

**PEER REVIEW  
COORDINATING DRAFT**

**TASK ANALYSIS  
FOR**

**CONDUCT SUPPLY OPERATIONS  
(CRITICAL COMBAT FUNCTION 29)**

**AS ACCOMPLISHED BY A BATTALION TASK FORCE**

Authors: **DESMOND W. FLANIGAN, PRC, Inc.**  
**JAMES A. HUFFMAN, PRC, Inc.**

Submitted by Harold Wagner, Acting Chief  
Unit-Collective Training Research Unit  
and  
Jack Hiller, Director  
Training Systems Research Division  
and  
Mr. Michael R. McCluskey,  
Contracting Officer's Technical Representative

**DISTRIBUTION STATEMENT A**

**Approved for public release,  
Distribution Unlimited**



U.S. Army Research Institute

Prime Contractor: **BDM Federal, Inc.**  
**W. J. Mullen, III**

POC: **Bartholomew J. McIlroy, Jr.,**  
**BDM Federal Inc., (408) 372-3329**

Program Director: **Thomas J. Lewman**  
**BDM Federal, Inc.**

January 28, 1994

**DTIC QUALITY INSPECTED 1**

19960919 032

**Task Analysis for Conduct Supply Operations  
as Accomplished by a Battalion Task Force.  
Critical Combat Function 29 (CCF 29)**

**Desmond W. Flanigan  
James A. Huffman**

**BDM Federal, Inc.**

<p>This report is published to meet legal and contractual requirements and may not meet ARI's scientific or professional standards for publication.</p>
---

**August 1996**

**United States Army Research Institute for the Behavioral and Social Sciences**

Approved for public release; distribution is unlimited

REPORT DOCUMENTATION PAGE			Form Approved OMB No. 0704-0188	
Public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302, and to the Office of Management and Budget, Paperwork Reduction Project (0704-0188), Washington DC 20503.				
1. AGENCY USE ONLY (Leave blank)		2. REPORT DATE August 1996		3. REPORT TYPE AND DATES COVERED Interim Report 07/17/92 - 03/15/96
4. TITLE AND SUBTITLE Task Analysis for Conduct Supply Operations as Accomplished by a Battalion Task Force Critical Combat Function 29 (CCF 29)			5. FUNDING NUMBERS MDA903-92-D-0075-0005 3414 CO1 665803 D730	
6. AUTHOR(S) Desmond W. Flanigan James A. Huffman				
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) BDM FEDERAL INC. DOD CENTER MONTEREY BAY 400 GIGLING ROAD SEASIDE, CA 93955			8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES) U.S. ARMY RESEARCH INSTITUTE FOR THE BEHAVIORAL AND SOCIAL SCIENCES 5001 EISENHOWER AVENUE ALEXANDRIA, VA 22333-5600			10. SPONSORING/MONITORING AGENCY REPORT NUMBER  Contractor Report 96-47	
11. SUPPLEMENTARY NOTES The COR is Michael R. McCluskey. This report is published to meet legal and contractual requirements and may not meet ARI's scientific or professional standards for publication.				
12a. DISTRIBUTION/AVAILABILITY STATEMENT APPROVED FOR PUBLIC RELEASE; DISTRIBUTION IS UNLIMITED.			12b. DISTRIBUTION CODE	
13. ABSTRACT (Maximum 200 words) The purpose of CCF 29 is to provide the items necessary to equip, maintain and operate the force. This entails the tasks to request, receive, procure, store, protect, relocate and issue supplies to the specific elements of the force. The outcomes include: 1) Task force CSS is provided through echeloned trains, TF field trains are co-located with the brigade trains and FSB in the BSA; TF combat trains are located forward, between the BSA and the company resupply points. 2) TF CSS personnel and elements plan and conduct defense of the field and combat train locations. 3) All TF elements are supplied in preparation for battle. Critical supplies are stockpiled and prepositioned to support the tactical plan. 4) All TF elements are resupplied during the battle. Emergency resupply is provided from combat trains. 5) Following the battle the TF is resupplied with critical supplies.				
14. SUBJECT TERMS providing munitions to weapons systems, providing fuel and petroleum products to equipment and weapons systems, reporting status			15. NUMBER OF PAGES	
			16. PRICE CODE	
17. SECURITY CLASSIFICATION OF REPORT UNCLASSIFIED	18. SECURITY CLASSIFICATION OF THIS PAGE UNCLASSIFIED	19. SECURITY CLASSIFICATION OF ABSTRACT UNCLASSIFIED	20. LIMITATION OF ABSTRACT  UNLIMITED	

INDEX

CRITICAL COMBAT FUNCTION 29  
CONDUCT SUPPLY OPERATIONS

Preface-----	ii
Index of Critical Combat Functions (CCF)-----	1
Structure of Critical Combat Functions-----	2
Outcomes and Purpose of CCF 29-----	11
Flow Charts by Battle Phase (Plan, Prepare, Execute)-----	12
Other CCF Which Interact with CCF 29-----	17
CCF 29 Key Participants by Task-----	19
Key Inputs/Outputs to CCF 29-----	21
Task List Summary-----	23
Planning Task List-----	26
Preparation Task List-----	32
Execution Task List-----	38
Call Lessons Learned Relevant to CCF 29-----	40
Lessons Learned Integrated Into CCF 29 Task List-----	44
CCF 29 Critical Tasks and Other Linkages-----	50
References-----	54

## PREFACE

This task analysis of **Conduct Supply Operations, Critical Combat Function 29** (CCF 29), is an intermediate product of the process of developing a training strategy for the CCF. The analysis reflects tasks, products, players and processes in sequence necessary to providing maintenance for a heavy battalion task force.

**CRITICAL COMBAT FUNCTIONS:** *The integration of related players and tasks that represent a source of combat power. The synchronization of critical combat functions provides maneuver commanders at any echelon with a definable outcome that materially affects the battle.*

The battle phases PLAN, PREPARE, and EXECUTE relate to the entire battalion task force (TF) battle vice phasing for this particular CCF.

The provision of supplies is a continuous task force function. Within the TF there is an continuous flow of requests, reports, and actions necessary to supply the Task Force. Only in rare situations such as a complete POMCUS draw would a TF initiate this CCF from a standing start. However, since the analysis must have a start point it begins with the receipt of the brigade warning order (Planning), continues through the preparation of the task force for battle (Preparation), resupply during the ensuing engagement (Execution), and, following the engagement, on through consolidation and reorganization (resupply, redistribution, and reconstitution) of the TF in preparation for a continuation or change of mission. This analysis identifies the tasks that the TF Commander, the TF staff, key officers and NCOs, and elements of the TF must perform to accomplish the functions of CCF 29.

The establishment and operation of the Task Force Trains and the Brigade Support Area are essential to the provision of Combat Service Support of the task force. These activities are essentially the same for all CSS CCF and they are addressed in this analysis of CCF 29. This will focus the analytic effort of this key activity in one CCF and provide one source for training strategy developers in the future. It is understood that the CSS activities performed by the TF Trains' organization extend throughout all mission phases and interact with most other CCFs. The CCFs that interact with CCF 29 are identified in this task analysis with accompanying explanations of the interface.

The level of detail and the tasks were selected by the analyst as important to the analysis of the CCF from the perspective of the TF training strategy. Compliance with branch training strategies and proficiency at MTP tasks and subtasks are recognized to be the responsibility of TF subordinate commanders. However, some tasks and subtasks are critical to TF success; these, then, are included in this analysis because the TF commander may wish to emphasize them in his training guidance.

In this analysis, an effort was made to take task titles directly from the appropriate ARTEP Mission Training Plan (MTP). The remainder are derived titles that may apply only to part of a subtask or some other element of the MTP; to multiple subtasks from several different, but related, tasks; or to a task that is not directly stated in the MTP, but is implied by other tasks or by requirements in an applicable field manual (FM) or other related document. While the wording of each task is sometimes a direct quote from the MTP, generally, the wording of the tasks is an integration of tasks and requirements from the MTPs, applicable FMs, and other related documents.

CSS elements conduct sustainment operations continuously; when maneuver companies are not fighting, TF CSS elements take advantage of the lull to prepare the maneuver elements for the next operation. These continuous CSS sustainment operations require careful personnel

management. Routine details and security operations such as perimeter guard require the use of Support Platoon personnel during the periods they are not on the road and other TF personnel stationed in the Combat and Field Trains. A carefully planned and strictly enforced rest-work schedule or rest plan is necessary to ensure continuous capability.

**INDEX OF  
CRITICAL COMBAT FUNCTIONS**  
Grouped By Battlefield Operating System (BOS)

<b>INTELLIGENCE</b>	(1)	Conduct Intelligence Planning
	(2)	Collect Information
	(3)	Process Information
	(4)	Disseminate Intelligence
<b>MANEUVER</b>	(5)	Conduct Tactical Movement
	(6)	Engage Enemy with Direct Fire and Maneuver
<b>AIR DEFENSE</b>	(16)	Take Active Air Defense Measures
	(17)	Take Passive Air Defense Measures
<b>FIRE SUPPORT</b>	(7)	Employ Mortars
	(8)	Employ Field Artillery
	(9)	Employ Close Air Support
	(10)	Conduct Electronic Collection and Jamming
	(11)	Conduct Battlefield PsyOps
	(12)	Employ Chemical Weapons
	(13)	Conduct Counter Target Acquisition Operations
	(14)	Employ Naval Gunfire
<b>MOBILITY AND SURVIVABILITY</b>	(15)	Coordinate, Synchronize and Integrate Fire Support
	(21)	Overcome Obstacles
	(22)	Enhance Movement
	(23)	Provide Countermobility
	(24)	Enhance Physical Protection
	(25)	Provide Operations Security
	(26)	Conduct Deception Operations
	(27)	Provide Decontamination
<b>COMMAND AND CONTROL</b>	(18)	Plan for Combat Operations
	(19)	Direct and Lead Unit During Preparation for the Battle
	(20)	Direct and Lead Units in Execution of Battle
<b>COMBAT SERVICE SUPPORT</b>	(28)	Provide Transport Services
	(29)	Conduct Supply Operations
	(30)	Provide Personnel Services
	(31)	Maintain Weapons Systems and Equipment
	(32)	Provide Health Services
	(33)	Treat and Evacuate Battlefield Casualties
	(34)	Conduct Enemy Prisoners of War (EPW) Operations
	(35)	Conduct Law and Order Operations
	(36)	Conduct Civil Affairs Operations
	(37)	Provide Sustainment Engineering
	(38)	Evacuate Non-combatants from Area of Operations
	(39)	Provide Field Services

## STRUCTURE OF CRITICAL COMBAT FUNCTIONS RELEVANT TO BATTALION TASK FORCE OPERATIONS

**CRITICAL COMBAT FUNCTION:** *The integration of related players and tasks that represent a source of combat power. The synchronization of critical combat functions provides maneuver commanders at any echelon with a definable outcome that materially affects the battle.*

- I. **Intelligence BOS** — The ways and means of acquiring, analyzing and using knowledge of the enemy, weather and terrain required by a commander in planning, preparing and conducting combat operations. These CCF are continuous throughout the planning, preparation and execution phases of the battle.
  1. **CCF (1) Conduct Intelligence Planning** — The development and coordination of information relative to the enemy, weather and terrain prior to and during the development of the unit OPOD; the planning to collect information from battlefield sources and to acquire intelligence from other headquarters. Focus of this CCF is the Intelligence Preparation of the Battlefield (IPB). This CCF addresses:
    - a. Reconnaissance and Surveillance plan.
    - b. Integrated threat templates (doctrinal; event; input to DST).
    - c. Terrain and Weather analysis.
  2. **CCF (2) Collect Information** — Obtaining information in any manner from TF elements and from sources outside the TF (e.g., higher headquarters; adjacent units): this CCF includes the tasks associated with managing the processes and activities necessary to collect battlefield information which may eventually be used to provide intelligence relative to the enemy, terrain and weather. This CCF addresses:
    - a. Information collected as a result of R & S plan.
    - b. Continuous information collection and acquisition from all sources.
  3. **CCF (3) Process Information** — The conversion of information into intelligence through collation, evaluation, analysis, integration and interpretation in a continual process. This CCF addresses:
    - a. Evaluation of threat information.
    - b. Evaluation of physical environment information.
    - c. Integration of intelligence information.
    - d. Development of enemy intentions.
    - e. Development of targeting information.
    - f. Preparation of intelligence reports.
    - g. Update of situational template.
    - h. Provision of battlefield area reports.
  4. **CCF (4) Disseminate Intelligence** — Transmission of information by any means (verbal, written, electronic etc.), from one person or place to another to provide timely dissemination of critical intelligence to all appropriate members of the combined arms team. This CCF addresses:
    - a. The sending of processed intelligence in a timely manner to those on the combined arms team who can by its receipt, take appropriate actions to accomplish the mission. This includes intelligence on the enemy, terrain and weather.



- b. The sending of raw intelligence directly from those responsible for reconnaissance and surveillance to the commander should that raw intelligence be time sensitive (and not be subject to receipt and processing by intelligence analysts).
- c. Dissemination of battlefield reports.

**II. Maneuver BOS** — The employment of direct fire weapons, platforms and systems through movement and fire and maneuver to achieve a position of advantage in respect to enemy ground forces, in order to accomplish the mission. The direct fire weapons are: tank guns; BFV 25mm; anti-tank guns and rockets; attack helicopter guns and rockets; small arms; crew served weapons; directed energy weapons systems.

1. **CCF (5) Conduct Tactical Movement** — Position direct fire weapons systems relative to the enemy to secure or retain positional advantage making full use of terrain and formations. Tactical movement occurs when contact with the enemy is likely or imminent but direct fire engagement has not yet occurred. Units supporting maneuver units are included. This CCF addresses:
  - a. Subordinate element OPORD preparation and dissemination.
  - b. Preparation for movement.
  - c. Movement, mounted and dismounted; on and off road.
  - d. Closure of movement — tactical assembly area; tactical positions.
  - e. Navigation.
  - f. Force protection.
  - g. Air movement.
2. **CCF (6) Engage Enemy with Direct Fire and Maneuver** — Entering into ground combat with the enemy using direct fire and/or close combat in order to destroy the enemy or cause him to withdraw. This CCF relates only to those direct fire weapons systems associated with the Maneuver BOS. This CCF is initiated with the OPORD at the completion of the planning phase of the battle and includes all tasks associated with subordinate echelon planning, preparation and execution of the battle. This CCF addresses:
  - a. Subordinate element OPORD preparation and dissemination.
  - b. Preparation of engagement areas.
  - c. Rehearsals of battle plans.
  - d. Pre-combat prepare to fire checks.
  - e. Target acquisition.
  - f. Fire control and distribution.
  - g. Fratricide.
  - h. Conduct close combat.
  - i. Integration of direct fire with maneuver.
  - j. Control of terrain.
  - k. Prestocked ammunition.
  - l. Resupply during operations.
  - m. Maintenance during operations.
  - n. Consolidation and reorganization.

**III. Fire Support BOS** — The collective, coordinated, and synchronized use of target acquisition data, indirect fire weapons, armed aircraft (less attack helicopters) and other lethal and non-lethal means against ground targets in support of maneuver force operations and to achieve the commanders intent and scheme of maneuver. The Fire Support BOS

addresses these weapons: mortars; field artillery; close air support; electronic measures; naval gunfire.

1. **CCF (7) Employ Mortars** — Employment of mortars by the maneuver unit to place fires on the enemy or terrain to support the commander's concept and intent. This CCF initiates with the receipt of an OPORD by the maneuver commander and address those tasks required during the preparation and execution phases of the battle. This CCF addresses:
  - a. Subordinate element OPORD preparation and dissemination.
  - b. Prepare to fire checks.
    - i. Rehearsals.
  - c. Pre-combat checks.
  - d. Development of order to fire.
  - e. Tactical movement.
  - f. FDC operations.
  - g. Target engagements with illumination, smoke, HE.
  - h. Sustainment operations.
  
2. **CCF (8) Employ Field Artillery** — The ways and means employed by the maneuver unit to cause indirect artillery fires to be placed on the enemy or terrain to support the commander's concept and intent. This CCF initiates upon receipt of an OPORD by the maneuver commander and includes tasks performed during the preparation and execution phases of the battle. The Fire Support Coordination tasks necessary to integrate the field artillery and the maneuver units are the primary focus. This CCF does not address those field artillery tasks associated directly with those actions taken by the batteries of the artillery battalion in the conduct of their support mission such as FDC operations, gun operations, etc. This CCF addresses:
  - a. Fire Support — Maneuver unit rehearsals.
  - b. FSE operations during the preparation and execution phase of the battle.
  - c. FSO and FIST operations in coordination with their maneuver commander.
  - d. Positioning and movement within the maneuver unit sector or zone.
  - e. Indirect fire missions in support of maneuver commander's concept and intent.
  - f. Sustainment operations.
  - g. Indirect fire planning as battlefield METT-T change.
  
3. **CCF (9) Employ Close Air Support** — Planning for, requesting and employing armed aircraft (less attack helicopters) in coordination with other fire support (lethal and non-lethal) against ground targets in support of the maneuver force commander's concept and intent. This CCF addresses:
  - a. Air-ground attack requests.
  - b. Air space coordination and management.
  - c. Air Liaison Officer, Forward Air Controller, other Army Fire Support Coordination Officer, USN/USMC Bde Team Commander, SALT-O and FCT-O tasks that enable air to ground attacks.
  
4. **CCF (10) Conduct Electronic Collection and Jamming** — Actions taken to deny the enemy effective command, control and communications of his own tactical force in support of maneuver commander's concept and intent. This CCS includes jamming, deception, and collection.
  
5. **CCF (11) Conduct Battlefield PsyOps** — Conduct psychological activities as an integral part of combat operations to bring psychological pressure to bear on enemy

forces and civilians under enemy control in the battle area, to assist in the achievement of tactical objectives in support of maneuver commander's concept and intent.

