission command warfighting function to help them integrate and synchronize operations. Mission command (as opposed to detailed command) tends to be decentralized and flexible. This uncertain nature requires an environment of mutual trust and shared understanding among commanders, subordinates, and partners. ADRP 1-03, The Army Universal Task List, includes parameters that provide the basis for describing varying levels of performance of the key tasks associated with the warfighting functions.

TASKS

4-2. The commander is the central figure in mission command. While staffs perform essential functions that amplify the effectiveness of operations, commanders are ultimately responsible for accomplishing assigned missions. Throughout operations, commanders encourage disciplined initiative through a clear commander’s intent while providing enough direction to integrate and synchronize the force at the decisive place and time. To this end, commanders perform three primary mission command warfighting function tasks. The commander’s tasks are:

- Drive the operations process through their activities of understanding, visualizing, describing, directing, leading, and assessing operations.
- Develop teams, both within their own organizations and with joint, interagency and multinational partners.
- Inform and influence audiences, inside and outside their organizations.

4-3. Sustainment brigade commanders collaborate with supported maneuver commanders, their staff, and strategic partners to create a shared understanding. As sustainment brigade commanders begin to develop an understanding of the operational environment, they start visualizing the operation’s end state and potential solutions to solve sustainment problems. Based on this understanding, commanders make decisions and direct action throughout the operations process.

4-4. Sustainment brigade commanders cannot always rely on habitual relationships established in garrison. They use teambuilding skills to form effective teams and foster unity of effort across all components of the Army and joint, interagency and multinational partners.

4-5. Sustainment brigade commanders use inform and influence activities to ensure actions, themes, and messages compliment and reinforce each other to accomplish objectives. An information theme is a unifying or dominant idea or image that expresses the purposes for an action. Messages support themes. They can be
Chapter 4

verbal, written, or electronic communications that supports a theme focused on an audience. Messages are tailored to specific audiences. More information is available in FM 3-13, Inform and Influence Activities.

4-6. Staffs support commanders in the exercise of mission command by performing four primary mission command warfighting function tasks. The staff tasks are—

- Conduct the operations process: plan, prepare, execute and assess.
- Conduct knowledge management and information management.
- Synchronize information-related capabilities.
- Conduct cyber electromagnetic activities.

Conduct The Operations Process: Plan, Prepare, Execute and Assess

4-7. The operations process consists of the major activities of mission command conducted during operations: planning, preparing, executing and assessing operations. Commanders drive the operations process, while remaining focused on the major aspects of operations. Staffs conduct the operations process; they assist commanders in the details of planning, preparing, executing, and assessing.

4-8. Sustainment brigade planning starts a cycle of the operations process that results in a plan or operation order to guide the unit during execution upon receipt of a mission. Preparing for a specific operation begins during planning and continues through execution. Execution puts plans into action. Planning future operations are based on assessments of progress. Assessment is continuous and affects the other three activities.

4-9. Sustainment brigade operations are guided by eight principles; integration, anticipation, responsiveness, simplicity, economy, survivability continuity and improvisation. Leaders apply the principles of sustainment throughout planning and execution to balance competing mission requirements against available assets and resources.

4-10. For more details about the sustainment principles, see ADP 4-0, Sustainment. The sustainment principles are essential to maintaining combat power, enabling strategic and operational reach, and providing Army forces with endurance. While these principles are independent, they are also mutually supporting. When applied properly, the principles of sustainment provoke thought and enable commanders and staffs to use their knowledge, experience, and judgment to employ their capabilities more effectively. Application of the principles of sustainment are considered throughout planning, reevaluated during, and reviewed following operations.

Conduct Knowledge Management and Information Management

4-11. Knowledge management facilitates the transfer of knowledge between staffs, commanders, and forces. It aligns people, processes, and tools within an organization to distribute knowledge and promote understanding. Commanders apply judgment to the information and knowledge provided to understand their operational environment and discern operational advantages.

4-12. The sustainment brigade deputy commander is the senior knowledge management officer in the brigade and advises the commander on knowledge management policy. The deputy commander is responsible for directing the activities of each staff section and subordinate units to capture and disseminate organizational knowledge. The sustainment brigade S-6 enables knowledge management by providing network architecture and the technological tools necessary to support content management and knowledge sharing. See ATP 6-01.1, Techniques for Effective Knowledge Management, for more information.

4-13. Sustainment brigade commanders constantly seek to understand their operational environment in order to facilitate decision making. The sustainment brigade staff studies the operational environment, identifies information gaps, and helps the commander develop and answer information requirements. The shared understanding of an operational environment, the operation’s purpose, the problem, and approaches to solving the problem form the basis for unity of effort and trust. The staff uses information management to assist the commander in building and maintaining understanding.
Synchronize Information-Related Capabilities

4-14. Information-related capabilities are tools, techniques, or activities employed within a dimension of the information environment that can be used to create effects and operationally desired conditions. Sustainment brigade special staff assist the brigade commander in developing themes and messages to inform domestic audiences and influence foreign friendly, neutral, adversary, and enemy populations throughout the operations process. They coordinate the activities and operations of information-related capabilities to integrate and synchronize all actions and messages into a cohesive effort. Refer to FM 3-13, Inform and Influence Activities, for more information.

4-15. All assets and capabilities at a commander’s disposal have the capacity to inform and influence to varying degrees. The sustainment brigade public affairs staff and Soldier and leader engagements are the primary capability within the brigade.

Conduct Cyber Electromagnetic Activities

4-16. Commanders, supported by their staff, integrate cyberspace operations, electromagnetic spectrum operations and electronic warfare. Cyber electromagnetic activities within the sustainment brigade must be integrated and synchronized across all command echelons and warfighting functions. The sustainment brigade S-3 staff has the primary electronic warfare capability within the brigade. The sustainment brigade S-6 staff has the responsibility for cyber electromagnetic activity of network operations.

MISSION COMMAND SYSTEMS

4-17. The sustainment brigade is designed with a mission command system that enhances the commander's ability to conduct operations. Commanders organize a mission command system to:

- Support the commander's decision making.
- Collect, create, and maintain relevant information and prepare knowledge products to support the commander's and leaders’ understanding and visualization.
- Prepare and communicate directives.
- Establish the means by which commanders and leaders communicate, collaborate, and facilitate the functioning of teams.

4-18. To provide the four overlapping functions shown above, sustainment brigade commanders arrange the five components of their mission command system. The five components are: personnel, networks, information systems, processes and procedures, and facilities and equipment.

Personnel

4-19. The sustainment brigade’s mission command system is focused on trained Soldiers and leaders exercising disciplined initiative and accomplishing assigned missions in accordance with the commander's intent, not technology. Key personnel dedicated to supporting the commander include seconds in command, command sergeants major, and liaison officers and staffs.

4-20. The sustainment brigade deputy commander is the commander's principal assistant. Sustainment brigade commanders delegate authority to their DCOs to act in their name for specific functions and responsibilities and inform them of any changes in the commander's visualization or intent.

4-21. Sustainment brigade commanders employ their command sergeant major throughout the area of operations to extend command influence, assess morale of the force, and assist during critical events.

4-22. The sustainment brigade staff is an essential component of the mission command system. Led by the sustainment brigade deputy commander, the staff supports the commander in understanding situations, decision making, and implementing decisions throughout the operations process. Sustainment brigade commanders arrange their staffs to perform three functions as part of their mission command system:

- Support the commander.
- Assist subordinate units.
- Inform units and organizations outside the headquarters.
Networks

4-23. A network is a grouping of things that are interconnected for a purpose. Networks enable commanders to communicate information and control forces. Networks are key enablers to successful operations. Sustainment brigade commanders establish networks to connect people. These connections can be established socially through the introduction of two personnel to perform a task, or technically through information systems.

Sustainment Brigade Automated Systems

4-24. Sustainment brigade commanders determine their information requirements and focus their staffs and organizations on using automated systems to meet these requirements. Automated systems include computers—hardware and software—and communications, as well as policies and procedures for their use. These systems enable extensive information sharing, collaborative planning, execution, and assessment that promote shared understanding. The core systems include:

- Global Combat Support System—Army.
- Distributed Common Ground System—Army.
- Joint Capabilities Release and Joint Capabilities Release—Logistics transitioning to Joint Battle Command Platform and Joint Battle Command Platform—Logistics.
- Digital Topographic Support System.
- Command Post of the Future.

Processes and Procedures

4-25. Sustainment brigade commanders establish and use systematic processes and procedures to organize the activities within the headquarters. Processes are a series of actions directed to an end state, such as the military decisionmaking process. Procedures are standard, detailed steps, often used by staffs, which describe how to perform specific tasks to achieve the desired end state.

Facilities and Equipment

4-26. Sustainment brigade commanders arrange facilities and equipment, including command posts, platforms, operation centers, signal nodes, and all mission command support equipment. A facility is a structure or location that provides a work environment and shelter for the other components of the mission command system.

Operational Energy

4-27. Sustainment brigades will consider operational energy in the planning and executing of their missions. Operational energy is the sum of energy and associated systems, information and processes required to train, move, and sustain forces and systems for military operations. Commanders at all levels must consider ways to conserve or reduce the amount of operational energy resources used in military operations. Through conservation of energy resources, commanders can reduce resupply operations, increase vehicle and equipment efficiency, and reduce environmental damage. A continuous process, commanders must plan and oversee operations to reduce consumption, use alternative energy means, and incorporate the latest energy saving technologies. Employing a combination of best practices, technologies, and discipline in managing and executing supply and field services operations will extend operational reach and reduce mission risk.

COMMAND POST CELLS AND STAFF ELEMENTS

4-28. The sustainment brigade and its subordinate unit's command post conduct activities supporting sustainment tasks, tasks the commander assigns and tasks common to all command posts. The deputy commander establishes and leads command post operations. A command post is a unit headquarters where the commander and staff perform their activities (FM 6-0). The sustainment brigade and its subordinate unit's command post functions include:
- Plan and prepare for operations.
- Control operations, integrate resources and synchronize current operations.
- Receive, analyze and disseminate information.
- Prepare reports.

4-29. There are three types of command post; main command post, tactical command post and early entry command post. The main command post is a facility containing the majority of the staff designed to control current operations, conduct detailed analysis, and plan future operations (FM 6-0). The tactical command post is a facility containing a tailored portion of a unit headquarters designed to control portions of an operation for a limited time (FM 6-0). An early entry command post is a lead element of a headquarters designed to control operations until the remaining portions of the headquarters are deployed and operational (FM 6-0).

4-30. The sustainment brigade's headquarters' design and its organic communications capability provides commanders a flexible mission command structure to support a main CP and an early entry command post. The sustainment brigade's main CP includes representatives of all staff sections and a full suite of information systems to plan, prepare, execute, and assess operations. The commander considers the size, location and mobility requirements of the CP and then configures the command post.

4-31. An example sustainment brigade command post is depicted in figure 4-1. This example uses equipment that is authorized by the table of organization and equipment or common table of allowances. Additional examples of command post layouts are available on the Army Training Network. Commanders may add or take equipment and space away depending on the factors of mission variables.

![Figure 4-1. Example sustainment brigade command post](image)

**Figure 4-1. Example sustainment brigade command post**

4-32. The CSSB's headquarters' design does not have organic communications capability. The CSSB depends on the sustainment brigade or an expeditionary signal battalion for CP communications support. The CSSB main CP includes representatives of all staff sections and a full suite of information systems to plan, prepare, execute, and assess operations. The XO leads and provides staff supervision of the main CP.

4-33. Effective CP operations require frequent training that includes establishing and practicing staff battle drills. The number and sophistication of staff battle drills vary by organization. They are as diverse as the personalities of the commanders. Battle drills can be trained and practiced in a variety of locations.
4-34. Commanders organize their CPs into functional and integrating cells. Functional cells group personnel and equipment by warfighting function (minus mission command). The entire command post assists the commander in the exercise of mission command. Therefore, commanders do not form a specific mission command functional cell. Since all of the staff assists the commander with specific tasks of the mission command warfighting function, the command post as a whole, including the commander, deputy commanders, and command sergeants major, represents the mission command warfighting function.

**SUSTAINMENT BRIGADE FUNCTIONAL CELLS**

4-35. Functional cells coordinate and synchronize forces and activities by warfighting function. The functional cells within the sustainment brigade CP are intelligence, movement and maneuver, fires, protection, and sustainment. The functional cells provide a standardized method of vertically integrating closely related tasks. The commander is responsible for ensuring all command post functions are executed. This is a challenge for sustainment units since they do not have all the warfighting functions represented on their staffs. The functional cell descriptions below include staffing recommendations.

**Intelligence Cell**

4-36. The sustainment brigade CP intelligence cell includes the brigade S-2, current operations and the brigade S-2, geospatial. They coordinate activities and systems that help commanders understand the threat, terrain and weather, and civil considerations. The intelligence cell requests, receives, and analyzes information from all sources to produce and distribute intelligence products. This includes tasks associated with the intelligence process, intelligence preparation of the battlefield/battlespace, MDMP, information collection and targeting.

**Movement and Maneuver Cell**

4-37. The sustainment brigade CP movement and maneuver cell is the brigade S-3, operations. It coordinates activities and systems that position forces to support mission requirements. The brigade S-3 maintains synchronization by continuously updating running estimates, the synchronization matrix, and the decision support template, to effectively arrange mission command activities across time, space, purpose, and warfighting functions, to accomplish the mission.

