

Chapter 3

Combat Service Support Planning*Contents*

	<i>Page</i>
PLANNING GUIDELINES	3-1
CONSIDERATIONS FOR CLOSE OPERATIONS	3-1
CONSIDERATIONS FOR DEEP OPERATIONS	3-7
CONSIDERATIONS FOR REAR OPERATIONS	3-8
CONSIDERATIONS FOR CONTINGENCY OPERATIONS	3-8
CONSIDERATIONS FOR INDEPENDENT BRIGADE OPERATIONS	3-12
CONSIDERATIONS FOR LOW-INTENSITY CONFLICTS	3-13

PLANNING GUIDELINES

The DISCOM commander and staff conduct support planning. They do so in coordination with the division rear CP. In planning support for combat operations, the commander continuously performs benefit/risk analysis. He does this on support options for courses of action received from his staff. He balances the benefits from a support concept against the risks involved. He evaluates the cost in personnel and materiel resources. He also asks what the benefit is in responsiveness and whether the responsiveness outweighs the risks.

The location of support areas is one example of benefit/risk analysis. To provide support responsively, the commander may locate logistics and HSS elements within the range of enemy artillery. There is clearly a risk involved. The commander assumes this risk if that is the only way to provide critical support.

There are no hard and fast rules for planning. For every mission contemplated and every support concept proposed, the DISCOM commander assesses the

circumstances. He measures the risks and decides on the best course of action.

Logistics and HSS plans include priorities for support. Units with the highest tactical priority receive support first. The ADC-S, G1, and G3 aid the division commander by developing broad plans and policies. They recommend support priorities with input from the G4 and the DISCOM staff. To increase critical support capabilities, planners rank classes of supply. This allows them to shift assets used for a low-priority class of supply to support a higher priority.

There are many considerations when planning for support. This chapter discusses aspects of planning for various tactical operations, contingency operations, and low-intensity conflicts. Chapter 6 discusses planning for rear operations. Appendix A covers planning for heavy/light mixes. Appendix B addresses specific considerations for NBC operations. Appendix C contains material essential to planning night operations.

CONSIDERATIONS FOR CLOSE OPERATIONS**OFFENSIVE OPERATIONS**

The main purpose of logistics and HSS in the offense is to maintain the momentum of the attack. Adequate supplies and transportation to sustain the attack become more critical as the attack progresses. Supply lines lengthen and communications are strained. Requirements for repair and replacement of weapon systems also mount. The DISCOM commander and staff expect these problems. In general, the DISCOM commander considers –

- Forward positioning of essential DISCOM elements.

These forward logistics elements may include ammunition, POL, and maintenance elements. See Chapter 6.

- Use of preplanned or preconfigured push packages of essential items if communications break down.
- Maximum use of throughput.
- Availability of HNS.
- DISCOM units echeloning forward to start operations

at the new site before they cease operations at the old site.

- Use of captured enemy supplies and equipment. This is important for vehicles and POL.
- Availability of natural water supplies, local civilian and captured water supplies, and facilities.
- Adequacy of communications between tactical and DISCOM units.
- Careful selection of supply routes and alternative routes and means.
- Development of predetermined emergency resupply packages of ammunition, POL, water, and medical supplies in arid and tropical environments in coordination with the supported unit. **SOPS** identify emergency procedures. These include the DISCOM automatically initiating requests for emergency packages. The supported elements could also use radios, couriers, or MSE to request them. Personnel use emergency airdrop resupply whenever possible in these conditions.
- Materiel uploaded as much as possible.
- Logistics and HSS preparations for the attack not revealing tactical plans.

The supply goal of the DISCOM in preparing for an offense is to ensure supported elements begin with their basic loads to sustain the attack. The DISCOM elements also top off and position themselves far enough forward to resupply the force once basic loads are depleted.

Frequent movement is critical in the offense. Supported elements do not have the assets to travel extensive distances to the rear to pick up supplies. Therefore, planners consider unit distribution as an alternative. Also, in some cases, operational requirements dictate the FSB move up to once a day. Most movements occur at night. Careful coordination lessens the stress on DISCOM and corps assets caused by these frequent moves. Use of airlift or airdrop for resupply also increases.

Considerations for Sustaining the Soldier

During an offense, use of MREs increases and mortuary affairs operations intensify. Supply and service personnel plan accordingly. In arid regions, water supply presents unique problems. Lack of natural water resources in AOs requires water to be purified at distant locations and trucked to the storage sites in the BSA. This reduces the FSB's ability to move quickly.

Offensive operations involve high casualty and evacuation requirements. The basic characteristics of HSS in offensive operations are as follows:

- As areas of casualty density move forward the routes of patient evacuation lengthen. This requires forward movement of medical assets.
- Heaviest patient loads occur during disruption of enemy main defenses, at terrain or tactical barriers, and during assaults on final objectives.
- HSS elements provide temporary EMT and ATM to indigenous or displaced persons as a humanitarian act. This also prevents their interference with combat operations.
- The main attack normally receives the most HSS.

Initially treatment assets locate as far forward as combat operations permit. At times, a maneuver brigade is assigned an independent mission or one that disperses its elements over long distances. In such cases, the maneuver battalions receive assets from the forward support medical company.

A medical company faces two basic challenges in the offense. First, it maintains continuous contact with the supported units. Also, the treatment elements maintain their mobility. Evacuation elements operating within and between the unit-level facilities and the clearing stations also maintain contact. Treatment elements are of minimum size consistent with the patient work load. Personnel position available ambulance assets forward to evacuate patients as promptly as possible.

An offensive operation places high demands on the Class VIII supply system. Treatment elements receive maximum allowable loads of medical supplies before the start of an attack. From the clearing station, ambulances move supplies and equipment forward. These are provided as informal push packages or in response to requests from supported medical elements.

In fast-moving situations the commander predesignates patient-collection points along the axis of advance. The points operated by medical company assets also provide units lacking organic HSS with areas for patient disposition in high mobility situations where area support is not possible.

During an offense, the commander suspends some field services. These include laundry, bath, and clothing exchange.