6. **CCF (12) Employ Chemical Weapons** — Employ chemical agents or other means to degrade enemy capabilities in support of maneuver commander's concept and intent.
  7. **CCF (13) Conduct Counter Target Acquisition Operations** — Suppress (e.g. using smoke or dazzling illumination) or degrade enemy direct observation, optics, radar, sensors, electronic DF equipment, and imaging systems in support of maneuver commander's concept and intent.
  8. **CCF (14) Employ Naval Gunfire** — The means and ends to provide naval gunfire in support of the maneuver commander's tactical operation.
  9. **CCF (15) Coordinate, Synchronize and Integrate Fire Support** — Coordination of all fire support means in support of the maneuver commanders concept and intent. This CCF addresses the preparation and execution of tasks necessary to integrate the fire support detailed in the OPORD. The CCF integrates CCF 7-14 in support of maneuver commander's concept and intent.
- IV. **Air Defense BOS** — The means and measures organic or assigned to the maneuver commander which when employed successfully will nullify or reduce the effectiveness of attack by hostile aircraft or missiles after they are airborne.
1. **CCF (16) Take Active Air Defense Measures** — Application of firepower to destroy enemy air targets. This CCF addresses the coordinating tasks which enable the maneuver commander to successfully employ any attached or assigned air defense weapons system as well as the tasks necessary to employ all organic weapons systems against enemy air targets. This CCF addresses:
    - a. Employment of Air Defense Artillery guns and missiles.
    - b. Employment of maneuver unit weapons systems such as small arms, automatic weapons, BFV 25 mm and TOW missiles, tank main gun against enemy air.
    - c. Airspace management.
    - d. Early warning.
    - e. Sustainment.
  2. **CCF (17) Take Passive Air Defense Measures** — The protection of the maneuver force from enemy air by means other than weapons. This CCF will focus on the preparation and execution phases of the battle. This CCF addresses:
    - a. Early warning.
    - b. Dispersion.
    - c. Cover and concealment.
    - d. Air watch.
    - e. Deception.
- V. **Command and Control BOS** — The way and means a maneuver commander exercises authority and direction over organic and assigned combat power in the accomplishment of the mission.

1. **CCF (18) Plan for Combat Operations** — The integration of all members of the combined arms team in the coordinated development of the maneuver unit Operations Order which will guide the activities of the combined arms team in conducting combat operations to accomplish assigned missions. The product/outcome of this CCF is a briefed, understood OPORD. This CCF addresses:
  - a. Receipt and analysis of higher HQ OPORD.
  - b. Issuance of Warning Order.
  - c. Restated mission statement.
  - d. Commander's estimate process/troop leading procedures.
  - e. Commander's guidance.
  - f. Mission analysis (includes course of action development).
  - g. Decision brief to commander.
  - h. Development of a synchronized OPORD.
  - i. Reproduction and distribution of OPORD to all participants.
  - j. Briefing of OPORD; understanding of order by participants.
  - k. FRAGO planning and issue.
  
2. **CCF (19) Direct and Lead Unit during Preparation for the Battle** — The ways and means to prepare combined arms task force for the battle so that the combined arms task force is ready to support the maneuver commander's concept and intent. This CCF addresses:
  - a. Commander's activities.
  - b. Communicating information.
  - c. Briefbacks and backbriefs.
  - d. Rehearsals.
  - e. Management of the means of communicating information.
  - f. Maintaining and updating information and force status.
  - g. Managing information distribution.
  - h. Decisions to act or change ongoing actions.
  - i. Confirming IPB through the reconnaissance effort.
  - j. Determining actions to implement decisions.
  - k. Providing command presence.
  - l. Maintaining unit discipline.
  - m. Synchronizing tactical operations (e.g., execution matrix DST).
  - n. TOC operations (e.g., staff integration and battle tracking).
  - o. Continuity of command.
  - p. Second in command (2IC responsibilities).
  - q. Continuous and sustained operations.
  - r. Communications (e.g., planning, installation and operation of system, management, site selection).
  
3. **CCF (20) Direct and Lead Units in Execution of Battle** — The ways and means to command and control in the combined arms task force execution of the battle plan (engaging the enemy in battle) to accomplish the maneuver commander's concept and intent. This CCF addresses:
  - a. Directing the conduct of the battle.
  - b. Issue orders.
  - c. Command presence.
  - d. Information distribution.
  - e. Decide on need for action or change.
  - f. Maintaining unit discipline.
  - g. Synchronizing tactical operations.

- h. TOC operations (includes CP displacement, security, survivability).
- i. Continuity of command (e.g., C2 redundancy).
- j. Second in command (2IC) responsibilities.
- k. Continuous and sustained operations.
- l. Consolidation and reorganization.

VI. **Mobility and Survivability BOS** — The ways and means of the force that permit freedom of movement, relative to the enemy, while retaining the task force ability to fulfill its primary mission as well as the measures the force takes to remain viable and functional by protection from the effects of enemy weapons systems and natural occurrences.

1. **CCF (21) Overcome Obstacles** — Enabling the maneuver force to maintain its mobility by removing or clearing/reducing natural and man-made obstacles. This CCF will initiate after receipt of the OPORD and address subordinate echelon planning as well as task force preparation and execution tasks necessary to achieve the maneuver commander's concept and intent. This CCF addresses:
  - a. Breach obstacle. Clearing a path or lane for personnel and equipment through a battlefield obstacle.
  - b. Cross gaps. Passing through or over any battlefield terrain feature, wet or dry, that is too wide to be overcome by organic/self bridging.
2. **CCF (22) Enhance movement** — Provision of adequate mobility for the maneuver unit in its area of operations. This CCF addresses:
  - a. Construction and repair of combat roads and trails.
  - b. Construction or repair of forward airfields.
  - c. Facilitating movement on routes. (This includes control of road traffic and control of refugees and stragglers.)
  - d. Tracking status of routes.
  - e. Host nation support.
3. **CCF (23) Provide Countermobility** — Delaying, channeling, or stopping offensive movement by the enemy consistent with the commander's concept and intent by enhancing the effectiveness of friendly direct and indirect weapons systems. This CCF addresses:
  - a. Emplacement of mines and complex obstacles.
  - b. Digging tank ditches.
  - c. Creation of road craters with explosives.
  - d. Terrain enhancement.
4. **CCF (24) Enhance Physical Protection** — Providing protection of friendly forces on the battlefield by enhancing the physical protection of personnel, equipment and weapons systems, and supplies. This CCF addresses:
  - a. Construction of fighting positions.
  - b. Preparation of protective positions.
  - c. Employment of protective equipment.
5. **CCF (25) Provide Operations Security** — Denying information to the enemy about friendly capabilities and intentions by identifying, controlling, and protecting indicators associated with planning and conducting military operations. This CCF addresses:

## CCF 29 — Conduct Supply Operations

- a. Analysis to determine key assets and threats to them.
  - b. Cover and concealment.
  - c. Camouflage.
  - d. Noise and light discipline.
  - e. Counter reconnaissance.
  - f. Smoke/obscurants.
  - g. Physical security measures.
  - h. Signal security.
  - i. Electronic security.
6. **CCF (26) Conduct Deception Operations** — Taking actions to mask the real objectives of tactical operations in order to delay effective enemy reaction. This CCF addresses:
- a. Physical deception.
  - b. Electronic deception.
7. **CCF (27) Provide Decontamination** — Making any person, object or area safe by absorbing, destroying, neutralizing, making harmless or removing chemical or biological agents, or by removing radioactive material. This CCF addresses:
- a. Decontamination of individual soldiers and equipment.
  - b. Decontamination of weapon systems and supplies.
  - c. Hasty and deliberate decontamination.

## VII. **Combat Service Support BOS** — The support, assistance and service provided to sustain forces, primarily in the area of logistics, personnel services and health services.

1. **CCF (28) Provide Transport Services** — Providing or coordinating for transportation which will assure sustainment support operations in support of the maneuver commander. Upon receipt of an OPORD, this CCF addresses preparation and execution tasks necessary to achieve transportation support of the maneuver force. This CCF addresses:
  - a. Movement of cargo, equipment and personnel by surface or air.
  - b. Loading, transloading and unloading material and supplies.
2. **CCF (29) Conduct Supply Operations** — Providing the items necessary to equip, maintain and operate the force during the preparation and execution phases of the battle. This CCF addresses:
  - a. Requesting, receiving, procuring, storing, protecting, relocating and issuing supplies to the specific elements of the force.
  - b. Providing munitions to weapons systems.
  - c. Providing fuel and petroleum products to equipment and weapons systems.
  - d. Reporting status.
3. **CCF (30) Provide Personnel Services** — Management and execution of all personnel-related matters to sustain the force. This CCF addresses:
  - a. Personnel Administrative Services.
    - 1) Replacement, casualty reporting.
    - 2) Awards and decorations.

- 3) Postal Operations.
    - 4) Promotions, reductions.
  - b. Financial services.
  - c. Unit Ministry team.
  - d. Legal.
  - e. Public Affairs.
  - f. Reporting personnel status.
  - g. Preservation of the force through safety.
  - h. Management of stress.
4. **CCF (31) Maintain Weapons Systems and Equipment** — Preservation and repair of weapons systems and equipment. This CCF includes the provision of repair parts and end items to all members of the combined arms team before, during and after the battle. Included also is doctrinal echeloning of maintenance (organization, DS, GS). This CCF addresses:
- a. Preventative Maintenance.
  - b. Recovery.
  - c. Diagnosis, substitution, exchange, repair and return of equipment and weapons systems to the combined arms force.
  - d. Reporting status.
5. **CCF (32) Provide Health Services** — Performance, provision or arrangement for health services regardless of location, to promote, improve, conserve or restore the mental or physical well-being of individuals or groups. This CCF addresses
- a. Preventive medicine.
  - b. Field sanitation.
6. **CCF (33) Treat and Evacuate Battlefield Casualties** — Application of medical procedures on battlefield casualties beginning with "buddy aid" through trained medical personnel. The CCF includes movement of casualties from the forward edge of the battlefield back to division-level medical facilities. This CCF addresses:
- a. Triage of battlefield casualties.
  - b. Treatment and movement of casualties to rear (medevac).
    - 1) Identification of levels of care and locations.
    - 2) Synchronization and coordination of movement of medical facilities to ensure continuity of care.
    - 3) Establishment and maintenance of communications with redundant means.
    - 4) Rehearsals.
    - 5) Resupply.
  - c. Evacuation:
    - 1) Ground ambulance.
    - 2) Aero medevac.
    - 3) Non-standard evacuation.
  - d. Handling and processing the remains of soldiers who have died of wounds.
  - e. Reporting status.
7. **CCF (34) Conduct Enemy Prisoners of War (EPW) Operations** — The collection, processing, evacuation and safeguarding of enemy prisoners of war. This CCF addresses:
- a. Collecting and evacuating EPW.
  - b. Searching, segregating, safeguarding, silencing, and rapid rearward movement of EPW.

8. **CCF (35) Conduct Law and Order Operations** — Enforcement of laws and regulations and maintenance of units and personnel discipline.
9. **CCF (36) Conduct Civil Affairs Operations** — Conduct of those phases of the activities of a tactical commander which embrace the relationship between the military forces and civil authorities, and the citizens in a friendly or occupied country or area when U.S. military forces are present.
10. **CCF (37) Provide Sustainment Engineering** — The repair and construction of facilities and lines of communication. This CCF addresses:
  - a. Rear area restoration.
  - b. Construction and maintenance of lines of communication (roads, railroads, ports, airfields).
  - c. Construction support:
    - 1) Marshaling, distribution and storage facilities.
    - 2) Pipelines.
    - 3) Fixed facilities.
    - 4) Drill wells.
    - 5) Dismantlement of fortifications.
11. **CCF (38) Evacuate Non-combatants from Area of Operations** — The use of available military and host-nation resources for the evacuation of US forces, dependents, US government civilian employees, and private citizens (US and other). This CCF addresses:
  - a. Medical support.
  - b. Transportation.
  - c. Security.
  - d. Preparation of temporary shelters.
  - e. Operation of clothing exchange facilities.
  - f. Operation of bathing facilities.
  - g. Graves registration.
  - h. Laundry.
  - i. Feeding.
12. **CCF (39) Provide Field Services** — Performance of service logistics functions by and for Army elements in the field. This CCF addresses:
  - a. Clothing exchange.
  - b. Bathing facilities.
  - c. Graves registration.
  - d. Laundry and clothes renovation.
  - e. Bakeries.
  - f. Feeding (rations supply, kitchens).
  - g. Salvage.



**OUTCOMES AND PURPOSE OF CCF 29**

**OUTCOMES**

---

1. Task force CSS is provided through echeloned trains, TF field trains are colocated with the brigade trains and FSB in the BSA; TF combat trains are located forward, between the BSA and the company resupply points.
2. TF CSS personnel and elements plan and conduct defense of the field and combat trains locations.
3. All TF elements are supplied in preparation for battle. Critical supplies are stockpiled and prepositioned to support the tactical plan.
4. All TF elements are resupplied during the battle. Emergency resupply is provided from combat trains.
5. Following the battle the TF is resupplied; redistribution of critical supplies and reconstitution of CSS organizations/functions take place.

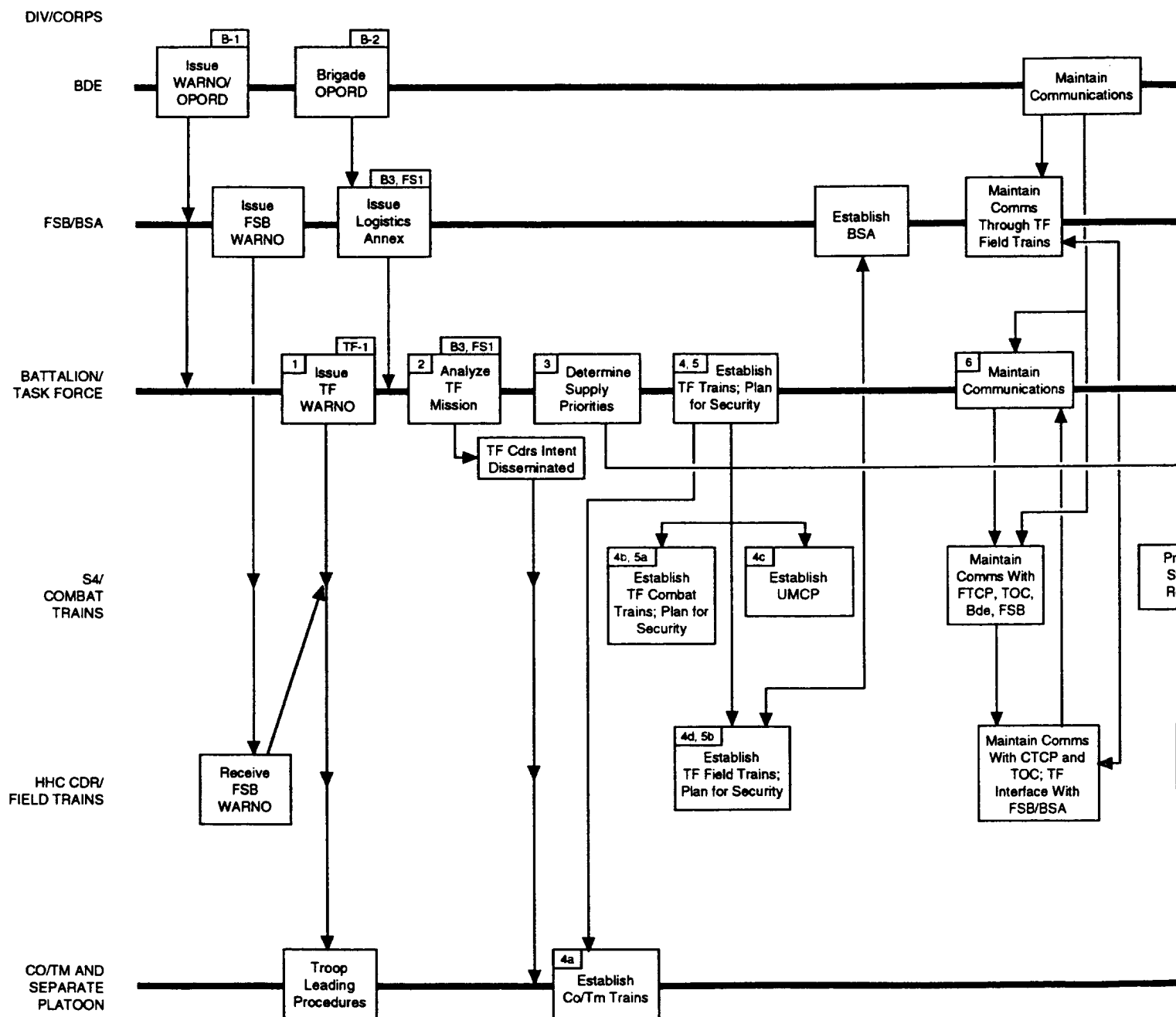
**PURPOSE**

---

To provide the items necessary to equip, maintain and operate the force. This entails the tasks to request, receive, procure, store, protect, relocate and issue supplies to the specific elements of the force.