**Fires Cell**

4-38. The fires cell coordinates, plans, integrates, and synchronizes the employment and assessment of fires in support of current and future operations. The sustainment brigade operations staff includes an operations officer with an infantry additional skill identifier who could be the brigade S-3 CP fires cell. This Soldier coordinates activities and systems that provide collective and coordinated use of electronic warfare capability to support sustainment operations.

**Protection Cell**

4-39. The sustainment brigade CP protection cell is the brigade S-3 operations support cell. This cell coordinate the activities and systems that preserve the force through risk management. This includes tasks associated with protecting personnel, physical assets, and information. Elements of the following staff sections form this cell: chemical, biological, radiological, and nuclear; engineer; and operations security.

**Sustainment Cell**

4-40. The sustainment brigade CP has two sustainment cells. The brigade S-1, brigade S-4, brigade S-8 and brigade surgeon sections form one of the sustainment cells. This cell is responsible for coordinating activities and systems that provide personnel management, logistics support, financial management, and Army Health System support for units assigned and attached to the sustainment brigade. The brigade support operations forms the second sustainment cell. This cell is responsible for coordinating activities and systems that provide support and services to the supported force to ensure freedom of action, extend operational reach, and prolong endurance of a supported maneuver commander.
Other Staff Sections

4-41. The sustainment brigade CP includes the brigade S-6. The brigade S-6 section establishes and maintains the network architecture for the sustainment brigade CP. Mission command systems, logistics information systems, email, and voice communications systems are systems sending and receiving data to the command post. The brigade S-6 conducts network operations.

Sustainment Brigade Integrating Cells

4-42. Horizontal integration occurs in three integrating cells that synchronize across three planning horizons (or by the phases of the operation). A planning horizon is a point in time commanders use to focus the organization's planning efforts to shape future events (ADRP 5-0). The planning horizons are short, mid, and long and correspond to the integrating cells within a headquarters: current operations cell, future operations cell, and plans cell. The timelines associated with planning horizons depend on the unit and operational and mission variables. For example, the long range planning horizon for a sustainment command is different than a company command.

4-43. The sustainment brigade has a small plans branch, usually used as the long range planning cell. The majority of the sustainment brigade staff balance their efforts between the current operations and the plans cells. Mid-range planning (future operations) is accomplished by integrating members from the SPO distribution plans and integration branch with staff representatives as required. The S-3 conducts many of the tasks associated with short range planning and execution (current operations), but not all. Representative from the functional cells and special staff assist with short range planning and execution as required.

Current Operations Integration Cell

4-44. The sustainment brigade CP current operations integration cell is the focal point for operations execution. This involves assessing the current situation while regulating forces and warfighting functions in accordance with the mission, commander's intent and concept of operations. The current operations integration cell displays the common operational picture and conducts shift changes, assessments, and other briefings as required. It provides information on the status of operations to all staff members and to higher, subordinate, and adjacent units. The operations synchronization meeting is the most important event in the battle rhythm in support of the current operation. The brigade S-3 section forms the core of the current operations integration cell. Elements or watch officers from each staff section and liaison officers from subordinate and adjacent units form the remainder of the cell. All staff sections are represented in the current operations integration cell, either permanently or on call.

Future Operations Cell

4-45. The future operations cell is responsible for planning operations in the mid-range planning horizon. The sustainment brigade commander must execute mid-range planning tasks. This includes considering the requirement for convoy support centers or centralized receiving and shipping points and other tasks that facilitates continuation of the current operation. The future operations cell serves as a fusion cell between the plans and current operations integration cells. The future operations cell monitors current operations and determines implications for operations within the mid-range planning horizon. In coordination with the current operations integration cell, the future operations cell assesses whether the ongoing operation must be modified to achieve the current phase's objectives.

4-46. The brigade SPO distribution plans and operations branch, updates and adds details to the distribution plan and human resources plan supporting the current operation. The brigade S-3 operations section updates and adds details to the branch plans foreseen in the current operation and prepares any orders necessary to implement a sequel to the operation. They develop the fragmentary order necessary to implement the change.

Plans Cell

4-47. The sustainment brigade CP plans cell is responsible for planning operations for the long-range planning horizons. It prepares for operations beyond the scope of the current order by developing plans and orders, including branch plans and sequels. The brigade S-3 plans develops plans for future operations. All
staff sections of the sustainment brigade balance their efforts between the current operations integration and plans cells. The brigade SPO develops the concept of support which is included in plans and orders. The distribution plans and integration section is the SPO integrator to the plans cell. This includes human resources planning for casualty, personnel accountability and postal operations and logistics estimates for sustainment operations supporting decisive action tasks. Figure 4-2 depicts the sustainment brigade integrating cells.

![Figure 4-2. Sustainment brigade integrating cells](image)

**CSSB Functional Cells**

4-48. The functional cells within the CSSB command post are intelligence, movement and maneuver, fires, protection, and sustainment. An example CSSB command post is depicted in figure 4-3. This example uses equipment that is authorized by a table of organization and equipment or common table of allowances. Commanders adjust the CP configuration depending on the factors of mission variables.

**Intelligence Cell**

4-49. The CSSB intelligence cell, current operations S-2, coordinates activities and systems that help commanders understand the threat, terrain and weather, and civil considerations. The intelligence cell requests, receives, and analyzes information from all sources to produce and distribute intelligence products. This includes tasks primarily associated with intelligence preparation of the battlefield/battlespace.

**Movement and Maneuver Cell**

4-50. The CSSB movement and maneuver cell, current operations S-3, coordinates activities and systems that position forces to support mission requirements. The battalion S-3 maintains synchronization by continuously updating running estimates, the synchronization matrix, and the decision support template, to
effectively arrange mission command activities across time, space, purpose, and warfighting functions, to accomplish the mission.

**Figure 4-3. Example combat sustainment support battalion command post**

**Fires Cell**

4-51. The CSSB fires cell, current operations S-3, coordinates activities and systems that provide collective and coordinated use of electronic warfare capability to support distribution operations.

**Protection Cell**

4-52. The CSSB protection cell, current operations S-3, coordinates the activities and systems that preserve the force through risk management. This includes tasks associated with protecting personnel, physical assets, and information. The only element of this cell is chemical, biological, radiological, and nuclear.

**Sustainment Cell**

4-53. The CSSB has two sustainment cells. The battalion S-1, battalion S-4 and UMT sections form one of the sustainment cells. This cell is responsible for coordinating activities and systems that provide personnel management, logistics support, and religious support for units assigned and attached to the CSSB. The battalion support operations forms the second sustainment cell. This cell is responsible for coordinating activities and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance of a supported maneuver commander.

**Other Staff Sections**

4-54. The battalion S-6 section establishes and maintains the network architecture for the CSSB. Mission command systems, logistics information systems, email, and voice communications systems are systems sending and receiving data to the command post. The support operations Sustainment Automation Support Management Office works closely with the S-6 to ensure the logistics information systems are considered during preparation of network plans and diagrams establishing the information network.

**CSSB Integrating Cells**

4-55. The CSSB command post integrating cells are organized by planning horizon. They coordinate and synchronize forces and warfighting functions within a specified planning horizon and include the current and future operations integration cells. The CSSB relies on the sustainment brigade for long term planning.
Current Operations Integration Cell

4-56. The CSSB current operations integration cell is the focal point for the execution of the operations. This involves assessing the current situation while regulating forces and warfighting functions in accordance with the mission, commander's intent, and concept of operations. The current operations integration cell displays the common operational picture and conducts shift changes, assessments, and other briefings as required. It provides information on the status of operations to all staff members and to higher, subordinate, and adjacent units. The operations synchronization meeting is the most important event in the battle rhythm in support of the current operation.

4-57. The battalion S-3 section forms the core of the current operations integration cell. Elements or watch officers from each staff section and liaison officers from subordinate and adjacent units form the remainder of the cell. All staff sections are represented in the current operations integration cell, either permanently or on call.

Future Operations Cell

4-58. The CSSB future operations cell is responsible for planning operations in the mid-range planning horizon. The future operations cell serves as a fusion cell between the current operations integration cell and the sustainment brigade plans cell. The future operations cell monitors current operations and determines implications for operations within the mid-range planning horizon. In coordination with the current operations integration cell, the future operations cell assesses whether the ongoing operation must be modified to achieve the current phase's objectives. It focuses on adjustments to the current operation, including positioning forces which facilitate continuation of the current operation.

4-59. The S-3 updates and adds details to the branch plans foreseen in the current operation and prepares any orders necessary to implement a sequel to the operation develop the fragmentary order necessary to implement the change. The battalion SPO executes the concept of support for logistics operations supporting decisive action tasks.

SUSTAINMENT BRIGADE INTEGRATING PROCESSES AND CONTINUING ACTIVITIES

4-60. The sustainment brigade commander and staff use integrating processes and continuing activities to integrate the warfighting functions to synchronize the force.

INTEGRATING PROCESSES

4-61. The sustainment brigade uses integrating processes to synchronize specific functions throughout the operations process. The brigade uses two integrating processes

- Sustainment preparation of the operational environment.
- Risk management.

Sustainment Preparation of the Operational Environment

4-62. Sustainment preparation of the operational environment is the analysis to determine infrastructure, physical environment, and resources in the operational environment that will optimize or adversely impact friendly forces means for supporting and sustaining the commander's operations plan (ADP 4-0). The sustainment preparation of the operational environment identifies friendly resources (HNS, contractible, or accessible assets) or environmental factors (endemic diseases, climate) that impact sustainment. It assists planning staffs in refining the logistics estimate and concept of support. Sustainment preparation of the operational environment integration during the operations process is the primary responsibility of the sustainment brigade S-2.

Risk Management

4-63. Identifying and accepting prudent risk is a principle of mission command. Throughout the operations process, commanders and staffs use risk management to identify and mitigate risks associated with all hazards
that have the potential to injure or kill friendly and civilian personnel, damage or destroy equipment, or otherwise impact mission effectiveness. Risk management integration during all operations process activities is the primary responsibility of the sustainment brigade S-3 protection cell.

CONTINUING ACTIVITIES

4-64. The Sustainment brigade executes numerous tasks throughout the operations process. Commanders and staffs plan for and coordinate the following continuing activities.

Battle Rhythm

4-65. Commanders and staffs integrate and synchronize numerous activities, meetings, and reports within their headquarters, with their higher headquarters, and with subordinate and supported units. A headquarters' battle rhythm consists of a series of meetings, report requirements, and other activities synchronized by time and purpose. This is part of the unit battle rhythm. These activities may be daily, weekly, monthly, or quarterly. An effective battle rhythm:

- Establishes a routine for staff interaction and coordination.
- Facilitates interaction between the commander, staff, and subordinate units.
- Facilitates planning by the staff and decision making by the commander.

4-66. The commander adjusts the battle rhythm as operations progress. The sustainment brigade's mission, task organization and supported units will change throughout the operation. These changes cause adjustments to the unit's battle rhythm.

Information Collection

4-67. Information collection is an activity that synchronizes and integrates the planning and employment of sensors and assets as well as the processing, exploitation, and dissemination of systems in direct support of current and future operations (FM 3-55). It integrates the functions of the intelligence and operations staffs focused on answering the commander's critical information requirements. Information collection activities are the primary responsibility of the sustainment brigade S-3 and S-2. The sustainment brigade has an unmanned aerial surveillance capability to perform this function.

4-68. Commander's critical information requirements and decision points focus the staff's monitoring activities and prioritize the unit's collection efforts. Friendly reports, out briefs from returning convoys, and information from the common operational picture are ways to monitor operations. Commanders and staffs continuously collect, validate and analyze timely information to help satisfy the commander’s critical information requirement and other information requirements. Much of the information garnered as a result of the sustainment preparation of the operational environment may be used to develop information requirements. Effective information requirements may include but are not limited to -

- Information requested based on assumptions made during mission analysis.
- Specific indicators of the desired activity to assist the collector in identification.
- Special reporting guidance.

Liaison

4-69. Liaison is that contact or intercommunication maintained between elements of military forces or other agencies to ensure mutual understanding and unity of purpose and action (JP 3-08). Most commonly used for establishing and maintaining close communications, liaison continuously enables direct, physical communications between commands. Sustainment brigade commanders coordinate with higher, lower, adjacent, supporting, and supported units and civilian organizations. The sustainment brigade participates in boards, bureaus and working groups that require liaison. Commanders must understand that use of liaisons places a tax on organic staff manpower and must establish a balance between liaison requirements and staff operations.

4-70. Coordinating and conducting liaison helps ensure that leaders internal and external to the headquarters understand their unit’s role in upcoming operations, and that they are prepared to perform that role. Available
resources and the need for direct contact between sending and receiving headquarters determine when to establish liaison. Establishing liaisons with civilian organizations is especially important in stability operations because of the variety of external organizations and the inherent coordination challenges. The number of liaisons sent out by a unit must be carefully considered against mission support as these are personnel who will not be functioning in their day to day capacities.

4-71. The sustainment brigade sends liaisons to the sustainment command, supported Army forces or division headquarters, a unified action partner or other organizations as appropriate. Liaisons to the sustainment brigade include members of the supported unit sustainment staff, a representative of supporting contractor or a host nation representative. The commander and staff consider the role of any liaison staff elements; where to locate the liaison, the tasks the commander expects the liaison to do and the liaison officer’s requirements for access to the local area network and power.

Meetings

4-72. Meetings take up a large amount of the sustainment brigade's and the CSSB's battle rhythm. Meetings are gatherings to present and exchange information, solve problems, coordinate action and make decisions. Meetings may involve the staff, the commander and staff, or the commander, subordinate commanders, staff, and other partners. They will also participate in sustainment command synchronization meetings, movement boards, acquisition review boards and other meetings and boards that apply. In some circumstances the sustainment brigade will participate in supported unit updates, meetings and boards.