Considerations for Arming the Force

Class V is critical. Ammunition expenditures usually are not as high as with a defense. However, responsive resupply is essential to maintain the momentum of the

attack. A significant problem exists in maintaining this support over extended supply lines. The ATP elements are as far forward as the tactical situation allows. They prepare to move forward as the attack advances. The DAO and the FSB commanders also coordinate with the artillery battalion S4s to stockpile ammunition at designated firing positions.

Considerations for Fueling the Force

Another critical supply category is Class III. The amount of POL consumption is normally high. However, it varies with the terrain. When full loads are not enough to sustain the battle, the supply company commander coordinates for additional stockage at designated areas. POL stockage points require corps assets. These include collapsible storage tanks, fittings, engineer equipment, and personnel.

Considerations for Fixing the Force

Offensive operations generate high vehicular maintenance needs. This is especially true when movements occur over rough terrain. Before an offensive operation, operators and mechanics inspect equipment. They perform required maintenance. Personnel make up shortages where possible. They also bring repair parts stockage up to desired levels. They set up reserve stocks of critical items. They increase the stockage of certain items on the basis of the operation, geography, terrain, and weather. For example, extensive operations over rough terrain dictate increased stockage of vehicle springs, shock absorbers, and tires. Priorities for support include issue of critical repair parts.

Recovery and evacuation and roadside-type repairs receive priority during an offensive phase. Planners consider collection, classification, and reporting of abandoned equipment. As the tempo increases and distances lengthen, maintenance support moves forward. Forward deployed elements increase stockage of small, high-usage assemblies. These include starters and generator alternators. However, planners consider possible enemy counterattacks and maneuver element needs for space and roads. Maintenance elements require security assistance if they have to bypass pockets of enemy action.

Continuous movement forward also influences the maintenance time guidelines. In fast-moving operations, repair times at forward maintenance sites shorten. Guidelines at rear maintenance points (like the DSA shop) lengthen. As lines continue to lengthen, operations

include expedient maintenance techniques as listed below:

- Instituting BDAR.
- Increasing emphasis on controlled substitution.
- Setting up an MCP forward of the BSA base shop.
- Using air transportation to move contact teams and repair parts.
- Attaching contact teams to tactical units.

Considerations for Moving the Force

During a fast-moving offensive operation, supply lines lengthen. The turnaround time for transportation units increases. As vehicular maintenance increases, the availability of assets decreases. The need for protection for supply **convoys** increases. Bypassed enemy forces try to get supplies by force. Unconventional forces ambush single vehicles. This is especially true for ones moving fuel and ammunition. C2 of transportation elements decreases as transportation assets are more dispersed and communications more difficult.

Overcoming the problems of longer LOCs requires detailed planning. Planners carefully select MSRs. They plan alternative routes. Units move at night. They require support from COSCOM motor transport units. The use of aerial resupply increases. The commander dedicates escorts to critical convoys or positions response forces along the MSR. Transportation units use captured enemy vehicles and POL.

Considerations for Specific Types of Offensive operations

DISCOM planners consider specific factors for each type of offensive operation. DISCOM considerations for a movement to contact include the following:

- DISCOM supply elements top off supported forces before the operation begins.
- DISCOM elements conduct only minimal resupply during the operation.
- Ammunition expenditures are light.
- Repair requirements are low in most commodities. However, they are relatively high for vehicles.
- Field services, except mortuary affairs, are typically suspended during the operation.
- Patients are evacuated from holding facilities to enhance mobility of the HSS element.
- Planners consider potential bypassed enemy elements. They have the latest intelligence on the enemy situation.

Considerations for support of an attack are generally those listed above for offensive operations. Other considerations include —

- Positioning ATPs as far forward as tactically possible if resupply is possible during the operations.
- Placing refueling assets forward.
- Giving priority of support to the main effort and making plans to support follow-on actions.
- Arranging to throughput obstacle-breaching and bridging materiel.

Considerations for support of an exploitation include the following:

- DISCOM and FSB headquarters coordinate forward echelonment with maneuver elements to keep ground LOCs open.
- Planners arrange for aerial resupply of critical items to the exploitation force securing deep objectives.

A pursuit depends on open and secure LOCs. Planners consider air resupply. Other support considerations are as follows:

- Planners arrange for air resupply of emergency ammunition and fuel.
- Medical elements plan and coordinate evacuation procedures for extended LOCs.
- Maintenance managers plan for the evacuation of disabled equipment. They consider use of prearranged collection points.

DEFENSIVE OPERATIONS

Defensive operations take many forms. They range from absolutely static to wholly dynamic. That is, they range from relying solely on firepower from fixed positions to total dependence on maneuver to disrupt and destroy the attacking force. The DISCOM commander and staff ensure that they are able to effectively support the wide range of defensive operations. In general, the DISCOM commander —

- Plans to reconstitute within his capabilities the logistics and HSS capability lost to enemy fire. He identifies personnel from DISCOM units as potential replacements as early as possible.
- Echelons DISCOM units in depth through the defensive area as much as possible with his austere organization. When a forward unit moves to the rear, he designates another to pick up the work load until the moving unit is operational again.

- Sends support elements as far forward as the DISCOM or subordinate commander can safely control.
- Sends push packages of critical supplies forward on a scheduled basis. This eliminates repeated calls for supplies. This technique also reduces the chance a lapse in communications interrupts supply. Resupply continues until the receiving unit issues instructions to the contrary. Elements prepare to backhaul unneeded supplies.
- Plans to resupply during periods of limited visibility or with large area smoke support. This reduces the chances of enemy interference. Elements infiltrate resupply vehicles to reduce the chances of detection. They use additional ground guides in reduced visibility. Also, they mark MSR well. They identify reassembly points and alternate supply routes. They brief drivers in detail. If the supported unit operates at night, resupply may have to occur during the day.

Considerations for Sustaining the Soldier

DISCOM elements plan for increased demand for chemical filters, MOPP gear, and decontaminants. They also take into account possible increased use of water.

HSS of defensive operations is more difficult than in an offense. Casualty rates are lower. However, enemy action and the initial direction of maneuver to the rear complicate forward acquisition. Increased casualties among medical personnel reduce treatment and evacuation capabilities. The heaviest casualties typically occur during the initial enemy attack and in the counterattack. These casualties include those produced by enemy artillery and NBC weapons. Enemy attacks disrupt ground and air routes. This delays evacuation of patients to and from aid and clearing stations.

