



Research Product 98-26

**Direct and Lead Units in Execution of Battle
(Battlefield Function 20)
as Accomplished by a
Forward Support Battalion
Volume 1: Function Analysis**

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Sam H. Whitley and Melissa Anderson
BDM Federal, Inc.

February 1998

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Armored Forces Research Unit

U.S. Army Research Institute for the Behavioral and Social Sciences

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14. ABSTRACT (<i>Maximum 200 words</i>): The purpose of the overall research program was to document the synchronization required by command and control tasks performed within the armored brigade, to include combat support and combat service support units. The immediate application of the documentation was to support developers of staff training in two related projects: Battle Staff Training System and Staff Group Trainer. The documentation was also intended to assist with the planning and execution of collective training. The documentation approach was to apply function analysis (FA) techniques for battlefield functions (BFs) in the Command and Control battlefield operating system. Thirteen FAs were developed for the brigade headquarters and four supporting units: direct support field artillery battalion, engineer battalion, forward support battalion, and air defense artillery battery. The FAs were revised through a formative evaluation process that included internal review and successive external reviews by combat training centers, proponent agencies, and a review council representing potential users of the FAs. The final products include the FAs, a user's guide, and assessment packages for the BFs. This report provides the FA and user's guide for BF 20 as performed by the forward support battalion.					
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FOREWORD

One of the goals for the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) is to facilitate the development of training strategies that will serve the needs of the combined arms team today and into the 21st century. The indispensable foundations, the cornerstones, for meeting this goal are solid information and data bases. One such base is a set of comprehensive descriptions of how soldiers accomplish their missions. Many task descriptions have been developed where the focus is on activities within a particular Battlefield Operating System (BOS); these are often further narrowed to one BOS element within one echelon. What have been lacking are function analyses along with task descriptions that have a broader BOS perspective; one which focuses not only on intra-BOS relationships, but also the relationships of that BOS with other BOSs in accomplishing the overall mission. It is this latter perspective which is needed, for example, to define training requirements and strategies for combined arms operations.

The function analysis described in this report is a product of one of three efforts conducted under the ARI project, "Innovative Tools and Techniques for Brigade and Below Staff Training (ITTBBST)." The work in this part of ITTBBST is the fifth in a series of ARI projects directed at analyzing the vertical and horizontal synchronization required by combined arms operations. All of the projects have analyzed functions, previously labeled "critical combat functions (CCFs)" and now labeled "battlefield functions (BFs)." The previous projects analyzed: all BFs performed by a heavy battalion task force; a sample of seven BFs performed by an armored brigade; and the integration of fire support BFs as performed by an armored brigade and at echelons higher than brigade. The research in this project analyzed BFs in the Command and Control BOS. Separate coordinated analyses of these BFs were performed for the armored brigade headquarters and four types of supporting units, one of which is the Forward Support Battalion.

The analyses developed in the project have been used in the development of staff training in related projects within the ITTBBST program. In addition, U.S. Army Training and Doctrine Command (TRADOC) representatives have identified a variety of applications by TRADOC training and other developers as well as potentials for collective training management.

ZITA M. SIMUTIS
Technical Director

ACKNOWLEDGMENTS

This analysis has benefited from considerable dedicated effort on the part of many persons. The efforts of a few of these many persons are specifically and gratefully acknowledged here. An especially key person was MG (Ret) Lon E. Maggart, Commanding General of the U.S. Army Armor Center (USAARMC). Prior to and during the conduct of this effort, he contributed greatly to definition of training needs and concepts in support of Force XXI. He saw that battlefield functional analyses could provide a valuable foundation for Force XXI training development efforts; hence, MG (Ret) Maggart strongly backed these efforts.

COL G. Patrick Ritter and LTC Marvin K. Decker, acting in accordance and agreement with MG (Ret) Maggart's vision, vigorously pursued battlefield function analysis efforts and persevered in ensuring their application to Force XXI training developments. COL Ritter, Director, Directorate of Training Development and Doctrine (DTDD) at USAARMC, and LTC Decker, Chief of DTDD's Force XXI Training Program (FXXITP) office, ensured implementation of necessary actions, and the participation of military subject matter experts and potential users of function analysis products as needed to assure quality outcomes.

Among many participants in performing the analyses themselves, and validating their integrity and validity, were members of the Training Directorate at U.S. Army Combined Arms Support Command, DTDD at USAARMC, and Operations Group at the National Training Center (NTC). Final recommendations and approval of these analyses were provided by proponents and users constituting the Force XXI Review Council. Members of the Review Council included: COL G. Patrick Ritter and LTC Marvin K. Decker, USAARMC; LTC James R. Harrison, U.S. Army Armor School (USAARMS); COL Philip Federle, U.S. Army Engineer School; LTC David M. Annen, U. S. Army Field Artillery School; LTC Larry Newman, U.S. Army Air Defense Artillery School; LTC Roger F. Murtie, National Training Center; LTC Gilbert Pearsall, Joint Readiness Training Center; COL Roger W. Jones, TRADOC Program Integration Office-Army Battle Command System; and COL Robert J. Fulcher, 29th Infantry Regiment.

The research for and preparation of this report benefited immeasurably from the assistance provided by members of the U.S. Army Research Institute. Specifically, the authors would like to acknowledge Dr. Kathy Quinkert for her continual support and guidance. As Contracting Officer's representative, she interfaced with the FXXITP and the Army audience continually in providing program intent. Additionally, Ms. Dorothy Finley is acknowledged for serving as a peer reviewer for the product. She offered constructive comments that have improved both the content and style of the report. Also, special recognition is given to Ms. May Throne, a Consortium Research Fellow from the University of Louisville assigned to Fort Knox, and Ms. Lori Cracknell. Their never ending efforts to assist in the formal production of this report will not soon be forgotten.

Finally, a large debt of gratitude is owned to BG (Ret) Bill Mullen for guidance and support on this product. He provided the program management that ensured this product is well "synched" with past products as well as the Army of the future. His continual attention to details have provided the Army with a truly unique document.

DIRECT AND LEAD UNITS IN EXECUTION OF BATTLE (BATTLEFIELD FUNCTION 20) AS ACCOMPLISHED BY A FORWARD SUPPORT BATTALION

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OVERVIEW

The results of the Army Research Institute's (ARI) examination of battlefield functions (BFs) relevant to a brigade combat team's combined arms operations are in two volumes. Volume 1, Function Analysis, identifies and describes various components necessary to accomplish the function. The components were selected based on their relevance to a unit trainer's interests. Volume 2, Assessment Package, is an assessment aid. It describes performance measures based on the purpose, outcomes, and tasks supporting the outcomes identified in the Function Analysis (Volume 1).

This overview provides the user with necessary and relevant information concerning the analysis of BF 20, Direct and Lead Units in Execution of Battle, as performed by a forward support battalion (FSB). Participants and organizational structure identified in this analysis are based on the FSB table of organization and equipment (TO&E) 63006L000 and are augmented by FM 63-20, Forward Support Battalion.

This function analysis (FA), Direct and Lead Units in the Execution of Battle (BF 20), is a product of the process of developing a training strategy for the FSB. It is the third of three BFs (Plan, Prepare, Execute) which compose the command and control (C2) battlefield operating system (BOS). The analysis reflects all the tasks, participants, products, and processes required by the FSB to achieve the outcomes necessary for the commander to direct and lead the FSB during combat operations. It addresses emerging doctrine relative to the assignment of an FSB in support of a heavy maneuver brigade. The FSB commander is the senior logistician in the brigade, and as such, is the senior logistics advisor to the brigade commander.

A battlefield function is defined as processes or activities occurring over time that must be performed to accomplish a mission(s) or supporting critical tasks. It provides task integration, combined arms interaction, and inter-Battlefield Operating Systems (BOSS) linkages.¹

Synchronization of BFs provides commanders at tactical echelons with a definable outcome that materially affects the battle. Without this synchronization, it is doubtful that a commander's concept and intent will be achieved.

This analysis identifies the critical tasks and subtasks undertaken by the FSB commander, his staff, and the FSB subordinate/supporting commanders as the FSB executes the battle. This execution is the final phase in the continuation of the activities to plan (BF 18) and prepare (BF 19) for the battle and includes those tasks unique to providing logistical support to a heavy brigade fighting the brigade deep, close, and rear battles. For the purpose of the analysis, the function is depicted as beginning when the supported brigade crosses the line of departure or the enemy enters the brigade's area of operation and ending after the battle as the brigade consolidates, reorganizes, and begins to transition into the next mission.

¹ The term "Battlefield Function (BF)" was designated by the U.S. Army Training and Doctrine Command (TRADOC) in September 1996 to replace "Critical Combat Function (CCF)". At the same time, the term was redefined. TRADOC also renamed "task analysis" (TA) to "function analysis" (FA).

This analysis reflects the role of the FSB commander as the senior officer in the brigade support area (BSA), and, as such, with responsibilities for all FSB units and all brigade elements occupying the BSA. The FSB commander does not command other brigade elements occupying the BSA. However, he does have a relationship with them which is much like the relationship he has with the brigade commander. All brigade elements in the BSA must work together to accomplish the brigade commander's intent. It is critical, therefore, that the FSB commander include brigade elements occupying the BSA in the FSB's preparation for battle.