Protection

4-73. Protection is the preservation of the effectiveness and survivability of mission-related military and nonmilitary personnel, equipment, facilities, information, and infrastructure deployed or located within or outside the boundaries of a given operational area (JP 3-0). Commanders and staffs synchronize, integrate, and organize capabilities and resources throughout the operations process in order to preserve combat power and mitigate the effects of threats and hazards. Protection activities are the primary responsibility of the sustainment brigade S-3 protection cell.

Reports

4-74. The sustainment brigade and the CSSB submit many reports, not just logistics status reports. FM 6-99, U.S. Army Report and Message Formats, includes standardized report and message formats. The formats in the FM are for manual and voice use, but they are an excellent tool for staffs developing a report or SOP. The report and message formats in FM 6-99 help users prepare and manually transmit written and voice reports and messages. Each format provides an organized template to record, pass, and store information. All the formats list the applicable doctrinal publication as a reference. Sustainment organizations should maintain manual reporting skills in the event of power interruption during operations.

4-75. Sustainment brigade commanders use logistics status reports to identify logistics requirements to support decisive action. The logistics status report informs the common operating picture, running estimates and logistics synchronization. The logistics status report is a compilation of data that requires analysis before action. It is a snapshot of current stock status, on-hand quantities, and future requirements. Some common logistics reports include the logistics status report, bulk petroleum report, and maintenance status report.

4-76. Although mission command systems make capturing and disseminating data and information easier and faster, the staff’s focus is the integrity and usability of the data by commanders and planners. The value of automated logistics information systems and mission command systems is that everyone on the network can see and use the reported information. The data requested and subsequently analyzed should be linked to the commander’s critical information requirement.

4-77. The organization's battle rhythm is critical when considering cut off times, as of times, and reporting times. Allow enough time to analyze the data in order to provide the commander with a considered recommendation on future courses of action. The staff must balance timeliness of reporting and amount of time needed to analyze the report.
4-78. Collect only data which can be turned into information for a decision. Below are possible categories of information to consider when analyzing logistics status:

- Status of classes of supply.
- Changes to anticipated expenditure rates.
- Any incident having significant impact on the operational capability of a logistics unit.
- Any incident having significant impact on logistical posture of any tactical unit.
- Critical low density equipment.
- Logistics information system connectivity status.
- Route and transportation node status.
- Distribution platform capabilities.

4-79. All of the sustainment brigade staff has an interest in reviewing the incoming reports and all contribute to the outgoing report. The sustainment command and the supported unit’s S-4 or G-4 require access to logistics status. Figure 4-4 shows an example of logistics status reporting flow for sustainment brigade or CSSB.

![Figure 4-4. Logistics status reporting flow](image)

### Running Estimates

4-80. Each staff element and command post functional cell maintains a running estimate focused on how its specific areas of expertise are postured to support future operations. A *running estimate* is the continuous assessment of the current situation used to determine if the current operation is proceeding according to the commander's intent and if planned future operations are supportable (ADP 5-0). Running estimates can be presented verbally or in writing. FM 6-0, *Commander and Staff Organization and Operations*, explains types of running estimates, information included in running estimates, how information in the running estimate fits in the operations process and a generic running estimate format.

4-81. Commanders may choose a different running estimate format. The intent is to develop and maintain a useful body of information identified in the generic running estimate format. One way to develop input for the running estimate is to use existing planning tools, such as the Operational Logistics Planner, and automated reporting systems. It is good practice to maintain running estimates in a way that enables collaboration.
Security Operations

4-82. Sustainment brigade commanders and staffs continuously plan for and coordinate security operations throughout the conduct of operations. *Security operations* are those operations undertaken by a commander to provide early and accurate warning of enemy operations, to provide the force being protected with time and maneuver space within which to react to the enemy, and to develop the situation to allow the commander to effectively use the protected force (ADRP 3-90). Security operations activities are the primary responsibility of the sustainment brigade S-3 protection cell.

Standard Operating Procedures

4-83. Tested and practiced SOPs are comprehensive with regard to command post operations and processes and they are focused on core functions of the command post. SOPs change only to accommodate specific requirements or circumstances. The command post SOP should complement the supported units SOP, if appropriate. The command post SOP includes standardized CP layout, battle drills, battle rhythm, communications, reporting procedures and report formats. The most successful units follow and revise SOPs throughout training and mission execution. ATP 3-90.90, *Army Tactical Standard Operation Procedures*, provides techniques for developing unit tactical SOPs.

OPERATIONS PROCESS

4-84. Army leaders plan, prepare, execute, and assess operations by analyzing the operational environment in terms of the operational and mission variables. Operational variables consist of political, military, economic, social, information, infrastructure, physical environment, and time. Mission variables consist of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations. How these variables interact in a specific situation, domain (land, maritime, air, space, or cyberspace), area of operations, or area of interest describes a commander's operational environment but does not limit it. Commanders, applying understanding of the operational variables in relation to the mission variables, must visualize the operational environment, describe their intent and direct staff and subordinates through plans and orders to execute the mission.

PLAN

4-85. Planning helps commanders create and communicate a common vision between commanders, their staffs, subordinate commanders, and unified action partners. Planning results in a plan and orders that synchronize the action of forces in time, space, and purpose to achieve objectives and accomplish missions.

4-86. Sustainment brigade planning is both a continuous and a cyclical activity of the operations process. While planning may start an iteration of the operations process, planning does not stop with the production of an order. During preparation and execution, the plan is continuously refined as the situation changes. Through assessment, subordinates and others provide feedback as to what is working, what is not working, and how the unit can do things better.

4-87. Sustainment brigade commanders issue plans and orders to subordinates to communicate their understanding of the situation and their visualization of an operation. A plan is a continuous, evolving framework of anticipated actions that maximizes opportunities. The measure of a good plan is not whether execution transpires as planned, but whether the plan facilitates effective action in the face of unforeseen events. Good plans and orders foster initiative.

4-88. Planning and plans help leaders-

- Understand and develop solutions to problems. An operational problem is the issue or set of issues that impede commanders from achieving their desired end state.
- Anticipate events and adapt to changing circumstances. Planning keeps the force oriented on future objectives despite the requirements of current operations.
- Task-organize the force and prioritize efforts.

4-89. The staff's role is to assist commanders with understanding situations, making and implementing decisions, controlling operations, and assessing progress. FM 6-0, *Commander and Staff Organization and
Operations, includes key components of a plan or order as well as descriptions and formats for mission orders and appropriate appendixes.

Military Decisionmaking Process

4-90. The MDMP is a planning methodology. It integrates the activities of the commander, staff, subordinate headquarters, and unified action partners to understand the situation and mission; develop and compare courses of action; decide on a course of action and produce an operations plan or order. Commanders guide staff planning efforts. The unit executive officer or deputy commander usually facilitates MDMP for the commander by synchronizing the staff, and establishing and maintaining staff fusion.

Key Components of a Plan

4-91. The unit's task organization, mission statement, commander's intent, concept of operations, tasks to subordinate units, coordinating instructions, and control measures are key components of a plan. Commanders ensure their mission and end state nest with those of their higher headquarters.

Task Organization

4-92. Task organization is a temporary grouping of forces designed to accomplish a particular mission (ADRP 5-0). Commanders task organize the force by establishing command and support relationships. Chapters one and three of this publication provide details about the sustainment brigade and the CSSB's recommended relationships. The unit's task organization is in the plan or order or in Annex A (Task Organization).

4-93. The commander and staff evaluate the sustainment brigade's task organization and assess the ability of the brigade to accomplish their mission. The sustainment brigade task organization changes as operations progress through each phase. Establishing clear command and support relationships is fundamental to organizing for any operation. These relationships establish clear responsibilities and authorities between subordinate and supporting units.

Mission Statement

4-94. The mission is the task, together with the purpose, that clearly indicates the action to be taken and the reason therefore (JP 3-0). The staff analyzes the higher headquarters' order and the higher commander's guidance to determine their specified and implied tasks. The “what” of a mission statement is always a task. From the list of specified and implied tasks, the staff determines essential tasks for inclusion in the recommended mission statement. Sustainment commanders also consider the mission of supported units. Results of that analysis yield the essential tasks that clearly specify the action required. This analysis produces the unit's mission statement.

Commanders Intent

4-95. The sustainment brigade commander personally develops the commander's intent which conveys a clear image of the operation's purpose, key tasks, and the desired outcome. The commander's intent must be easy to remember and clearly understood by leaders and Soldiers two echelons lower in the chain of command. The shorter the commander's intent, the better it serves these purposes.

4-96. The sustainment brigade's subordinate units are geographically dispersed across its assigned support area. Delivering the commander's intent face-to-face to all subordinate commanders at the same time may not be possible. Sustainment operations require the sustainment brigade to adapt to the changes in the operational environment and changes to missions of supported units. By understanding the commander's intent and the overall common objective, subordinates are able to adapt to rapidly changing situations and exploit fleeting opportunities.

Concept of Operations

4-97. The concept of operations expands on the commander's intent. The sustainment brigade commander describes sustainment or logistics support operations in terms of time, space, resources, purpose, and action
in the unit OPORD. The concept of operations directs the manner in which subordinate sustainment units cooperate to accomplish the mission and establishes the sequence of actions they will use to achieve the end state. It states the principal tasks required, the responsible subordinate units, and how the principal tasks complement one another. In the sustainment brigade, the S-3 and the SPO develop the concept of operations, paragraph 3.b. of the OPLAN or OPORD.

**Tasks to Subordinate Units**

4-98. Tasks to subordinate units direct individual units to perform a specific action. Tasks are specific activities that contribute to accomplishing missions or other requirements. Tasks to subordinate units include not only the task (what), but also the unit (who), place (where), time (when), and purpose (why). A task is a clearly defined and measurable activity accomplished by individuals and organizations.

**Coordinating Instructions**

4-99. Coordinating instructions apply to more than one unit. Examples include commander's critical information requirements, essential elements of friendly information, rules of engagement or the time the operation order becomes effective. An example of a sustainment brigade coordinating instruction could be related to logistics information systems connectivity.

**Control Measure**

4-100. Tailored to the higher commander's intent, the commander assigns subordinate units missions and imposes control measures necessary to synchronize and maintain control over the operation. The sustainment brigade commander, subordinate commanders and their staffs must thoroughly understand the control measures in place in the areas they support and traverse through. This is particularly important in an asymmetrical environment where distribution and sustainment operations are crossing brigade, multinational and possibly nation state boundaries.

**Sustainment**

4-101. Sustainment, paragraph 4, of the commander's order or plan describes the broad concept of sustainment support. It also includes instructions for deployment and references to applicable appendices. The unit S-4 is the lead for paragraph 4 and annex F.

4-102. Annex F, Sustainment, is the sustainment plan of the published OPLAN or OPORD. It is an overarching plan, which specifies the concept of sustainment, support relationships, priorities of support, and task organization for support of the maneuver force. It translates tactical level support policies into a unified logistics concept of support. Annex F tells the unit the details of how they will be sustained.

4-103. The sustainment brigade refers to its higher headquarters’ operation order distribution plan for instructions. The distribution plan outlines who, what, when, where, and how distribution will be accomplished. The scope of the distribution plan is limited to explaining exactly how the sustainment brigade will maintain asset visibility; adjust distribution capacity; and control the distribution of supplies, services, and support capabilities for an area of operations. The distribution plan outlines the architecture of the distribution system and describes how units, materiel, equipment, and sustainment resources are to be distributed within the area of operations. It is continually updated to reflect changes in, infrastructure, support relationships, and customer locations. The distribution plan is developed as Appendix 1 (Tab F- Distribution) to Annex F (Sustainment) to the operation order.

**PREPARE**

4-104. Preparation includes those activities performed by units and Soldiers to improve their ability to execute an operation (ADP 5-0). The military decisionmaking process drives preparation. Preparation usually begins upon receipt of a warning order from the higher headquarters. The sustainment commander and staff conduct a time analysis early in the planning process which helps them determine what actions they need to take and when to begin those actions to ensure forces are ready and in position before execution. The plan may require the commander to direct subordinates to start necessary movements; conduct task-organization changes; and execute other preparation activities before completing the plan.
4-105. Leaders and Soldiers take required time to understand the plan, develop the plan and rehearse key parts of the plan. In addition to the activities listed below, other preparation activities include confirmation briefs, training and information collection.

**Plans To Operations Transition**

4-106. During preparation, the responsibility for developing and maintaining the plan shifts from the plans (or future operations) cell to the current operations cell. The plans-to-operations transition ensures members of the S-3 current operations cell fully understand the plan before execution. This transition is the point at which the current operations cell becomes responsible for controlling execution of the operation order. This responsibility includes answering requests for information concerning the order and maintaining the order through fragmentary orders. This transition enables the plans cell to focus its planning efforts on sequels, branches, and other planning requirements directed by the commander. The S-3 is responsible for managing the handoff of a plan from future operations to current operations.

**Sustainment Preparation of the Operational Environment**

4-107. Sustainment preparation of the operational environment consists of the actions taken by logisticians at all echelons to optimize means (force structure, resources, and strategic lift) for supporting the commander’s plan. These actions include identifying and preparing intermediate staging bases and forward operating bases; selecting and improving lines of communication; and forecasting and building operational stock assets forward and afloat. Sustainment preparation of the operational environment focuses on identifying the resources currently available in the theater of operations for use by friendly forces and ensuring access to those resources. Factors to consider when conducting a sustainment preparation of the operational environment are in the following paragraphs.