The probability of enemy penetration requires locating treatment elements farther to the rear than in the offense. However, their locations do not interfere with the maneuver of reserve forces.

The depth and dispersion of the mobile defense create significant time and distance problems in evacuation support to security and fixing forces. Security forces withdraw while simultaneously carrying patients to the rear. Air ambulances help where tactically feasible.

Considerations for Arming the Force

High expenditures of ammunition stress the supply system. Supply personnel preposition stocks of essential

supplies in defensive positions in the forward MBA. Personnel plan to destroy these stocks if necessary. Resupply occurs in reduced visibility to reduce enemy interference. Supply and transport units resupply cutoff or isolated units by air.

Demands for Class IV barrier, obstacle, and fortification materials are high during the preparation for defensive operations. These materials are throughput to the emplacement site whenever possible. The use of standard packages of Class IV and engineer Class V supplies speeds delivery. The MCO coordinates delivery times and places between the FSB commander and the corps MCC through the DTO.

Considerations for Fueling the Force

Fuel usage is low during a static defense. The DISCOM commander considers stockpiling limited amounts of POL in centrally located battle positions in the forward MBA. In most cases, the DISCOM coordinates successive defensive positions with the brigades and stocks these positions. Personnel plan to destroy these stocks if necessary.

Considerations for Fixing the Force

Vehicular maintenance needs are generally low. Typically, supported units are not as widespread as in offensive operations. Therefore, maintenance assets centralize more.

In a static defense, movement is less frequent. Therefore, more time is available for maintenance operations. Time guidelines for forward repair increase. Reserves of critical items build up consistent with mobility considerations. Commanders emphasize inspections and technical help to maintain readiness at a high level.

A dynamic defense has many of the same maintenance implications as an offensive operation. For instance, maintenance sites move frequently, and vehicle maintenance requirements rise. Repair time guidelines at forward sites are shortened. Evacuation increases from forward elements to maintenance elements in the rear. If the defensive situation becomes critical, maintenance personnel cease operations. They participate in the defense of their unit. Such a situation requires large-scale reinforcing support from non-divisional sources to end the resulting backlog.

Considerations for Moving the Force

Defensive operations require transportation support immediately shiftable to an offensive operation. Transport

elements position themselves to be ready for support of the offense. They prepare to take advantage of windows of opportunity at very short notice.

STAY-BEHIND OPERATIONS

Stay-behind operations are high-risk, high-payoff tactical operations. They provide the commander with a potential force multiplier. Essentially, a stay-behind force goes into hiding. It then emerges to –

- Disrupt the enemy rear area.
- Force the enemy to dispatch combat units to deal with a rear area threat.
- Inflict maximum enemy casualties.
- Call for and adjust fires on enemy targets.
- Provide intelligence on enemy activities.
- Seize and hold key terrain or critical sites.

Later the stay-behind force is extracted, exfiltrates, or links up with the main force.

The use of a stay-behind force is usually planned and prepared in detail. Logistics planning is critical to the success of the mission. Therefore, it receives the personal attention of all commanders involved. Some basic considerations are –

- The location and composition of caches are planned in detail. Substantial coordination between COSCOM and the DISCOM is required to tailor, prepackage, and deliver caches.
- Caches are redundant, both in and outside the hide position. This keeps the loss of a cache site from jeopardizing the mission.
- Stockage levels of needed items are two or three times normal amounts. This creates redundancy of caches and needed equipment that cannot be readily repaired or resupplied.
- Caches include MREs, water, diesel fuel in 5-gallon cans, packaged Class III items, limited Class IV, Class V, Class VIII, limited Class IX, and batteries.
- Unit medical facilities are established within the hide position; the unit may only be able to evacuate the most serious cases. Patients are treated and retained until the HSS element exits the hide position.
- All resupply activity and vehicle movements take place at night.
- Caches are dug in below ground level or placed

in existing buildings. This prevents discovery by enemy forces.

- Nontraditional medical and maintenance arrangements are required because of the isolation of the stay-behind force.
- Use of indigenous facilities and equipment is maximized.

RETROGRADE OPERATIONS

Logistics and HSS for retrograde operations are complex because many activities take place concurrently. Maneuver units at any given time may defend, delay, attack, or withdraw during a retrograde. However, the retrograde is basically a movement to the rear or away from the enemy. Therefore, the following considerations apply:

- Consider echeloning DISCOM elements in depth.
- Emphasize keeping supply and evacuation routes open.
- Plan to move all nonessential DISCOM and supporting COSCOM units and facilities to the rear as soon as possible. These include CEB and laundry activities.
- Plan to supply and evacuate in limited visibility.
- Be alert for the rear area threat.

Considerations for Sustaining the Soldier and Arming and Fueling the Force

DISCOM supply elements begin to move to the rear before combat units. This lessens interference with maneuver. It also allows them to set up supply points along the route of withdrawal. The supply companies and the DMMC identify noncritical items. Replenishments do not go forward of a specified point. The following considerations apply:

- Plan to limit the flow of supplies forward to the most combat essential. Evacuate all other supplies and equipment early.
- Plan to evacuate supplies and equipment to planned fallback points along the withdrawal routes.
- Plan to destroy all supplies (except medical) that personnel cannot evacuate. The OPORD includes destruction authority.
- Position supplies along routes of withdrawal. This reduces the enemy's ability to interfere with supply operations. This also simplifies resupply, reduces vehicular clutter, and permits early withdrawal of supply units.

- Plan for POL and water elements to leapfrog supplies so they can provide continuous supply.

HSS in retrograde operations varies widely. However, planners consider certain factors:

- Time available for medical operations is likely to decrease.
- Personnel evacuate patients early, develop alternate means of evacuation, and use air evacuation. The movement of troops and materiel on evacuation routes and the enemy disruption of C2 and communications complicate patient evacuation. Tactical SOPS include plans for evacuation in such conditions.
- Sorting of patients becomes more critical. Proper sorting and rapid evacuation lessen the need for setting up complete clearing stations.
- When patient loads exceed the means to move them, the tactical commander decides whether to leave patients behind. Personnel use nonmedical transportation assets to the maximum to move patients before making a "stay behind" decision. The brigade requests medical personnel from the supporting medical company to attend patients. Medical personnel and supplies stay with patients not evacuated.
- The forward medical treatment teams withdraw as early as possible. Medical company assets displace by echelon. They hold patients for the shortest time possible. Planners determine the locations of successive positions in advance. Initial locations are further to the rear than in other types of operations. The next rearward locations are operational before personnel close the forward MTFs.