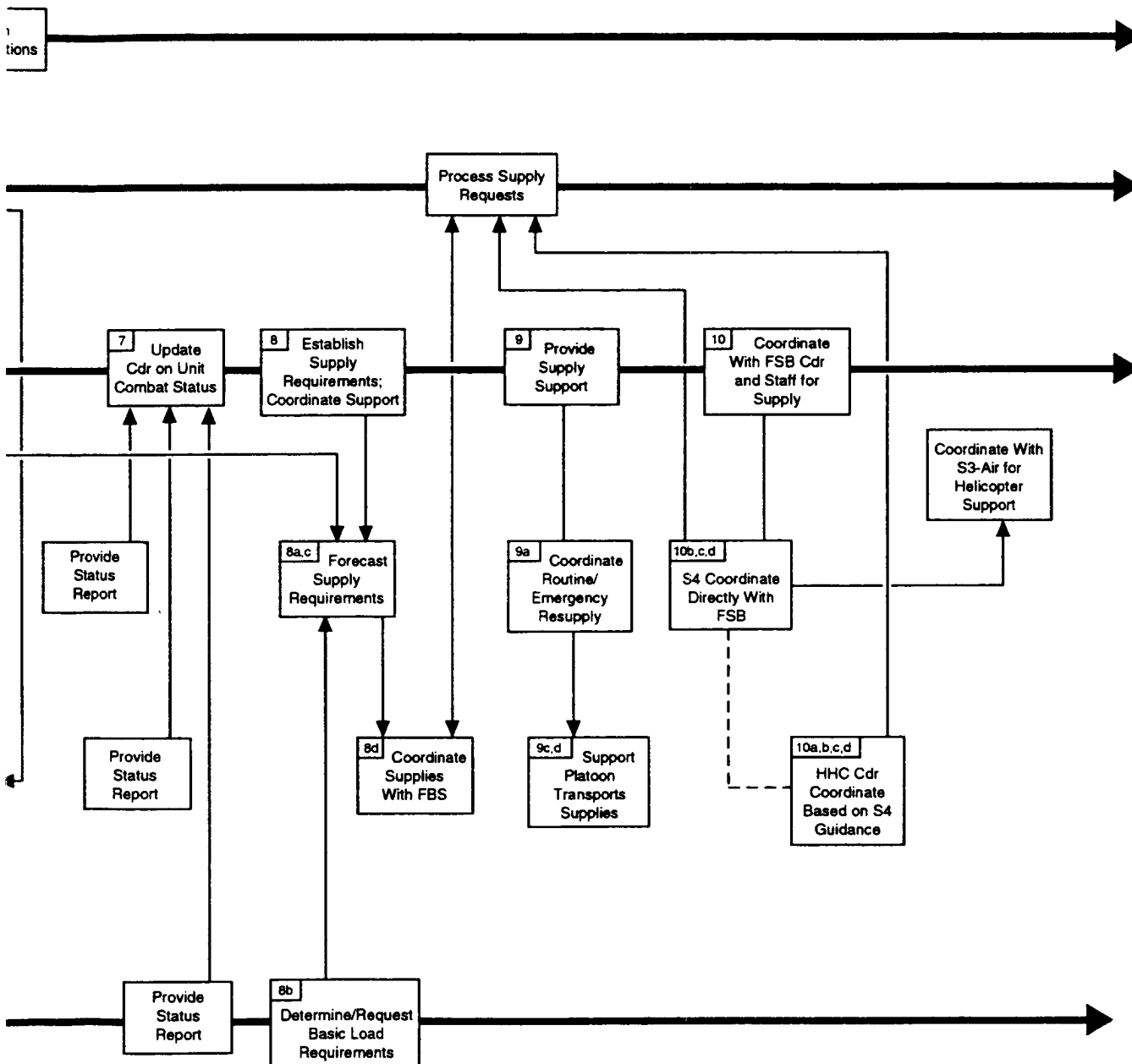
Task force field, combat and company trains are organized, echeloned and deployed to support the task force.

# TASK FLOW PLAN

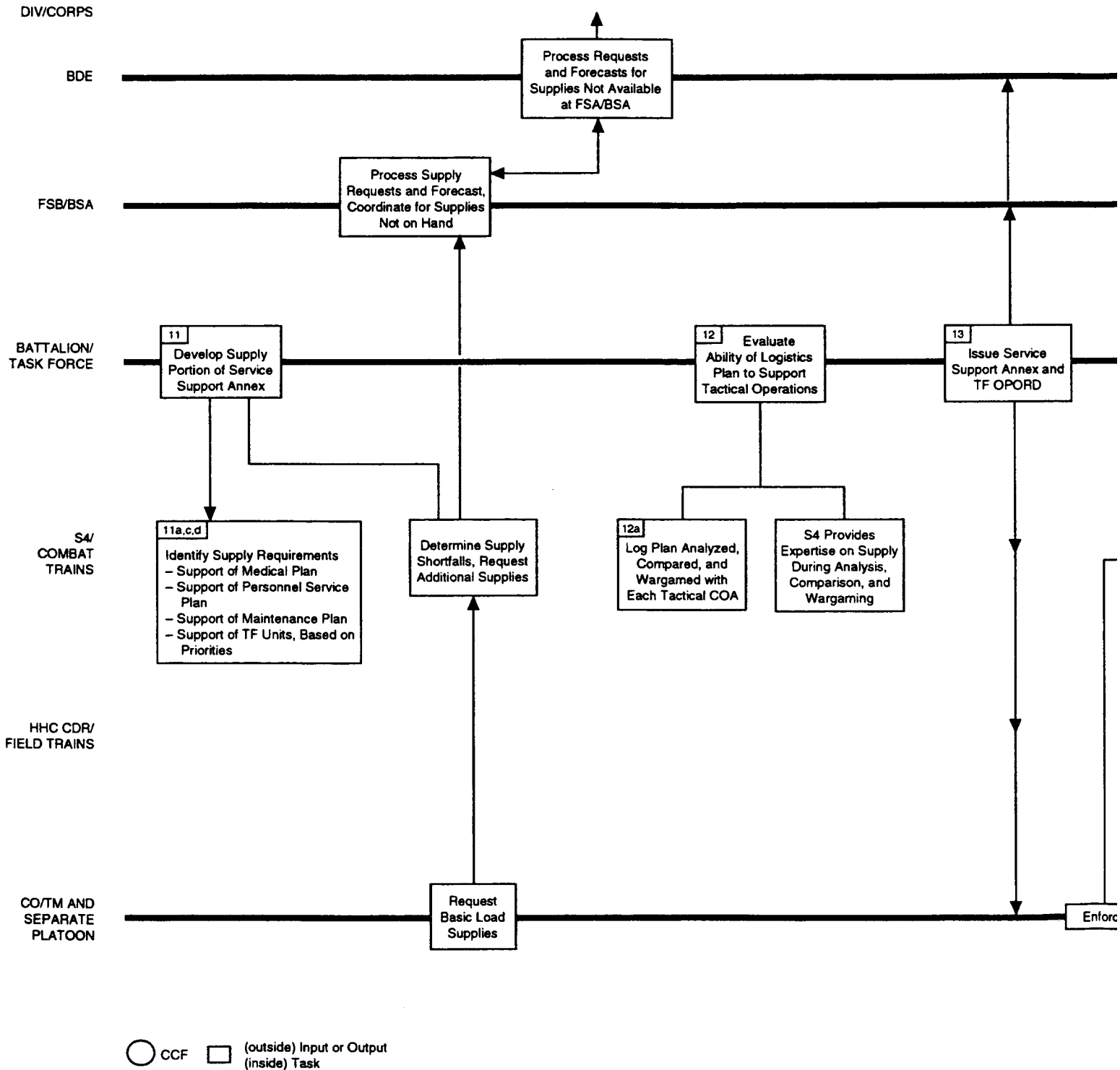


○ CCF □ (outside) Input or Output (inside) Task

# FLOW AN

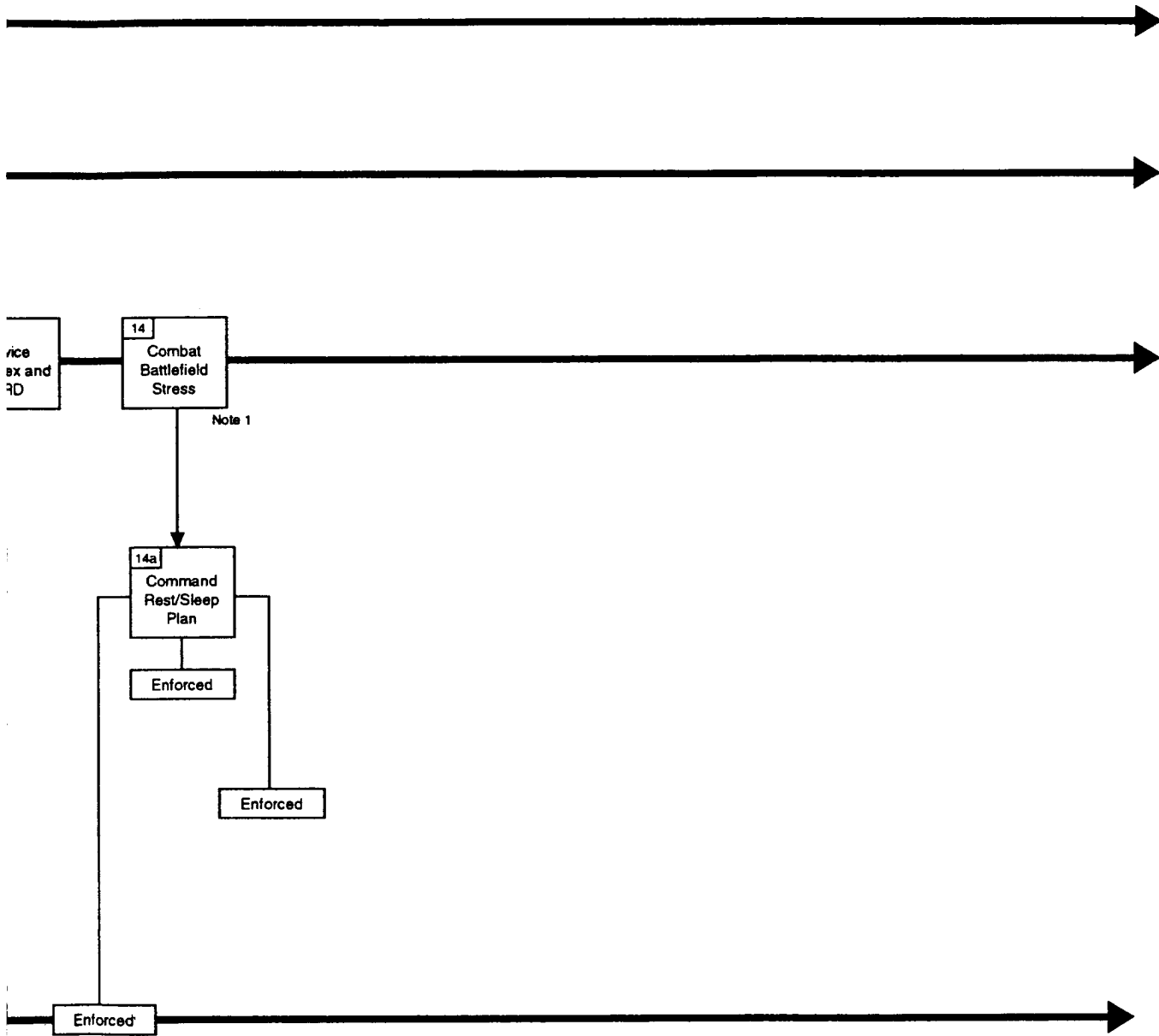


# TASK FLOW PLAN (Conclu



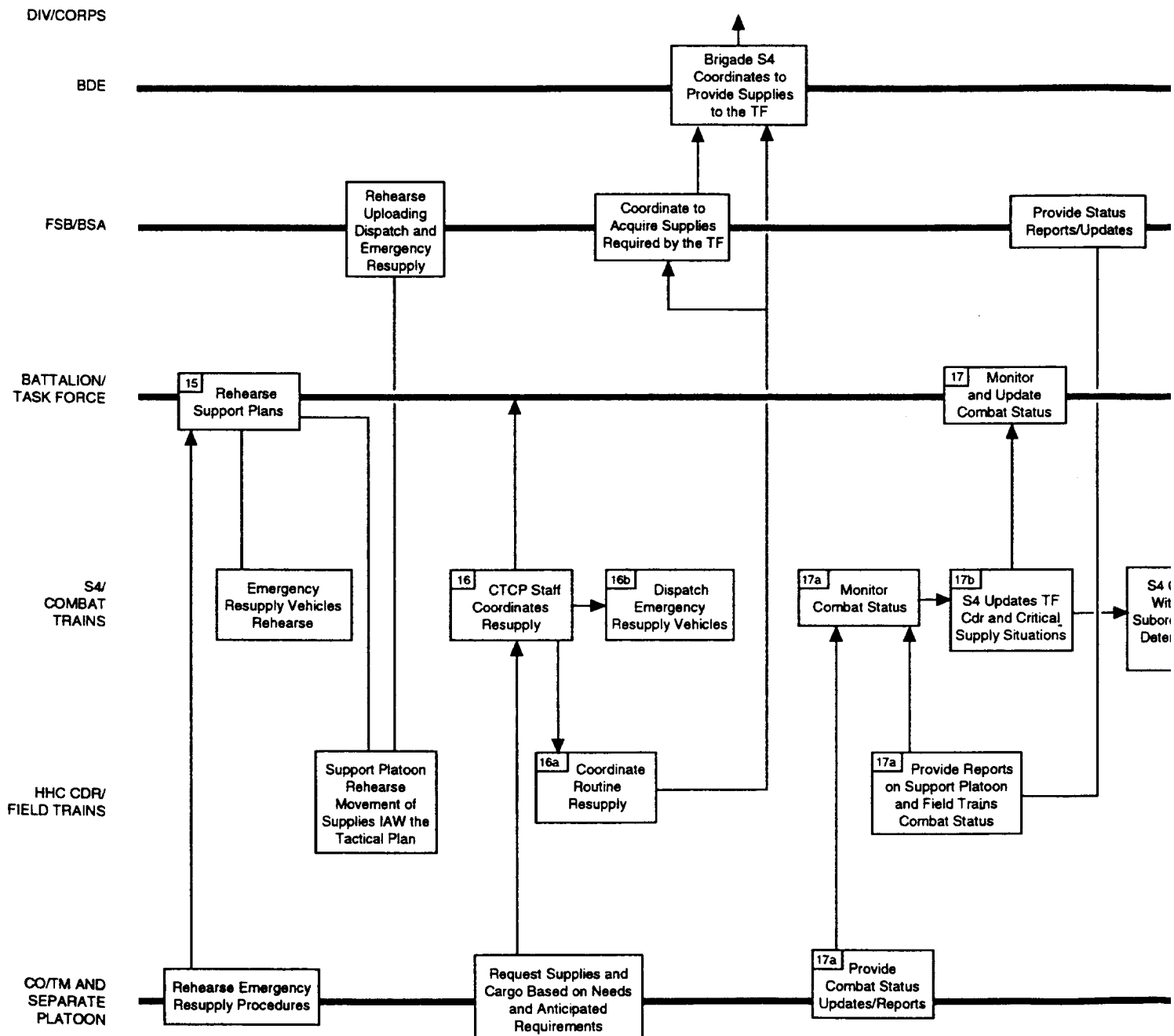
Note 1: Cdrs at all levels develop a rest/sleep plan which is implemented and monitored thro

# FLOW (concluded)

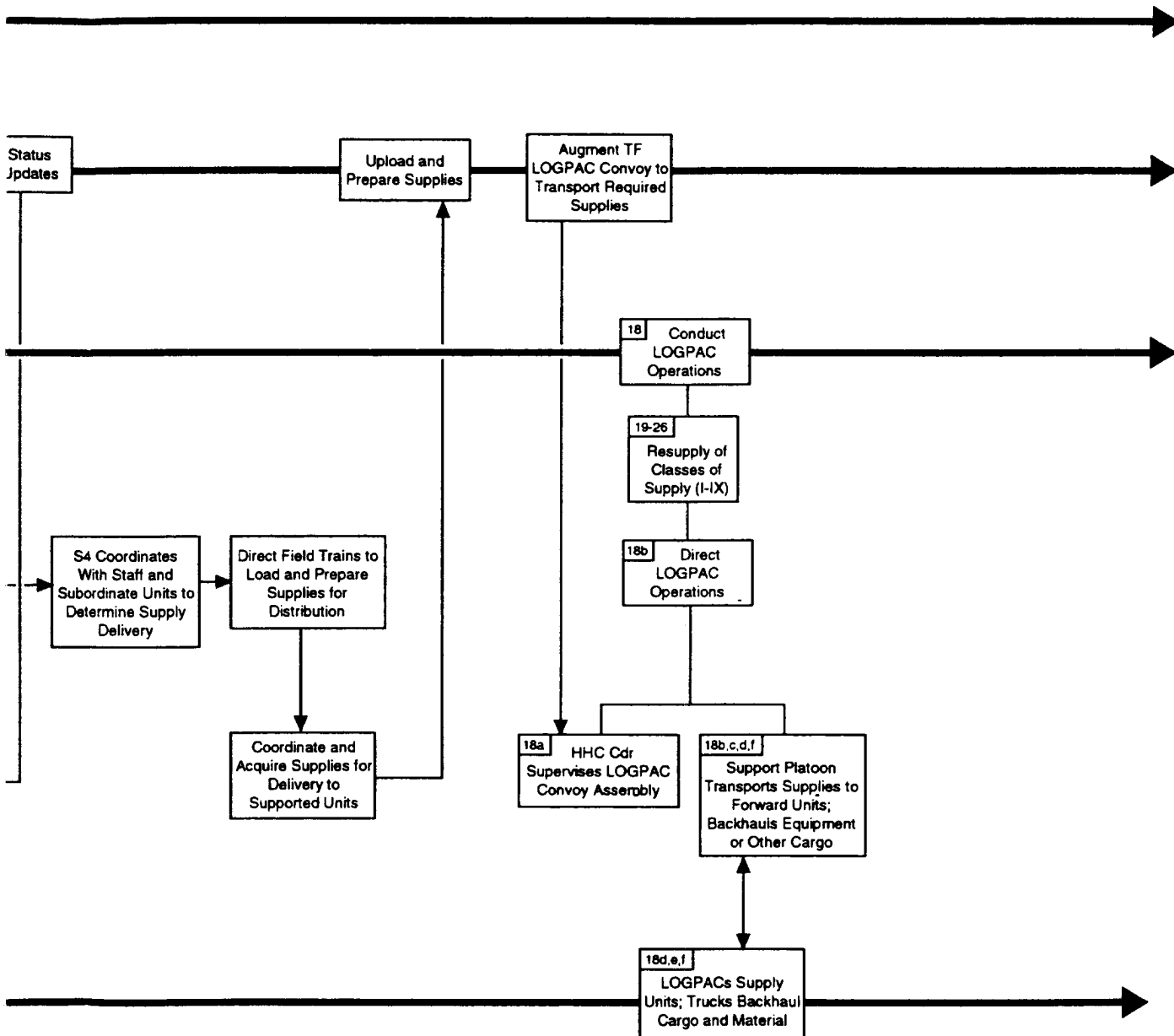


and monitored throughout the planning and preparation mission phase.