The brigade commander is responsible for the brigade rear battle; however, the FSB commander is responsible for handling enemy Levels I and II activities which threaten the BSA. He is responsible for orchestrating the defense of the BSA under the base cluster concept, and he must therefore integrate the defense of all elements occupying the BSA in his defense of the BSA. This analysis addresses tasks that reflect this doctrine.

For purposes of this FA, the area of operations (AO) is defined as:

- a. The brigade support area (BSA) and the area immediately surrounding the BSA in which BSA reconnaissance and surveillance (R&S) elements could patrol and where listening posts (LPS) and observation posts (OPs) could be positioned.
- b. Main supply routes (MSRs) and alternate supply routes (ASRs) leading into and out of the BSA.
- c. Areas forward of the BSA in which logistics operations are conducted by BSA elements, e.g., logistics release points (LRPs) and ambulance exchange points (AXPs).

Planning of logistical support is performed by two sections of the FSB. The battalion logistics officer (S4) conducts battalion internal logistical support planning; the battalion support operations officer conducts the logistical planning to support the maneuver brigade.

For purposes of this analysis, references to coordination with task force field trains elements are intended to include all field trains elements (e.g., field artillery battalion [Bn], engineer Bn, etc) in BSA.

Unlike the supported brigade (Bde), the FSB has only one battalion level command post (CP), with each FSB company maintaining a CP. Normally the maintenance company CP is designated as the battalion alternate CP. It would take over command and control functions only when the battalion CP is destroyed or has lost communication with the rest of the battalion.

Synchronization of logistical support in the execution of battle starts in the planning phase (BF 18) when the FSB commander first visualizes and then articulates his intent and concept of the operation to his staff and subordinate commanders. Synchronization continues into the preparation phase (BF 19) with the rehearsals, other preparations for battle, and refinements of the original operations plan. In the execution phase of the battle, the brigade commander must make timely decisions based upon the rapidly changing situation. He will be the center of multiple cycles of monitoring, planning, and directing as he and his brigade react to changes in mission, enemy, terrain, troops, and time available. The FSB commander must be in synchronization with the brigade

commander's decision-making process. In many cases he must anticipate the needs of the supported brigade before a requirement is stated. He must, therefore, position himself and elements of the battalion in positions which will enable the FSB to quickly react to deviations from the original plan.

The military decision-making process (MDMP) outlined in the 1993 publication of FM 101-5, Command and Control for Commanders and Staff "Draft," is the basis of the processes described in this task analysis. At the time of writing this analysis (August 1996), the Command and General Staff College, proponent for FM 101-5, Command and Control for Commanders and Staff, was in the process of rewriting the draft manual. This task analysis recognizes the decision by the Commanding General, Combined Arms Center, that there is only one MDMP and that commanders in the field will have to modify the single process based on situation constraints. The authors coordinated continuously with the Command and General Staff College to ensure the doctrine reflected in this analysis is accurate and current. However, information reflected in the recently published FM 101-5 (31 May 1997) will most likely require minor modification of this analysis. The currency of this analysis will also be affected by changes to unit capabilities such as the additional technology (e.g., information systems), now in different stages of fielding. (A requirement for minor modifications of this analysis is also anticipated when the new ARTEP 63-005-MTP is published.) The MDMP performed under time constraints has been addressed for each task. Although these procedures can be used under any planning circumstances, they most commonly would be used by the battalion commander and staff when time for planning is short (such as when faced with the need to issue a fragmentary order [FRAGO] during the battle). As will be seen, the portrayal of the performance of the MDMP under time constraints does not omit steps, but instead recommends procedures to reduce the time required to conduct planning.

This analysis also reflects current and emerging Army doctrine based on FM 71-3, The Armored and Mechanized Infantry Brigade, January 1996, and its portrayal of the decision-making process. The MDMP outlined in the 1993 publication of FM 101-5 "Draft" is the basis of the processes described in this task analysis. Planning associated with the development of a FRAGO is discussed in both BF 19, Direct and Lead the Battalion During Preparation for the Battle; and BF 20, Direct and Lead the Battalion During Execution of the Battle.

The FSB commander must ensure that his staff and subordinate commanders provide him with information that allows him to update his "running" estimate of the situation in the context of time-distance relationships and the capability to achieve the endstates envisioned as necessary to accomplish the battalion mission. He must focus on this desired end state in spite of the intense tempo of the battle. He must winnow out information that may clutter his thought processes.

Based on experience and intuition, the FSB commander assigns missions, prioritizes and allocates resources, selects the critical times and places to act, and decides when and how to make adjustments during the battle. Normally, during the battle he will use a time-constrained decision-making process. There are times, however, when he and his staff may use the deliberate decision-making process.

The FSB commander plans for and rehearses actions for the eventuality that his battalion CP or he become casualties or are out of contact, so that the battalion will continue to provide support without interruption. He and the battalion staff also ensure that the battalion can quickly transition from the present battle into readiness for the next mission.

The FSB is capable of assisting the brigade in consolidation and reorganization following the battle. Combat service support (CSS) of consolidation encompasses normal CSS functions conducted in a more intense environment. The evacuation support is normally provided over extended distances. Priority is given to replenishment of basic loads (petroleum, oils, lubricants [Class III] and ammunition [Class V]), replacement and repair of equipment, and the treatment and evacuation of casualties. If the brigade reorganizes, the FSB's support could include assisting the brigade in reconstituting a maneuver company. It would do this under the guidance and priorities established by the brigade operations officer (S3) and in coordination with the brigade personnel officer (S1) and S4. In the event the FSB suffered severe losses during the battle, it might be required to perform these same services for itself. Should this happen, the FSB would coordinate with the brigade and the division support command in order to provide the support it required while assuring that logistical support was continued for the brigade.

This analysis includes the leading and motivation of soldiers and units, both vital components of battle command. The difference between BF 20 and BFs 18 and 19 is the importance of time, or more accurately the lack of it, caused by the rapidly changing situation coupled with the need to act faster than the enemy. The FSB commander must be able to swiftly assess the situation; make quick, sound decisions; and rapidly disseminate those decisions to generate speed and efficiency relative to the tempo of the combat. He must be able to receive, evaluate, and learn from information received. To those who assist him, he must communicate the information to be used in any planning process to modify or change his previous orders. Once deciding on a course of action, he must direct and lead the battalion in the accomplishment of the mission. There is no universally appropriate single sequence of steps that leads to success. Battle command is tactical judgment and effective decision-making combined with leadership. The commander's ability to command and control is extended by the battalion staff operating from the battalion CP.

An effort was made to identify specific task titles taken directly from the appropriate Army Training and Evaluation Program - Mission Training Plan (ARTEP-MTP). The wording of each task in this analysis is sometimes a direct quote from an MTP. Generally, the wording of the tasks is an integration of tasks and requirements derived from ARTEP-MTPs, applicable field manuals (FMs), and other related documents. Those tasks not taken from the ARTEP-MTPs are: a) derived titles that may apply only to a part of an ARTEP-MTP subtask or some other element of the ARTEP-MTP; b) multiple subtasks from several different, but related, tasks; c) tasks that are not directly stated in the ARTEP-MTP, but are implied by other tasks or requirements in an applicable FM or other related document; d) tasks derived from Center for Army Lessons Learned publications; e) tasks developed during coordination visits with TRADOC proponent schools, U.S. Army Forces Command (FORSCOM) units, and the Combat Training Centers; or, f) performance requirements considered necessary based on experience of the analyst.

PURPOSE AND OUTCOMES

This component identifies what the battlefield function (BF) is supposed to accomplish overall, which we term as the purpose. This component also identifies the endstates or bottom line results necessary to achieve the purpose, which we term outcomes. As a consequence, this component of the analysis defines the endstates that performance of the tasks will accomplish.

PURPOSE

To provide combat service support (CSS) which sustains the supported heavy maneuver brigade's ability to accomplish its mission within the forward support battalion (FSB) and division and brigade commanders' intent.

OUTCOMES

1. The FSB command post (CP) maintains continuous communications with higher, adjacent, and subordinate elements, to include all brigade support area (BSA) elements.
2. The FSB commander (Cdr), other decision-makers within the BSA, and the FSB staff receive, evaluate, and process timely and accurate battlefield information during mission execution.
3. Tactically sound recommendations are developed and critical information is communicated by the FSB staff, subordinate Cdrs, and supported unit Cdrs.
4. Sound (feasible, suitable, acceptable) decisions are made by the FSB Cdr and others within the FSB.
5. Affected units and personnel receive relevant direction, changes, and refinements to the plan in time to perform troop leading procedures and execute coordinated and integrated actions.
6. Subordinate leaders demonstrate an understanding of the critical elements of their mission and mission essential tasks, the FSB mission, and the battalion Cdr's intent.

Purpose and Outcomes for FSB BF 20

- 7. Soldiers and units are motivated, disciplined, and maintain cohesion during the battle.**
- 8. The FSB command, control, communications, and intelligence (C3I) structure is effective, survives, and is prepared for the next mission.**

FLOW CHARTS

This component provides a graphical/pictorial description of BF tasks as they are sequenced within the framework of tactical battle phases (e.g., planning, preparation, execution). The purposes of this component are: to describe the flow of tasks during each battle phase; to describe vertical task linkages (to higher and lower echelon units) and horizontal task linkages (to other BF tasks for the echelon being analyzed); and to depict information input and output which affect each task. Although the sequencing of tasks throughout each battle phase is intended to reflect the flow of tasks, tasks may be performed concurrently or may overlap with preceding or subsequent tasks.