Considerations for Fixing the Force

Maintenance company assets begin to move to the rear before combat elements. Maintenance points leapfrog each other to provide continuous support. Displacement of maintenance elements does not conflict with the movement of combat units. Maintenance elements displace at night.

Personnel emphasize evacuation of equipment over forward repair. Maintenance personnel concentrate on weapon systems and other items required to support the retrograde. They place emphasis on items they can repair readily. They evacuate other unserviceable equipment to planned support areas before opposing forces overtake it. They use fighting vehicles whose

weapon systems are inoperable to tow other vehicles with inoperable motor systems. They use extensively damaged equipment for controlled exchange or cannibalize or destroy it. They give priority of support to units which have completed the move and are preparing new positions.

Recovery equipment is critical to the support of retrograde operations. Personnel rigidly control and coordinate its use. They marshal recovery equipment at critical locations to keep routes open and recover all material possible.

CONSIDERATIONS FOR DEEP OPERATIONS

The division is the smallest force capable of conducting deep operations. The division conducts deep fires operations through the employment of organic and supporting field artillery. Logistics and HSS are conducted as usual. Deep maneuver is a high-speed, short-duration, audacious operation. Logistics and HSS are austere. Logisticians carefully plan support of deep maneuver.

CONSIDERATIONS FOR SUSTAINING THE SOLDIER AND ARMING AND FUELING THE FORCE

Early in the planning phase, the DISCOM commander informs the division commander of available supply assets. He provides information on replenishment prospects and the effect of support on the tactical operation. A division involved in a deep maneuver supports itself or external support assets support it over a LOC.

A LID unit planning to support itself takes advantage of every opportunity to forage. It carries as much Class V as possible. Even so, the division can support itself for only a few days. War planners task organize a corps slice of supply assets to accompany a division force on a deep operation. The slice depends on the depth and duration of the operation.

Logistics and HSS assets also support a force conducting a deep operation over a surface or air LOC. Staging supplies near the FLOT makes support over a surface LOC less difficult. This is because supply vehicles directly supporting the force have a shorter distance to cross. Support over an air LOC requires close coordination between the DMMC, the supply activity providing the shipment, the MCO, and the aviation unit. Chapter 11 discusses aerial delivery.

Considerations for Moving the Force

Movement control and highway regulation are key during a retrograde. Keeping supply and evacuation routes open is essential. Nonessential logistics and HSS elements move to the rear as early as possible. They evacuate supplies and equipment to planned fallback points along withdrawal routes. Personnel use nonmedical assets to move patients to the rear.

During deep operations, LOCs close. Therefore, medical task-organizing is necessary to provide increased patient-holding and forward treatment capabilities. Air evacuation over extended distances is essential. Self- and buddy-aid, the combat life saver, and ATM training are critical. The modular medical support system and unit-configured palletized medical loads are also vital.

Two situations which are likely during deep operations have an impact on medical operations. First, the use of NBC weapons against isolated forces is possible. As a result, mass casualties are more likely. Large numbers of contaminated casualties rapidly overload and contaminate evacuation assets. This is particularly true of air ambulances. This creates backlogs at medical treatment facilities. Secondly, bypassed enemy units escape the detection of follow-on forces. They inflict severe damage on medical units and evacuation vehicles.

CONSIDERATIONS FOR MOVING THE FORCE

The LID needs additional transportation assets to perform deep maneuvers. Providing support to ground forces in deep operations is hazardous. Because of the difficulty in securing LOCs, units may move over enemy-controlled routes and use aerial resupply. Planners expect the enemy to use NBC warfare to destroy logistics elements and to block routes. Turnaround times lengthen. This is due to the delays that occur when operating in an NBC environment. Transport elements take advantage of overhead camouflage as much as possible to avoid detection. They also avoid bridges. The enemy destroys bridges to block routes.

CONSIDERATIONS FOR REAR OPERATIONS

Commanders conduct rear operations to secure the force and neutralize or defeat enemy operations in the rear area. Rear operations also ensure freedom of action in close and deep operations. The goal is to ensure the threat does not impair logistics and HSS operations in

the rear. If rear areas are not secure, the DISCOM cannot support division elements conducting close and deep operations. Chapter 6 contains an in-depth discussion of rear operations.

CONSIDERATIONS FOR CONTINGENCY OPERATIONS

Contingency operations are politically sensitive military actions. They require rapid deployment to perform military tasks in support of national policy. Army forces may provide a rapid show of force in support of a threatened ally to deter aggression by a hostile neighbor. National policy also uses them to react to the invasion of a friendly government, project property of US nationals, rescue hostages, or perform other tasks.

The LID deploys quickly and is easier to support than other divisions. Before an impending crisis develops into open hostilities which increase risks to US interests, early deployment of light forces may deter an opponent. This prevents a costly later engagement. Light forces **are** not appropriate, however, to face tank-heavy forces or to operate over great distances. Heavy forces take longer to deploy and are more difficult to support. However, circumstances may require them to defeat the enemy.

A LID may also rapidly reinforce US and allied forces deployed anywhere in the world. Conflicts in these areas are at the low-to mid-intensity level. The versatility of the LID presents planners with multiple employment options. Planners select the preferred option after consideration of the terrain, the type of enemy, and the capabilities and limitations of the division. Employment options for a LID include:

- Employ it as it is organized. Planners consider the division's maneuver manpower, tactical transportation assets, fire support, and logistics capabilities.
- Augment it after deployment. Task-organizing the division with forward-deployed elements or support increases its capability. The division's C2 structure can accept and quickly integrate these assets into the division's scheme of maneuver.
- Augment it before deployment. Units assigned to support the division need strategic mobility compatible with that of the division.
- Designate selected items of prepositioned equipment in the theater for issue to the LID.