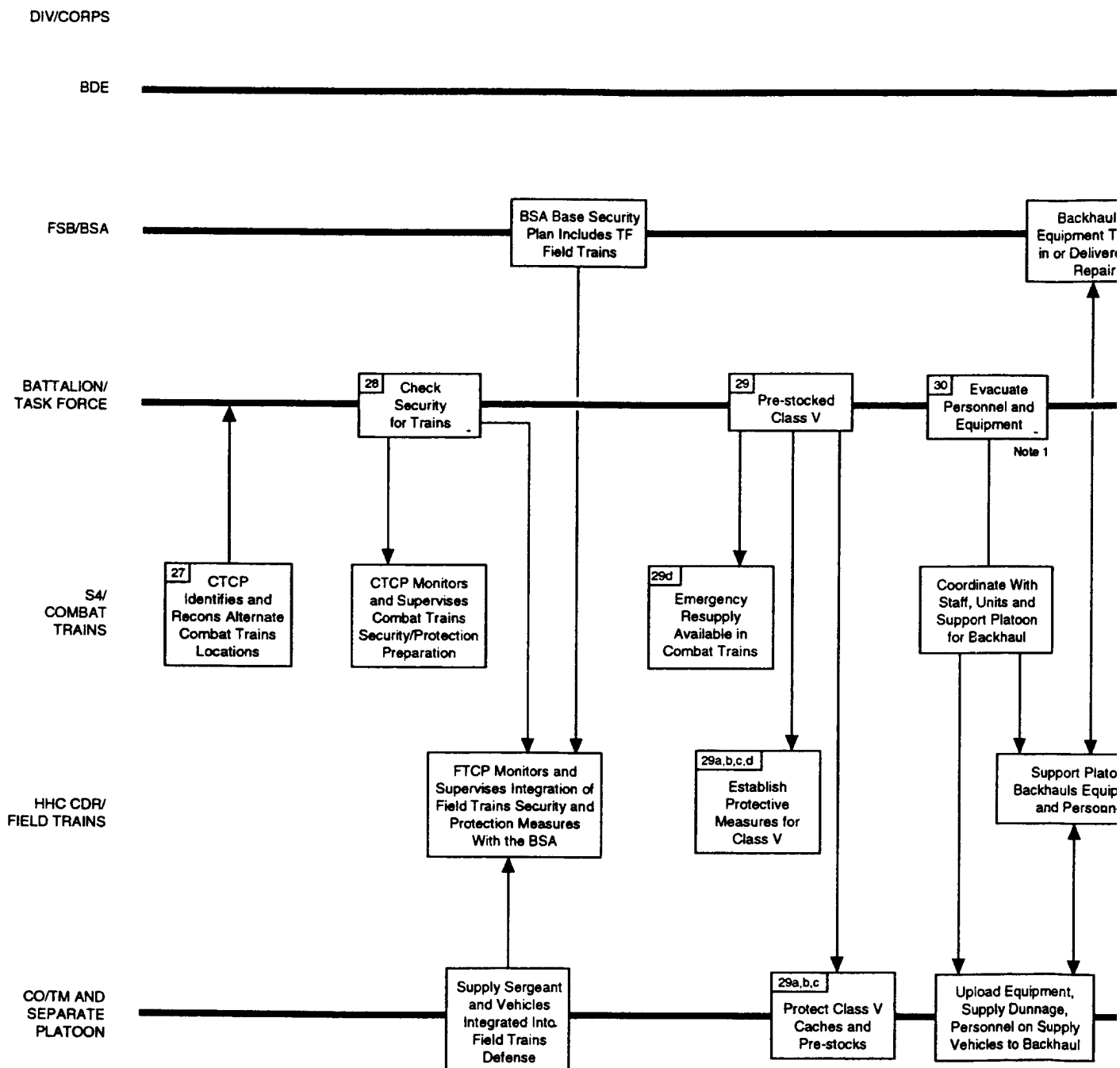
# TASK FLOW PREPAR



# K FLOW EPARE



# TASK PREPARE

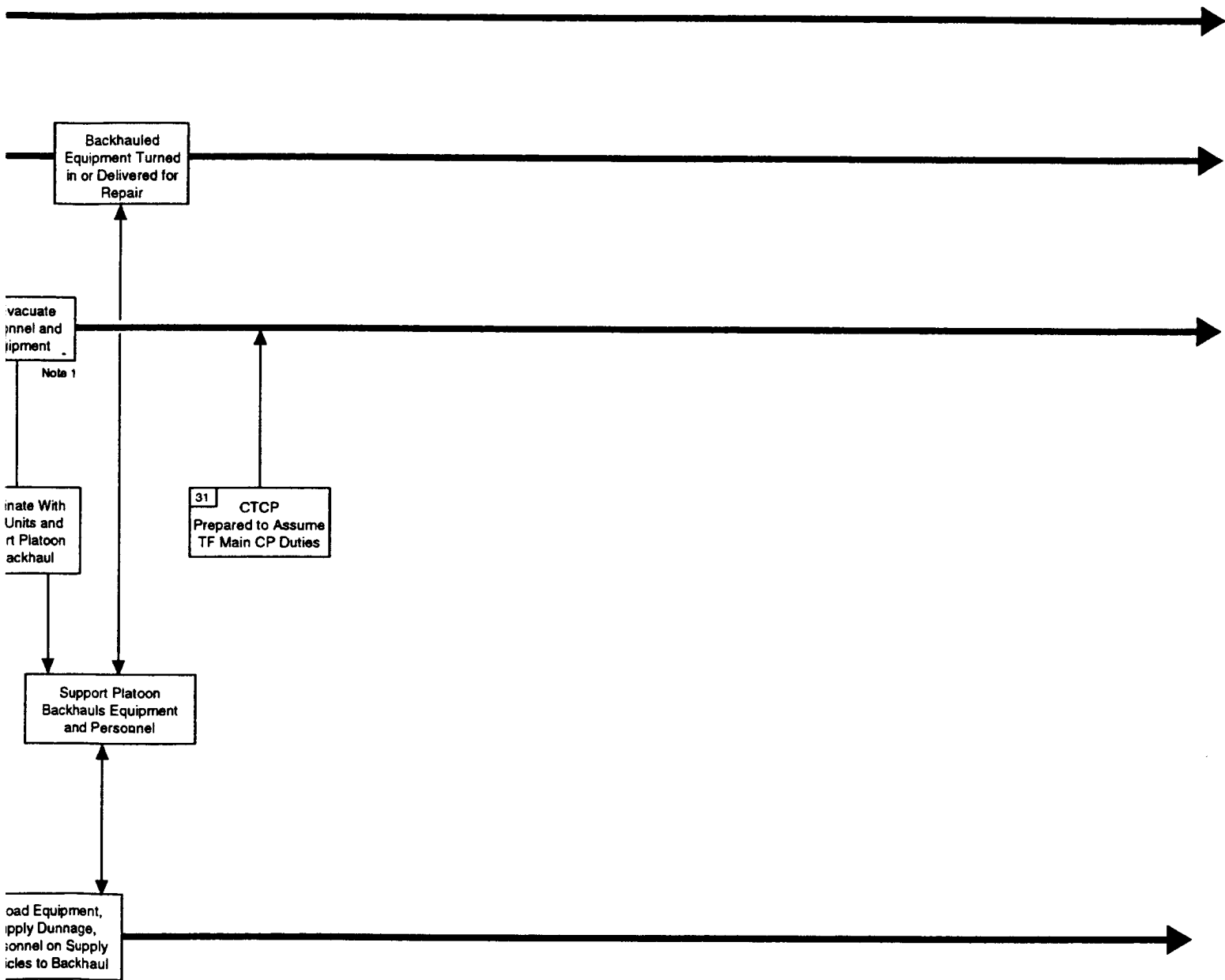


○ CCF □ (outside) Input or Output (inside) Task

Note 1: Evacuation of personnel and equipment occur during routine LOG requested by the supported unit, or during push package delivery of supply



# TASK FLOW PREPARE (Concluded)



occur during routine LOGPAC operations, during non-routine deliver of supplies as well as package delivery of supplies

DIV/CORPS

**BDE**

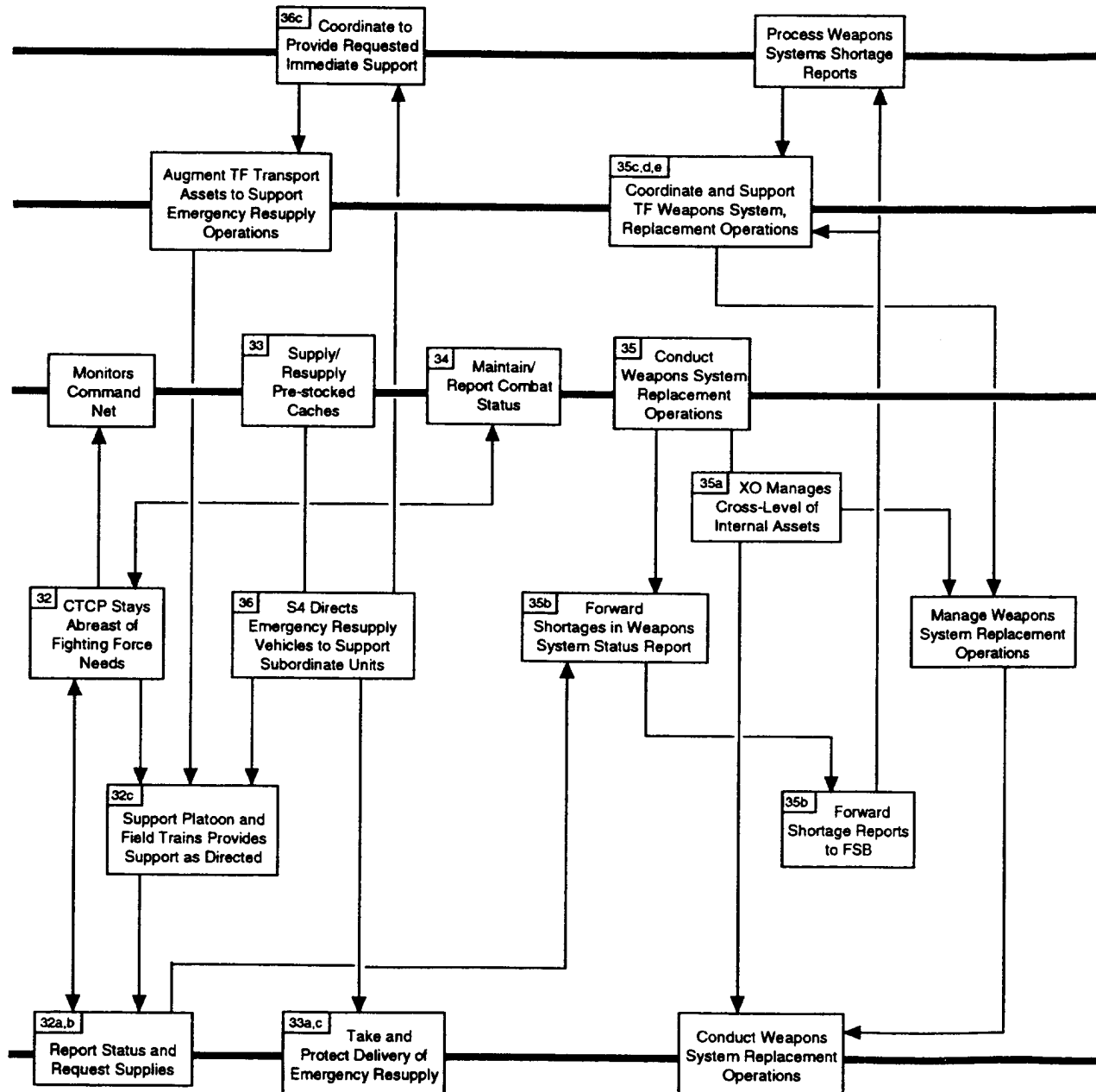
**FSB/BSA**

**BATTALION/  
TASK FORCE**

S4/  
COMBAT  
TRAINS

HHC CDR/  
FIELD TRAINS

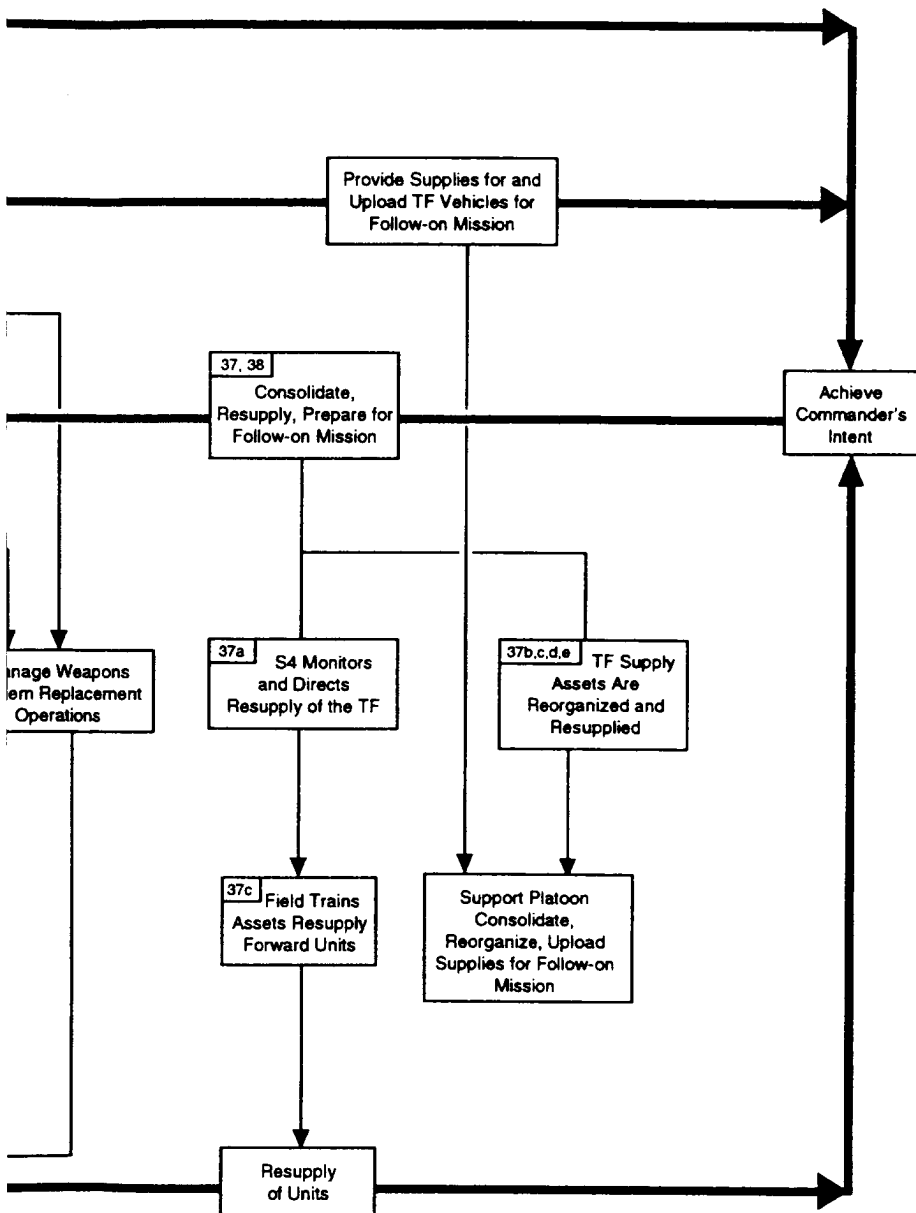
CO/TM AND  
SEPARATE  
PLATOON



○ CCF    □ (outside) Input or Output  
(inside) Task

# CCF 29 — Conduct Supply Operations

OW  
ON



OTHER CCF WHICH INTERACT WITH CCF 29

CCF #	TITLE	LOGIC
CCF 4	Disseminate Intelligence	CSS elements must know enemy situation to plan CSS operations, locate critical supply functions, routes and assets, and react to enemy maneuver.
CCF 5	Conduct Tactical Movement	Movement plan must be known to plan and synchronize supply.*
CCF 6	Engage Enemy and Direct Fire and Maneuver	Battle activities and combat systems usage will dictate supply requirements and priorities.
CCF 7	Employ Mortars	Mortar employment plan must be known to plan Class V supply.*
CCF 8	Employ Field Artillery	Movement/repositioning of artillery must be coordinated with locations, scheduling and movement of supplies in rear areas.
CCF 16/17	Take Active and Passive Air Defense Measures	Supplies and supply areas must be protected from enemy air attacks.
CCF 18	Plan for Combat Operations	CSS planners participate in planning process to synchronize CSS with maneuver plan and insure tactical plan is supportable.
CCF 19	Direct and Lead Units During Preparation for the Battle	Direction of supply assets and functions necessary to enable TF to prepare for the battle.
CCF 20	Direct and Lead Units in Execution of Battle	Availability and management of supply assets and supplies is critical to TF ability to execute battle. Conduct of battle dictates type and priority of supply needed.
CCF 21	Overcome Obstacles	Adequate and timely supply of Class IV and V is critical to overcoming obstacles. Identification of obstacles to be breached will dictate type and quantity of supply required.
CCF 22	Enhance Movement	Supply routes and supply sites (LZ/PZ) are likely to require preparation, repair, or construction.
CCF 23	Provide Countermobility	Satisfaction of mine and barrier requirements for Class IV and V must be planned for and prioritized.
CCF 24	Enhance Physical Protection	Physical protection of supply and distribution services must be accomplished.

## CCF 29 — Conduct Supply Operations

<u>CCF #</u>	<u>TITLE</u>	<u>LOGIC</u>
CCF 25	Provide Operations Security	Enemy forces must be denied intelligence on friendly force supply preparations, activities, and locations.
CCF 26	Conduct Deception Operations	Deception operations must be supported and frequently include dummy CSS operations.
CCF 27	Conduct Decontamination	CSS activities must plan and support decontamination operations.
CCF 28	Provide Transport Services	Transportation required for distribution of supplies.
CCF 30	Provide Personnel Services	Personnel in proper numbers and skills necessary to conduct supply operations. Supply must be planned to support personnel where they are located within the TF area.
CCF 31	Maintain Weapons Systems and Equipment	Supply of parts, equipment and other materials is necessary to the maintenance of TF weapons systems. Number and types of systems dictate supplies requested.
CCF 32	Provide Health Services	Amount and kinds of services provided dictate type and quantities of supplies required.
CCF 33	Treat and Evacuate Battlefield Casualties	Resupply of Class VIII is accomplished through the medical evacuation system/process.
CCF 39	Provide Field Services	Amount and kinds of services provided dictate type and quantities of supplies required.