**Geography**

4-108. Information on climate and terrain may be used to determine if current maps are accurate, or when various types of supplies, equipment, and field services will be needed. For example, use water information to determine the requirement for early deployment of well-digging assets and water production and distribution units. Geography and climate could have a negative impact on rotary wing operations thus limiting options for distribution. Geography coupled with the road network shapes sustainment unit locations.

**Supply and Service**

4-109. Determine if required supply items are available in the operational environment and if any of the required items can be used in support of U.S. forces. Subsistence items, bulk petroleum, and barrier materials are often available in country. Has the host nation bought, through foreign military sales, repair parts supporting current U.S. systems? Is there a commonality in equipment and repair parts? Can contingency contracting provide resources from HNS sources or third country sources until Army capabilities arrive? Answers to these types of questions will aid in analyzing whether HNS negotiations are possible.

**Facilities**

4-110. Are there warehousing and cold storage facilities, production and manufacturing plants, reservoirs, administrative facilities, maintenance facilities, sanitation capabilities, desalination plants used to convert sea water to drinking water, or hotels available? Their availability could reduce the requirement for deployment of similar capacity. Does the country have adequate machine works for possible use in the fabrication of repair parts? The types of communication systems available (cell towers or internet access) will shape what additional capability units bring into country to communicate with strategic partners.

**Transportation**

4-111. Information about road networks, truck availability, rail, bridges, ports, cargo handlers (longshoremen), petroleum pipelines, and materials handling equipment are important to know. Known information about traffic flow, ingress and egress specifics around ports and airports, urban transition areas, road repair capability, choke points, and control problems will also inform planning for potential operations.
General Skills

4-112. Collect information on the general population of the supported country. Population demographics become very important as they inform the command regarding education levels, religious leanings, languages, predominate age groups, school systems (skill sets), gender discrepancies, and employment strengths/dominances. All these shape available manpower employment decisions. Are personnel available for interpreter/translator duties? Will a general labor pool be available? Will drivers, clerks, materiel handling equipment operators, food service personnel, guards, mechanics, and longshoremen be available?

Rehearsals

4-113. A rehearsal is a session in which the commander and staff or unit practices expected actions to improve performance during execution. Commanders use this tool to ensure staffs and subordinates understand the concept of operations and commander's intent. Rehearsals also allow leaders to practice synchronizing operations at times and places critical to mission accomplishment. Effective rehearsals imprint a mental picture of the sequence of the operation's key actions and improve mutual understanding. Some leaders differentiate rehearsals as combined arms rehearsals and support rehearsals. Logistics leaders must participate in both. A CSSB in direct support of a division or BCT must understand the maneuver plan in order to support it and understand how the sustainment brigade will resupply them.

4-114. A support rehearsal may include all warfighting functions or a single warfighting function and helps synchronize each warfighting function with the overall operation. Rehearsals typically involve coordination and procedure drills for aviation, fires, engineer support, or casualty evacuation. Units may conduct rehearsals separately and then combine them into full-dress rehearsals. Although these rehearsals differ slightly by warfighting function, they achieve the same result.

EXECUTE

4-115. During execution, commanders focus their activities on directing, assessing, and leading while improving their understanding and modifying their visualization. Initially, commanders direct the transition from planning to execution as the order is issued and the responsibility for integration passes from the plans cell to the current operations integration cell.

4-116. The S-3 current ops and the SPO solve problems and make decisions throughout execution. Some SPO staffs use a synchronization matrix as a visual and sequential representation of critical tasks and responsible organizations. The S-3 is focused on defining command and support relationships and geographical placement of units while generating and synchronizing staff support to the tactical units executing the mission. These efforts include the assignment of responsibilities among staff sections and command post cells for conducting analysis and decision making.

ASSESS

4-117. Throughout the operations process, commanders integrate their own assessments with those of the staff, subordinate commanders, and other unified action partners. Primary tools for assessing progress of the operation include the operation order, the common operational picture, personal observations, running estimates, and the assessment plan. The commander's visualization forms the basis for the commander's personal assessment of progress. Use assessment and supporting data to provide feedback to improve support effectiveness and efficiency and to optimize sustainment operations.

4-118. The commander has multiple tools to use as a check and balance; logistics information systems, internal assessment and feedback from supported units. Another means to assess the performance of the brigade or battalion is through supported unit feedback. As the commander and the command sergeant major execute their battlefield circulation plan, they are not only checking on their Soldiers but they are also speaking with supported units, including the division G-4, to verify the quality of support.

4-119. Assessment is continuous; it precedes and guides every operations process activity and concludes each operation or phase of an operation. Broadly, assessment consists of, but is not limited to, the following activities:
- Monitoring the current situation to collect relevant information.
- Evaluating progress toward attaining end state conditions, achieving objectives, and performing tasks.
- Recommending or directing action for improvement.

SUMMARY

4-120. Applying the mission command philosophy helps commanders exercise authority skillfully and master the systems and procedures that help forces accomplish missions. They use the mission command warfighting function to help them integrate and synchronize operations. Sustainment brigade commanders determine their information requirements and focus their staffs and organizations on using information systems to meet these requirements. The sustainment brigade’s main CP includes representatives of all staff sections and a full suite of information systems to plan, prepare, execute, and assess operations. Commanders organize their CPs into functional and integrating cells. Functional cells group personnel and equipment by warfighting function. The three integrating cells synchronize across planning horizons. They are: current operations cell, future operations cell, and plans cell. The operations process consists of the major activities of mission command conducted during operations: planning, preparing, executing and assessing operations.
Chapter 5
The Employed Sustainment Brigade

The sustainment brigade plays an important role in providing maneuver forces with operational reach, prolonged endurance, and freedom of action. It is task organized to conduct sustainment functions associated with theater opening, theater distribution, sustainment, and theater closing missions. The sustainment brigade will have multiple CSSBs to provide distribution and sustainment support to forces operating in or transiting its assigned support area. There are examples of sustainment brigade task organization for deployed sustainment brigade missions.

JOINT OPERATIONS

5-1. A joint force is one composed of elements of two or more military departments operating under a single JFC. Army forces operate as an interdependent joint force; there is a purposeful reliance by one service on another service’ capabilities. Sustainment brigade commanders and staffs operate as part of an interdependent joint force and may be required to provide common-user logistics support to another service or multinational force. Commanders and staff must be aware of which logistics capabilities are shared by the joint forces so that the sustainment brigade provides the required support. Regardless of command and support relationships established by the JFC, Service component commanders retain responsibility for administrative and logistics support of their forces. See JP 4-0, Joint Logistics, for more information about joint logistics.

5-2. The U.S. Army has a major role in joint operations by conducting theater opening tasks and setting logistics conditions for conducting military operations in a theater. The Army may also provide common-user logistics for the joint force to include class I, class III, class IX and transportation.

5-3. The GCC may designate the senior logistics headquarters of a service as a joint command for logistics. The joint command for logistics is responsible for coordinating and synchronizing logistics support across the joint force. If designated, the GCC would augment the selected unit with joint augmentation.

5-4. The sustainment brigade may be required to establish or operate an intermediate staging base. The intermediate staging base is a secure temporary theater staging facility. They may be used to sustain forces in the area of operations. Intermediate staging base required capabilities are contingent on the operational situation and are located where they can best support the force.

5-5. Units establishing the intermediate staging base must deploy early to be prepared to receive deploying forces and to operate the nodes inherent in the theater distribution plan. Intermediate staging bases serve as a principal staging base in order to secure a lodgment to project the force for the rapid delivery of combat power to an AOR. In some instances, an intermediate staging base is also used to transition from intertheater lift to intratheater lift to increase the number of points of entry available to the force to mitigate anti-access measures.

5-6. Units staging through an intermediate staging base will require life support, including housing, sanitation and health care. This life support may be as simple as improvised shelters and unit field sanitation or as complex as a force provider module. Planners must identify force provider requirements early in the planning phase. All the force provider companies are in the reserve component and the modules are in prepositioned stock. More information about force provider is in ATP 4-45, Force Provider Operations.

5-7. The theater sustainment command is responsible for sustainment support to an area of responsibility. An area of responsibility is the geographical area associated with a combatant command within which a geographic combatant commander has authority to plan and conduct operations (JP 1). Theater of operations, area of operations or joint area of operations may all be included in an AOR.
5-8. *Area of operations* is an operational area defined by the joint force commander for land and maritime forces that should be large enough to accomplish their missions and protect their forces (JP 3-0). To conduct operations within its geographic area of responsibility, the GCC may designate a specific area within their AOR as a theater of war, theater of operations, or a JOA.

**THEATER OPENING**

5-9. *Theater opening* is the ability to establish and operate ports of debarkation (air, sea, and rail), to establish a distribution system, and to facilitate throughput for the reception, staging, and onward movement of forces within a theater of operations (ADP 4-0). Theater opening is a complex joint process involving the JFC and strategic and joint partners such as U. S. Transportation Command, DLA and the joint deployment and distribution operations center. The joint deployment and distribution operations center supports the geographic combatant commander’s operational objectives by synchronizing and optimizing the interface of inter-theater and intra-theater distribution. See JP 4-0, *Joint Logistics* for information about the joint deployment and distribution operations center.

5-10. The sustainment command is responsible for planning and executing sustainment tasks enabling theater opening and RSOI. They also develop the theater sustainment concept of support. See ATP 3-35, *Army Deployment and Redeployment*, for more information.

5-11. When given the mission to support theater opening, the sustainment brigade is task organized with CSSB or functional logistics battalions. It performs the following tasks: establish in-transit visibility; conduct transportation management; support theater RSOI; conduct distribution and distribution management; support movement control, support expeditionary contracting efforts and establish initial theater sustainment. Figure 5-1 depicts a notional sustainment brigade performing theater opening tasks.

![Figure 5-1. Notional task organized sustainment brigade conducting theater opening tasks](image)

5-12. In addition to the task organized sustainment brigade, a transportation brigade expeditionary is also in the JOA directing logistics over the shore or port opening operations. The sustainment brigade will become larger as the operational area and missions mature. The longer the operation lasts the more likely reserve component units are activated.
5-13. The sustainment command identifies initial theater opening requirements for contract and host-nation support. The deployed sustainment brigade works with the supporting contingency contracting team or battalion which assesses and acquires available HN infrastructure capabilities and contracted support. Working together, units conducting theater opening functions set the conditions for effective support and lay the groundwork for subsequent expansion of the theater distribution system.

PORT OPENING

5-14. Port opening is a subordinate function of theater opening. *Port opening* is the ability to establish, initially operate and facilitate throughput for ports of debarkation to support unified land operations (ADRP 4-0). Throughput refers to the quantity of cargo and passengers that can pass through a port or a transportation terminal on a daily basis. This is not to be confused with throughput distribution, which is a method of distribution explained in ATP 4-11, *Army Motor Transport Operations*. The port opening process is complete when the ports of debarkation and supporting infrastructure are established to meet the desired operating capacity for that node. The port is the first node in the theater distribution system. Seaport opening requires units designed to support seaport of debarkation operations; such as harbor master and watercraft detachments.

RECEPTION, STAGING, ONWARD MOVEMENT, AND INTEGRATION

5-15. RSOI is a joint task force operation heavily enabled by the sustainment community. The sustainment command controls the theater distribution system which includes transportation modes and transshipment and supply nodes. Nodes are locations within the distribution system where a movement requirement is originated and processed for onward movement.

5-16. Reception is the initial step in RSOI and is defined as receiving units into the area of operation. Reception planning and execution is the responsibility of the commander assigned the responsibility for RSOI. Synchronizing transportation reception activities are critical to facilitating throughput at the ports of debarkation which involves mission command, movement control, and port operations. The sustainment brigade establishes theater gateway personnel accountability, performs departure/arrival airfield control group functions at the aerial port of debarkation, conducts motor transport operations and provides sustainment support for units supporting reception tasks.

5-17. Staging is that part of the RSOI operation that reassembles and reunites unit personnel with their equipment and schedules unit movement to the tactical assembly area, secures or uploads unit basic loads, and provides life support to personnel. A staging base is a controlled area where unit reassembly may occur. There will be at least one staging base per seaport of debarkation /aerial port of debarkation pairing. The sustainment brigade provides supply, maintenance support and human resources support for units executing staging tasks. Units staging through a staging base will require some life support.

5-18. Onward movement involves unit movement from ports to theater staging bases or forward to the tactical assembly area. The primary factors affecting onward movement are transportation capability and capacity, physical infrastructure, and protection. The sustainment brigade coordinates motor transport support for units without sufficient transportation lift to move themselves or mitigate degradation of tracked assets over long distances while conducting onward movement. Personnel and equipment reassembled as combat-ready units are moved to the tactical assembly area based on the JFC priorities.

5-19. Integration is the synchronized transfer of capabilities into an operational commander’s force prior to mission execution. The transfer may require interaction and familiarization among units and that arriving units meet certain standards before being completely integrated into the combat plan.

SUPPORT TO DECISIVE ACTION

5-20. The sustainment brigade will support decisive action operations which are characterized by units conducting offense, defense and stability tasks simultaneously. The sustainment brigade plays an important role in providing maneuver forces with operational reach, prolonged endurance, and freedom of action. Sustainment brigade units will operate in and traverse through areas wherein the threat includes a variable mix of conventional military units, special operations forces, well-armed and highly motivated paramilitary
forces, loosely organized irregular forces, and armed, organized criminal organizations, including terrorists. Supported units are confronting anti-access and area-denial threats which possess sophisticated and asymmetric capabilities. FM 3-94, *Theater Army, Corps, and Division Operations*, has more information on corps and division operations and operational environments.