Regardless of the option selected, on arrival in the

theater, the LID becomes an integral part of the corps or JTF to which it is assigned.

A LID may deploy to conduct operations in areas without US or allied bases. The indigenous populations range from friendly to neutral to overtly hostile to US forces. Local air superiority and tactical air support are essential in all phases of a contingency operation. A secure airfield, port, or beach is required. For contingency operations, a light division organizes into an assault echelon, a follow-on echelon, and a rear echelon.

CONTINGENCY OPERATIONS PHASES

Contingency operations are phased. Phases begin with planning and end with redeployment of the LID. The information below provides the general planning and execution structure for a contingency operation. Planners adjust it to fit the needs of a particular contingency.

Predeployment and Crisis Action Phase

Contingency operations begin with predeployment or crisis action activities. The LID anticipates needs. It sequences activities that ease its transition into the deployment or initial combat actions phase. Based on information from the corps or JTF, the LID tailors a force to meet specific tactical needs. It sets up temporary C2 facilities and organizations to support the operation.

Deployment and Initial Combat Actions Phase

The LID cannot make a forced entry. Operations in contingency areas normally begin with the movement of the division's assault force to airfield, port, or beach secured by the host nation or other forces. The assault force lands on or close to objectives. Air Force and Navy aircraft normally provide required fire support during and after the airland operations. The commander assigns operations to the assault force based on METT-T. The assault force secures its initial objectives. It establishes and maintains a secure lodgment. It also protects the area from indirect fire and observed direct fires. This facilitates the landing of follow-on forces during the

next phase of operations. Reconnaissance and security elements operate beyond the lodgment. They gain enemy information, provide early warning, and facilitate planning for future operations.

A brigade headquarters serves as the base for each assault force. Combat, CS, and CSS units accompany it. One of the brigades is the lead unit. It contains the assault elements for deployment. Those combat, CS, and CSS elements not task organized are organized to deploy after the lead brigade. The advance element prepares the support for operations of the lead brigade. This structure of nontask-organized elements provides the flexibility to tailor and deploy support packages for separate brigade operations. With this type of organization, the LID maintains a flexible base to respond to most tactical situations within hours of notification.

Force Buildup and Combat Actions Phase

This phase begins with the introduction of follow-on forces into the contingency area airfield, beachhead, or port. Follow-on forces reinforce and support the assault force and establish lodgment. During this phase, these forces generate enough combat power and conduct tactical operations to fully secure the lodgment area. They expand the security area out to the range of organic indirect fire weapons. As necessary, combat forces destroy, delay, or disrupt enemy forces threatening the lodgment. Air and naval aircraft and naval gunfire provide fire support, ADA provides air defense against penetrating enemy aircraft. A corps or JTF normally assumes command of the LID as soon as the corps or JTF establishes its C2 and logistics base.

The force buildup and combat actions phase of the contingency operation is the most critical point for the LID. Therefore, staff planners fully resource the lead brigade for the mission. C2 of the lodgment area rests initially with the ADC-M or a designated representative. However, as the main body of the division arrives, C2 of the lodgment area is turned over to the DISCOM commander. The ADC-S controls the air-flow operations from home station to the lodgment area through the airfield control groups.

Decisive Combat Operation Phase

The decisive combat operation phase is an extension of the force buildup and combat operation phase. Combat forces and a logistics base expand to support decisive operations. As the situation in the lodgment area stabilizes, the division performs expanded combat operations. It continues to eliminate the enemy force.

Long-term and widely dispersed operations require additional combat, CS, and CSS forces.

Redeployment Phase

The aims in the final phase are to –

- Consolidate friendly control of the AO.
- Redeploy the force as rapidly as possible to CONUS, to an intermediate staging base, or to another theater of operations.
- Rapidly restore the capability of the LID for other contingency missions.
- Shift the force of operations from combat to nation-building.

As in the initial phases, echeloning C2 and maintaining flexibility and security are essential.

SUPPORT OF CONTINGENCY OPERATIONS

There are unique factors involved in supporting contingency operations. Support is phased. Planners ensure the force has adequate support in each phase. They synchronize the deployment of CSS units, supplies, and CSS C2 with the increase in combat capabilities.

Contingency forces rely on airlift for initial deployment of the force and for support. Before the execution of the deployment phase, planners arrange for feeding, fueling, arming, maintaining, and loading the assault force at the staging areas and any intermediate bases. Planners emphasize deploying maximum combat capability. Therefore, they reduce support to the essentials. These are initially food, water, ammunition, and fuel. They plan supply shipments for each phase of the contingency operation. They also plan for emergency resupply. Contingency operations require the use of accompanying, follow-on, and routine phases of supply

- Accompanying. These are supplies taken into the contingency area by assault forces. Each unit receives and prepares its own accompanying supplies before marshaling. These supplies include unit basic and prescribed loads.
- Follow-on. These are supplies delivered during outflow. They arrive after initial assault landings to resupply units until routine procedures start. Delivery is either automatic or on call.
- Routine. These are supplies obtained through normal requisitioning procedures to replace expended supplies or to build reserve stocks.

Logistics planners tailor the initial support package to ensure it provides the projected requirements and

critical support. After considering local support available, they give careful attention to the phasing in of follow-on CSS resources. Use of local resources reduces the need to deploy CSS assets. Supporting elements plan to make the best use of local resources. These may include fuel, transportation, facilities, labor, and services.

If the LID deploys to a theater with an established HNS infrastructure, the DISCOM links into that system. However, contingencies also occur where no such system exists. In such cases, a HNS coordination team is one of the first elements to deploy. The team's role is to obtain local resources through purchasing and contracting. It consults with US embassies, consulates, and government agencies operating in the area for relevant information regarding commercial contracts. It also coordinates closely with the civil affairs team and legal and financial activities of US forces supporting the operation.

Whether the team is the TOE organization designed for this mission or an ad hoc element, it is assigned to the senior logistics headquarters of the task force. It consists of CSS and purchasing and contracting specialists. Expertise includes maintenance management, supply and services, and transportation. It also includes expertise in other areas required in the particular environment. These include medical, engineer, or signal matters. Logistics planners develop contracting support kits for each location in the LID's OPLANs. For each environment, they consider such items as use of interpreters and local guides, need for local currency, and the laws and customs of the area.