\* The proper class of supply in the right quantity must be provided at the correct location and time to support the task force.

## CCF 29

## KEY PARTICIPANTS BY TASK

<u>TASKS</u>	<u>KEY PARTICIPANTS</u>
1. Issue TF Warning Order	TF Cdr, XO, S3
2. Analyze TF mission	TF Cdr, XO, S1, S4, HHC Cdr
3. Determine supply priorities	TF Cdr, XO, S1, S4, S3
4. Establish task force trains	TF S1, S4, HHC Cdr, Spt Plt Ldr, Med Plt Ldr, Maint Plt Ldr, BMO, Co/Tm 1SG
5. Plan for trains security	HHC Cdr, S4, S1, BMO, Spt Plt Ldr, Maint Plt Ldr, Co/Tm 1SG, FSB Cdr/S3
6. Maintain communications	XO, S4 Sec, S1 Sec, HHC CP, TOC
7. Update commander on combat status of unit	XO, S1, S4, BMO, HHC Cdr, Co/Tm Cdrs/XOs
8. Estimate supply requirements and coordinate support	XO, S3, S4, BMO, Spt Plt Ldr
9. Provide supply support	S4, Spt Plt, Maint Plt, Medical Plt
10. Coordinate with FSB Cdr and staff for supply support	XO, S4, HHC Cdr, FSB Cdr/S3, MSB Trans Co, Bde S4
11. Develop supply portion of CSS annex	Bde S4, FSB Cdr, TF XO, S4, HHC Cdr, Spt Plt Ldr, BMO
12. Evaluate ability of logistics plan to support tactical operations	TF XO, S1, S4, BMO, Spt Plt Ldr, HHC Cdr, Medical Plt Ldr
13. Issue service support annex to TF OPORD	TF S3, S4, S1, BMO, Med Plt Ldr
14. Combat battlefield stress	All combined arms team
15. Rehearse support plans	XO, S4, S1, BMO, HHC Cdr, Spt Plt Ldr, Med Plt Ldr
16. CTCP Staff coordinates resupply	CTCP, S4, S1, Spt Plt Ldr, HHC Cdr
17. Continuously monitor and update combat status	S4, S1, CTCP, Co/Tm Cdrs/1SG/XOs, Spt Plt Ldr
18. Conduct LOGPAC operations	S4, S1, BMO, HHC Cdr, Spt Plt, Maint Plt, Co/Tm 1SG/Supply Sgt

## CCF 29 — Conduct Supply Operations

### TASKS

### KEY PARTICIPANTS

- |  |  |
|--|--|
| 19. Resupply Class I                                       | S4, S1, Spt Plt Ldr, Co/Tm 1SG/Supply Sergeants                      |
| 20. Resupply Class II                                      | S4, Chem Off, Spt Plt Ldr, Co/Tm 1SG/Supply Sergeant                 |
| 21. Resupply Class III                                     | S4, BMO, Spt Plt Ldr   |
| 22. Resupply Class IV                                      | S4, Engr, Spt Plt Ldr  |
| 23. Resupply Class V                                       | S4, S3, Spt Plt Ldr  |
| 24. Resupply Class VII                                     | S4, XO, Spt Plt Ldr  |
| 25. Resupply Class VIII                                    | S4, Med Plt Ldr, Spt Plt Ldr   |
| 26. Resupply Class IX                                      | S4, BMO, Spt Plt Ldr   |
| 27. Identify alternate locations for combat trains         | S4, HHC Cdr, Spt Plt Ldr, BMO  |
| 28. Check security for trains                              | S4, S1, HHC Cdr, Spt Plt Ldr, BMO                                    |
| 29. Check pre-stocked ammunition locations                 | S4, Spt Plt Ldr  |
| 30. Evacuate personnel and equipment                       | S4, S1, BMO, Spt Plt Ldr, Co/Tm 1SG, Med Plt Ldr                     |
| 31. Combat trains CP can become TF main CP                 | CTCP Staff, S4, XO   |
| 32. Combat trains CP stays abreast of fighting force needs | CTCP, S4, S1, HHC Cdr, BMO   |
| 33. Supply/resupply pre-stocked caches                     | S4, Spt Plt Ldr  |
| 34. Maintain and report combat status                      | Co/Tm Cdr/1SG/XO, Sep Plt Ldrs, TF S4, BMO, CTCP                     |
| 35. Conduct weapons system replacement operations          | XO, S1, S4   |
| 36. Conduct immediate/emergency resupply                   | Spt Plt Ldr, Co/Tm 1SG, S4   |
| 37. Consolidate and resupply                               | XO, S4, S1, HHC Cdr, BMO, Spt Plt Ldr, Med Plt Ldr, Co/Tm Cdr/XO/1SG |
| 38. Prepare to continue or change mission                  | All combined arms team   |

**KEY INPUTS/OUTPUTS TO CCF 29  
(W/ CRITICAL INFORMATION)**

**INPUTS**

**B-1 BRIGADE WARNO**

- a. Enemy situation.
- b. Mission type and activities.
- c. Tentative mission timeline.

**B-2 BRIGADE OPORD**

- a. Commander's intent.
- b. Scheme of maneuver.
- c. Task organization including effective time.
- d. Designation of routes, axes of advance, or defensive positions/sectors.
- e. Reporting requirements and time.
- f. Types and duration of combat operations.
- g. Priorities.
  - Main, secondary effort.
  - Units.
  - Supply by type.
  - Routes.

**B-3 BRIGADE SERVICE SUPPORT ANNEX**

- a. Overlay of BSA with all supply points identified.
- b. Controlled or Restricted supply rate (CSR/RSR) for any classes of supply (i.e., CL III [JP5], CLIV, CLV).
- c. Class IX availability and priorities.
- d. Availability and priority of air assets for resupply missions.
- e. Command regulated supply items.

**FS-1 FSB SERVICE SUPPORT ANNEX**

- a. Division supply priorities and restrictions.
- b. FSB policies/processes for resupply requests by class of supply.

**TF-1 TF WARNO**

- a. Enemy situation.
- b. Mission type and activities.
- c. Tentative mission timeline.
- d. Requirement to support recon/counter-recon.



**TF-2 TF OPORD**

- a. Commander's intent.
- b. Scheme of maneuver.
- c. Task organization including effective time.
- d. Designation of routes, axes of advance, or defensive positions/sectors.
- e. Reporting requirements and time.
- f. Types and duration of combat operations.
- g. Requirements for Class IV and special Class V to support engineer activities.
- h. Requirements for special equipment(mine rollers/plows) for engineer operations.
- i. Location and mission requirements for TF Mortar Platoon.
- j. Priorities
  - Main, secondary effort.
  - Units.
  - Supply by type.
  - Routes.

**TF-3 TF TACTICAL SOP**

- a. LOGPAC procedures and configurations.
- b. Immediate resupply procedures and push-package configurations.
- c. Cache or prepositioned supply procedures and configurations.
- d. Priorities and procedures for recovery of damaged equipment.
- e. Priorities and procedures for augmentation of organic transportation assets for resupply.
- f. Status report requirements and formats.
- g. Convoy procedures and immediate action drills for contact.
- h. Procedures for lost vehicles/broken convoys.
- i. Procedures for protecting equipment and supplies from contamination.
- j. Procedures for "service station" and "tailgate" resupply operations.

**OUTPUTS**

**TF-4 TF SERVICE SUPPORT ANNEX**

- a. Plan to synchronize supply and CSS with tactical scheme of maneuver.
- b. Combat trains composition and locations.
- c. Field trains composition and locations.
- d. Location of MSR and traffic flow.
- e. Priorities by class, item, unit, location, and transportation.
- f. LOGPAC organization, composition, and schedule.
- g. Logistic Release Point (LRP) locations.
- h. Controlled Supply Rate (CSR) and restricted supply rates (RSR) for any class of supply.
- i. Cache sites and procedures.
- j. Mobile pre-positioning locations/routes/resources.
- k. LZ/PZ/DZ, airfield locations.
- l. Identification of Critical Class IX and high demand PLL items.
- m. Priorities by unit, Class IX items, PLL items, transportation, location.
- n. Stress Management Measures.
- o. Sleep and rest plan guidance.
- p. Location of Battalion Aid Station (BAS).
- q. Location of Ambulance Exchange Points (AXP).
- r. Feeding Plan and Field Feeding Ration Mix.

## TASK LIST SUMMARY FOR CCF 29

See Task Analysis of interacting CCFs for detailed analysis of all related planning, preparation and execution tasks. See CCF 18, CCF 19 and CCF 20 for analysis of the plan/prepare and execute process and all associated tasks. Input and products of the process critical for CCF 29 are listed at pages 21 through 22. References are shown in parenthesis ( ) after the task title. Task titles are either taken directly from an MTP task or subtask; or, are derived from portions of subtasks, implied tasks, or requirements in the MTPs, applicable FMs, or other related documents. Titles not taken directly from the MTP are marked with an asterisk (\*).

**PLANNING**

1. **Issue TF warning order** (ARTEP 71-2-MTP, Task 7-1-3901/1, 3904/2; FM 71-2, Chap. 2, FM 101-5; FM 71-123, Chap. 8)
2. **Analyze TF mission** (ARTEP 71-2-MTP, Task 7-1-3901/2, 3902/1; FM 71-2, Chap. 2, 7, FM 101-5; FM 71-123, Chap. 8)
3. **Determine supply priorities** (ARTEP 71-2-MTP, Task 7-1-3901, 3902; FM 71-2, Chap. 2, 7; FM 71-123, Chap. 8)
4. **Establish task force trains** (ARTEP 71-2-MTP, Task 7-1-3913, 3914; FM 71-2, Chap. 7; FM 100-10, Chap. 1; FM 71-123, Chap. 8)
5. **Plan for trains security** (ARTEP 71-2-MTP, Task 7-1-3913, 3914; ARTEP 17-236-10-MTP, Task 17-3-C010; ARTEP 17-236-11-MTP, Task 17-3-1021; FM 71-2, Chap. 7; FM 71-123, Chap. 8)
6. **Maintain communications** (ARTEP 71-2-MTP, Task 7-1-3913/6; FM 71-2, Chap. 7; FM 71-123, Chap. 8)
7. **Update commander on combat status of unit** (ARTEP 71-2-MTP, Task 7-1-3412/1, 3913/5; FM 71-2, Chap. 2, 7; FM 71-123, Chap. 8)
8. **Estimate supply requirements and coordinate support** (ARTEP 71-2-MTP, Task 7-1-3912, 3913, 3914; FM 71-2, Chap. 2, 7; FM 71-123, Chap. 8)
9. **Provide supply support** (ARTEP 71-2-MTP, Task 7-1-3912/3, 3913/13, 3914/5, 3914/6, 3914/7; ARTEP 17-236-11-MTP, Task 17-3-1004, 1041, 1042, 1043, 1044; FM 71-2, Chap. 7; FM 71-123, Chap. 8)
10. **Coordinate with FSB commander and staff for supply support** (ARTEP 71-2-MTP, Task 7-1-3914; FM 63-20, Chap. 2, 7; FM 63-2, Chap. 5, 6, 7; FM 71-2, Chap. 7; FM 71-123, Chap. 8)
11. **Develop supply portion of service support annex** (ARTEP 71-2-MTP, Task 7-1-3912; FM 71-2, Chap. 2; FM 71-123, Chap. 1)

12. **Evaluate ability of logistic plan to support tactical operations** (ARTEP 71-2-MTP, Task 7-1-3901, 3912; FM 71-2, Chap. 7; FM 71-123, Chap. 8)
13. **Issue Service Support Annex to TF OPOD** (ARTEP 71-2-MTP, Task 7-1-3901, 3912; FM 71-2, Chap. 2; FM 71-123, Chap. 1)
14. **Combat battlefield stress** (ARTEP 71-2-MTP, Task 7-1-3912; ARTEP 17-236-11-MTP, Task 12-3-C018; FM 22-9; FM 71-2, Chap. 7)

#### PREPARATION

15. **Rehearse support plans** (FM 71-123, Chap. 2, 8)
16. **CTCP Staff coordinates resupply** (ARTEP 71-2-MTP, Task 7-1-3913; FM 71-2, Chap. 2, 7; FM 71-123, Chap. 8)
17. **Continuously monitor and update combat status** (ARTEP 71-2-MTP, Task 7-1-3913/5, 3912/1; FM 71-2, Chap. 2, 7; FM 71-123, Chap. 8)
18. **Conduct LOGPAC operations** (ARTEP 71-2-MTP, Task 7-1-3912, 3913, 3914; ARTEP 17-236-11-MTP, Task 17-3-1004, 1041, 1042, 1043, 1044, 1066; FM 71-2, Chap. 7; FM 71-123, Chap. 8)
19. **Resupply Class I** (ARTEP 71-2-MTP, Task 7-1-3912/3, 3912/10, 3913/13, 3913/14, 3913/15, 3914/4, 3914/5, 3914/6; ARTEP 17-236-11-MTP, Task 17-3-1066; FM 71-123, Chap. 8; FM 10-14-2, Chap. 10; FM 63-20, Chap. 7, App. B)
20. **Resupply Class II** (ARTEP 71-2-MTP, Task 7-1-3912/3, 3912/10, 3913/13, 3913/14, 3913/15, 3914/4, 3914/5, 3914/6; ARTEP 17-236-11-MTP, Task 17-3-1041; FM 71-123, Chap. 8; FM 10-14-2, Chap. 10; FM 63-20, Chap. 7, App. B)
21. **Resupply Class III** (ARTEP 71-2-MTP, Task 7-1-3912/3, 3912/10, 3913/13, 3913/14, 3913/15, 3914/4, 3914/5, 3914/6; ARTEP 17-236-11, Task 17-3-1041; FM 71-123, Chap. 8; FM 10-14-2, Chap. 10; FM 63-2-2, Chap. 5)
22. **Resupply Class IV** (ARTEP 71-2-MTP, Task 7-1-3912/3, 3912/10, 3913/13, 3913/14, 3913/15, 3914/4, 3914/5, 3914/6; FM 71-123, Chap. 8; FM 10-14-2, Chap. 10; FM 63-20, Chap. 7, App. B; FM 71-123, Chap. 8)
23. **Resupply Class V** (ARTEP 71-2-MTP, Task 7-1-3912/3, 3912/10, 3913/13, 3913/14, 3913/15, 3914/4, 3914/5, 3914/6; ARTEP 17-236-11-MTP, Task 17-3-1042; FM 71-123, Chap. 8; FM 10-14-2, Chap. 10; FM 63-20, Chap. 7, App. B)
24. **Resupply Class VII** (ARTEP 71-2-MTP, Task 7-1-3912/3, 3912/10, 3913/13, 3913/14, 3913/15, 3914/4, 3914/5, 3914/6; FM 71-123, Chap. 8; FM 10-14-2, Chap. 10; FM 63-20, Chap. 7)

25. **Resupply Class VIII** (ARTEP 71-2-MTP, Task 7-1-3912/3, 3912/10, 3913/13, 3913/14, 3913/15, 3914/4, 3914/5, 3914/6; FM 71-123, Chap. 8; FM 10-14-2, Chap. 10; FM 63-20, Chap. 9)
26. **Resupply Class IX** (ARTEP 71-2-MTP, Task 7-1-3912/3, 3912/10, 3913/13, 3913/14, 3913/15, 3914/4, 3914/5, 3914/6; FM 71-123, Chap. 8; FM 10-14-2, Chap. 10; FM 63-20, Chap. 8, App. B)
27. **Identify alternate locations for combat trains** (ARTEP 71-2-MTP, Task 7-1-3913/12; FM 71-2, Chap. 2, 7; FM 71-123, Chap. 8)
28. **Check security for trains** (ARTEP 71-2-MTP, Task 7-1-3913; FM 71-2, Chap. 2, 7; FM 71-123, Chap. 8)
29. **Check pre-stocked ammunition locations** (ARTEP 71-2-MTP, Task 7-1-3913; ARTEP 17-236-11-MTP, Task 17-3-1043; FM 71-2, Chap. 7; FM 71-123, Chap. 8)
30. **Evacuate personnel and equipment** (ARTEP 71-2-MTP, Task 7-1-3913, 3914; ARTEP 17-236-11-MTP, Task 17-3-1041, 1042; FM 71-2, Chap. 7; FM 71-123, Chap. 8)
31. **Combat trains CP can become TF main CP** (ARTEP 71-2-MTP, Task 7-1-3912/11; FM 71-2, Chap. 7; FM 71-123, Chap. 8)

## EXECUTION

32. **Combat trains CP stays abreast of fighting forces needs** (ARTEP 71-2-MTP, Task 7-1-3912, 3913; FM 71-2, Chap. 7; FM 71-123, Chap. 8)
33. **Supply/resupply pre-stocked caches** (ARTEP 71-2-MTP, Task 7-1-3913, 3914; ARTEP 17-236-11-MTP, Task 17-3-1041, 1042, 1043, 1044; FM 71-2, Chap. 7; FM 71-123, Chap. 8)
34. **Maintain and report combat status** (ARTEP 71-2-MTP, Task 7-1-3912, 3913; FM 71-2, Chap. 7; FM 71-123, Chap. 8)
35. **Conduct weapons system replacement operations (WSRO)** (FM 71-123, Chap. 8; FM 63-2, Chap. 3; FM 100-10, Chap. 2)
36. **Conduct immediate/emergency resupply** (ARTEP 71-2-MTP, Task 7-1-3913, 3914; ARTEP 17-236-11-MTP, Task 17-3-1041, 1042, 1043, 1044; FM 71-2, Chap. 7; FM 71-123, Chap. 8)
37. **Consolidate and resupply** (ARTEP 71-2-MTP, Task 7-1-3912, 3913/12, 3913/13, 3913/14, 3022, 3023; ARTEP 17-236-11-MTP, Task 17-3-C019, 1062; FM 71-2, Chap. 7)
38. **Prepare to continue or change mission** (ARTEP 71-2-MTP, Task 7-1-3023; FM 71-2, Chap. 3, 4; FM 71-123, Chap. 8)

## CONDUCT SUPPLY OPERATIONS PLANNING TASK LIST

See CCF 18 for detailed analysis of planning process and all tasks. Key input/output and products are listed at pages 21–22. Planning tasks identified on this list from CCF 18 are considered by the analyst as critical to CCF 29. Critical tasks that are also performed at levels below task force are listed as sub-paragraphs of the task force task and are sub-titled as "Company/team" or "Platoon" tasks. Only company and platoon tasks considered critical to task force success are listed. References are shown in parenthesis ( ) after the task title.