5-21. Leveraging host-nation support can be a critical enabler to operations if there is a constrained flow of forces into theater resulting in a delay of sustainment forces to the joint operational area. The degree to which a host nation can assist with logistics will depend on the operation’s circumstances and impacts how much the sustainment brigade may leverage local markets and work force. This information will be known when a thorough sustainment preparation of the operational environment is completed. Chapter 4 has more information about the sustainment preparation of the operational environment.

**PROTECTION**

5-22. Sustainment brigade and CSSB commanders ensure the protection tasks are integrated into all aspects of operations to safeguard personnel, systems, and physical assets. Personnel includes combatants and noncombatants (contractors, host nation support and refugees). Commanders and staffs synchronize, integrate, and organize capabilities and resources throughout the operations process in order to preserve combat power and mitigate the effects of threats and hazards. JP 3-0, *Joint Operations*, and ADRP 3-37, *Protection*, have more information about protection.

5-23. Sustainment commanders plan for all the supporting tasks of the protection warfighting function but often focus on coordinating security operations conducted to protect friendly forces, installations, and routes in their assigned support area. Sustainment brigade and CSSB commanders dedicate assets to protection tasks and systems based on an analysis of the operational environment, the likelihood of threat action, and the relative value of friendly resources and populations. Criticality, vulnerability, and recoverability are some of the most significant considerations in determining protection priorities. The list below includes some of the activities sustainment commanders consider as protection priorities.

- Base and base camp defense.
- Critical asset security.
- Node protection.
- Response force operations. The sustainment brigade establishes a response force to protect the base it is occupying and coordinates for additional security.
- Lines of communication security. The sustainment brigade coordinates this with the terrain owner.
- Convoy security.

5-24. Base camps may evolve from unit locations established during major combat or other military operations. These base camps may start out as a single unit or very small number of units that are capable of providing protection for their assets with organic and attached supporting capabilities. In these cases, the senior commander on site executes all base camp responsibilities in a dual-hatted role. As the base camp grows in size and complexity, specifically the number and variety of units and missions being supported, the assumed additional responsibilities can detract from the senior commander’s focus on the primary mission.

5-25. As a base camp grows in size, a specialized base camp commander and staff may be required to minimize the demand on the senior tenant unit and free that commander from the details involved with managing a base camp. Units that will potentially perform this role include regional support groups, construction battalion maintenance units, and maneuver enhancement brigades.

5-26. Although primarily aligned with the protection warfighting function, base defense is enabled by all of the warfighting functions. Base camp defense includes the activities needed to defeat Level I and Level II threats to a base camp or base cluster, and shape or delay Level III threats until they can be defeated by a tactical combat force or other available response forces that is part of the higher commander's area security efforts. ATP 3-37.10, *Base Camps*, provides details about base camp operations, security and defense, and transfer and closure.

5-27. In the sustainment brigade, the S-3 plans and SPO participate in the detailed planning and coordination for support operations. They ensure the logistics support plan and the protection plans are coordinated and
nested within the command and with higher headquarters plans. The published rules of engagement also shape how we protect the force.

5-28. During execution, the S-3 current operations, the S-2 and the SPO mobility branch staff integrate their efforts to conduct cross boundary coordination for lines of communication. Convoys may include contracted drivers or contracted trucks with drivers. This adds an extra layer of complexity and coordination requirements for the current operations team.

5-29. Sustainment brigade commanders consider how evolving relevant operational or mission variables affect force employment concepts and tactical actions that contribute to the brigade’s mission. Awareness of potential ground threats is especially critical in the area of sustainment operations in countering improvised explosive devices, military grade land mines and explosively formed penetrators. Lethal threats likewise are of concern to the convoy planner. Successful sustainment operations result from the fusion of current intelligence, Soldiers familiar with current tactics, techniques and procedures, standard operating procedures, and deliberate and careful use of counter improvised explosive devices enablers. See ATP 3-90.37, Countering Improvised Explosive Devices, for more information about countering improvised explosive devices.

5-30. Sustainment brigade commanders and staffs should continue to refine their understanding of protection and their ability to prepare and execute protection plans. FM 3-21.8, The Infantry Rifle Platoon and Squad, includes fundamental of tactics and essentials for developing site or protection plans. This manual also includes a chapter on defensive operations and an explanation of engagement area development.

**Emplacing the Sustainment Brigade**

5-31. The sustainment brigade will typically establish a base within its assigned support area to provide centralized control of operations. Decentralized execution of operations may be conducted within the base or at designated locations within its support area. Unless a sustainment brigade is direct support to a division, the area in which a sustainment brigade operates is different than divisional boundaries. For example, one sustainment brigade may provide support to more than one division (or major combat force) or, more than one sustainment brigade may provide support to a single division. The sustainment command remains a part of the coordination link for all support. Figure 5-2 on page 5-6 depicts an example of sustainment brigade emplacement.

5-32. The maneuver enhancement brigade may be responsible for the terrain assignment and establishing secure movement corridors. The sustainment brigade base will be integrated into area terrain management and protection plans will be based on established command and support relationships and the physical space occupied. Within the support area, the sustainment brigade answers to the maneuver enhancement brigade, or the identified terrain owner, for protection, security, and related matters. See FM 3-81, Maneuver Enhancement Brigade, for more information about support area operations. The sustainment brigade’s assigned support area is determined by the physical array of forces, support requirements during progressive phases, proximity of sustainment capabilities, natural land boundaries, available road networks, and other considerations.

5-33. Throughout operations, the sustainment brigade commander and staff consider the proximity of the sustainment brigade assets in relation to supported units. Proper proximity to the supported unit affects timely support and must be considered in terms of time and distance. There are many aspects of the operational environment that affect decisions on where to position units. Mission analysis is required to ensure prudent decisions are made on both the number and placement of sustainment units in relation to the supported organizations.

5-34. Proximity of the sustainment brigade assets to supported unit is very important since they most often use area support as the method of support. Area support is a method of logistics, medical support, and personnel services in which support relationships are determined by the location of the units requiring support (ATP 4-90). It is a method in which general support is provided to units operating within an established geographic boundary. Sustainment units use this method to support units located in or passing through a specified geographic location.
5-35. As supported units move about the area of operations, the CSSB or its subordinate units may have to relocate to remain an appropriate distance from supported units. The time it takes for support to reach the supported unit given the operational conditions at that time is the primary consideration for placement. Generally, the CSSB should be able to distribute commodities to supported units and return the same day.

5-36. Continuous and effective threat activity may cause an inordinate increase in the time required to cover a relatively short distance over good roads. Conversely, a much greater distance may be covered over poor roads in a stable area with little to no threat activity. The distance between sustainment brigade’s supporting units will vary greatly as a result of factors at the time of operation. Consider the following factors when determining proximity of supported units:

- Threat order of battle and activity.
- Available road network and condition.
- Fuel consumption and en route fuel capability.
- Frequency of support missions.
- Close air support.
- Medical evacuation support.
- Route clearance support.
- Route security support.
- Weather.

**Supporting the Force**

5-37. Sustainment enables the tactical commander to maintain combat power. The sustainment brigade supports Army forces at the tactical and operational levels. Its focus is the continuous management and distribution of supplies, human resources support, financial management support, and allocation of maintenance to prolong supported commander’s operational endurance. These functions are generally categorized in to two missions; sustainment and theater distribution. A small scale or short duration operation may have a sustainment brigade task organized for sustainment and theater distribution. A sustainment brigade may be task organized to conduct only theater distribution operations.

5-38. Sustainment brigades conducting sustainment are task organized with CSSBs that are further task organized with supply, services, transportation, and maintenance units. The brigade operates multi-class SSAs in accordance with sustainment command's directives; provides field level maintenance support and field services; and replenishes the brigade support battalions and echelons above brigade units. Figure 5-3 is an example of a sustainment brigade task organized for sustainment tasks.
5-39. The notional sustainment brigade in figure 5-3 is task organized to support multiple BCTs and echelon above brigade units with replenishment of all classes of supply, field services and maintenance. This sustainment brigade also maintains visibility of the distribution system (including readiness of Army air and ground transport assets), reallocates resources to maintain optimal system performance and controls the common-user transportation assets as required.

5-40. The CSSB in figure 5-3 are task organized to provide support to units operating in its assigned support area. One CSSB is task organized to provide direct support to a division. It is specifically organized with a multi-capable quartermaster supply company and a composite truck company. These companies provide water purification, petroleum storage, and troop transport to the BCT. This task organization complements the BSB capabilities and provides capabilities the BSB doesn’t have.

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**Figure 5-3. Notional task organized sustainment brigade conducting sustainment operations**

5-41. There may be a requirement to conduct throughput distribution to a specific task force or small organization. The sustainment brigade may consider establishing a forward logistics element to support a unique requirement. A *forward logistics element* is comprised of task-organized multifunctional logistics assets designed to support fast-moving offensive operations in the early phases of decisive action (ATP 4-90).

5-42. A sustainment brigade conducting theater distribution tasks is organized with CSSB that are further task organized with functional quartermaster and transportation units. The brigade is focused on receiving and distributing materiel to and from one node to another for further distribution. It is supply point to supply point with no direct replenishment to units. Figure 5-4 on page 5-8 is an example of a sustainment brigade task organized for theater distribution tasks.

5-43. The notional sustainment brigade in figure 5-4 is task organized to establish and operate multimodal distribution hubs, synchronize multiple node operations (an SSA, an ammunition supply point, a centralized receiving and shipping point, and a convoy support center), maintain visibility of the distribution system (including readiness of Army air and ground transport assets), reallocate resources to maintain optimal system performance and control the common-user transportation assets as required. One CSSB is task organized to transship cargo, operate regional distribution hubs, including centralized receiving and shipping points.
5-44. As mission requirements change, the sustainment command could determine functional battalion headquarters are required. Functional Transportation and Quartermaster battalions are limited in their ability to control multi-functional sustainment units but may be appropriate in some operational environments. Planners must consider the decisive action tasks and projected duration of operations that equate to requirements over time and space to determine the appropriate unit mix. Commanders may augment a battalion staff with Soldiers who have functional expertise if required.

5-45. Figure 5-5 depicts notional support operations in a developed joint operations area. In figure 5-5, the sustainment brigade that started the deployment supporting theater opening, was further task organized to conduct theater distribution.

Support Operations

5-46. The sustainment brigade support operations plans, coordinates and synchronizes sustainment operations. The sustainment brigade SPO conducts:

- Materiel management.
- Sustainment automation support.
- Distribution planning and integration.
- Transportation operations.
- Human resources operations.
- Operational contract support.

Materiel Management

5-47. Materiel management is directing, integrating, synchronizing, prioritizing, and optimizing the function of supply, to include maintenance and transportation functions that support supply, to provide uninterrupted support to the deployed force.

5-48. Materiel management supports Army, joint, and allied forces enabling those forces to achieve their operational objectives. Materiel management is executed continuously, with or without automation, by the support operations within a sustainment headquarters during all phases of operations. Logisticians execute
materiel management tasks while integrating their efforts with national providers to ensure effective and accurate materiel support.

Figure 5-5. Notional support operations in a developed joint operations area

5-49. Materiel managers accomplish the following tasks:
- Direct, organize, supervise and control the function of logistics.
- Prioritize, integrate, and organize multiple logistics functions to achieve a single, coordinated outcome.
- Synchronize use of assets or commodity to achieve efficiency of resources.

5-50. Activities supporting materiel management include the following but may expand based upon operational and mission variables.
- Asset reporting: Vertical and horizontal reporting of asset status. It is a critical component of asset visibility, requirements determination, and requirements validation. It occurs at all echelons with the frequency and commodities to be reported determined by the command.
- Asset visibility: Accounting, maintaining stock status, in-transit visibility, status reporting, and inventory actions. It provides the materiel manager with information on the location, quantity, condition, and movement of assets. This information improves a manager's ability to make decisions on sources of support and prioritization.
- Disposal: Systematically removing materiel that is uneconomically repairable or obsolete. It is accomplished through the process of transferring, donating, selling, abandoning, or destroying materiel. It is normally directed through program management channels but may also be a command decision if the operational environment dictates.
- Distribution: Integrating the logistics functions of transportation and supply. It is dependent on movement control and other materiel management tasks.
- Funds management: Managing the obligation of funds in support of supply operations.
- **Maintenance:** Repairing unserviceable components or equipment to bring the items back to an operational status.
- **Procurement:** Obtaining supplies to meet operational requirements. It includes the requisition process, cross leveling, and local purchase.
- **Redistribution:** Reallocating excess materiel to other locations in theater using all transportation assets available. Managers may use excess materiel in theater to fill shortages and meet operational requirements.
- **Requirements determination:** Determining and understanding a logistics requirement to support an operating force. It aids materiel managers in defining priorities of support. It is based upon requirements communicated by the operating forces and sustainment organizations supporting these forces. Requirements determination applies to supply, maintenance, transportation, and distribution.
- **Requirements validation:** Validating and prioritizing available logistics assets against an established requirement. Requirements validation is critical to avoid excess materiel and to avoid misuse of logistics transportation and maintenance assets. It ensures that no requests for logistics support are passed to a higher headquarters until it is determined on-hand assets are insufficient to meet the requirement. Requirements validation also includes establishing controlled rates of supply if necessary.
- **Retrograde:** Returning materiel from the owning/using unit back through the distribution system to the source of supply, directed ship to location and/or point of disposal. Material managers may use the retrograde process to redirect supplies and equipment to different locations to fill shortages and meet operational requirements. **Retrograde of materiel** is an Army logistics function of returning materiel from the owning or using unit back through the distribution system to the source of supply, directed ship-to location, or point of disposal (ATP 4-0.1).
- **Stock control:** Maintaining proper location and identification of materiel. Materiel managers need correct identification and location of materiel stored in warehouses to ensure the proper item of supply is issued to meet requirements. Unidentified, improperly cataloged items result in excess items being ordered by materiel managers.
- **Supply:** Providing all items necessary to equip, maintain, and operate a military command. It involves requesting, receiving, storing, issuing, maintaining, and establishing accountability of all classes of supplies required to execute a unit’s assigned mission.
- **Supply planning:** Forecasting and establishing supply stock levels at each support echelon to meet mission requirements. It is a translation of an operating force’s composition into specific supply requirements. Planning is conducted to ensure that adequate supplies and transportation assets are available.
- **Warehousing:** Organizing, sorting, and safeguarding materiel. Warehousing includes warehouse management, receiving, storing, issuing, securing, inventory management, and accounting for materiel. Warehousing does not imply the use of fixed facilities and can be performed in tents, containers, or an open area.