Corps supply elements preconfigure unit loads. The division stocks and issues mission-essential supplies. PLL and ASL criteria focus on essentials. Maintenance elements ensure that all equipment meets the highest standards of operational readiness before departure. They also provide support during marshaling. The medical evacuation policy lessens a wounded soldier's stay in the area and the need for a large medical contingent.

The G3 provides the for-cc structure and projected intensity of conflict to the logistics planners. The planners develop the amount of support required for loading of the supply pipeline. When developing the OPLAN, the division G4 determines the source of support. Resupply comes from CONUS, designated OCONUS facilities, or a third country. It relies heavily on airlift. The G4 determines if EAD support is necessary. The G4 also examines transportation from the departure

point to the arrival facility. The G5 and the HNS coordination team coordinate the amount of support provided by the host nation.

In contingencies, the LID requires augmentation for port and airfield operations. It also needs resupply, maintenance, and transportation support. Such augmentation places special demands on the DISCOM staff and the C2 system. The staff prepares to integrate augmenting units and staff elements into the DISCOM structure. It plans to accommodate changes to the force structure without disruption or degradation of operations.

Initially, the ADC-S is at the departure airfield. He synchronizes the flow of supplies, personnel, and equipment into the AO. Under certain circumstances, some DISCOM elements with EAD augmentation arrive in the contingency area or in an adjacent country before the rest of the LID deploys. These elements may arrive by air at a commercial airfield. They move to the contingency area to operate as an AACG. (Appendix D gives further information.)

The deploying force enters the AO with its accompanying basic loads of Class I (to include water), II, III (packaged and bulk), IV, V, and VIII, and a prescribed load of Class IX. These supplies support operations until troops establish a secure area or resupply begins. During the deployment phase, unit maintenance personnel support the assault force. Selected DISCOM elements land soon after combat units. This forward logistics element may include Class I, III, and V personnel, some critical ground maintenance and AVIM elements, and HSS personnel. If required, the deploying force includes an ATP made up of all the ATP personnel and equipment from the DISCOM. They set up an initial Class V point at the airhead or beachhead.

As discussed earlier, qualified personnel authorized to purchase goods and services and to let contracts and make payment also deploy early. If necessary, HSS personnel from the medical companies augment medical elements organic to maneuver units. They increase their medical support capabilities and oversee evacuation from the contingency area. The commander commits no other DISCOM elements in this phase.

During this phase, emergency resupply involves the use of tactical airlift. Maintenance personnel use cannibalization and controlled exchange to reduce weapon systems downtime. Also during this phase, mortuary affairs is a unit responsibility. Unit commanders are responsible for initial identification, collection, and

evacuation of remains. When the situation requires hasty burials, unit commanders maintain records of such burials and locations. (Note: Hasty burials require the authority of the theater or JTF commander.)

AVUM personnel assigned to AB units provide AVUM support for organic aviation assets. Each battalion or separate company in the AB has its own AVUM capability. An advance element of the AMCO normally deploys MSTs early. It provides backup AVUM functions as well as limited AVIM to AB units. The mission scenario and support requirements determine the composition of the MSTs.

The light infantry brigades may deploy with attached TOW-Dragon missile support teams. The teams provide support to land combat missile systems during this phase. The teams carry selected LRUs. They exchange them with the user for malfunctioning LRUs. Later, control of the missile support teams returns to the DISCOM.

During the force buildup and combat actions phase, the division G1/AG and G4 pay close attention to the number of CSS units in country. Many of the support units are detachments, teams, and companies without a parent headquarters. To execute effective C2, they send some element of the DISCOM headquarters in early increments. This headquarters element organizes the smaller elements into a composite DISCOM and provides a C2 structure. As the situation develops and more headquarters elements arrive, the temporary composite headquarters transitions to the normal DISCOM headquarters.

More supply elements enter the AO and establish distribution points in the division area. Most of the division supplies come in by air, to include airdrop. Personnel distribute to supported units by a combination of supply point distribution and aerial resupply. The division transportation elements arriving in the AO provide emergency unit distribution.

DS maintenance elements in the division enter the AO with follow-on forces. Depending on the tactical situation and support requirements, the first DS maintenance elements introduced are the maintenance companies of the FSBs. They initially support forces by performing expedited, low-time consuming repairs. They also coordinate unit-level repair parts support. Combat essential ASL items come in with follow-on maintenance increments. As the lodgment area expands

and becomes more secure, additional increments of the maintenance elements deploy.

During the early stages of the force buildup and combat actions phase, AVIM support consists primarily of replacement aircraft, component replacement, aircraft combat maintenance/BDR techniques, and controlled exchange of combat damaged or inoperable equipment. As this phase progresses, the remaining elements of the AMCO deploy into the AO. They bring with them the full complement of Class IX.

Before the decisive combat operation phase, the remainder of the DISCOM supply, service, and transportation elements, the DMMC, and the corps support units enter the AO. These include the corps aviation maintenance unit. It provides reinforcing AVIM support. The supply, service, and transportation mission fully expands to support decisive combat operations. The DMMC provides centralized materiel management. The DAO releases DISCOM Class V assets from the lodgment area. Forward supply elements accompany maneuver elements to set up ATPs in the BSAs.

During this phase, the rest of the missile maintenance element arrives with stocks of LRUs. The user is responsible for determining which LRU is malfunctioning. The user also transports the malfunctioning LRU to the missile support element. That element exchanges the LRU for an operable one. Limited missile maintenance support is available from the missile support element. It helps users when they have problems isolating the malfunctioning LRUs. Increased support arrives during the buildup with the arrival of the corps missile maintenance company.

The missile maintenance company in the corps provides LRU exchange with the missile support element in the division. The corps company repairs these LRUs and returns them to DS stocks. This company contains a section which goes forward with the division when it deploys without a supporting corps.

Remaining division-level medical elements and essential corps medical elements deploy to provide immediate support of the contingency operation. During force buildup and combat actions, division HSS commanders adjust their HSS assets to changes in the tactical situation. As the AO expands, they adjust the evacuation policy. The capabilities of the HSS structure increase accordingly.