Task titles are either taken directly from an MTP task or subtask; or, are derived from portions of subtasks, implied tasks, or requirements in the MTPs, applicable FMs, or other related documents. Titles not taken directly from the MTP are marked with an asterisk (\*).

1. **Issue TF warning order** (ARTEP 71-2-MTP, Task 7-1-3901/1, 3904/2; FM 71-2, Chap. 2, FM 101-5; FM 71-123, Chap. 8)
  - a. Subordinate elements are alerted of impending mission.
  - b. Warning Order includes the mission, friendly forces, time of operation, special instructions, time and place of OPORD, and movement or preparatory instructions.
  - c. Critical supplies requiring immediate issue are determined; transportation assets are scheduled and coordinated; and delivery times and locations are established.
  - d. The S4, working through the HHC Commander, ensures that the Brigade S4 and FSB have been informed of the Warning Order.
  - e. See CCF 18; CCF 28; CCF 30; CCF 31.
2. **Analyze TF mission** (ARTEP 71-2-MTP, Task 7-1-3901/2, 3902/1; FM 71-2, Chap. 2, 7, FM 101-5; FM 71-123, Chap. 8)
  - a. CSS planners analyze the mission to determine specified, implied, and mission essential tasks; any constraints or limitations; and the acceptable level of risk.
  - b. The TF XO and S4 provide the TF Commander with input on CSS and supply operations that affect the TF mission.
  - c. Subordinate commanders/leaders receive the TF Commander's intent.
  - d. See CCF 18; CCF 28; CCF 31.
3. **Determine supply priorities** (ARTEP 71-2-MTP, Task 7-1-3901, 3902; FM 71-2, Chap. 2, 7; FM 71-123, Chap. 8)
  - a. Supply priorities for the task force are determined based on:
    - 1) Commander's guidance.

- 2) Subordinate unit missions.
  - 3) Location and availability of transportation.
  - 4) Type supply.
  - b. The S4 provides recommendations to the TF commander on priorities.
  - c. Commander's guidance establishes items of supply which are critical to mission execution.
4. **Establish task force trains** (ARTEP 71-2-MTP, Task 7-1-3913, 3914; FM 71-2, Chap. 7; FM 100-10, Chap. 1; FM 71-123, Chap. 8)
- Task force CSS assets are normally echeloned into company trains, battalion combat trains and battalion field trains according to the factors of METT-T. Trains are usually established or relocated with the warning order.
- a. Company trains are organized by the company 1SGT and usually contain a medical evacuation team and the company maintenance team (CMT) with vehicles.
    - 1) Commander is responsible for CSS of the company/team.
    - 2) XO is the company/team CSS planner and coordinator.
    - 3) 1SG organizes and controls the company trains.
    - 4) Company/team XO and 1SG exercise CSS responsibility by providing reports on current supply stockage and requests based on anticipated supply needs.
    - 5) The Company/Team Supply Sergeant operates from the TF Field Trains. Transports routine and requested supplies during LOGPAC operations and non-routine supply operations.
  - b. Battalion Combat Trains are organized and controlled by the S4 to provide immediate critical support and usually consist of:
    - 1) Combat trains command post (CTCP) with representatives from the S1 and S4 sections.
    - 2) Battalion aid station manned by the TF Medical Platoon and augmented with medical evacuation vehicles from the FSB medical company.
    - 3) Elements of battalion support platoon, with uploaded Class III and V for immediate emergency/resupply, and a decontamination vehicle or equipment..
  - c. Maintenance elements operate a Unit Maintenance Collection Point (UMCP) in a location close to the Combat Trains. The UMCP is composed of elements of the battalion maintenance platoon (maintenance teams (MTs) augmented by maintenance support teams (MSTs) from the FSB maintenance company, under control of the BMO.
  - d. Battalion Field Trains are normally located in the brigade support area (BSA) and serve as a link between the FSB and the combat trains. Field trains are supervised by the HHC commander and consist of field trains CP (HHC CP), PAC, mess sections,

company supply sections and sergeants, and remaining elements of the battalion Support and Maintenance platoons.

5. **Plan for trains security** (ARTEP 71-2-MTP, Task 7-1-3913, 3914; ARTEP 17-236-10-MTP, Task 17-3-C010; ARTEP 17-236-11-MTP, Task 17-3-1021; FM 71-2, Chap. 7; FM 71-123, Chap. 8)

Combat trains and field trains CPs plan for operations against rear area threats. The rear battle in the brigade is the responsibility of the Brigade Commander. The brigade staff provide the planning and coordination to support rear area combat operations (RACO). The TF Field Trains, located in the BSA, conduct RACO as part of the BSA base cluster. The TF Combat Trains, located forward, establishes a defense by locating in the proximity of a forward unit.

a. Combat trains:

- 1) Are positioned with room for dispersion, cover and concealment.
- 2) Set up security with sectors of fire, weapons positioned, local security, and fire plans. Coordinate for artillery fires.
- 3) Elements prepare positions, operate OPs and establish plans to support 24-hour CSS operations and perform security functions.
- 4) The S4 is responsible for combat trains security.

b. Field trains:

- 1) Coordinate with FSB commander and brigade S4 to be integrated into the BSA defensive plan.
- 2) Plan and rehearse perimeter (or sector of BSA perimeter) defense.
- 3) Establish mutually supporting positions for all weapons system, integrating NMC vehicles with operational weapons systems.
- 4) Coordinate for artillery fires.
- 5) Prepare sector sketches, fire plans and obstacle plans.
- 6) Publish shift schedule for 24 hour CSS operations and security.
- 7) Include company/team trains elements, located in the field trains, into the defense.
- 8) HHC Commander is responsible for the field trains defense.

6. **Maintain communications** (ARTEP 71-2-MTP, Task 7-1-3913/6; FM 71-2, Chap. 7; FM 71-123, Chap. 8)

CTCP establishes and maintains communications with TF CP, field trains CP, and brigade S4.

- a. CTCF must communicate with subordinate elements, field trains CP (FTCP), TF main CP, and forward companies.
  - b. Establish communications with higher and subordinate units.
  - c. Establish wire communications with adjacent and higher units operating in the BSA.
  - d. CTCF is NCS for TF admin/log net.
  - e. Operates as a station on Bde admin/log net.
  - f. Monitors TF command net.
  - g. Maintains 24 hour operations.
7. **Update commander on combat status of unit** (ARTEP 71-2-MTP, Task 7-1-3412/1, 3913/5; FM 71-2, Chap. 2, 7; FM 71-123, Chap. 8)
- Combat status of task force (systems status, critical systems, personnel) is determined and provided to commander and staff. Information provided includes, at a minimum:
- a. Unit strength.
  - b. Number of systems on-hand and operational.
  - c. Number of systems NMC.
  - d. Number of systems repairable.
  - e. Staff knows status and maintains locations of internal CSS assets and TF CSS operators have knowledge of CSS status to conduct operations.
  - f. Commander and staff are continually updated on status of critical CSS assets and any shortfalls, problems that affect TF ability to conduct combat operations.
8. **Estimate supply requirements and coordinate support** (ARTEP 71-2-MTP, Task 7-1-3912, 3913, 3914; FM 71-2, Chap. 2, 7; FM 71-123, Chap. 8)
- Coordinate with assigned, attached, DS, and OPCON elements for supply requirements, especially Classes III, V, IX, and transportation capabilities/requirements.
- a. Determine specific logistic/supply requirements.
  - b. Receive requirements from subordinate units.
  - c. Forecast and examine requirements from units.
  - d. Coordinates special critical supply items with FSB.
9. **Provide supply support** (ARTEP 71-2-MTP, Task 7-1-3912/3, 3913/13, 3914/5, 3914/6, 3914/7; ARTEP 17-236-11-MTP, Task 17-3-1004, 1041, 1042, 1043, 1044; FM 71-2, Chap. 7; FM 71-123, Chap. 8)



- a. CTCP coordinates routine and emergency resupply.
  - b. Basic loads are maintained at prescribed levels.
  - c. Support platoon resupplies basic loads of water, Class III, V and VII to prescribed levels.
  - d. Support platoon receives TF CSS overlay and FSB locations.
10. **Coordinate with FSB commander and staff for supply support** (ARTEP 71-2-MTP, Task 7-1-3914; FM 63-20, Chap. 2, 7; FM 63-2, Chap. 5, 6, 7; FM 71-2, Chap. 7; FM 71-123, Chap. 8)
- a. FTCP schedules supply pickup and delivery.
  - b. Coordinates special/critical supply items.
  - c. Coordinate with FSB and engineer representatives for throughput of Class IV and V material to the engineer job site.
  - d. Coordinate routes, traffic control, and timetables for throughput with the FSB staff and brigade S3/S4.
  - e. Request and coordinate air support for resupply, if required.
11. **Develop supply portion of service support annex** (ARTEP 71-2-MTP, Task 7-1-3912; FM 71-2, Chap. 2; FM 71-123, Chap. 1)
- TF XO and S4 anticipate CSS (supply) requirements and plan for employment of CSS assets to satisfy supply requirements and accomplish TF mission.
- a. Coordinate with S1 for forecasts of personnel strengths to be supplied.
  - b. Prepare, disseminate, and update a CSS plan that supports the commander's concept.
  - c. Submit combined service support annex to TF S3 for incorporation into TF OPORD.
  - d. CTCP develops and continually updates a plan that provides supply services that support the TF plan.
12. **Evaluate ability of logistic plan to support tactical operations** (ARTEP 71-2-MTP, Task 7-1-3901, 3912; FM 71-2, Chap. 7; FM 71-123, Chap. 8)
- XO ensures CSS staff is updated in their respective areas, that the CSS plan is fully developed, and that it will support the tactical operation.
- a. XO wargames with CSS staff (S4, S1, Spt Plt Ldr) to ensure that the tactical plan has the necessary supply support.
  - b. Trains are echeloned with supply and transportation elements in both field and combat trains locations.

- c. Immediate/emergency resupply is planned, uploaded, and ready for delivery.
  - d. Transportation and supply elements understand supply request, report, pickup and delivery requirements and procedures.
13. **Issue Service Support Annex to TF OPORD** (ARTEP 71-2-MTP, Task 7-1-3901, 3912; FM 71-2, Chap. 2; FM 71-123, Chap. 1)
- TF issues the OPORD/FRAGO/warning order. The OPORD contains all necessary CSS instructions.
- a. Supply requirements, resources, timelines, priorities and locations are identified.
  - b. LOGPAC procedures, configurations, times and supply points are identified.
14. **Combat battlefield stress** (ARTEP 71-2-MTP, Task 7-1-3912; ARTEP 17-236-11-MTP, Task 12-3-C018; FM 22-9; FM 71-2, Chap. 7)
- Measures must be planned and taken to combat the battlefield stress brought on by the continuous operations requirements of supply operations.
- a. Command sleep and rest program is enforced.
  - b. Platoon leader and team leaders execute leader actions.
    - 1) Keep soldiers informed and updated on current situation.
    - 2) Issue orders to lowest possible level.
    - 3) Maintain a positive attitude.
    - 4) Quell and prevent rumors.

## CONDUCT SUPPLY OPERATIONS PREPARATION TASK LIST

### 15. Rehearse support plans (FM 71-123, Chap. 2, 8)

Rehearse transportation, supply, maintenance, medical and personnel support plans, maintenance, CASEVAC. Supply operations are continuous, therefore the conduct of full-up rehearsals will be difficult to schedule and conduct. Rehearsals of key leaders is, however, feasible and can be easily conducted by sand table, rock drill, or other form of rehearsal method.

- a. Support platoon personnel are briefed on CSS locations, LRPs, forward unit locations.
- b. Route reconnaissance conducted by drivers and supervisors.
- c. LOGPAC formation and procedures are practiced.
- d. Knowledge of security operations during movement and convoy reaction drills is confirmed.
- e. Ensure drivers aware of SOPs for lost vehicles and maintenance problems during convoys.
- f. CASEVAC procedures rehearsed.

### 16. CTCP Staff coordinates resupply (ARTEP 71-2-MTP, Task 7-1-3913; FM 71-2, Chap. 2, 7; FM 71-123, Chap. 8)

- a. Routine resupply requests are coordinated and forwarded to field trains for next scheduled LOGPAC.
  - 1) Resupply provided to all subordinate units.
  - 2) LOGPAC delivery times synchronized to support maneuver plans.
  - 3) Correct quantities and types of supplies are delivered.
- b. Immediate/emergency resupply conducted from combat trains.
  - 1) Critical resupply items (Class III and V) are on hand/uploaded in combat trains.
  - 2) Combat trains coordinate directly with Bde S4 for emergency resupply needs.
  - 3) Additional transportation for emergency resupply requested from Bde S4; air resupply may be available on request.
  - 4) Immediate resupply may be available from pre-stocked/cache locations in subsequent positions or from mobile prepositioned supplies, depending on enemy situation.
- c. Time(s) and place(s) for delivery are coordinated.

17. **Continuously monitor and update combat status** (ARTEP 71-2-MTP, Task 7-1-3913/5, 3912/1; FM 71-2, Chap. 2, 7; FM 71-123, Chap. 8)

Combat trains command post staff collects combat status from TF elements, informs commander and staff and updates.

- a. Information is collected on all organic, attached, and supporting units and includes:
  - 1) Unit strength.
  - 2) Combat status (operational, NMC, repairable within 6 hours) of critical systems.
  - 3) Status and location of CSS supply assets (and transportation required for supply).
  - 4) Supply onhand status of all subordinate, attached, OPCON and DS units is determined.
  - 5) Status of all units is reported to brigade, as required.
- b. The TF S4 provides updates to the TF Commander and staff on supply associated problems. Updates provided to the Commander are filtered to ensure only information which may impact on the mission is passed in order to reduce the volume of information.

18. **Conduct LOGPAC operations** (ARTEP 71-2-MTP, Task 7-1-3912, 3913, 3914; ARTEP 17-236-11-MTP, Task 17-3-1004, 1041, 1042, 1043, 1044, 1066; FM 71-2, Chap. 7; FM 71-123, Chap. 8)

- a. FTCP/HHC commander/support platoon leader coordinates and assembles LOGPACs.
- b. Support platoon leader/Sgt coordinates with TF S4 for ammunition and/or fuel requirements.
- c. Platoon loads vehicles and transports supplies with company or team LOGPAC.
- d. Platoon resupplies unit in, or out of, position (tailgate method or service station method).
- e. Company/team Supply Sergeant, with supply truck, transports supplies requested by the units.
- f. Trucks back-haul supply dunnage, equipment, and other material far forward units.

19. **Resupply Class I** (ARTEP 71-2-MTP, Task 7-1-3912/3, 3912/10, 3913/13, 3913/14, 3913/15, 3914/4, 3914/5, 3914/6; ARTEP 17-236-11-MTP, Task 17-3-1066; FM 71-123, Chap. 8; FM 10-14-2, Chap. 10; FM 63-20, Chap. 7, App. B)

S4 coordinates with S1 for personnel strength data.

- a. Strength reports forwarded through CTCP and field trains CP to brigade.
- b. The S4 requests number of rations (three meals per day per person) based on length of operation, established ration cycles (As, Bs, MREs) and personnel strength.

- c. Support platoon pickup Class I and water at FSB supply company Class I point in BSA.
  - d. Rations delivered to mess section for preparation prior to delivery to subordinate units on LOGPACs, MREs delivered to units in LOGPACs.
20. **Resupply Class II** (ARTEP 71-2-MTP, Task 7-1-3912/3, 3912/10, 3913/13, 3913/14, 3913/15, 3914/4, 3914/5, 3914/6; ARTEP 17-236-11-MTP, Task 17-3-1041; FM 71-123, Chap. 8; FM 10-14-2, Chap. 10; FM 63-20, Chap. 7, App. B)

Class II supplies include chemical clothing, defense and decontamination items.

- a. Routine or emergency requests are sent from unit through TF S4 to FSB.
  - b. S4 supply section or company supply sergeants pick up supplies from FSB supply company in BSA as directed by the HHC Commander/FTCP.
  - c. Supplies delivered to company on LOGPAC.
21. **Resupply Class III** (ARTEP 71-2-MTP, Task 7-1-3912/3, 3912/10, 3913/13, 3913/14, 3913/15, 3914/4, 3914/5, 3914/6; ARTEP 17-236-11, Task 17-3-1041; FM 71-123, Chap. 8; FM 10-14-2, Chap. 10; FM 63-2-2, Chap. 5)
- a. Packaged Class III products (lubricants, oils, coolants, etc.) includes items in 5 and 55 gallon containers and is requested, processed and delivered the same way as Class II.
  - b. Bulk Class III requirements are forecasted by the S4 (in coordination with the S3) based on equipment consumption rates and tactical plans.
  - c. 72-hour forecast is forwarded through brigade and consolidated at division and corps.
  - d. No request from TF is required. Empty fuel vehicles from support platoon will be filled at FSB forward fuel distribution points when presented.
  - e. Under emergency conditions, coordination can be made for FSB to deliver fuel to combat trains, or air deliver 500 gallon bladders to unit locations.
  - f. Support platoon fuel vehicles go forward with LOGPACS to refuel units in position.
22. **Resupply Class IV** (ARTEP 71-2-MTP, Task 7-1-3912/3, 3912/10, 3913/13, 3913/14, 3913/15, 3914/4, 3914/5, 3914/6; FM 71-123, Chap. 8; FM 10-14-2, Chap. 10; FM 63-20, Chap. 7, App. B; FM 71-123, Chap. 8)

Class IV supplies (construction, fortification and barrier materials) are usually controlled on a project basis and require command approval for issue.

- a. Requests for supplies are submitted through the FSB to DMMC. If items are command restricted, requests are submitted through command channels to the G3.
- b. Materials are usually delivered on corps or division transportation directly to user unit or to construction site.