Each echelon is described by the echelon on the left of the flow chart; a horizontal line depicts the flow of tasks by sequence, reading left to right. The horizontal line for the echelon being analyzed is thicker than all other echelon horizontal lines.

Tasks from the BF task list are applied to the echelon line in the sequence in which they occur. The tasks are depicted in a task box. Inside and to the upper left of each task box is placed the task number of the appropriate task as listed in the task list.

The linkages of tasks, both vertically and horizontally, are depicted with lines. Arrowheads are placed on lines to depict linkages or interaction with other tasks. The linkage or interaction between these tasks is detailed in the task list.

Figure 1 illustrates the battalion (Bn) or battalion task force (Bn TF) task contributing to or otherwise supporting the brigade (Bde) task.

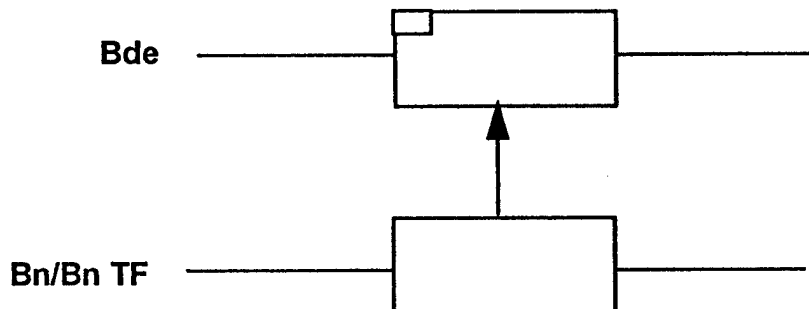


Figure 1. Depiction of a task contributing to the accomplishment of another task.

Lines with no arrowheads reflect a task and its subordinate (sub)tasks. Figure 2 illustrates this association.

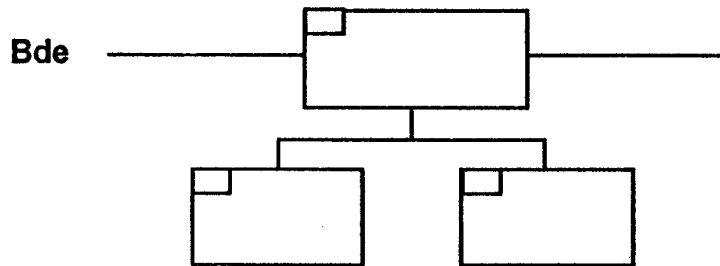


Figure 2. Depiction of the relationship between tasks and subtasks.

Inputs and/or outputs, as contained in the “Key Inputs and Outputs” component (section 5) of this BF function analysis (FA), are also reflected on the flow charts. The relevant input and/or output letter listed in the “Key Inputs and Outputs” component is listed in a box on the outside upper right of the task. Relevant information input for each task is depicted to demonstrate information which is required to perform the task; output information is that which is produced as a result of performing the task. Figure 3 illustrates how information input and output are depicted.

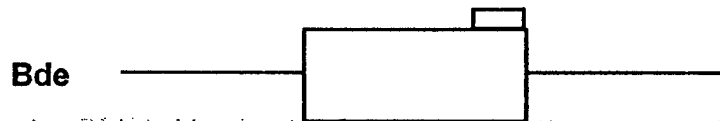
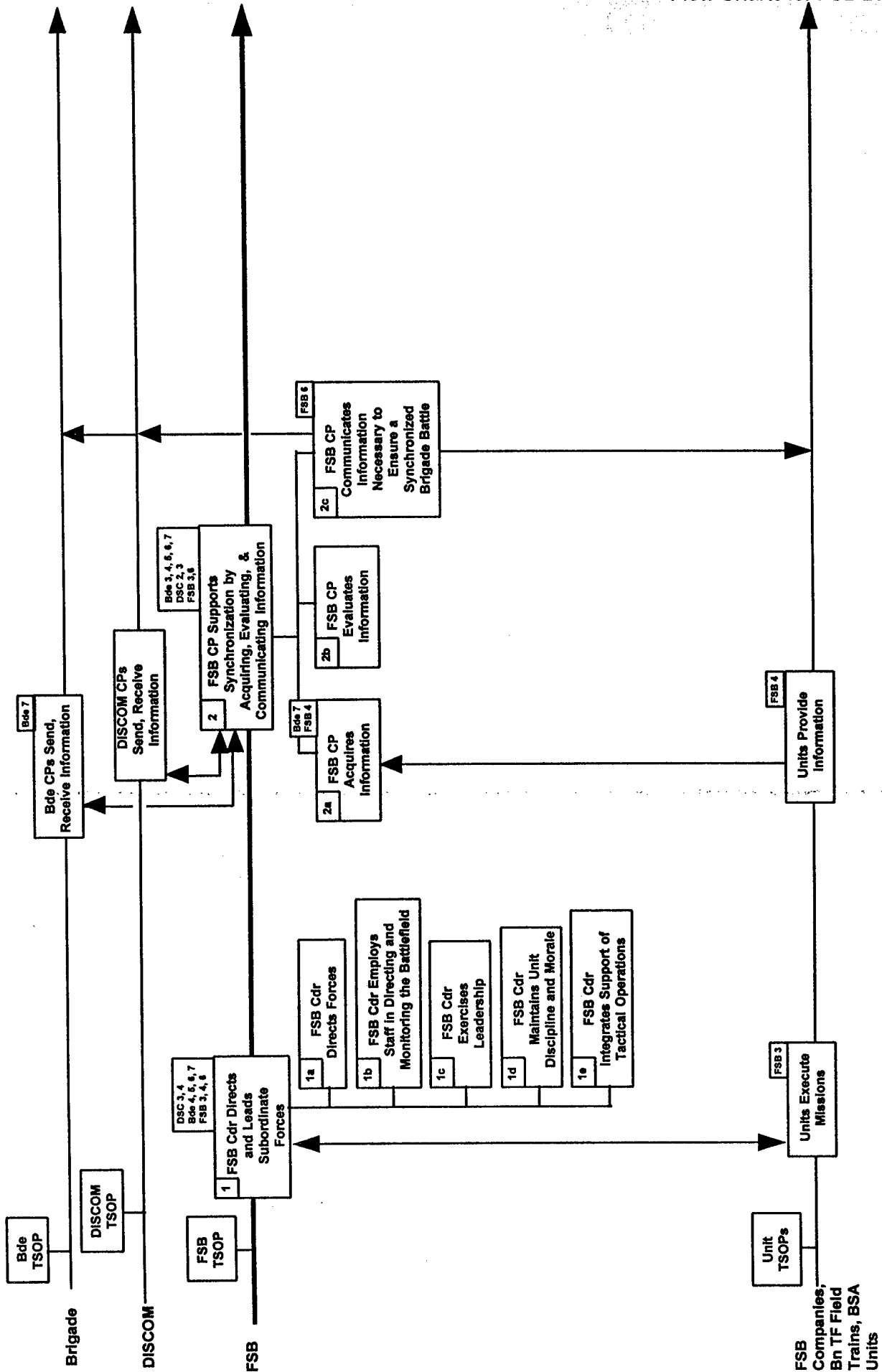
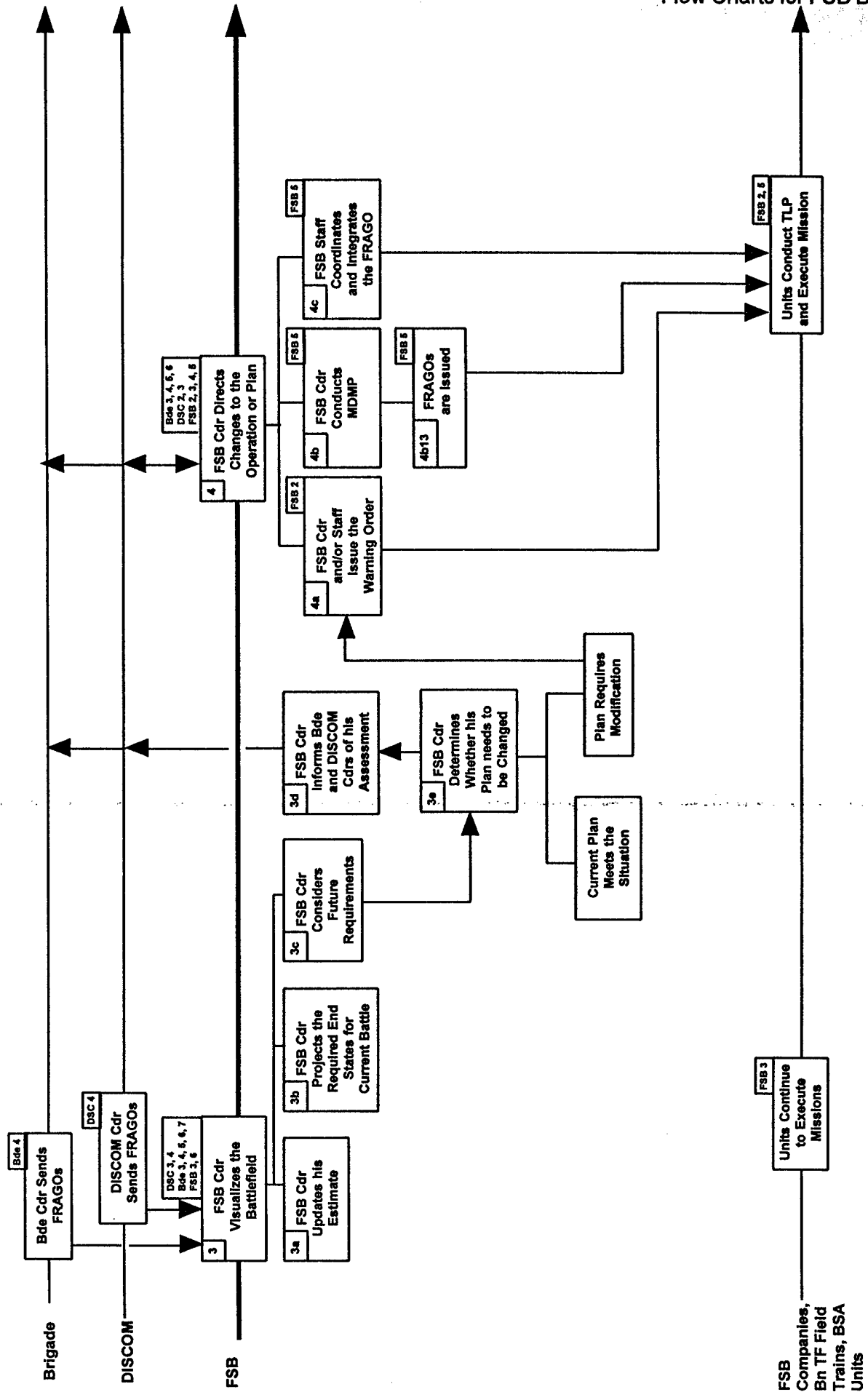