CONSIDERATIONS FOR INDEPENDENT BRIGADE OPERATIONS

The support force for a LID brigade operation depends on the organization of the brigade task force employed. In all cases, the FSB associated with the brigade deploys with it. However, the LID FSB is an austere organization. To support an independent brigade operation, it requires additional assets. These include both C2 and operational resources.

The support force requires an augmented FSB C2 cell with capabilities not included in the FSB headquarters. The cell expands to meet the needs of the mission. It —

- Provides logistics expertise in support operations beyond the normal scope of FSB operations.
- Assists any follow-on forces on arrival and supports their movement out of the BSA.
- Calls forward from the DISCOM/support base additional CSS elements. The cell also serves as the DISCOM (forward) if the mission expands to become essentially a division operation.
- Provides management and communications links to the JTF/corps and DISCOM.

Personnel augmentations from the LID DISCOM HHC/DMMC to the FSB headquarters include —

- Materiel management officer.
- S2/S3 plans officer.
- S2/S3 intelligence sergeant.
- MCO representative.
- DMMC Class I and III representative.
- DAO representative.
- DMOC operations officer to manage Class VIII and plan for medical operations.
- DMMC Class IX representatives. One manages parts for ground equipment and one for aircraft.
- DMMC maintenance management representative.

The cell also includes a CMMC liaison element. This element facilitates support provided by the FSB. However, whatever the composition of the augmentation cell, it falls under the FSB commander. He is the landlord of the BSA.

To a large extent, the C2 augmentation assets depend on the additional resources the FSB needs. As mentioned above, these resources depend on the number and types of combat and CS elements that makeup the

brigade task force. However, they also depend on other factors. These include the environment, duration of the mission, nature of the threat, availability of local resources, and type of missions assigned to the brigade task force. Some of the considerations for task force developers are discussed below.

The FSB likely requires additional assets to operate a small ammunition supply point. The FSB is only staffed and equipped to transload ammunition, not store it. These assets include ammunition handlers and forklifts. They come from the other forward supply companies of the LID or the nondivisional ammunition company.

To fuel the brigade in a contingency operation where there is no ground LOC from the DSA to the BSA, the FSB needs additional fuel storage capability. This compensates for the absence of a backup normally retained in the DSA. In addition, the augmented FSB includes fuel-handling personnel and equipment to receive, store, and issue aviation fuel to support the aircraft of the brigade task force.

The austere maintenance company of the LID FSB depends on repair support from the main support company and EAD elements as discussed in Chapter 10. In a brigade contingency operation, backhaul aircraft evacuate unserviceable equipment. If passback to the DSA/support base is not responsive enough and local resources are not available, the FSB receives additional capability to support light systems. This comes from the main support company and nondivisional elements. Planners also provide repairers, parts, and tools to fix systems of task force elements not found in a light infantry brigade. For example, AVIM assets deploy to the contingency area to support any aircraft in the task force. These assets are provided by the LID AMCO or the COSCOM. They may be attached to the AVUM unit supporting the aviation task force.

Sustaining the soldier in a brigade contingency operation also requires FSB augmentation. This includes HSS assets to perform services provided out of the DSA. These include an additional treatment squad, a patient-holding squad, a surgical squad, and ground and air ambulances. Typically, planners also ensure the FSB includes water point equipment and operators. The force also needs assets to deliver water to light infantry battalions. Water supply for a contingency operation in an arid environment is a significant challenge. First, the FSB needs ample reserve storage capability. In addition,

transporting water to the BSA requires careful planning and commitment of substantial movement assets. These may have to be aircraft. Mortuary affairs operations depend on evacuation via backhaul on resupply aircraft. COSCOM mortuary affairs assets provide services until augmentation units arrive.

The LID FSB has limited transportation capability. It relies on the COSCOM for such things as throughput of supplies from EAD to the BSA. In a brigade contingency, the FSB needs additional transportation assets to perform the following tasks:

- Move troops of the light infantry brigade.
- Stockpile supplies.
- Move emergency supplies or reserves for responsive support.
- Move barrier material from the BSA to the emplacement site.

- Provide supported units with supplemental transportation to move equipment or to provide emergency Class V or water supply.
- Enhance the movement capability of the augmented FSB.

If transportation assets are not available locally, assets may come from the LID TMT company (if they are not supporting another mission). They may also come from a COSCOM truck company. Planners also consider aviation assets. If CH-47s are available, the first priority for their use is often emergency movements of fuel, ammunition, and barrier material from the DSA/supporting base to the BSA. If medical air evacuation assets are insufficient to handle casualties, they also backhaul casualties that have been stabilized. Fixed-wing aircraft may fill this role. If possible, HSS personnel accompany patients on nonmedical transportation assets. They provide en route medical care.

CONSIDERATIONS FOR LOW-INTENSITY CONFLICTS

LICs take place at levels below conventional war. They often involve a struggle of competing principles and national ideologies. LICs are waged by a combination of political, economical, informational, and military means. They are often localized. However, they can have significant global implications.

The most appropriate force in the US division structure to conduct operations in a LIC is often the LID. More information on conducting LIC operations appears in FM 100-20 and in Appendix B of FM 71-100. FM 63-6 discusses CSS in a LIC operation. FM 8-42 covers HSS operations in low-intensity conflicts.

Supporting a force in a LIC covers the entire spectrum of CSS. It ranges from a medical team providing humanitarian aid to supporting a division conducting military operations.

The division G4 determines logistics needs based on the forces employed, the environment, and the type of LIC. The G3 provides the mission and the projected intensity of the conflict to the G4. The G4 develops the amount of supplies required. He also computes the stockage levels to support the operation. If the division is the highest headquarters involved, the division plans to interface directly with the CONUS wholesale logistics system. Direct dealings with the wholesale system are not a normal function of the division. Therefore, it requires additional equipment and personnel.

The G4 examines transportation. He considers departure and arrival facilities, in-country transportation networks, and HNS available. Planners also consider the availability of finance support to assist in payments for HNS.

The G1/AG estimates casualties. He establishes replacement requirements and procedures based on the commander's operational guidance. The G1/AG and G4 determine if the force structure requires provision for any EAD functions. These may include water terminal operations, reinforcing maintenance, GS supply, and finance.