23. **Resupply Class V** (ARTEP 71-2-MTP, Task 7-1-3912/3, 3912/10, 3913/13, 3913/14, 3913/15, 3914/4, 3914/5, 3914/6; ARTEP 17-236-11-MTP, Task 17-3-1042; FM 71-123, Chap. 8; FM 10-14-2, Chap. 10; FM 63-20, Chap. 7, App. B)

Ammunition supply is based on the required supply rate (RSR) and the controlled supply rate (CSR).

- a. S4/support platoon personnel request ammo based on unit expenditures (or projected
- b. Request is validated by the division ammunition officer (DAO) representative at the BSA ammunition transfer or supply point (ATP or ASP).
- c. Ammunition is picked up at the ASP and transported to field trains location where it remains uploaded until needed for company resupply.
- d. When requested by company, ammunition vehicles move forward for resupply with LOGPACS.
- e. S4 will pick up (based on projected requirements) and preposition uploaded ammunition vehicles in combat trains for immediate/emergency resupply.

24. **Resupply Class VII** (ARTEP 71-2-MTP, Task 7-1-3912/3, 3912/10, 3913/13, 3913/14, 3913/15, 3914/4, 3914/5, 3914/6; FM 71-123, Chap. 8; FM 10-14-2, Chap. 10; FM 63-20, Chap. 7)

Combat essential major end items are usually command controlled.

- a. S4 reports loss rates in logistics status/situation reports.
- b. Weapons systems status reports are coordinated with the XO (TF weapons systems manager).
- c. Class VII supplies are requested through the FSB and picked up by support platoon in the same way as Class II and packaged Class III.
- d. Larger items are delivered directly to TF trains. Major combat systems (tanks, etc.) are handled through weapons systems replacement operations (WSRO) procedures. (See task 35.)

25. **Resupply Class VIII** (ARTEP 71-2-MTP, Task 7-1-3912/3, 3912/10, 3913/13, 3913/14, 3913/15, 3914/4, 3914/5, 3914/6; FM 71-123, Chap. 8; FM 10-14-2, Chap. 10; FM 63-20, Chap. 9)

Medical supplies are managed by the TF surgeon or medical platoon leader.

- a. A supply account is established with the division medical supply office.
- b. Routine supply requests are made through S4 and delivered through normal supply channels.
- c. During tactical operations, informal requests are sent to FSB medical company in vicinity of the aid station in the BSA (by various means, including evacuation vehicles).

- d. Requests are filled by the FSB medical company, unfilled requests (items not available) are forwarded to division medical supply office.
  - e. Resupply is completed by backhauling the medical supplies on evacuation vehicles as they return to the TF aid station from the FSB.
26. **Resupply Class IX** (ARTEP 71-2-MTP, Task 7-1-3912/3, 3912/10, 3913/13, 3913/14, 3913/15, 3914/4, 3914/5, 3914/6; FM 71-123, Chap. 8; FM 10-14-2, Chap. 10; FM 63-20, Chap. 8, App. B)

Repair parts supply is managed by the TF maintenance platoon.

- a. Repair parts resupply can be accomplished by request through the FSB maintenance company; direct exchange (RX) of a repairable, unserviceable item or subassembly; or, purchase of small, low value, high demand parts (lights, wiper blades, nuts, bolts, etc.) at the quick sales store (QSS).
  - b. Maintenance platoon monitors the combat PLL and replenishes it with items as they are expended.
  - c. Requests are forwarded from combat trains maintenance section through field train to FSB maintenance company.
  - d. Requisition status is checked daily for NMCS systems and requests are verified to ensure correct parts are requisitioned.
  - e. Resupply is accomplished by maintenance vehicle pickup at the FSB maintenance company and further distribution through maintenance teams to point of need.
  - f. See CCF 31.
27. **Identify alternate locations for combat trains** (ARTEP 71-2-MTP, Task 7-1-3913/12; FM 71-2, Chap. 2, 7; FM 71-123, Chap. 8)

Reconnaissance for alternate combat trains locations is conducted by S4, support platoon leader, or designated personnel. Factors for selection of combat trains site includes:

- a. Ability of location to allow required communications.
  - b. Cover and concealment available.
  - c. Ground will support vehicular traffic.
  - d. Routes available to MSR and to Co/Tm CRPs and unit position.
  - e. Movement into and out of area not restricted.
  - f. Area is defendable with forces available to combat trains.
28. **Check security for trains** (ARTEP 71-2-MTP, Task 7-1-3913; FM 71-2, Chap. 2, 7; FM 71-123, Chap. 8)

Preparations for local CSS security against level I and II threats are checked by HHC and S4 personnel in Field and Combat trains location. S4/HHC commander ensures:

## CCF 29 — Conduct Supply Operations

- a. Trains elements are positioned in base clusters or tied in with combat units to provide security for each other and adjacent units/ elements.
- b. Indirect fires are coordinated and finalized to respond to rear area threats.
- c. Covered and concealed fighting and protective positions are prepared which provide for mutual support, sectors of fire, fire plans, and weapons positioning.
- d. Disabled vehicles with operational weapons systems are integrated into defensive plan and positioned for trains defense while awaiting maintenance/recovery/evacuation.
- e. Reaction force is identified and their activities are planned and rehearsed.

**29. Check pre-stocked ammunition locations** (ARTEP 71-2-MTP, Task 7-1-3913; ARTEP 17-236-11-MTP, Task 17-3-1043; FM 71-2, Chap. 7; FM 71-123, Chap. 8)

Supplies may be prepositioned forward on the battlefield through use of caches or mobile prepositioning (MPP). S4 must check to ensure:

- a. Locations have cover and concealment.
- b. Supplies are covered and protected from fires and/or contamination.
- c. Supplies are secured and provisions made for evacuation or destruction to prevent capture.
- d. MPP allows S4 to retain control of supplies on uploaded vehicles until needed and allows immediate resupply when other means restricted by enemy or terrain.

**30. Evacuate personnel and equipment** (ARTEP 71-2-MTP, Task 7-1-3913, 3914; ARTEP 17-236-11-MTP, Task 17-3-1041, 1042; FM 71-2, Chap. 7; FM 71-123, Chap. 8)

Personnel and equipment are evacuated from forward unit locations via backhaul on LOGPAC transportation.

- a. Damaged or disabled equipment is collected and backhauled for repairs.
- b. Personnel, EPWs and KIAs are evacuated as required.

**31. Combat trains CP can become TF main CP** (ARTEP 71-2-MTP, Task 7-1-3912/11; FM 71-2, Chap. 7; FM 71-123, Chap. 8)

CTCP is able to assume functions of TF main CP by ensuring:

- a. CTCP stays abreast of tactical situation by monitoring TF command net.
- b. Tactical situation map is maintained with current friendly and enemy locations.
- c. Fire support and obstacle plans available and graphics are posted.
- d. Communications with brigade TAC, main CP, and DS artillery CP are maintained and verified by commo checks.



**CONDUCT SUPPLY OPERATIONS  
EXECUTION TASK LIST**

32. **Combat trains CP stays abreast of fighting forces needs** (ARTEP 71-2-MTP, Task 7-1-3912, 3913; FM 71-2, Chap. 7; FM 71-123, Chap. 8)

CTCP personnel monitor TF command net and anticipate/identify support requirements.

- a. Requirements are identified based on tactical situation, reports from subordinate units, and logistics plans supporting the scheme of maneuver.
- b. Units are contacted to clarify needs.
- c. The S4 directs supply personnel and activities to respond to and satisfy subordinate units needs.

33. **Supply/resupply pre-stocked caches** (ARTEP 71-2-MTP, Task 7-1-3913, 3914; ARTEP 17-236-11-MTP, Task 17-3-1041, 1042, 1043, 1044; FM 71-2, Chap. 7; FM 71-123, Chap. 8)

Preconfigured "push-packages" of designated supplies and Class V are delivered to preselected cache or preposition locations.

- a. Unit or platoon leader selects a rearm point.
- b. Transport section transports ammunition to prestock point.
- c. Prestocked ammunition is covered, concealed and protected from contamination or destruction.

34. **Maintain and report combat status** (ARTEP 71-2-MTP, Task 7-1-3912, 3913; FM 71-2, Chap. 7; FM 71-123, Chap. 8)

The combat and supply status is updated and reported to TF CP and brigade for all assigned, attached, OPCON, DS/GS units.

- a. Monitor losses and keep commander informed of combat status and critical needs.
- b. All units are resupplied with critical items.

35. **Conduct weapons system replacement operations (WSRO)** (FM 71-123, Chap. 8; FM 63-2, Chap. 3; FM 100-10, Chap. 2)

TF XO is the weapons system manager and issues S1 and S4 operators to ensure joint personnel and logistics management, reporting and monitoring of complete weapons systems.

- a. Internal assets are cross leveled within the task force to maximize manual, operational weapons systems to fight current battle.

- b. Weapons system status report showing shortages by type personnel, type equipment, and organization are submitted through brigade to division and FSB.
- c. TF may be tasked to provide crews for weapons systems being issued. Link-up points is usually the MSB S&S company in the DSA and crew would move forward with the system from that point.
- d. System may be issued with a crew and assigned directly to the issuing unit.
- e. Coordination required with personnel assignment (S1), property book, Class VII supply personnel, and maintenance/supply (PLL, BII, ammo, etc).

36. **Conduct immediate/emergency resupply** (ARTEP 71-2-MTP, Task 7-1-3913, 3914; ARTEP 17-236-11-MTP, Task 17-3-1041, 1042, 1043, 1044; FM 71-2, Chap. 7; FM 71-123, Chap. 8)

Emergency supply is conducted using uploaded, preconfigured Class III/Class V push packages positioned in the combat trains.

- a. Critical items are onhand/uploaded within combat trains.
- b. Class III and V in proper types and quantities is delivered.
- c. CTCP coordinates directly with brigade S4 for emergency supply needs and transportation, if necessary.
- d. Pre-packaged emergency supplies are transported by helicopter to forward units depending on the tactical situation.

37. **Consolidate and resupply** (ARTEP 71-2-MTP, Task 7-1-3912, 3913/12, 3913/13, 3913/14, 3022, 3023; ARTEP 17-236-11-MTP, Task 17-3-C019, 1062; FM 71-2, Chap. 7)

- a. S4 recommends and performs redistribution of critical supply items (III, V, IX) based on TF CSS supply and operational status.
- b. Supply functions and organizations are reconstituted to support TF.
- c. Support platoon drivers and supervisors assess damage to vehicles and cargo.
- d. Critical items are removed from nonrecoverable equipment.
- e. Remaining drivers are redistributed among existing vehicles.

38. **Prepare to continue or change mission** (ARTEP 71-2-MTP, Task 7-1-3023; FM 71-2, Chap. 3, 4; FM 71-123, Chap 8)

- a. CSS elements conduct sustainment operations continuously.
- b. TF CSS elements resupply during lulls to prepare maneuver elements for the next operation.

**CALL LESSONS LEARNED RELEVANT TO CCF 29  
(EXTRACTS FROM LESSONS LEARNED BULLETINS)**

**1. NTC Commanders Memorandum — November 1985**

Current task force level CSS doctrine generally works very well even under demanding circumstances and represents a significant improvement over previous procedures, e.g., the BMO coordinating all maintenance assets and actions; most classes of supply pushed forward in convoy under the control of a leader who can navigate (LOGPAC system); the HHC commander managing activities in the field trains; the combat trains and Unit Maintenance Collection Point (UMCP) in close proximity to each other but separate; and the S-1/S-4 well forward in the Combat Trains Command Post (CTCP) coordinating CSS, keeping track of the battle, and serving as the alternate TOC.

Emergency resupply and initial repair plus casualty and equipment evacuation are accomplished from the TF combat trains. Routine resupply and forward maintenance occur as a result of close coordination between the CTCP, the HHC commander in the field trains, and the parent unit in the Brigade Support Area (BSA). Unit unique repair parts, mechanics, and supplies are integrated into the TF LOGPAC system.

The detailed prioritization of specific CSS actions is a significant chain of command responsibility. Who gets the last available M113 engine -- a scout ITV, an infantry squad truck, or the S3's command post vehicle? Given insufficient POL to refuel the entire unit, do you top off the vehicle closest to the field truck, make a conscious decision to fill some and not others, or employ a specific rationing scheme, e.g., make sure that every tank has at least 100 gallons?

Accurate and near real time loss reporting is essential both for prompt repair and for effective synchronization of available combat power. Timely information on overall status and an indication of significant losses are passed to the TOC on the command net with details provided to the CTCP shortly thereafter on admin log. Frequent TOC-CTCP cross validation of equipment and personnel status is obviously required.

**2. CALL Newsletter No. 1: Seven Operating Systems — January 1986**

Successful units shift from a garrison "pull" system of supply based on requests to a combat "push" supply system based on prior staff planning. This planning process requires that:

- XO/S4s incorporate all CSS operators into the service support plan, i.e., S1, BMO, support platoon leader, medical platoon leader or battalion surgeon. These players must stay abreast of the current situation.
- Products and services should be pushed forward based on the mission of the unit and the hasty estimate done prior to the operation by the CSS staff.
- The S-4/XO incorporates the service support plan into the operation order. He stays in close coordination with the tactical operations center, anticipates changes in the service support plan based on changes in the mission, and informs other CSS operators of the tactical situation.
- The service support plan includes how attachments and other elements, such as the scouts and mortars are to be supported.

- Ensure maximum CSS support to OPCON and supporting elements. While not attached in the task organization they must come under the operational care of a designated maneuver unit.
- Have BMOs and S4s who coordinate with parent units of OPCON and supporting elements for needed parts and supplies.
- Have the HHC Commander implement the security and communication plan in the field trains. He assists in executing the logistical plan to include any required coordination with supporting agencies.

#### **Pre-Packaged Materials**

The unit barrier plan is a powerful combat multiplier on which successful units have capitalized. This success is due to coordination between the engineers and the S4 to determine the class IV/V requirements. Palletized increments of barrier material can be pre-stocked in the BSA until required.

### **3. CALL Newsletter No. 4: Command and Control System — February 1987**

Logistics planning should consider prestocking of ammunition to ensure resupply keeps pace with demand. This takes coordination between maneuver and logistics planners to ensure security of prestock locations and survivability of CBS vehicles conducting resupply operations far forward.

During preparation and conduct of the defense, there must be a system of control for the distribution of barrier materials to the Co/Tms. The task force may distribute barrier material by designating a centrally located task force barrier material drop-off/pickup point.

Successful task force distribution of barrier material has been accomplished by bringing it forward to the Co/Tm area on S&P or 2-ton trucks, directly from the BSA.

The S4 prepares and organizes the combat trains for an offensive operation in much the same manner as the maneuver company commanders. He carefully evaluates the situation, relative to CSS, and determines the support needed for the operation. A key consideration is timely displacement of the combat trains. This allows continual support to the lead elements of the task force.

Combat trains should move as an integral part of the combat formation staying no further than 10 km from the task force lead unit(s). This allows responsive support to the forward units, while remaining outside the range of enemy direct fire or mortars. The commander's intent and the factors of METT-T determine the exact composition of the combat trains. As a minimum it consists of Class III, V, medical, and maintenance assets. Subsequent trains locations and the routes to them must be planned, reconned (time permitting), and disseminated ahead of time.

Many units use the HHC XO to recon new TOC locations. Doctrinally, the combat trains are with 1-3 kms of the TOC and some units use the HHC XO to select both the TOC and combat trains positions.

4. **CALL Newsletter No. 5: Leadership — July 1987**

The ability to efficiently resupply the task force in extended operations is just as critical to mission accomplishment as tactical planning. Here are two training tenets that have been used to improve task force logistical operations:

- Combined Arms Logistic Packages (LOGPACs), wargamed and verified at home station
- NCOs responsible for LOGPAC operations.

The logistic wargaming sessions should consider the specialized needs of both organic and attached units such as mortars and anti-tank platoons. DS units, such as Stingers and Vulcans, should also be considered.

5. **CALL Newsletter no 88-3: Heavy Forces — Fall 88**

Focus Forward. Proactive logistics requires planning and staff estimates. Staff officers at every level must look forward to the next operation.

**LOGPACS Work:**

The active participation by NCOs in the company logistics team has freed up the officer chain to plan for future operations. LOGPAC planning needs to emphasize content, quantities, and organization.

**Push vs. Pull System of Supply (CL III, IV, & V):**

Logisticians must be proactive, anticipating needs and pushing supplies forward to sustain subordinates in continuous operations. The same is proving true for brigade and division logisticians now that we are conducting brigade operations. Experienced S4s can frequently be overheard saying something like the following to inexperienced company commanders, "Tell me what you have. I will then tell you what you are going to get based upon the established priorities."

Include CSS personnel in tactical planning process.

6. **CALL Newsletter No. 91-5: Battlefield Logistics — Dec. 91**

Construction of fighting positions and reaction to hostile attack remain weak areas.

Nuclear, biological, chemical (NBC) operations need improvement. Units are not able to react quickly to NBC attacks.

Logisticians do not defend themselves well. BSAs are overrun at the CTCs at an alarming rate.

**Brigade S4 Operations**

Daily reporting of logistical status to the brigade S4 by subordinate elements is generally not well done. The report formats developed for utilization have ranged from very minimal (Classes I, III, and IV) to formats comparable to those contained in FM 10-14-2 which are very comprehensive. In most cases, even the units with good

formats do not execute the system with great success. Daily reports are seldom received with consistency from more than two or three of the subordinate units per rotation.

Although the reporting system employed is not usually of the desired quality, the brigades rarely experience difficulties in Classes I and III management. The primary area of difficulty for most brigades tends to be Class IV and V management. Reporting is generally limited to forecasts and is often not timely or accurate. Brigades generally experience difficulty in controlling Class IV stocks in forward areas. Management of this critical asset from its delivery to its police is not well practiced. Class V stocks often required cross-leveling. When organizations have not routinely been reporting status of on-hand stocks, the brigade experiences difficulty in achieving cross-leveling in a timely manner.

### *Sleep Plans*

During the first days of alert notification for Operation DESERT SHIELD, lack of sleep caused problems for units and staffs. Commanders and staffs eventually sorted out schedules and procedures to ensure the ability to sustain continuous operations. This is especially critical for aviation units where crew rest is a major safety consideration. Transportation companies also are a critical concern. Some major commands saw an increase of military police stopping soldiers for apparent DUI. It was discovered that the soldiers were simply exhausted.