Figure 3. Depiction of placement of the box reflecting information input and output.

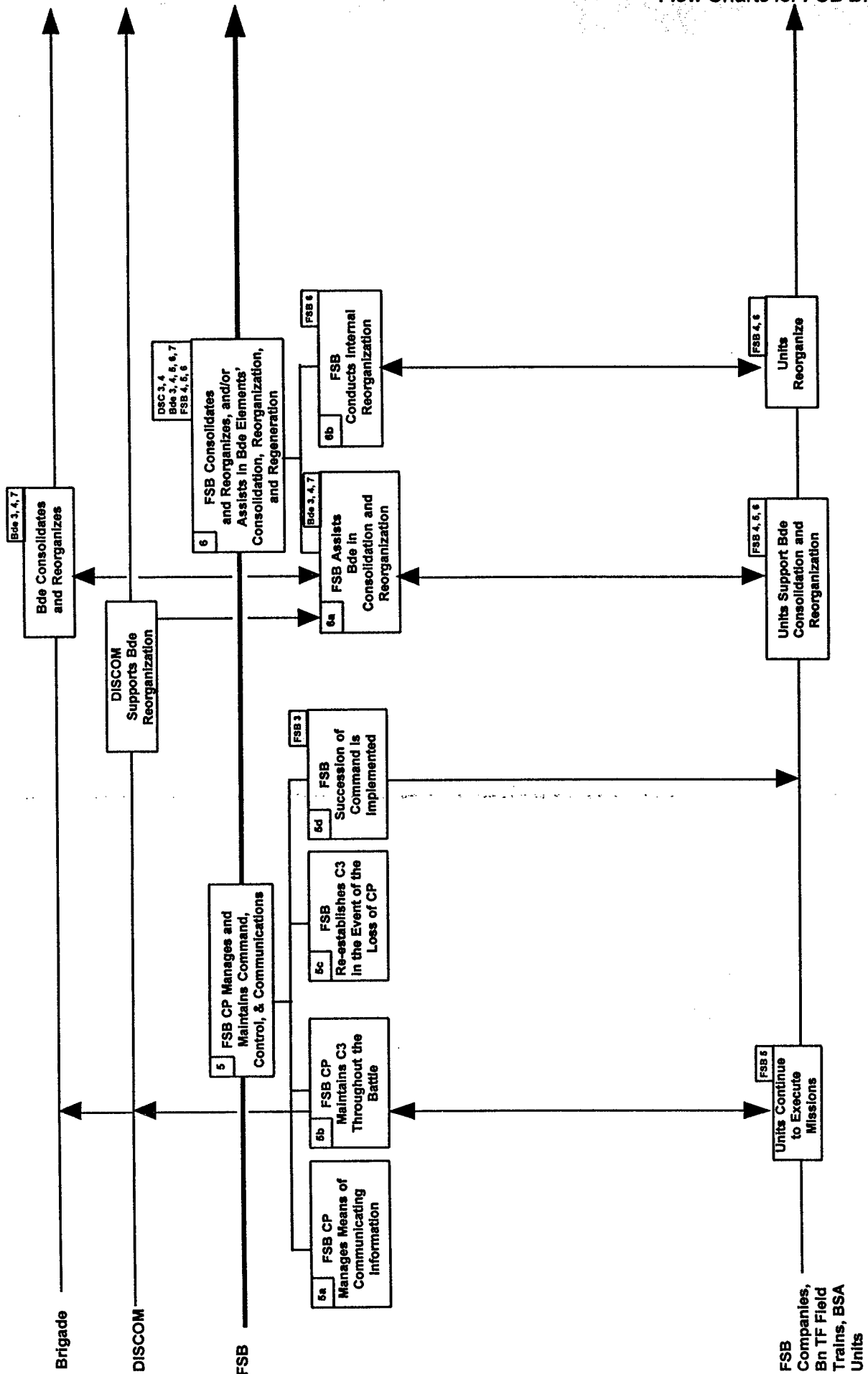
TASK FLOW
Execute



TASK FLOW
Execute (Continued)



**TASK FLOW
Execute (Continued)**



FSB Companies, Bn TF Field Trains, BSA Units

TASK LINKAGES TO OTHER BFs/UNITS

This component links the tasks performed as a part of this function with the tasks performed in BFs or by other units. The purpose of this component is to allow the trainer or training developer to incorporate related tasks and participants into a training exercise for this BF. Tasks which link to this analysis have been extrapolated for BFs/type units for which function analyses (FAs) have not been accomplished. For tasks extracted from published BF FAs, the task number is provided.

TASKS

1. **The forward support battalion commander directs and leads subordinate forces.**

LINKS TO OTHER BFs/UNITS

Task Force (TF) BF 20, Task 1 a. 8) c)

- TCP coordinates delivery of supplies from brigade support areas (BSA) and ATPs to TF units.

Bde BF 15, Task 24 d.

- The brigade FSE coordinates the employment of indirect fires to support the brigade rear battle.

Bde BF 29, Task 21 e.

- The brigade S3/brigade main CP coordinates BSA defense with the FSB base cluster operations center (BCOC) in the event of attack.

Bde BF 29, Task 25 b.

- The brigade S4 coordinates support of current operations with the FSB support operations section.

Bde BF 34.

- The Bde evacuates enemy prisoners of war (EPW) through the BSA.

ADA BF 16, Task 17 d.

- ADA battery elements engage enemy aircraft.

2. **The forward support battalion command post supports coordination and integration by acquiring, evaluating, and communicating information.**

Bde BF 4, Task 2 b 1) e).

- The S2 section disseminates intelligence to all subordinate elements within the brigade.

Bde BF 4, Task 7 a.

- The S2 section has a system that ensures that everyone who requires information receives it.

Bde BF 20, Task 2 a 5) b) (8).

- The Bde S3 section, in conjunction with the Bde Executive Officer (XO) in the main CP and the Bde S3 in the tactical (TAC) CP, coordinates action and response to concerns related to synchronizing the battle based on recommendations from subordinate commanders (TFs, direct support [DS] FA, engineer, FSB, air defense artillery [ADA battery]) on changes to the brigade scheme of maneuver and support based on their current and projected operational status.

Bde BF 20, Task 2 a 10) c) (10).

- The Bde fire support coordinator (FSCOORD), fire support officer (FSO), targeting officer, and fire support element (FSE) coordinate fire support information concerns related to synchronizing the execution of the battle to include: fire support requirements from the brigade S4 and FSB commander to support the BSA and rear area operations.

Bde BF 20, Task 2 a 14) a).

- The military police (MP) platoon leader requires and receives information from: the FSB support operations officer.

Bde BF 20, Task 2 a 16).

- The Bde S1 section obtains personnel information.

Bde BF 20, Task 2 a 17).

- The Bde S4 section obtains logistics information.

Bde BF 20, Task 2 a 18).

- The Bde surgeon obtains information related to treatment and evacuation of casualties.

Bde BF 20, Task 2 b 12).

- All Bde CSS officers (Bde S1, Bde S4, Bde surgeon, and FSB commander) evaluate CSS information and update products.

Bde BF 20, Task 2 c 13).

- The Bde rear CP (S1 and S4 officers and sections, and FSB support operations officer) assists the Bde commander to synchronize the battle by communicating information concerning CSS.

FA Bn BF 20, Task 2 a 8) j).

- The Bde FSCoord, Bde FSO, and FSE section obtain fire support information and fire support requirements for the BSA from the DS FA battalion S4 and FSB commander.