### Materiel Management Responsibilities and Capabilities

5-51. The TSC manages materiel, less class VIII, for all Army forces assigned or deployed within the assigned region. The medical logistics management center, a subordinate unit of the medical command (deployment support), provides centralized management of medical materiel and maintenance throughout a theater and is usually collocated with the sustainment command. TSC logisticians coordinate with the G-4 in their areas of operations for resource prioritization. The TSC also coordinates with the USAMC Army field support brigade to support national-level system and materiel requirements. The TSC issues directives to redistribute and surge logistics capabilities across the theater to fulfill requirements as needed.

5-52. The ESC synchronizes the joint operational area distribution systems and provides distribution oversight and commodity management in the immediate AO. The ESC can locate requests in the supply system and coordinates distribution assets when appropriate to redirect essential items based on the priority of support.
5-53. Sustainment brigades execute materiel management as directed by the sustainment command. The sustainment brigade SPO coordinates with the sustainment command’s materiel managers for asset management, asset visibility, requirements determination, validation and prioritization, retrograde of materiel, maintenance management and distribution instructions.

5-54. Sustainment brigade logisticians exercise executive, administrative and supervisory direction of class VII property accountability, maintenance readiness and general supplies, demand supported supplies and munitions. The sustainment brigade and the CSSB material management tasks also include maintaining oversight of and surveilling supply support activities and unit level supply operations. These tasks are accomplished at the sustainment brigade and CSSB headquarters.

5-55. The sustainment brigade S-4 executes property accountability and class VII management for the headquarters and all assigned and attached units. The SPO is responsible for the remainder of the materiel management tasks.

5-56. Sustainment brigade and subordinate CSSB support operations manage subordinate SSAs. Support operations officers apply critical thought to the data represented in the supporting automation systems and process it into usable information and actionable knowledge. Supporting automation systems use different terms to describe the following functions, but they all enable the support operations to prioritize, control, direct, and redirect materiel from the national providers to a supply activity supporting organizations at the point of need.

5-57. The SPO ensures the supply support activities maintain items the supported force requires. They conduct requirements planning and review. There are multiple reports a materiel manager may request to determine the SSA performance level. Some reports are regulatory and the content and frequency are prescribed. Other reports are at the discretion of the materiel manager. Below are some of the materiel management tasks the sustainment brigade and CSSB support operations conduct.

- Review work at the SSA and subordinate support operations to ensure appropriate levels of effectiveness.
- Monitor subordinate SSA excess posture to ensure the excess is justified based on future operations or the SSA has requested disposition instructions.
- Monitor SSA to ensure reparables are being turned in within allotted timeframe.
- Monitor SSA overdue deliveries to ensure they are being resolved effectively and in a timely manner.
- Monitor SSA performance statistics to ensure appropriate supply performance and customer support.
- Review the zero balance report which provides on-hand, due-in, and due-out information on materials that are authorized to be stocked.
- Review purchase requests and orders.

Retrograde of Materiel

5-58. Retrograde of materiel is routinely accomplished by the SSAs. Large scale retrograde of materiel, which occurs as a result of theater closing, may require special teams or augmentation with functional experts. Appendix A has examples of special teams used to conduct retrograde of materiel. Retrograde of materiel includes the following tasks:

- Identify materiel.
- Sort materiel.
- Classify materiel.
- Demilitarize equipment (render militarily harmless).
- Ship.

5-59. Theater planners identify SSAs to assist with retrograde of all equipment, material, and supplies in accordance with the theater plan. The SSAs plan, organize, facilitate, direct, control, and perform the necessary supply functions required for retrograde services. These functions include retrograde of equipment, supplies, scrap, and hazardous materials to final locations worldwide. During theater drawdown or closing,
SSAs provide centralized locations to consolidate materiel for retrograde. Large scale retrograde of materiel may require additional capabilities.

**Material Readiness**

5-60. The support operations conducts maintenance management. They recommend emplacement of maintenance capability within the assigned support area. The SPO also analyzes maintenance capabilities and requirements to support operational requirements and synchronizes sustainment maintenance support. The staff monitors fleet readiness both internal and external to the sustainment brigade in order to advise the commander of maintenance trends. They also track high priority repair parts for commanders in the sustainment brigade's assigned support area.

**Distribution Planning and Integration**

5-61. *Distribution* is the operational process of synchronizing all elements of the logistic system to deliver the "right things" to the "right place" at the "right time" to support the geographic combatant commander (JP 4-0). See ATP 4-0.1, *Army Theater Distribution*, for more information about theater distribution.

5-62. Logisticians performing distribution operations ensure systems and processes are in place to monitor the flow of materiel, equipment, and personnel. Logisticians continuously monitor supplies, equipment, personnel and movements. They are able to provide location of transportation assets and status of movement of critical supplies along main supply routes.

5-63. Sustainment brigades provide physical distribution and distribution management of materiel as part of a theater-wide distribution process. The sustainment brigade operates and manages the operational to tactical portion of the theater distribution system. The distribution system includes all routes and modes of transportation as well as nodes of supply in the sustainment brigade assigned support area. Nodes of supply include ammunition supply points, SSA and transshipment points such as ports and centralized receiving and shipping points.

5-64. The mobility branch constantly assesses the route capacity and mode capability to support distribution operations. The mobility branch coordinates with current operations to assess the distribution system for information on the threat, engineer support requirements and security requirements. The mobility branch also coordinates with the division G-4 sustainment cell division transportation officer.

5-65. Coordination enables the sustainment brigade SPO to assess current and projected support capacity and quality; providing the sustainment brigade a heads up for planning and synchronization. The division sustainment cell assists the sustainment brigade by identifying and clarifying the division's scheme of maneuver, main effort and supporting efforts. The division transportation officer is usually part of the division sustainment cell and provides guidance and coordinates transportation issues with other staff sections and commanders. The division transportation officer coordinates with the movement control battalion and teams and the CSSB or sustainment brigade SPO. ATP 4-16, *Movement Control*, provides more information about movement control operations and the division transportation officer.

5-66. Theater distribution enables decisive action by building and sustaining combat power at critical times and places. The critical tasks for a sustainment brigade conducting theater distribution include:

- Establishing and operating multimodal distribution hubs.
- Synchronizing multiple node operations (inland terminals, convoy support centers).
- Maintaining visibility of the distribution system (including readiness of Army air and ground transport assets).
- Reallocating resources to maintain optimal system performance.

5-67. The sustainment brigade moves materiel from an air or sea port of debarkation to the tactical level where force employment, emplacement, or commodity consumption occurs. They distribute materiel to brigade combat teams and echelons-above-brigade units as part of a theater-wide distribution process. The sustainment brigade conducting theater distribution controls the common-user transportation assets required to complete the delivery of materiel to the tactical level.
Distribution Integration

5-68. The distribution integration branch integrates the distribution plan with current operations. This includes synchronizing and integrating other warfighting functions, such as electronic warfare, casualty evacuation, protection and fires. This transition is the point at which the S-3 current operations becomes responsible for controlling execution of the distribution operation. The S-3 current operations responds to requests for information concerning the order and maintains the order through fragmentary orders. The distribution integration branch refocuses its planning efforts on changes to the distribution plan generated by changes in the operational environment. The planning horizon for the distribution plan at the sustainment brigade is 72-120 hours.

5-69. The distribution integration branch evaluates the distribution system using the following metrics: responsiveness, efficiency and robustness. Responsiveness is measured as the ability to meet supply requirements by the required delivery time and location in support of decisive action operations. Efficiency is measured as the ability to optimize the distribution system with the assets available to support mission requirements. Robustness is measured by the ability to continue to provide support to units in a changing operational environment.

Transportation Operations

5-70. The sustainment brigade's mobility branch may develop a movement program for their transportation assets. The branch executes the sustainment command’s movement program. ATP 4-16, Movement Control, explains how to develop an integrated movement program. The mobility branch forecasts movement requirements for supplies, equipment and personnel in coordination with the materiel management and human resources operations branch. They determine transportation capabilities available by modes (air, land and water) and node to support movement requirements. This may include contracted or host nation transportation capabilities. The mobility branch balances transportation capabilities with movement requirements based on priority established by the supported command. This includes planning known, anticipated, and contingency transportation requirements.

Human Resources Operations

5-71. Human resources operations staff officers plan, coordinate, integrate, and manage the emplacement of subordinate HR elements in synchronization with the concept of support plans for casualty, personnel accountability and postal operations throughout the area of operation. The sustainment brigade human resources operations branch receives technical guidance from the human resources sustainment center and operational guidance from operational command’s G-1.

Operational Contract Support

5-72. The sustainment brigade SPO includes an operational contract support branch. This branch is described in chapter 1. The CSSB establishes contracting requirements through the sustainment brigade's operational contract support section. The CSSB will oversee contract execution and provide input on quality to the sustainment brigade SPO.

5-73. Contracts generated by Army field support battalion requirements may be executed in the sustainment brigade’s assigned area of support. Responsibilities for the contract depend on whether the contract is executed in the brigade’s assigned area of support for another unit or if the sustainment brigade is the supported unit. As related to contracted support, a supported unit is the organization that is the recipient, but not necessarily the requester of, contractor-provided support (JP 4-10). Responsibilities for contracting officer representative should be identified when the contract is established or changed.

Redeployment

5-74. Redeployment is the transfer or rotation of forces and materiel to support another joint force commander’s operational requirements, or to return personnel, equipment, and materiel to the home and/or demobilization stations for reintegration and/or out processing (JP 3-35). Planning for redeployment should be considered early and continue throughout the operation. It is best accomplished in the same time-phased process in which deployment was accomplished. Redeployment processes are the same whether it is a
company sized unit, BCT or redeployment as a result of theater closing. The sustainment tasks are also the same, just the scope and scale are different. ATP 3-35, *Army Deployment and Redeployment*, has more information about redeployment.

5-75. Listed below are areas the sustainment brigade staff considers during their redeployment mission analysis:

- What equipment will redeploy with the unit? What equipment will remain in theater?
- How quickly does the unit require equipment to be at home station? When is the next deployment or unit training event planned? This information is considered as U.S. Army Military Surface Deployment and Distribution Command determines the method of movement; either port to door, door to door or port to port.
- What ports of debarkation will the unit use? Are the air and seaports close together?
- Is the unit responsible for closing or transferring any bases or outposts? There are more considerations for base closing tasks in this chapter and in Appendix A.
- Does the unit require a separate command post or task force to accomplish the redeployment? If this is a complex redeployment, the unit may establish a separate entity to continue the planning and execution of redeployment.

5-76. The redeploying unit may stage at an intermediate staging base. Since forces and equipment are being staged in preparation to being assimilated back into their respective Services, activities are focused on assembling and processing personnel, turning in equipment and coordinating and reporting status to facilitate redeployment.

**THEATER CLOSING**

5-77. *Theater closing* is the process of redeploying Army forces and equipment from a theater, the drawdown and removal or disposition of Army non-unit equipment and materiel, and the transition of materiel and facilities back to host nation or civil authorities (ADP 4-0). Theater closing begins with the termination of operations. Operations are terminated when the desired military end state is reached. This represents a period in time or set of conditions beyond which the Commander in Chief does not require the military instrument of national power as the primary means to achieve remaining national objectives. The GCC proposes termination criteria.

5-78. Termination criteria accounts for a wide variety of operational tasks that the joint force may need to accomplish, including disengagement, protection (including force health protection support to conduct retrograde cargo inspections and pest management operations), transition to post-conflict operations, and redeployment. Planning for the transition from sustained combat operations to the termination of operations, and then a complete handover to civil authority, begins during plan development and continues throughout all phases of a campaign or major operation.

5-79. During theater closing the sustainment command coordinates with the JFC’s planning team. Sustainment decisions should always consider the eventuality of redeploying Army forces and equipment from a theater. The execution of theater closing tasks is synchronized with tactical commanders, base commanders and strategic partners, including supporting contractors. The notional sustainment brigade in figure 5-6 is responsible for tasks associated with theater closing.