### *Vehicle Speed*

Southwest Asia was an immense theater. MSRs were hundreds of miles long. Young soldiers, eager to accomplish their mission and return, raced along MSRs at hazardous speeds. Disastrous traffic accidents occurred with mind-numbing frequency. In peace or war, safety procedures must be followed. Enforce safety in your unit.

**LESSONS LEARNED INTEGRATED  
INTO CCF 29 TASK LIST**

***Planning Task List***

During preparation and conduct of the defense, there must be a system of control for the distribution of barrier materials to the Co/Tms. The brigade/ task force may distribute barrier material by designating a centrally located task force barrier material drop-off/pickup point.

1. **Issue TF Warning order**
2. **Analyze TF mission**
  - Include CSS personnel in tactical planning process.
  - Focus Forward. Proactive logistics requires planning and staff estimates. Staff officers at every level must look forward to the next operation.
3. **Determine supply priorities**
  - The detailed prioritization of specific CSS actions is a significant chain of command responsibility. Who gets the last available M113 engine — a scout ITV, an infantry squad track, or the S3's command post vehicle? Given insufficient POL to refuel the entire unit, do you top off the vehicle closest to the field truck, make a conscious decision to fill some and not others, or employ a specific rationing scheme, e.g., make sure that every tank has at least 100 gallons?
4. **Establish task force trains**
  - Have the HHC Commander implement the security and communication plan in the field trains. He assists in executing the logistical plan to include any required coordination with supporting agencies.
  - Current task force level CSS doctrine generally works very well even under demanding circumstances and represents a significant improvement over previous procedures, e.g., the BMO coordinating all maintenance assets and actions; most classes of supply pushed forward in convoy under the control of a leader who can navigate (LOGPAC system); the HHC commander managing activities in the field trains; the combat trains and Unit Maintenance Collection Point (UMCP) in close proximity to each other but separate; and the S-1/S-4 well forward in the Combat Trains Command Post (CTCP) coordinating CSS, keeping track of the battle, and serving as the alternate TOC.
5. **Plan for trains security**
6. **Maintain communications**
7. **Update commander on combat status of unit**
8. **Estimate supply requirements and coordinate support.**

- The service support plan includes how attachments and other elements, such as the scouts and mortars are to be supported.
- Ensure maximum CSS support to OPCON and supporting elements. While not attached in the task organization they must come under the operational care of a designated maneuver unit.
- Have BMOs and S4s who coordinate with parent units of OPCON and supporting elements for needed parts and supplies.

**9. Provide supply support**

- Products and services should be pushed forward based on the mission of the unit and the hasty estimate done prior to the operation by the CSS staff.

**10. Coordinate with FSB Cdr and staff for supply support**

- During preparation and conduct of the defense, there must be a system of control for the distribution of barrier materials to the Co/Tms. The brigade/task force may distribute barrier material by designating a centrally located task force barrier material drop-off/pickup point.
- Successful task force distribution of barrier material has been accomplished by bringing it forward to the Co/Tm area on S&P or 1 1/2 ton trucks, directly from the BSA.

**11. Develop supply portion of service support annex**

- Successful units shift from a garrison "pull" system of supply based on requests to a combat "push" supply system based on prior staff planning.
- XO/S4s incorporate all CSS operators into the service support plan, i.e., S1, BMO, support platoon leader, medical platoon leader or battalion surgeon. These players must stay abreast of the current situation.

**12. Evaluate ability of logistic plan to support tactical operations**

- The logistic wargaming sessions should consider the specialized needs of both organic and attached units such as mortars and anti-tank platoons. DS units, such as Stingers and Vulcans, should also be considered.
- The S-4/XO incorporates the service support plan into the operation order. He stays in close coordination with the tactical operations center, anticipates changes in the service support plan based on changes in the mission, and informs other CSS operators of the tactical situation.

**13. Issue service support annex to TF OPORD**

**14. Combat battlefield stress**

*Sleep Plans*

- During the first days of alert notification for Operation DESERT SHIELD, lack of sleep caused problems for units and staffs. Commanders and staffs eventually sorted out schedules and procedures to ensure the ability to sustain continuous operations.



This is especially critical for aviation units where crew rest is a major safety consideration. Transportation companies also are a critical concern. Some major commands saw an increase of military police stopping soldiers for apparent DUI. It was discovered that the soldiers were simply exhausted.

*Vehicle Speed*

- Southwest Asia was an immense theater. MSRs were hundreds of miles long. Young soldiers, eager to accomplish their mission and return, raced along MSRs at hazardous speeds. Disastrous traffic accidents occurred with mind-numbing frequency. In peace or war, safety procedures must be followed. Enforce safety in your unit.

***Preparation Task List***

**15. Rehearse support plans**

**16. CTCP staff coordinates resupply**

- Immediate resupply from the Combat Trains
- Cache: on subsequent BPs or Strongpoints
- Mobile Pre-positioning
- Aerial resupply (Army aviation and USAF)
- The unit barrier plan is a powerful combat multiplier on which successful units have capitalized. This success is due to coordination between the engineers and the S4 to determine the class IV/V requirements. Palletized increments of barrier material can be pre-stocked in the BSA until required.
- Logistics planning should consider prestocking of ammunition to ensure resupply keeps pace with demand. This takes coordination between maneuver and logistics planners to ensure security of prestock locations and survivability of CSS vehicles conducting resupply operations far forward.
- During preparation and conduct of the defense, there must be a system of control for the distribution of barrier materials to the Co/Tms. The task force may distribute barrier material by designating a centrally located task force barrier material drop-off/pickup point.

**17. Continuously monitor and update combat status**

- Although the reporting system employed is not usually of the desired quality, the brigades rarely experience difficulties in Classes I and III management. The primary area of difficulty for most brigades tends to be Class IV and V management. Reporting is generally limited to forecasts and is often not timely or accurate. Brigades generally experience difficulty in controlling Class IV stocks in forward areas. Management of this critical asset from its delivery to its police is not well practiced. Class V stocks often required cross-leveling. When organizations have not routinely been reporting

status of on-hand stocks, the brigade experiences difficulty in achieving cross-leveling in a timely manner.

- Daily reporting of logistical status to the brigade S4 by subordinate elements is generally not well done. The report formats developed for utilization have ranged from very minimal (Classes I, III, and IV) to formats comparable to those contained in FM 10-14-2 which are very comprehensive. In most cases, even the units with good formats do not execute the system with great success. Daily reports are seldom received with consistency from more than two or three of the subordinate units per rotation.
- Accurate and near real time loss reporting is essential both for prompt repair and for effective synchronization of available combat power. Timely information on overall status and an indication of significant losses are passed to the TOC on the command net with details provided to the CTCF shortly thereafter on admin log. Frequent TOC-CTCF cross validation of equipment and personnel status is obviously required.

**18. Conduct LOGPAC operations**

- LOGPACS Work: The active participation by NCOs in the company logistics team has freed up the officer chain to plan for future operations. LOGPAC planning needs to emphasize content, quantities, and organization.
- The ability to efficiently resupply the task force in extended operations is just as critical to mission accomplishment as tactical planning. Here are two training tenets that have been used to improve task force logistical operations:
- Combined Arms Logistic Packages (LOGPACs), wargamed and verified at home station
- NCOs responsible for LOGPAC operations.

**19. Resupply Class I**

**20. Resupply Class II**

**21. Resupply Class III**

**22. Resupply Class IV**

**23. Resupply Class V**

**24. Resupply Class VII**

**25. Resupply Class VIII**

**26. Resupply Class IX**

**27. Identify alternate locations for combat trains**

- The S4 prepares and organizes the combat trains for an offensive operation in much the same manner as the maneuver company commanders. He carefully evaluates the situation, relative to CSS, and determines the support needed for the operation. A key consideration is timely displacement of the combat trains. This allows continual support to the lead elements of the task force.

- Combat trains should move as an integral part of the combat formation staying no further than 10 km from the task force lead unit(s). This allows responsive support to the forward units, while remaining outside the range of enemy direct fire or mortars. The commander's intent and the factors of METT-T determine the exact composition of the combat trains. As a minimum it consists of Class III, V, medical, and maintenance assets. Subsequent trains locations and the routes to them must be planned, reconned (time permitting), and disseminated ahead of time.
- Many units use the HHC XO to recon new TOC locations. Doctrinally, the combat trains are with 1-3 kms of the TOC and some units use the HHC XO to select both the TOC and combat trains positions.

**28. Check security for trains**

- Construction of fighting positions and reaction to hostile attack remain weak areas.
- Nuclear, biological, chemical (NBC) operations need improvement. Units are not able to react quickly to NBC attacks.
- Logisticians do not defend themselves well. BSAs (Field Trains) are overrun at the CTCs at an alarming rate.

**29. Check pre-stocked ammunition locations**

**30. Evacuate personnel and equipment**

**31. Combat trains CP can become TF main CP**

***Execution Task List***

**32. Combat trains CP stays abreast of fighting forces needs**

**33. Supply/resupply pre-stocked caches**

- Push vs. Pull System of Supply (CL III, IV, & V):
- Logisticians must be proactive, anticipating needs and pushing supplies forward to sustain subordinates in continuous operations. The same is proving true for brigade and division logisticians now that we are conducting brigade operations. Experienced S4s can frequently be overheard saying something like the following to inexperienced company commanders, "Tell me what you have. I will then tell you what you are going to get based upon the established priorities."

**34. Monitor and report combat status**

- Accurate and near real time loss reporting is essential both for prompt repair and for effective synchronization of available combat power. Timely information on overall status and an indication of significant losses are passed to the TOC on the command net with details provided to the CTCF shortly thereafter on admin log. Frequent TOC-CTCF cross validation of equipment and personnel status is obviously required.

**35. Conduct weapons system replacement operations**

**36. Conduct Immediate/emergency resupply**

Emergency resupply and initial repair plus casualty and equipment evacuation are accomplished from the TF combat trains. Routine resupply and forward maintenance occur as a result of close coordination between the CTCP, the HHC commander in the field trains, and the parent unit in the Brigade Support Area (BSA). Unit unique repair parts, mechanics, and supplies are integrated into the TF LOGPAC system.

**37. Consolidate and resupply**

**38. Prepare to continue or change mission**

**CCF 29**  
**CRITICAL TASKS AND OTHER LINKAGES**

<u><b>TASK</b></u>	<u><b>OTHER LINKAGES</b></u>
1. Issue TF warning order	
2. Analyze TF mission	
3. Determine supply priorities	STP 76Y24-SM-TG (Supply NCOs/Officers) - Request Supply Status for High-Priority Requests (101-521-1152)
4. Establish task force trains	STP 7-11II-MQS (Infantry Officers) - Plan Assembly Area Activities at the Battalion Level (01-3317.04-0008)  STP 17-12II-MQS (Armor Officers) - Plan Assembly Area Activities at the Battalion/Squadron Level (01-1240.00-0021)  STP 10-76Y24-SM-TG (Supply NCOs/Officers) - Plan for the Storage of Supplies (101-521-2202)
5. Plan for trains security	
6. Maintain communications	
7. Update commander on combat status of unit	
8. Estimate supply requirements and coordinate support	STP 5-21II-MQS (Engineer Officers) - Coordinate Engineer-Unique Logistic Requirements (01-2240.20-1001)  STP 17-12II-MQS (Armor Officers) - Plan the Use of Combat Support Assets at Company Level (01-1243.00-0019)  STP 10-76Y24-SM-TG (Supply NCOs/Officers) - Direct the Planning and Forecasting of Supplies (101-521-3254) - Order Supplies and Equipment (101-521-1151) - Update Supply Status List or Cards (101-521-2201)
9. Provide supply support	STP 21-II-MQS (All Officers) - Direct Preparation and Maintenance of Unit Supply Records (03-5101.00-0281)

<u>TASK</u>	<u>OTHER LINKAGES</u>
	<ul style="list-style-type: none"> <li>– Direct the Storage of Unit Supplies, Weapons, Equipment, and Ammunition (03-5101.00-0282)</li> </ul>
	ARTEP 17-236-11-MTP (Support Platoon personnel)
	<ul style="list-style-type: none"> <li>– Edit a request for issue (101-517-1809)</li> <li>– Store Supplies (101-518-1155)</li> <li>– Select, withdraw, and prepare supplies and material for issue or shipment (101-518-1178)</li> <li>– Order supplies and equipment (101-521-1151)</li> </ul>
10. Coordinate with FSB commander and staff for supply support	
11. Develop supply portion of service support annex	STP 7-11II-MQS (Infantry Officers) <ul style="list-style-type: none"> <li>– Plan Offensive Operations at the Battalion Level (01-3317.04-0004)</li> <li>– Plan Defensive Operations at the Battalion Level (01-3317.04-0005)</li> </ul>
	STP 17-12II-MQS (Armor Officers) <ul style="list-style-type: none"> <li>– Plan Offensive Operations at the Battalion/ Squadron Level (multiple task #'s)</li> <li>– Plan Defensive Operations at the Battalion/ Squadron Level (multiple task #'s)</li> </ul>
12. Evaluate ability of logistic plan to support tactical operations	
13. Issue service support annex to TF OPORD	
14. Combat battlefield stress	
15. Rehearse support plans	
16. CTCF staff coordinates resupply	
17. Continuously monitor and update combat status	
18. Conduct LOGPAC operations	STP 7-11II-MQS (Infantry Officers) <ul style="list-style-type: none"> <li>– Conduct Preparation for Combat (04-3317.02-0001)</li> </ul>
	STP 17-12II-MQS (Armor Officers) <ul style="list-style-type: none"> <li>– Plan and Direct Combat Service Support Operations at the Company Level (3-1270.00-0002)</li> </ul>

## TASK

## OTHER LINKAGES

STP 17-236-11-MTP (Support Platoon Personnel)

- Offload Ammunition from Transport (093-400-1125)
- Process Unit Returns (093-400-1126)
- Direct Unloading of Supplies (101-518-2152)
- Receive, Store, and Issue Packaged Products (101-519-1104)
- Load and Dispense Fuel from the M978 HEMTT (101-519-1315)
- Load and Dispense Fuel from the M559 GOER (101-519-1317)

STP 10-76Y24-SM-TG (Supply NCOs/Officers)

- Direct the Rigging of External Sling Loads (101-521-3901)

19. Resupply Class I
20. Resupply Class II
21. Resupply Class III
22. Resupply Class IV
23. Resupply Class V
24. Resupply Class VII
25. Resupply Class VIII
26. Resupply Class IX
27. Identify alternate locations for combat trains
28. Check security for trains
29. Check pre-stocked ammunition locations
30. Evacuate personnel and equipment
31. Combat trains CP can become TF main CP
32. Combat trains CP stays abreast of fighting forces needs
33. Supply/resupply pre-stocked caches
34. Maintain and report combat status

<u>TASK</u>	<u>OTHER LINKAGES</u>
35. Conduct weapons system replacement operations (WSRO)	STP 21-II-MQS (All Officers) <ul style="list-style-type: none"><li>– Prepare a Material Condition Status Report (03-4976.90-0501)</li></ul>
36. Conduct immediate/emergency resupply	ARTEP 17-236-11-MTP (Support Platoon Personnel) <ul style="list-style-type: none"><li>– Perform Ammunition Sling-Load Operations (093-400-1231)</li><li>– Sling-Load Packaged Petroleum Products (101-519-1178)</li></ul>
37. Consolidate and resupply	STP 7-11II-MQS (Infantry Officers) <ul style="list-style-type: none"><li>– Conduct Consolidation and Reorganization of a Platoon (04-3317.02-0002)</li><li>– Conduct Consolidation and Reorganization of a Company (04-3317.03-0003)</li></ul>
38. Prepare to continue or change mission	



**CONDUCT SUPPLY OPERATIONS  
REFERENCES**

**ARTEPS**

71-2-MTP	The Tank and Mechanized Infantry Battalion TF MTP
71-3-MTP	Heavy Brigade Command Group and Staff
17-236-10-MTP	Task Force Maintenance Platoon
17-236-11-MTP	Task Force Support Platoon MTP, Nov 87
17-236-12-MTP	Task Force Medical Platoon
8-058-30-MTP	Medical Company, FSB, Heavy Division
42-004-30-MTP	Supply Company, FSB, Heavy Division
43-009-30-MTP	Maintenance Company, FSB, Heavy Division
63-005-MTP	Battalion Headquarters, FSB, Heavy Division

**FMs**

10-14-2	Guide for the Battalion S4, December 1981 w/C1 dated Sep 1986
63-2	Division Support Command, May 1991
63-20	Forward Support Battalion, Feb 1990
71-1	The Tank and Mechanized Infantry Company Team, Nov 1988
71-2	The Tank and Mechanized Infantry Battalion Task Force, Sep 1988
71-3	The Tank and Mechanized Infantry Brigade, May 1988
71-123	Tactics, Techniques and Procedures for Combined Arms Heavy Forces, Sep 1992
100-5	Operations, June 1993
100-10	Combat Services Support, Feb 1988
101-5	Command and Control for Commanders and Staff, Draft, July 1992
101-10-1/2	Staff Officers Field Manual, July 1990

**STPs**

5-12II-MQS	Military Qualification Standards II, Engineer (21), Company Grade Officer's Manual, Mar 91
7-11II-MQS	Military Qualification Standards II, Infantry Branch (11), Company Grade Officer's Manual, Jul 91
17-12II-MQS	Military Qualification Standards II, Armor Branch (12), Company Grade Officer's Manual, Feb 91
21-II-MQS	Military Qualification Standards II, Manual of Common Tasks for Lieutenants and Captains, Jan 91
10-76Y24-SM-TG	MOS 76Y (Skill Levels 2-4), Unit Supply Specialist Soldier's Manual and Trainer's Guide, Feb 92

**Published Lessons Learned**

NTC Commanders Memorandum – November 1985

CALL Newsletter No. 1: Seven Operating Systems – January 1986

CALL Newsletter No. 4: Command and Control System – February 1987

CALL Newsletter No. 5: Leadership – July 1987

CALL Newsletter No. 88-3: Heavy Forces – Fall 1988

CALL Newsletter No. 91-5: Battlefield Logistics – December 1991