FA Bn BF 20, Task 2 c 5) a) (9).

- The Bde FSO and FSE section communicate Bde fire support situation and analysis of commander's critical information requirements (CCIR), IR, and routine information to the FSB Cdr for control of rear operations.

FA Bn BF 20, Task 2 b 7) b).

- The Engr Bn S4 and Headquarters and Headquarters Company (HHC) commander update rear area combat operations (RACO) information. Base and base cluster defense plans are integrated with FSB and brigade defense plans.

3. **The forward support battalion commander visualizes the battlefield.**

Bde BF 20, Task 3 b.

- The Bde commander projects current battle endstates now necessary to achieve his intent based on his evaluation of the current plan and brigade situation by considering factors associated with each BOS.

Bde BF 20, Task 3 c.

- The Bde commander anticipates requirements and actions based on his projection of the outcome of the current battle.

Bde BF 20, Task 5 a 9) a).

- The Bde XO at the main CP manages communications and establishes and maintains communications between the brigade and BSA, base clusters, or other units in support of rear operations.

4. **The forward support battalion commander directs changes to the operation or plan.**

Bde BF 20, Task 4 a.

- The Bde commander and/or staff issue warning orders (WARNOs) to alert staff members and subordinate elements that the plan will be changed.

Bde BF 20, Task 4 b 13).

- The Bde commander issues a complete FRAGO.

Bde BF 20, Task 4 b 14).

- The Bde commander conducts a confirmation brief with key Bde leaders.

Division Support Command (DISCOM) BF 20.

- The DISCOM commander and/or staff issue WARNOs to alert staff members and subordinate elements that the plan will be changed.

DISCOM BF 20.

- The DISCOM commander conducts a confirmation brief with key DISCOM leaders.

5. **The forward support battalion command post manages and maintains command, control, and communications.**

Bde BF 20.

- The Bde CP maintains communications with all Bde elements.

Bde BF 20, Task 5 a 9) a).

- The Bde XO at the main CP manages communications and establishes and maintains communications between the brigade and BSA, base clusters, or other units in support of rear area operations.

Bde BF 20, Task 5 a 10) a).

- The Bde S1/S4 section ensures that the rear CP colocalizes with the FSB CP in the BSA.

Bde BF 20, Task 5 a 10) e).

- The Bde S1/S4 section ensures the rear CP manages Bde CSS information.

Bde BF 20, Task 5 b 3).

- The Bde S1 or S4 repositions the rear CP.

DISCOM BF 20.

- The DISCOM CP maintains communications with all DISCOM elements.

6. **The forward support battalion consolidates and reorganizes and/or assists in brigade elements' consolidation, reorganization, and regeneration.**

Bde BF 20, Task 6 a.

- The Bde commander directs the Bde consolidation.

Bde BF 20, Task 6 a 2) b) (8).

- The Bde S4, together with the FSB commander, regenerates brigade combat power by providing support well forward.

Bde BF 20, Task 6 b.

- The Bde commander directs Bde reorganization.

Bde BF 20, Task 6 b 3).

- The Bde XO and Bde staff coordinate and supervise reorganization actions.

Bde BF 29, Task 28 g.

- The Bde XO oversees the reorganization or refit of units designated by the brigade commander.

Bde BF 29, Task 29 a.

- The Bde XO as the designated brigade weapons system manager, oversees weapons system replacement operations (WSRO).

Bde BF 30.

- Bde units conduct reorganization and/or regeneration requiring large numbers of individual replacements which must be coordinated by the Bde S1.

Bde BF 31.

- Bde units conduct reorganization and/or regeneration suffering significant losses and damage to equipment, requiring the Bde S4 to coordinate for battle damage assessment and repair (BDAR).

Bde BF 33.

- Bde units conduct reorganization and/or regeneration requiring the treatment and evacuation of large numbers of casualties, requiring the Bde S1 and Bde S4 to coordinate for additional medical treatment and evacuation assets.

Bde BF 39.

- Bde units conduct reorganization and/or regeneration and require graves registration (GRREG) services, requiring the Bde S1 to coordinate for additional GRREG assets.

DISCOM BF 20.

- The DISCOM commander and staff provide support of Bde consolidation and regeneration activities.

DISCOM BF 20.

- The DISCOM commander and staff provide support in Bde reorganization activities.

DISCOM BF 28.

- The DISCOM movement control officer (MCO) of the security, plans, and operations (SPO) section, coordinates additional transportation assets to move required Class (CL) III, V, major end items (VII), and repair parts and components (IX) to assist the Bde in reorganization and/or regeneration.

DISCOM BF 29.

- The DISCOM material management center (MMC) coordinates required CL III, V, VII, and IX to assist the Bde in reorganization and/or regeneration.

DISCOM BF 31.

- The DISCOM Material Management Center (MMC) coordinates backup maintenance support to assist the Bde in reorganization and/or regeneration.

DISCOM BF 33.

- The DISCOM division medical operations center (DMOC) coordinates additional treatment and/or evacuation assets to assist the Bde in reorganization and/or regeneration.

DISCOM BF 39.

- The DISCOM MMC coordinates GRREG assets' evacuation of remains to assist the Bde in reorganization and/or regeneration.

ADA BF 16, Task 18 b.

- The ADA battery provides air defense (AD) during brigade consolidation and reorganization.

KEY PARTICIPANTS BY TASK

This component identifies the training audience for training events for the related tasks. It is based on the appropriate echelon/type unit table of organization and equipment (TO&E) and includes special staff (as per appropriate doctrinal reference) critical for the task accomplishment.

<u>TASK</u>	<u>PARTICIPANTS</u>
1. The forward support battalion commander directs and leads subordinate forces.	FSB Cdr, FSB command sergeant major (CSM), FSB executive officer (XO), FSB S1, FSB S2/3, FSB S4 and FSB support operations officer, DISCOM Cdr, Bde Cdr, DISCOM division material management center (DMMC) commodity managers, DISCOM SPO section, DISCOM MCO, division ammunition officer (DAO), DISCOM DMOC, Bde S2, Bde S3, Bde S4, Bde fire support element (FSE), DS FA Bn S3.
2. The forward support battalion command post supports coordination and integration by acquiring, evaluating, and communicating information.	FSB Cdr, FSB CSM, FSB XO, FSB S1, FSB S2/3, FSB S4 and FSB support operations officer, DISCOM S1, DISCOM SPO, DISCOM DMOC, DISCOM MCO, DISCOM DMMC CL VII manager, DISCOM Cdr, Bde Cdr, Bde S2, Bde S3, Bde S4, Bde S5.
3. The forward support battalion commander visualizes the battlefield.	FSB Cdr, FSB XO, FSB S1, FSB S2/3, FSB S4 and FSB support operations officer, DISCOM Cdr, Bde Cdr.
4. The forward support battalion commander directs changes to the operation or plan.	FSB Cdr, FSB XO, FSB S1, FSB S2/3, FSB S4 and FSB support operations officer, Bde S4.
5. The forward support battalion command post manages and maintains command, control, and communications.	FSB Cdr, FSB XO, FSB S1, FSB S2/3, FSB S4 and FSB support operations officer.
6. The forward support battalion consolidates and reorganizes and/or assists in brigade elements' consolidation, reorganization, and regeneration.	FSB Cdr, FSB XO, FSB S1, FSB S2/3, FSB S4 and FSB support operations officer, DISCOM Cdr, Bde Cdr, DISCOM SPO officer, DISCOM S1, DMMC, Bde XO, Bde S3, S4.

KEY INPUTS AND OUTPUTS

This component identifies critical input information required by participants to successfully accomplish the BF. Where information results from the performance of the BF tasks, BF information output will be identified. One BF's information output normally is provided as another BF's input. Critical input and output information is organized by the specific part of the doctrinal product or the means used to communicate the information. The orders' content reflected below is based on information obtained during the revision of the 1993 draft of FM 101-5. The orders outlines have been expanded to facilitate development of material to support unit training. The source of critical information identified is specific only to the BF echelon and function being analyzed, and is not intended to reflect all the information the product may contain. The purpose of this component is to identify information required to drive a training exercise for this BF.

KEY INPUTS

D - 1 DIVISION TSOP

- a. Battle command procedures.
- b. Control procedures.
- c. Tactical movements procedures.
- d. Assembly area occupation procedures.
- e. Other tactical operations procedures.
- f. Air defense procedures.
- g. Signal procedures.
- h. Intelligence and security procedures.
- i. Nuclear, biological, and chemical (NBC) procedures.
- j. Engineer procedures.
- k. Fire support procedures.
- l. Army aviation procedures (to include air transport and aerial resupply).
- m. Procedures for attachments and detachments.
- n. Logistics procedures.
- o. Personnel procedures.

- p. MP procedures.
- q. Civil-military operations (CMO) procedures.
- r. Host nation (HN) support procedures.

DSC - 1 DISCOM TSOP

- a. Battle command procedures.
 - 1) Succession of command.
 - 2) Alternate CPs.
 - 3) Displacement of CPs.
 - 4) Orders and plans.
 - 5) CP communications.
 - 6) Reports.
- b. S1 section responsibilities.
 - 1) Assigning replacement personnel.
 - 2) Distribution center.
 - 3) Religious services.
 - 4) Maintaining personnel statistics.
 - 5) Maintaining medical status.
 - 6) Graves registration (GRREG) processing.
 - 7) Accident reporting.
 - 8) Casualty processing.
 - 9) Personnel accounting.
- c. SPO intelligence responsibilities.
 - 1) Battle tracking.