5-80. If the sustainment brigade is designated as the headquarters responsible for overseeing theater closing tasks, it will focus on redeployment, drawdown of non-unit materiel, and transitioning of materiel, facilities and capabilities to HN or civil authorities. As the sustainment brigade staff works the operation process, there are many things to consider including:

- What were the property accountability policies during the operation?
- How long was the operation?
- What classes of materiel are part of the retrograde of materiel?
- Does retrograde of materiel include containers? How many?
- Who else is conducting theater closing tasks?
- Which strategic partners are identified (USAMC, DLA or U.S. Transportation Command [USTRANSCOM])?
- Are there clear lines of property accountability?
- Is the sustainment brigade responsible for theater closing tasks in their assigned support area, throughout the entire JOA, or some other geographic area?
- What is designated for foreign military sales?
- Has the GCC staff identified which real property transfers to local government?

**Figure 5-6. Notional task organized sustainment brigade conducting theater closing tasks**

5-81. The CSSB and its subordinate units, execute the redeployment plan as directed by the sustainment brigade. Planners in the sustainment brigade ensure there are dedicated units redeploying forces, equipment, and retrograde of materiel while another unit is focused on continued area support. Key functions during this phase are transportation support, staging and upload of strategic lift, movement control, maintenance and recovery support, and field services. Examples of teams organized to accomplish base closure and transfer, redistribution, retrograde, and disposal of materiel are outlined in appendix A.

5-82. The notional sustainment brigade in figure 5-6 is assigned to the sustainment command and attached to the JFC. It has a general support relationship with units in its assigned support area. In the example, the sustainment brigade is task organized to evaluate and process unit turn-ins and facilitate Soldier and equipment movement to air and seaports of embarkation.

5-83. Transitioning facilities to HN or civil authorities is another aspect of theater closing. Although basing is an engineer responsibility, a sustainment brigade could be assigned as the headquarters responsible for closing bases in a joint operational area. The sustainment brigade and the CSSB must be familiar with the engineering tasks associated with this process. An engineer, military, civilian or contractor, develops the plan to deconstruct a facility. An engineer supervises the actual deconstruction, but the headquarters must be familiar with and track mission execution. Refer to ATP 3-37.10, *Base Camps*, for more information.

5-84. Strategic partners are critical to theater closing. The USAMC is responsible for pre-positioned materiel and theater provided equipment (TPE). The AFSB and the defense logistics agency are responsible for identifying where equipment requiring sustainment maintenance is shipped. The USAMC representative provides disposal codes and a DLA representative identifies locations where equipment and materiel are
disposed. ATP 4-91, Army Field Support Brigade, has more information about national level provider functions and the responsible reset task force and redistribution property techniques. U.S. Army Military Surface Deployment and Distribution Command and Air Mobility Command provide specialized support for the port clearance function. They must be included in the retrograde planning and time phased planning of redeploying formations in order to ensure efficient and effective port activity execution.

**SUMMARY**

5-85. Sustainment brigade commanders and staffs operate as part of an interdependent joint force and may be required to provide common-user logistics support to another service or multinational force. The sustainment brigade is task organized with sustainment and logistics battalions to perform specified missions. The sustainment command is the coordination link for all support. The sustainment brigade most often has a general support relationship with supported units. When this is the case, area support is the method of support. Sustainment decisions should always consider the eventuality of redeploying Army forces and equipment from a theater. During theater closing the sustainment command works closely with the JFC’s planning team.
Appendix A

Teams Supporting Retrograde of Materiel

This appendix lists examples of task organized teams performing retrograde of materiel tasks associated with theater closing. The teams enable base closure and transfer, redistribution, retrograde, and disposal of materiel. Retrograde of materiel teams are ad hoc. The number and types of teams are determined by mission and operational variable. The logistics unit sources these teams.

RETROGRADE OF MATERIEL

A-1. Retrograde of materiel is usually imagined as small, discreet actions conducted by an SSA. It may also be a more complex task involving multiple headquarters, the Department of State and other military and government agencies. Theater closing and base closing or transfer usually generate retrograde of materiel tasks.

A-2. Tasks resulting from base closure are a mixture of engineer and sustainment responsibilities. They are also a mixture of Army, joint and government agency responsibilities. Logistics tasks include; inventory, identification, disposition and disposal or redistribution of equipment. Logistics personnel might also inventory existing containers, coordinate and provide transportation and materials handling equipment.

A-3. It works best when a single headquarters synchronizes and directs recovery, redistribution, retrograde, and disposal of materiel which enables base closure and transfer. The headquarters develops plans that enable the operational scheme of maneuver and facilitate closure or transfer of bases that meet the JFC's priorities. This is an integrated process that must be planned and monitored.

A-4. The DOD and other government agencies make critical decisions for the disposition of materiel. Materiel includes: white equipment or non-standard equipment, contractor acquired, government owned equipment, foreign excess property, and TPE. TPE is sourced from Department of the Army directed stay behind equipment, brigade combat team equipment sets from USAMC prepositioned stocks, and other theater designated equipment. The intent of theater provided equipment is to control deployment and distribution costs while enhancing the readiness of deployed forces.

A-5. Actions including foreign excess personal property and foreign excess real property are complicated processes involving the Office of the Staff Judge Advocate, Department of State, engineers, including the environmental engineers, and the host nation government. Disposition decisions about foreign excess property take at least 180 days. Sustainment brigades deploying on short term deployments should start asking for foreign excess property guidance as soon as they receive deployment notification. Once in theater, the S-3 planner should start redeployment planning immediately. This is especially important if the sustainment brigade is the senior logistics command in the JOA.

A-6. Retrograde of materiel missions are usually contract intensive. Sustainment units conducting retrograde of materiel in conjunction with theater closing or base closing must be prepared for a significant amount of contractor interaction. Prior to deployment, units must have CORs trained and certified. This is so that the unit arrives to theater with CORs prepared to take additional training required by the JOA contracting entity and to develop a contract management plan.

A-7. Logisticians must have a working knowledge of organizations that are critical to a successful retrograde of materiel mission. The logistician should know what they do, where they are located, and how to leverage their capabilities to facilitate a smooth operation. These partners include military forces, U.S. government agencies and departments, and elements of the private sector with which Army forces plan, coordinate, synchronize, and integrate. A headquarters overseeing a retrograde of materiel mission must include appropriate partners throughout the planning and execution process.
PARTNERS

A-8. The information below augments the strategic partner summaries in chapter one. It provides logisticians a summary of the most likely organizations a unit may coordinate with to execute retrograde of materiel. Smaller, shorter operations may not require involvement from all organizations listed. The supporting sustainment command or the ASCC may be used as the conduit to these organizations. Liaisons from supporting organization may be located with the senior sustainment headquarters or with the senior operational headquarters.

DEPARTMENT OF STATE

A-9. The Department of State chief of mission, usually the U.S. ambassador, and the corresponding country team are normally in charge of diplomatic-military activities in a country abroad. The chief of mission and the country team may have complementary activities (employing the diplomatic instrument) that do not entail control of military forces, which remain under command authority of the GCC. The geographic combatant commander and subordinate JFCs must work with U.S. chiefs of mission, Department of State, and other departments and agencies to best integrate military actions during retrograde of materiel operations.

UNITED STATES TRANSPORTATION COMMAND

A-10. United States Transportation Command (USTRANSCOM) is a functional combatant command and provides transportation capabilities through its three Service component commands: Air Mobility Command, Military Sealift Command, and U.S. Army Military Surface Deployment and Distribution Command.

A-11. USTRANSCOM is the single manager for defense transportation and exercises control of strategic movement through its Service transportation component commands. United States Transportation Command is the DOD distribution process owner. The distribution process owner’s role is to oversee the overall effectiveness, efficiency, and alignment of DOD-wide distribution activities, including force projection, sustainment, and redeployment/retrograde operations. USTRANSCOM is also responsible for synchronizing planning for global distribution operations and will do so in coordination with other combatant commands, the Services, and, as directed, appropriate government agencies. For more information about defense transportation resources, see JP 4-01, The Defense Transportation System.

DEFENSE LOGISTICS AGENCY

A-12. The DLA Disposition Services disposes of excess property received from the military services. The inventory changes daily and includes thousands of items: from air conditioners to vehicles, clothing to computers, and much more. Property is first offered for reutilization within the DOD, transfer to other federal agencies, or donation to state and local governments and other qualified organizations. DLA Disposition Services also supports disaster relief at home, and foreign humanitarian assistance and foreign military sales programs. DLA Disposition Services supports the retrograde of materiel mission with the following tasks:

- Sells DOD surplus property.
- Disposes of hazardous property for DOD activities.
- Identifies equipment and property demilitarization requirements and takes appropriate action.

HEADQUARTERS DEPARTMENT OF THE ARMY G-4

A-13. Headquarters Department of the Army G-4 is one of the organizations establishing policy for retrograde of materiel. The G-4 will dictate priorities and funding for disposition of equipment moving out of theater. The G-4 policies and the GCC policies and guidance must be coordinated so that the desired end state is realized. Consistent and timely guidance enables the lead headquarters to develop a plan for an efficient retrograde of materiel operation.

U.S. ARMY MATERIEL COMMAND

A-14. In addition to the description provided in chapter 1, USAMC maintains the Army's prepositioned stocks, both on land and afloat. The command is also the Department of Defense Executive Agent for the
chemical weapons stockpile and for conventional ammunition. USAMC manages the multi-billion dollar business of selling Army equipment and services to friends and allies of the United States and negotiates and implements agreements for co-production of U.S. weapons systems by foreign nations.

A-15. Logisticians interact with USAMC for class VII reallocation and redistribution. Using joint and Department of the Army policy and JFC guidance, USAMC determines the shipping destination for retrograded items. USAMC and its subordinate agencies work with joint and Army logistics staffs to synchronize the movement of items out of theater. USAMC subordinate organizations responsible for executing sustainment in support of the warfighter are listed below.

**Army Sustainment Command**

A-16. The Army Sustainment Command provides logistics from the strategic through tactical level by synchronizing acquisition, logistics, and technology support. The Army Sustainment Command is designed to support the operational Army in the continental United States and deployed. It is responsible for integrating logistics support with strategic partners and links the national sustainment base with the expeditionary Army. Major mission areas include systems support contracting services, logistics synchronization in support of Army Force Generation, Army prepositioned stocks, materiel management, and LOGCAP. Mission execution is through a global network of organizations to include a distribution management center, Army field support brigades (AFSBs), Army field support battalions, and brigade logistics support teams.

A-17. The ASC works closely with DOD strategic partners, specifically USTRANSCOM and DLA to ensure the Army national sustainment base is properly integrated into joint logistics and that the national supply system effectively supports deployed Army forces.

**Army Field Support Brigade (AFSB)**

A-18. The Army field support brigade is a small, mission focused, highly modular organization built around a tailored table of organization and equipment and an augmentation table of distribution and allowances structure. The Army field support brigade is assigned to the U.S. Army Materiel Command’s Army Sustainment Command. Army field support brigades leverage USAMC national-level provider capabilities and assist in the coordination of national level sustainment support to the operational Army. Each Army field support brigade can request assistance and support from USAMC and the Assistant Secretary of the Army for Acquisition, Logistics and Technology to meet specific mission requirements. When deployed in support of contingency operations, and when directed by their higher echelon, the Army field support brigade will normally be placed under the operational control of the supported theater Army commander. This operational control authority is normally delegated to the sustainment command as appropriate. For more information about the Army field support brigade see ATP 4-91, *Army Field Support Brigade*.

**Army Expeditionary Contracting Command**

A-19. The Army Expeditionary Contracting Command is a subordinate command of the U.S. Army Contracting Command. Expeditionary Contracting Command Soldiers, civilians and contractors provide the Army with contracting support for U.S. Army service component commanders in support of Army, joint, and installation operations outside the continental United States. It includes contracting support brigades, contracting battalions, and contracting teams that provide expeditionary contracting support to Army and joint forces.

**Contracting Support Brigade**

A-20. Contracting support brigades are commands assigned to the expeditionary contracting command for operations outside the continental United States. The contracting support brigade’s commander is the Army’s primary theater strategic and operational level contracting support advisor. Army theater support contracting organizations are commanded by the contracting support brigade.

A-21. The contracting support brigade executes theater support contracting actions in support of deployed Army forces, and commands and coordinates other common contracting actions as directed by the supported commander. Contracting support brigades are more than just a contracting services provider; they provide key operational contract support capabilities to include contracting support planning assistance, contracting
oversight and fraud, waste and abuse prevention. See ATP 4-92, Contracting Support to Unified Land Operations for more information about the contracting support brigade.

Logistics Civil Augmentation Program (LOGCAP)

A-22. LOGCAP is a U.S. Army regulatory program designed to support preplanned sustainment support during peacetime and execution of that support through task orders for deployed forces performing combatant command directed missions. Use of contractors in a theater of operations allows the release of military units for other missions or to fill support shortfalls.

A-23. LOGCAP supports scalable, ready, and responsible logistics and base support services by integrating contracted private sector capabilities to fulfill the operational commander’s requirements. Operational commanders identify their requirements and request LOGCAP to meet mission needs. The LOGCAP program management office is the focal point for overseeing the program in coordination with requiring activities, contracting activities, contingency contract administration service activities, and compliance organizations. Operational commanders determine the type, duration, and conditions for LOGCAP services in a contingency.

TEAMS

A-24. One way to accomplish theater or base closing retrograde of materiel tasks is to organize the workload into phases accomplished by teams. Retrograde of materiel teams are formed from unit assets. Specialty teams may be coordinated to handle ammunition, medical equipment and supplies or hazardous materiel. A unit may request specific capabilities such as engineer or environmental specialist, but the unit should be prepared to man these teams themselves.