Support operations contribute to the prevention and resolution of conflict. They help indigenous forces execute military operations with the aim of making the host country self-sufficient in dealing with the problem. They also assist in the prevention of conditions which contribute to conflict.

DISCOM operations support four broad categories of LIC operations. These are support for insurgency and counterinsurgency, combatting terrorism, peacekeeping operations, and contingency operations. DISCOM support may consist of small teams providing supply, maintenance, ammunition, medical, and transportation support to indigenous force tactical operations. Their long-term objective is to develop a local capability to perform these tasks. However, if local forces are unsuccessful,

the preparation of the conflict area supports contingency plans for the employment of combat forces.

The DISCOM can also provide help as part of a military assistance and counterinsurgency program. If the force has the mission of humanitarian assistance, planners consider several factors:

- Size of the supported population.
- Deployment and redeployment plans.
- Command and control.
- Communications requirements and capabilities.
- Coordinated embassy/military public affairs plan.
- Local population customs and traditions to include dietary habits.

As part of the planning process for humanitarian assistance in a counterinsurgency program, commanders analyze the area, the population, and the insurgency. They determine-

- What programs would generate favorable support for the host nation government.
- What programs are appropriate for the environment.
- What grievances voiced by the insurgent leadership concern conditions that can be addressed by programs of humanitarian assistance conducted by DISCOM elements,
- What DISCOM elements can do to improve these conditions and thus defuse insurgent claims.
- How this assistance can be conducted consistently with local customs, religious values, and host-nation policy.

In some situations, DISCOM elements help in the maintenance of essential services. These include water, sewage, and sanitation. This is especially true if [here is a danger to public health. In the worst case, this involves direct control and operation. However, the early return of responsibilities to the civil authorities is desirable. This requires special training for some soldiers, preferably before their employment.

DISCOM support operates on two levels. First, there is a small requirement for support to advisory teams. Secondly, there is a requirement for supply of materiel to the host country. This is used in improving military and civil organizations. The G1/AG and the G4 coordinate with the G5. They determine the requirements that local resources can meet. They use local support to the maximum extent possible. If the US presence increases

beyond small teams, the size of the support element increases.

Major roles, however, in humanitarian assistance and civic action projects require corps/EAC elements. Movement of cargo for civic action projects requires additional transport. In countries where there is no well-developed road net, planners consider inland and coastal waterways for transportation. If this is the case, Army watercraft plays a role in the support of operations.

During peacekeeping operations, the peacekeeping force remains neutral. This prevents or limits the use of HNS and contracting. The DISCOM conducts normal support operations as much as possible. An austere base development and a mixed military/civilian contractor support structure often characterize the support. In a multinational force and observer-type mission, civilian contractors provide custodial support at bases. They also provide maintenance of vehicles and other supply and service functions. HNS, however, is not a significant support factor. This is due to political considerations of the PKO itself. Also, due to the multinational and noncombat orientation of PKO, LOGCAP operations are used more than in other types of actions. Details on LOG CAP operations are in AR 700-137.

In PKO planning, the G3, with input from the G1/AG and the G4, identifies division units which require reinforcing support. He requests the necessary support packages. For example, he plans for enough transportation assets to provide for the rapid movement of peacekeeping forces. If the division needs transportation beyond the organic assets of the peacekeeping force, he plans the required augmentation well in advance.

Upon notification, DISCOM units in support of the peacekeeping force establish liaison with the task force commander and staff. Timely guidance allows the unit to begin the detailed preparation for the execution of assigned tasks. EAD support units provide CSS directly to peacekeeping forces. The initial logistics agreement includes supplies and services and use of indigenous personnel. It also covers use of roads, post facilities, airfields, and railways. Planning considerations include –

- Trek-organizing a special CSS unit.
- Using selected DISCOM elements to support the deployed force.

- Using intermediate support bases near the deployed force.

Supply support for a deployed peacekeeping force requires longer order-ship times for surface shipments. Planners plan support well in advance. The objective is to increase stockage of repair parts and other supplies to a level that supports a deployed force for an extended period. Plans include unit requirements for self-service supply items. They also include their reliance on contractors for fresh food as well as dining facility operations. Prior planning and coordination are essential to arrange for supplemental rations. Planners provide veterinary inspection support to monitor local purchase activities. They also consider MREs for members of the force on remote patrols. If DISCOM elements have the mission of supporting all members of the PKO force, planners consider the type/content of the certain foods for religious and cultural reasons.

Overall custodial contracts may include water supply. The water supply comes from local sources or from water units. Preventive medicine personnel test and approve all water from both local and US military systems before distribution.

Some general custodial contracts include services at the base camp for PKO personnel. The extent to which DISCOM elements provide such services on a permanent basis depends on the duration of the mission. Mortuary affairs support is often reserved for US force operations. Planners make arrangements for CEB and laundry in advance. They are either contracted or included as part of the force.

When the neutrality of the PKO is not in question, host nation contractors perform maintenance for military and commercial equipment. Use of host nation contractors assists in the growth of the host nation's

economic base. This enhances relations. As host nation contractor's involvement increases, the requirement for language-qualified personnel also increases. Finance support provides prompt payment of the contractor and other civilian labor.

The division may require corps assets to assure a dedicated transportation capability. They may also provide the flexibility and mobility to the supported force. Personnel use host nation or third party contract assets as much as possible to meet transportation needs. If US vehicles are used, personnel determine the requirements for vehicle operators to have local or international driver's licenses. Likewise, they examine the road network before arrival in country. Up-to-date information on all roads, especially the MSRs, and bridges is essential. Information on restrictions to vehicles is also essential. Restrictions include convoy size, weight of vehicle, and times that roads are available.

The DMOC plans HSS for the division. This includes alternative sources of HSS including, but not limited, to embassy and HNS. The HSS package for PKO is tailored to meet the needs of and to be compatible with the forces supported. Due to the inherent neutrality of a peacekeeping force, the medical element of the peacekeeping force does not implement independent and unplanned medical civic assistance programs. FM 8-42 has additional information on medical operations in LIC.

The DISCOM mission in combatting terrorism is a twofold mission. The DISCOM performs its technical support mission. At the same time it protects its forces from terrorist attack. In a LIC environment, this requirement to protect the force is both labor and time consuming.