- 2) Operations security (OPSEC) procedures.
 - 3) Sensitive item accounting.
 - 4) Weather data.
 - 5) Intelligence processing.
 - 6) Enemy prisoners of war (EPW).
 - 7) Classified materials.
- d. SPO operations responsibilities.
- 1) Movements.
 - a) Counter-ambush procedures.
 - b) Procedures in event of air attack.
 - 2) Rear area protection.
 - a) Command and control (C2).
 - b) Base cluster defense concept.
 - c) Reaction force.
 - d) Vulnerability analysis.
 - e) Procedures in event of ground attack.
 - f) Procedures in event of air attack.
 - g) Signals and codewords.
 - 3) Communications.
 - a) Division support area (DSA) communications.
 - b) DISCOM communications.
 - 4) NBC.
 - a) NBC warning and reporting system (NBCWRS).

- b) NBC teams.
- c) Decontamination.
- d) Operational exposure guidance (OEG).
- e. S4 section responsibilities.
 - 1) Supply.
 - 2) Maintenance.
 - 3) Transportation (to include air transport and aerial resupply).
- f. Material management center responsibilities.
 - 1) Supply.
 - 2) Maintenance.
 - 3) Transportation (to include air transport and aerial resupply).
 - 4) Medical.
 - 5) Field services.
- g. Medical support.
 - 1) Ambulance exchange point (AXP).
 - 2) Mass casualties.
 - 3) Patient evacuation.
 - 4) Battalion aid station (BAS) reconstitution.
 - 5) Contaminated casualty treatment.
- h. Logistics release point (LRP) procedures.
- i. Ammunition transfer point (ATP) procedures.
- j. Direct support combat service support (CSS) procedures.
 - 1) Class (CL) I, VI, and water.

- 2) CL II, III(P), IV and VII.
- 3) CL III bulk.
- 4) CL V.
- 5) CL VIII.
- 6) CL IX.
- 7) Maintenance.
- 8) Transportation (to include air transport and aerial resupply).
- 9) Medical.
- 10) Field services.
 - a) GRREG.
 - b) Salvage.
 - c) Clothing exchange and bath (CEB).
- k. Procedures for attachments and detachments.
- l. HN support procedures.
- m. Reports.
- n. Pre-combat checklists.
- o. Liaison procedures.

DSC - 2 DISCOM WARNING ORDER (WARNO)

- a. HEADING
 - 1) References. (Maps, charts, and other relevant documents.)
 - 2) Time zone used throughout the order:
 - 3) Task organization:
- b. SITUATION

- 1) Enemy forces. (Include significant changes of information.)
 - 2) Friendly forces.
 - a) Division mission.
 - b) Division commander's intent.
 - c) Division concept of operation.
 - d) Missions of units to the immediate left and right of the division.
 - e) Missions of other units with a significant bearing on the DISCOM.
 - 3) Attachments and detachments.
- c. MISSION of the DISCOM
- d. EXECUTION
- Intent of the DISCOM commander (if available).
- 1) Concept of operation (when available).
 - 2) Task to subordinate units.
 - a) FSB.
 - b) FSB.
 - c) FSB.
 - d) Main Support Battalion (MSB).
 - 3) Division tasks to maneuver units (when available).
 - a) Tasks to units for execution.
 - b) Movement to be initiated (time).
 - c) Reconnaissance to be initiated (time).
 - d) Security to be in place (time).

- 4) Tasks to combat support units (when available).
- 5) Coordinating instructions.
 - a) Commander's critical information requirements (CCIR).
 - b) Risk guidance.
 - c) Deception guidance.
 - d) Timeline.
 - e) Guidance on orders and rehearsals.
 - g) Orders group meeting (attendees, location, and time) (when applicable).
 - h) Earliest time of movement and degree of notice.
- e. SERVICE SUPPORT
 - 1) Special equipment. (Identification of requirements and coordination instructions for transfer to using units.)
 - 2) Transportation: (Identification of requirements and coordination instructions for pre-positioning of assets.)
- f. COMMAND AND SIGNAL
 - 1) Command. (Chain of command if different from DISCOM standing operating procedures [SOP].)
 - 2) Signal. (Identification of current signal operating instructions [SOI] and prepositioning of assets to support the operation.)
- g. ACKNOWLEDGE (Statement directing acknowledgment of receipt and understanding.)

DSC - 3 DISCOM OPERATIONS ORDER (OPORD)

a. HEADING

- 1) References. (Maps, charts, DATUM, and other related documents needed to understand the order.)
- 2) Task organization.

b. SITUATION

- 1) Enemy forces.
 - a) Description of the enemy to include level I threat in division rear area.
 - b) Enemy most probable course of action (COA).
 - c) Enemy COA most dangerous to the DISCOM.
 - d) Assessment of terrorist activities directed against the DISCOM.
- 2) Friendly forces.
 - a) Corps mission.
 - b) Corps commander's intent.
 - c) Corps concept of operation.
 - d) Division mission.
 - e) Division commander's intent.
 - f) Division concept of operation.
 - g) Missions of units to the immediate left and right of the DISCOM.
 - h) Missions of other units with a significant bearing on the ability of the DISCOM to accomplish its mission.
- 3) Attachments and detachments.

c. MISSION

d. EXECUTION

Intent of the DISCOM commander.

- 1) Concept of operation (by phase if required).
 - a) Maneuver.
 - b) Fire support.
 - c) Mobility and survivability.
 - (1) Priority of support.
 - (2) Priority of mobility and survivability assets as appropriate for general support (GS) units.
 - (3) Designation of authority to emplace obstacles.
 - d) Air defense (AD).
 - (1) Priorities for ADA units.
 - (2) AD weapons status.
 - (3) AD warning status.
 - e) Command and control warfare (C2W).
 - f) CSS.
 - (1) Material and services.
 - (a) Supply.
 - (b) Transportation.
 - (c) Services.
 - (d) Labor.
 - (e) Maintenance.
 - (2) Medical.

- (3) Personnel.
- (4) CMO.
- 2) Tasks to subordinate units.
 - a) FSB.
 - b) FSB.
 - c) FSB.
 - d) MSB.
- 3) Task to maneuver units (when available).
- 4) Tasks to combat support units.
 - a) Fires.
 - (1) Air support.
 - (2) Field artillery support.
 - (3) Fire support coordinating instructions.
 - b) Mobility and survivability.
 - (1) Engineer (and engineer overlay).
 - (2) NBC operations.
 - c) Air defense.
 - (1) Organization for combat.
 - (2) Missions.
 - (3) Priorities for protection.
 - d) C2W.
 - (1) Functional and support roles of attached military intelligence (MI) units.
 - (2) Deception.

- (3) Electronic warfare (EW).
- (4) Psychological warfare.
- 5) Coordinating instructions.
 - a) Time or condition when the DISCOM OPORD becomes effective.
 - b) CCIR
 - (1) Priority intelligence requirements (PIR) (if not addressed in Annex B [Intelligence]).
 - (2) Essential elements of friendly information (EEFI) (if not addressed in Annex B [Intelligence]).
 - (3) Friendly forces information requirements (FFIR) (if not addressed in Annex B [Intelligence]).
 - c) Risk reduction control measures.
 - (1) Anti-terrorist actions.
 - (2) Mission-oriented protective posture (MOPP).
 - (3) OEG.
 - (4) Vehicle recognition signals.
 - (5) Fratricide prevention measures.
 - d) Rules of engagement (ROE).
 - e) Environmental considerations.
 - f) Any other coordinating instructions or additional instructions.
- e. SERVICE SUPPORT
 - 1) Support concept.
 - a) Synopsis of the DISCOM mission.

- b) DISCOM headquarters and/or DISCOM support area locations.
 - c) The DISCOM support priorities.
 - d) The DISCOM commander's priorities of support.
 - e) Corps units in the DISCOM supporting the division.
 - f) Significant and/or unusual CSS issues that might impact the overall division operation.
 - g) Any significant CSS risks.
 - h) Support requirements in the functional areas of manning, arming, fueling, fixing, and moving.
- 2) Material and services.
 - 3) Medical evacuation (MEDEVAC) and hospitalization.
 - 4) Personnel.
 - 5) Civil-military cooperation.
 - 6) Miscellaneous.
- f. COMMAND AND SIGNAL
- 1) Command.
 - a) Map coordinates for DISCOM CP locations.
 - b) Chain of command if different from DISCOM SOP.
 - 2) Signal.
 - a) Signal instructions.
 - b) Identification of current SOI.
 - c) Required DISCOM reports, formats, and times due.
- g. ACKNOWLEDGE
- h. ANNEXES:

1) A-Task organization.

2) B-Intelligence.

a) SITUATION

(1) Enemy.

(a) Terrain.

(b) Weather.

(c) Enemy capabilities and/or activities.

1 Known and templated locations and activities of enemy units to level I.

2 Significant enemy maneuver and other functional area capabilities that impact on accomplishment of DISCOM functional area operations.

3 Expected employment of enemy assets based on most probable enemy COA.

2) Friendly situation.