A-25. The teams listed below are examples of teams used in previous operations. Mission and operational variables will determine if, what type and how many retrograde of materiel teams a unit forms. More specific examples of team composition and tasks are included in Center for Army Lessons Learned special studies and handbooks and Army Sustainment, March-April 2015 edition, “CMRE 17th CSSB Closes Out Historic Chapter” feature articles. The examples below are the most frequently assembled teams.

BASE CLOSURE ASSISTANCE TEAM

A-26. Base closure assistance teams establish a plan for bases to meet closure or transfer dates. This team assists, advises, and provides technical assistance for personal and real property disposition. The team and the base owner jointly inventory personal property and structures. All recoverable assets are identified during the initial assessment. The retrograde of materiel teams and the construction management team develop and execute a detailed base transfer and retrograde of materiel plan. The team assists the base owners with document submittal to appropriate U.S. organization.

A-27. In some cases, facilities and real estate returned to HN or civil authorities will be treated, cleared and inspected to ensure environmental standards are met as established by either the HN or U.S. regulatory guidance. Advance planning will identify this requirement and allow the lead headquarters to coordinate for people with required skills. Tasks included as part of base closure are, removing equipment, rolling stock and non-rolling-stock equipment, as well as either complete or partial removal of facilities before handover.

A-28. A task organized sustainment brigade will not have the capabilities required to close or transfer a base or outpost. Capabilities required to close or transfer a base include construction and environmental engineering, accountability, supply and information technology. One way to organize base closing tasks is using a base closure assistance team. Base closure or transfer tasks include:

- Determine accurate planning factors and scopes of work.
- Site surveys.
- Topographic charts and maps.
- Design plans for vertical construction.
- Soil compaction testing.
- Prepare critical path logic nodes for engineer projects.
A-29. Units also have a requirement to reduce harmful impacts on the environment prior to base closure or transfer. This requires an environmental site closure survey and a corrective action plan. Corrective actions may be accomplished by government or contract personnel.

A-30. Large quantities of materiel are processed by a mobile team consisting of representatives of the unit, USAMC, Engineers, DLA Disposition and potentially customs. Smaller quantities of materiel could be shipped to a central location for disposition determination and action. ATP 3-37.10, Base Camps, includes a description of base transfer and closure.

**RETROGRADE OF MATERIEL TEAMS**

A-31. The teams are listed in alphabetical order. All of the teams below include a mix of military and civilian personnel and contractors. The sustainment brigade may also create teams to facilitate identifying and sorting specific classes of supply such as, medical or ammunition.

A-32. Automation facilitates many retrograde of materiel tasks. TPE planner is a USAMC web-based automation tool to facilitate rapid disposition of non-mission essential theater provided equipment. It is used to expedite turn-in of excess and facilitate retrograde of theater provided equipment. The TPE Planner is placed in brigade-level units to assist with processing, recovery, and redistribution of excess theater provided equipment. Theater provided equipment planner:

- Provides immediate visibility of lateral transfer and turn-in actions at each level of the disposition process.
- Assists units in receiving disposition orders.
- Provides units disposition instructions.
- Relieves units of non-mission essential equipment accountability.

A-33. More specific examples of team composition and tasks are included in ATP 4-91, Army Field Support Brigade, in handbooks published by the Center for Army Lessons Learned and in Army professional bulletins and journals.

**Ammunition Abatement Teams**

A-34. The ammunition abatement teams visually inspect all materiel for class V material prior to shipping and demilitarization. This ensures all class V related items are removed from equipment before the materiel is processed through the redistribution property assistance team.

**Forward Retrograde Element**

A-35. The forward retrograde elements maximize the recovery, redistribution, retrograde, and disposal of materiel at large or central base camps. The purpose of the forward retrograde elements is to provide materiel interdiction and determine serviceability and disposition of materiel. They are similar to the materiel redistribution teams. Forward retrograde elements provide another layer of screening eliminating the costs and security effort of road transport to the retrograde sort yards.

**Materiel Redistribution Team**

A-36. Materiel redistribution teams sort through materiel on-site and identify, segregate, and prepare for shipment excess, non-mission essential equipment and materiel. The teams assist units by identifying, sorting, and shipping excess materiel of all classes of supply to the retrograde sort yards. These teams reduce processing time at the retrograde sort locations and prevent shipping disposable and scrap materiel.

**Mobile Container Assistance Team**

A-37. The mobile container assistance team inventories, inspects, and identifies containers and container discrepancies in the Integrated Booking System Container Management Module. The team ensures proper processing and accountability of containers. This team works closely with the base closure assistance team. The mobile container assistance team may be used to train and certify container control officers.
Redistribution Property Assistance Team

A-38. The redistribution property assistance team is an ad hoc USAMC organization formed when Class VII retrograde of materiel requirements exceed the supporting sustainment command’s supply support activity capability. Redistribution property assistance team operations serve to facilitate the rapid return or redistribution of property to Army units. The redistribution property assistance team is attached to the AFSB and facilitates the expedient turn-in of all excess class VII TPE, improves property accountability of retrograde equipment from theater, and enables asset visibility of the received equipment during transit to sources of repair. More information about redistribution property assistance teams is available in ATP 4-91, Army Field Support Brigade.

Retrograde Sort Yard

A-39. The retrograde sort yard teams sort, identify, and record excess non-mission essential equipment and materiel (serviceable or unserviceable) in order to establish accountability and return supplies back into the Army supply system. Retrograde sort yard personnel manage all the materiel sent from the materiel redistribution teams, the forward retrograde elements and the units assigned to the base. These yards have material handling equipment and transportation assets to receive materiel and containers as they arrive or are shipped for final disposal.

ASSESSMENT

A-40. Before beginning the retrograde of materiel operation, the commander must establish an assessment plan. This plan should include input from all organizations involved in the operation. The plan will establish timelines and goals and a measurement for success. The commander’s visualization forms the basis for the commander's personal assessment of progress. Use assessment and supporting data to provide feedback to improve support effectiveness and efficiency and to optimize operations.

A-41. Assessment is continuous; it precedes and guides every operation and concludes each operation or phase of an operation. Throughout the retrograde of materiel operation, sustainment brigade leaders integrate their own assessments with those of the higher command element and other government or HN organizations involved. Primary tools for assessing progress of the operation include the operation order, the common operational picture, personal observations, and the assessment plan.

SUMMARY

A-42. The retrograde of materiel operation usually requires the support of Army, joint and other government agencies. A sustainment brigade or a CSSB may conduct retrograde of materiel operations. The framework for retrograde of materiel should be in place before any unit deploys to a JOA. The best way to accomplish retrograde of materiel is to organize the workload into phases accomplished by teams. The assessment plan must be coordinated with all organizations involved with the retrograde of materiel operation. Assessment is continuous; it precedes and guides every operations process activity and concludes each operation or phase of an operation.
# Glossary

The glossary lists acronyms and abbreviations and terms with Army or joint definitions, and other selected terms. Where Army and joint definitions are different, (Army) follows the term. Terms for which ATP 4-93 is the proponent (authority) manual are marked with an asterisk (*). The proponent manual for other terms is listed in parentheses after the definition.

## SECTION I – ACRONYMS AND ABBREVIATIONS

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<tr>
<td>ABN</td>
<td>airborne</td>
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<tr>
<td>ADP</td>
<td>Army doctrine publication</td>
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<tr>
<td>ADRP</td>
<td>Army doctrine reference publication</td>
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<tr>
<td>AFMAN</td>
<td>Air Force manual</td>
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<tr>
<td>AFSB</td>
<td>Army field support brigade</td>
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<tr>
<td>AG</td>
<td>adjutant general</td>
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<tr>
<td>AO</td>
<td>area of operations</td>
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<tr>
<td>AOR</td>
<td>area of responsibility</td>
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<tr>
<td>ASCC</td>
<td>Army Service component command</td>
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<tr>
<td>ATP</td>
<td>Army techniques publication</td>
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<tr>
<td>BCT</td>
<td>brigade combat team</td>
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<td>BSB</td>
<td>brigade support battalion</td>
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<tr>
<td>COR</td>
<td>contracting officer representative</td>
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<td>CP</td>
<td>command post</td>
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<tr>
<td>CSM</td>
<td>command sergeant major</td>
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<tr>
<td>CSSB</td>
<td>combat sustainment support battalion</td>
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<tr>
<td>DLA</td>
<td>Defense Logistics Agency</td>
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<tr>
<td>DOD</td>
<td>Department of Defense</td>
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<tr>
<td>ESC</td>
<td>expeditionary sustainment command</td>
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<tr>
<td>FM</td>
<td>field manual</td>
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<tr>
<td>G-1</td>
<td>assistant chief of staff, personnel</td>
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<td>G-4</td>
<td>assistant chief of staff, logistics</td>
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<tr>
<td>GCC</td>
<td>geographic combatant commander</td>
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<tr>
<td>HHC</td>
<td>headquarters and headquarters company</td>
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<td>HN</td>
<td>host nation</td>
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<tr>
<td>HNS</td>
<td>host nation support</td>
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<tr>
<td>JFC</td>
<td>joint force commander</td>
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<td>JOA</td>
<td>joint operations area</td>
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<td>JP</td>
<td>joint publication</td>
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<tr>
<td>LOGCAP</td>
<td>logistics civil augmentation program</td>
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<tr>
<td>MCRP</td>
<td>Marine Corps reference publication</td>
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<tr>
<td>MDMP</td>
<td>military decisionmaking process</td>
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<tr>
<td>NCO</td>
<td>noncommissioned officer</td>
</tr>
</tbody>
</table>
NTTP  Navy tactics, techniques, and procedures
OPLAN  operation plan
OPORD  operation order
RSOI  reception, staging, onward movement, and integration
S-1  battalion or brigade personnel staff officer
S-2  battalion or brigade intelligence staff officer
S-3  battalion or brigade operations staff officer
S-4  battalion or brigade logistics staff officer
S-6  battalion or brigade signal staff officer
S-8  battalion or brigade financial management staff officer
S-9  battalion or brigade civil affairs operations staff officer
SASMO  Sustainment Automation Support Management Office
SO  special operations
SOP  standard operating procedures
SPO  support operations
SSA  supply support activity
STB  special troops battalion
TPE  theater provided equipment
TSC  theater sustainment command
UMT  unit ministry team
U.S.  United States
USC  United States Code
USAMC  United States Army Materiel Command
USTRANSCOM  United States Transportation Command
XO  executive officer

SECTION II – TERMS

ARFOR  The Army component and senior Army headquarters of all Army forces assigned or attached to a combatant command, subordinate joint force command, joint functional command, or multinational command. (FM 3-94)

base cluster  (DOD) In base defense operations, a collection of bases, geographically grouped for mutual protection and ease of command and control. (JP 3-10)

base defense  (DOD) The local military measures, both normal and emergency, required to nullify or reduce the effectiveness of enemy attacks on, or sabotage of, a base, to ensure that the maximum capacity of its facilities is available to U.S. forces. (JP 3-10)

camander’s critical information requirement  (DOD) An information requirement identified by the commander as being critical to facilitating timely decision making. Also called CCIR. (JP 3-0)
common-user land transport
   (DOD) Point-to-point land transportation service operated by a single Service for common use by two or more Services. Also called CULT. (JP 4-01.5)

distribution system
   (DOD) That complex of facilities, installations, methods, and procedures designed to receive, store, maintain, distribute, and control the flow of military materiel between the point of receipt into the military system and the point of issue to using activities and units. (JP 4-09)

executive agent
   (DOD) A term used to indicate a delegation of authority by the Secretary of Defense or Deputy Secretary of Defense to a subordinate to act on behalf of the Secretary of Defense. Also called EA. (JP 1)

inform and influence activities
   The integration of designated information-related capabilities in order to synchronize themes, messages, and actions with operations to inform United States and global audiences, influence foreign audiences, and affect adversary and enemy decisionmaking. (ADRP 3-0)

joint operations area
   (DOD) An area of land, sea, and airspace, defined by a geographic combatant commander or subordinate unified commander, in which a JFC (normally a joint task force commander) conducts military operations to accomplish a specific mission. Also called JOA. (JP 3-0)

knowledge management
   The process of enabling knowledge flow to enhance shared understanding, learning, and decision making. (ADRP 6-0)

priority intelligence requirement
   (DOD) An intelligence requirement, stated as a priority for intelligence support, that the commander and staff need to understand the adversary or other aspects of the operational environment. Also called PIR. (JP 2-01)

*support operations
   The staff function of planning, coordinating, and synchronizing sustainment in support of units conducting decisive action in an area of operations.

termination criteria
   (DOD) The specified standards approved by the President and/or the Secretary of Defense that must be met before a joint operation can be concluded. (JP 3-0)

theater of operations
   (DOD) An operational area defined by the geographic combatant commander for the conduct or support of specific military operations. (JP 3-0)

throughput
   (DOD) 1. In transportation, the average quantity of cargo and passengers that can pass through a port on a daily basis from arrival at the port to loading onto a ship or plane, or from the discharge from a ship or plane to the exit (clearance) from the port complex. (JP 4-01.5)

throughput distribution
   A method of distribution which bypasses one or more intermediate supply echelons in the supply system to avoid multiple handling. (ATP 4-11)
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Combined Arms Support Command (CASCOM) Sustainment Unit One Stop [http://www.cascom.army.mil/g_staff/g3/SUOS/index.htm](http://www.cascom.army.mil/g_staff/g3/SUOS/index.htm).


Operational Logistics Planner at [http://www.cascom.army.mil/g_staff/g3/SUOS/index.htm](http://www.cascom.army.mil/g_staff/g3/SUOS/index.htm). Select any unit and then sustainment estimation tools.

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