3) Attachments and detachments.

b) MISSION

c) EXECUTION

(1) Concept of intelligence support to support the overall DISCOM operation.

(2) Tasks to subordinate units. (Detailed intelligence acquisition tasks, by unit.)

(3) Multidisciplined counterintelligence (CI). (Special operational instructions having CI aspects.)

(4) Coordinating instructions.

(a) Intelligence requirements and their priority.

- (b) Intelligence acquisition.
 - 1 Requests to division, corps, adjacent, and cooperating units (for intelligence information).
 - 2 Requests for information from other units not organic or attached.
- (c) Measures for handling personnel, documents, and material.
 - 1 Enemy prisoners of war (EPWs), deserters, repatriates, civilian inhabitants, and other persons.
 - a Special handling and segregation instructions.
 - b Location of EPW collection points.
 - 2 Captured documents. (Special instructions for handling and processing from time of capture to receipt by specified DISCOM intelligence personnel [if different from TSOP].)
 - 3 Captured material. (Specially designated items or categories of enemy material required for examination and specific instructions for their processing and disposition [if different from TSOP].)
- (d) Documents or equipment required. (Description of the conditions under which subordinate units can obtain or request documents or equipment, such as air photographs and maps [if different from the TSOP].)
- (e) Distribution of intelligence products.

- 1 Periods that routine reports and distribution cover.
- 2 Distribution of special intelligence products.

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL

f) APPENDICES:

(1) Appendix 1 - Intelligence Estimate.

Tab 1 Situation Overlay.

(2) Appendix 2 - Reconnaissance and Surveillance.

(3) Appendix 3 - Signals Intelligence.

(4) Appendix 4 - Multidisciplined Counterintelligence Estimate.

3) C-Operation Overlay.

4) D-Fire Support.

a) SITUATION

(1) Enemy.

(a) Description of enemy fire support and AD assets.

(b) Enemy capabilities and/or activities.

1 Enemy rocket, cannon, and missile artillery.

2 Numbers of possible enemy CAS, AI, and attack helicopter sorties by day.

3 Number, type, yield, and delivery means of enemy NBC weapons available to the committed force.

- (2) Friendly situation.
 - (a) Division's concept of fires.
 - (b) Adjacent units' concepts of fires.
 - (c) Supporting air and naval forces.
- b) MISSION
- c) EXECUTION
 - (1) Concept of fires to support the DISCOM commander's concept and priority of fire support.
 - (2) Air support.
 - (3) Field artillery support.
 - (a) Concept of support.
 - (b) Coordinating instructions.
 - (c) Fire support coordination measures (FSCMs).
 - (d) Time of execution of program of fires relative to H-Hour.
 - (e) ROE.
- d) SERVICE SUPPORT
 - (1) Location of ATPs and ammunition supply points (ASPs).
 - (2) Controlled supply rate (CSR).
- e) COMMAND AND SIGNAL
- f) APPENDICES:
 - (1) Appendix 1 - Air Support.
 - (2) Appendix 2 - Field Artillery.
- 5) E-Mobility and Survivability.

a) SITUATION

(1) Enemy.

(a) Terrain.

(b) Weather.

(c) Enemy engineer capabilities and/or activities.

1 Known and templated locations and activities of enemy engineer units to company level.

2 Significant enemy maneuver and engineer capabilities that impact DISCOM engineer operations.

3 Expected employment of enemy engineer assets based on most probable enemy COA.

(2) Friendly situation.

(3) Attachments and detachments.

b) MISSION

c) EXECUTION

(1) Scheme of mobility and survivability operations to support the overall DISCOM operation, by phase and in priority.

(2) Tasks to subordinate units.

(3) Coordinating instructions.

(a) ROE for engineer units.

(b) Reference to supporting appendices.

d) SERVICE SUPPORT

(1) Command regulated classes of supply.

- (2) Supply distribution plan.
- (3) Transportation.
- (4) Combat health support (CHS).
- (5) HN.
 - (a) Type, location, facilities, assets, and support available.
 - (b) Procedures for requesting and acquiring HN support.
 - (c) Limitations and restrictions on HN support.
- e) COMMAND AND SIGNAL
- f) APPENDICES:
 - (1) Appendix 1 - Engineer.
 - (a) Scheme of engineer operations to support the overall DISCOM operation. The engineer main effort by mission and unit for each phase of the operation. Division level missions that impact the DISCOM.
 - 1 Obstacles. (The details of the countermobility effort. Identification of obstacle belts.)
 - 2 Situational obstacles. (Concept for employing situational obstacles to support the DISCOM plan. DISCOM planned and executed obstacles.)
 - (b) Tasks to subordinate units.
 - (c) Coordinating instructions.
 - 1 Times or events at which obstacle belts become effective.

Key Inputs and Outputs for FSB BF 20

2 DISCOM PIR to be considered by subordinate engineer staff or PIR that must be reported.

3 Mission reports required.

4 Explanation of engineer work lines.

(d) SERVICE SUPPORT

(e) COMMAND AND SIGNAL

(2) Appendix 2 - Environmental Considerations.

(a) Operational effect on environment versus military advantage.

(b) Coordinating instructions.

1 Certification of local water sources.

2 Solid waste and liquid waste management.

3 Medical waste.

4 Hazardous waste management.

5 Flora and fauna protection.

6 Archeological and historical preservation.

(d) SERVICE SUPPORT

(e) COMMAND AND SIGNAL

(Responsibility for initial environmental considerations, guidance, point of contact [POC] who will process requested waivers to environmental governing standards, and who is responsible for coordinating and issuing instructions for disposal of hazardous material and waste.)

(3) Appendix 3 - NBC Operations.

Key Inputs and Outputs for FSB BF 20

- (a) Scheme of NBC defense operations to support the overall DISCOM operation.
- (b) Tasks to subordinate units.
- (c) Coordinating instructions.
 - 1 MOPP level guidance.
 - 2 Automatic masking criteria.
 - 3 Troop safety criteria.
 - 4 Decontamination site locations.
 - 5 Medical facilities and locations for treating chemical casualties.
 - 6 Turn-in points for chemical and biological samples.
 - 7 List of civilian and military facilities whose destruction could create militarily significant NBC hazards.
 - 8 OEG guidance (if applicable).
 - 9 Procedures for limiting electromagnetic pulse (EMP) effects.
- (d) **SERVICE SUPPORT**
(Procedures for handling contaminated casualties; information on availability and locations of field expedient decontamination supplies, materials, and decontaminants.)
- (e) **COMMAND AND SIGNAL**
(NBC warning and reporting system.)
- (f) Tabs:
 - 1 Tab 1- NBC Defense.
 - 2 Tab 2 - Smoke operations.

6) F-Air Defense.

a) SITUATION

(1) Enemy.

(a) Terrain. (Most likely routes of enemy ingress and egress.)

(b) Weather.

(c) Enemy air capabilities and/or activities.

1 Air threat data. (Air-capable enemy organizations including platforms by number and type. Enemy aircraft all weather capabilities and limitations.)

2 Additional air threat information. (Air threat information not covered in the intelligence annex. Specific air threat considerations: sortie rate, subordination of air elements to ground units, ordnance characteristics, target preferences, tactics, and recent significant activities.)

3 Air avenues of approach.

(2) Friendly situation. (Description of how the air defense plan integrates with division plans.)

(3) Attachments and detachments.

b) MISSION

c) EXECUTION

(1) Scheme of ADA support to the overall DISCOM operation. (Includes the DISCOM commanders intent, objectives, and priorities.)

(2) Tasks to subordinate units. (Command and support relationships and priority of protection.)

(3) Coordinating instructions.

- (a) Air defense warning (ADW) and ADW authority.
 - (b) Specific orders and requests (SOR) plan.
 - (c) Weapons control status (WCS) and WCS authority.
 - (d) Hostile criteria.
 - (e) ROE.
 - (f) Passive air defense.
 - (g) Combined arms for air defense.
 - (h) Early warning.
- d) SERVICE SUPPORT
- e) COMMAND AND SIGNAL
(Identification, friend or foe [IFF] code edition and book number.)
- 7) G-Command and Control Warfare (C2W).
- a) SITUATION
 - b) MISSION
 - c) EXECUTION
 - (1) Scheme of support for C2W to the overall DISCOM operation.
 - (a) Military deception.
 - (b) EW.
 - (c) OPSEC.
 - (d) Psychological operations (PSYOP).
 - (e) Physical destruction.

- (2) C2W tasks. (Exercise of coordinating authority for C2W operations. Division commander's C2W objectives and guidelines for accomplishment. Joint restricted list to support operations.)
- d) SERVICE SUPPORT
- e) COMMAND AND SIGNAL
- f) APPENDICES:
 - (1) Appendix 1- Electronic Warfare.
 - (2) Appendix 2 - Operations Security.
 - (3) Appendix 3 - Deception.
 - 4) Appendix 4 - PSYOP.
- 8) H-Signal Operations (SO).
 - a) SITUATION
 - (1) Enemy.
 - (a) Terrain. (All critical aspects that will impact on employment of C2 communications systems.)
 - (b) Enemy capabilities and/or activities. (Significant enemy EW capabilities that impact C2 systems.)
 - (2) Friendly situation. (Primary communications gateways providing connectivity to division, DISCOM HQ, DISCOM battalions, and adjacent units. Critical communications measures required to counter expected enemy EW capabilities and protect C2 systems. External communication assets that will augment the DISCOM's signal support.)
 - b) MISSION
 - c) EXECUTION
 - (1) Concept of signal support to support the overall DISCOM operation. (Primary and back-up systems

supporting critical C2 networks. Plan for extending C2 systems through each phase of the DISCOM operation. Critical links between tactical and strategic communications systems [if applicable]. Signal support priorities.)

- (2) Tasks to subordinate units. (Tasks to specific maneuver and signal support units not contained in the five paragraphs of the DISCOM OPORD. Detailed Army Battle Command System [ABCS] control procedures.)
- (3) Coordinating instructions. (Key times or events critical to information system and network control procedures.)

d) SERVICE SUPPORT

- e) COMMAND AND SIGNAL
(C2 systems control [SYSCON] hierarchy for common user network. Local area network [LAN] control procedures for network administration and/or management.)

9) I-Provost Marshal (PM).

a) SITUATION

b) MISSION

c) EXECUTION

- (1) Scheme of PM operations to support the overall DISCOM operation.

- (a) Maneuver and mobility support. (Battlefield circulation control [BCC] plan. Route reconnaissance and surveillance [R&S]. Main supply route [MSR] traffic control. Straggler control. Refugee control. Intelligence collecting and reporting.)
- (b) Area security. (Rear area protection plan, to include base defense. Security of critical assets. Base response force [Levels I, II, III]. Counterincursion. Air ground defense.

Terrorism counteraction. Area damage control [ADC]. NBC detection and reporting.)

- (c) Internment and resettlement operations.
- (d) EPW holding areas and EPW operations.
- (e) Law and order operations. (Maintenance of law and order in rear areas forward to brigades' rear boundaries.)

(2) Tasks to subordinate units.

(3) Coordinating instructions. (Refer to Annex K [Rear Operations]. Coordination/cooperation among adjacent and other units. Civilian HN agencies which are required to complete the mission. Actions pertaining to rear area force protection that expand or differ from the DISCOM TSOP.)

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL

10) J-Civil-Military Operations (CMO).

- a) Scheme of operation for civil-military support to the overall DISCOM operation.
- b) Tasks to subordinate units.
- c) Coordinating instructions.
- d) Signal. (Reporting functions for units and CMO activities. special operations forces [SOF] [if appropriate] specific communications procedures to support CMO.)

11) K-Rear Operations.

- a) SITUATION
- b) MISSION
- c) EXECUTION

- (1) Scheme of rear area operations to support the overall DISCOM operation.
 - (a) Terrain management.
 - (b) Security. (Tactical combat force [TCF], response force, and reaction force. Counterreconnaissance plan. CI tasks to assist in threat reduction, location, and identification. Plan for integrating HN, multinational, or joint forces support.)
 - (c) Sustainment. (Monitoring of sustainment operations within the DISCOM. Positioning of support assets and critical CSS facilities and movements that require priority protection. Plan for establishment of forward supply points.)
 - (d) Movements. (Monitoring of administrative and tactical movement in the rear area. Identification of critical choke points that require sustained engineer support. Plan for routing of sustainment on MSR to ensure no interference with movement of tactical units. Plan for tracking of all units moving through the rear area.)
- (2) Tasks to subordinate units.
 - (a) TCF.
 - (b) Response force.
 - (c) MP. (Establishment of traffic control points [TCPs].)
 - (d) Base/base clusters. (Reaction force. Establishment of listening posts [LPs] and observation posts [OPs]. Patrols.)
- (3) Coordinating instructions. (Establishment of operations centers. Reaction forces. Liaison with the rear CP. Terrain management, coordination. Base defense plans.)

- d) SERVICE SUPPORT
 - e) COMMAND AND SIGNAL
(Location of rear operations commander. Chain of command for the rear CP. Base and base cluster commanders and chain of command. Deconfliction of chain of command with chain of support. Alternate rear CP location.)
- 12) L-Service Support.
- a) SITUATION (see base OPORD)
 - b) MISSION (see base OPORD)
 - c) EXECUTION
 - (1) Scheme of service support operations to support the overall DISCOM operation.
 - (2) Tasks to subordinate units.
 - (a) FSB.
 - (b) FSB.
 - (c) FSB.
 - (d) MSB.
 - (4) Coordinating instructions.
 - d) SERVICE SUPPORT
 - (1) Material and services.
 - (a) Supply. (Information by class of supply. Supply cycle [as appropriate], plan, and procedures by class of supply.)
 - 1 CL I.
 - a Ration cycle.
 - b Feeding concept.
 - 2 CL II & III(P).

Key Inputs and Outputs for FSB BF 20

- a** Basic load.
 - b** Requisitioning procedures.
 - 3** CL III bulk.
 - a** Basic load.
 - b** Requisitioning procedures.
 - 4** CL IV.
 - a** Basic load.
 - b** Requisitioning procedures.
 - 5** CL V.
 - a** Basic load.
 - b** Requisitioning procedures.
 - c** CSR/Required Supply Rate (RSR).
 - d** Location of ammunition supply points.
 - 6** CL VI.
 - 7** CL VII.
 - a** Command controlled items list.
 - b** Requisitioning procedures.
 - 8** CL VIII.
 - 9** CL IX.
 - 10** CL X.
- (b)** Transportation. (Land, sea, and air [as applicable]. Facility locations, traffic control,

regulation measures, MSRs and ASRs, transportation critical shortages, and essential data not provided elsewhere.)

1 Road movement tables.

2 Traffic circulation.

(c) Services. (Construction. CEB and laundry. Mortuary affairs. Identification of services available; designation and location of units providing services.)

1 Locations where services are provided.

2 CEB.

3 Laundry and renovation.

4 Salvage.

5 GRREG.

a Forward collection points.

b Recovery.

c Identification.

d Evacuation.

e Hasty burial.

(d) Labor.

(e) Maintenance. (Aircraft, ground vehicle and other equipment, and watercraft maintenance. Priority of maintenance, location of facilities and collecting points, repair time limits at each level of maintenance, and evacuation procedures.)

1 Maintenance collection points.

2 Maintenance timelines.

3 Maintenance priorities.

4 Established control exchange procedures.

(2) MEDEVAC and hospitalization. (Evacuation. Hospitalization. Plan for collection, medical treatment, MEDEVAC policy, and hospitalization of sick, injured, or wounded US and joint forces soldiers, EPW, and civilians [as appropriate]. Requirements for CHS logistics, combat stress management, preventive medicine, dental services, and veterinary services.)

(a) Location of medical assets.

(b) Casualty collection points.

(c) AXP's.

(d) MEDEVAC plan (ground and air) to include frequency and call signs for communicating with air ambulances.

(e) Mass casualty plan.

(f) Plan to treat chemically contaminated casualties.

(3) Personnel. (Unit strength maintenance. Morale. Plans for unit strength maintenance, personnel management, morale development and maintenance, discipline, law and order, headquarters management, and religious support.)

4) Civil-military cooperation. (if not addressed in Annex J, [Civil-Military Operations]).

e) COMMAND AND SIGNAL

f) APPENDICES:

(1) Appendix 1- Service Support Matrix.

(2) Appendix 2 - Service Support Overlay.

(3) Appendix 3 - Traffic Circulation and Control.

Tab 1 Traffic Circulation (Overlay).

Tab 2 Road Movement Table.

(4) Appendix 4 - Personnel.

(5) Appendix 5 - Legal.

Tab 1 ROE

(6) Appendix 6 - Religious Support.

13) M-Army Airspace Command and Control (A2C2).

a) SITUATION

(1) Enemy capability and activity.

(2) Friendly situation. (Additional airspace users including Air Force, Navy, Marine, allies, coalition forces ADA, FA, and unmanned aerial vehicles [UAVs] that affect the scheme of maneuver.)

b) MISSION

c) EXECUTION

(1) Concept of A2C2 support to the overall DISCOM operation.

(2) Tasks to subordinate units.

(3) Coordinating instructions.

(a) All ADA warnings, WCS, and ROE.

(b) Rules for in-flight procedures if different from the aviation procedures guide.

(c) Description of liaison procedures.

(d) Hostile and friendly aircraft in the DISCOM area of interest.

(e) Routes and corridors. (Minimum risk routes, low level transit routes [LLTRs], standard use routes, UAV operating areas, restricted operations zones [ROZs], air forces routes, coordination requirements.)

(f) FSCMs that affect airspace users.

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL

i. DISTRIBUTION

DSC - 4 DISCOM FRAGMENTARY ORDER (FRAGO).

a. HEADING

b. SITUATION

1) Enemy forces.

a) Description of the enemy to include level I threat in division rear area.

b) Enemy most probable COA.

c) Enemy COA most dangerous (to the DISCOM).

2) Friendly forces.

a) Division mission.

b) Division commander's intent.

c) Division concept of operation.

d) DISCOM mission.

e) DISCOM commander's intent.

f) DISCOM concept of operation.

g) Missions of units to the immediate left and right of the DISCOM.

- h) Missions of other units with a significant bearing on the ability of the DISCOM to accomplish its mission.
- 3) Attachments and detachments.
- c. MISSION
- d. EXECUTION

Intent of the DISCOM commander.

- 1) Concept of operation.
 - a) Maneuver.
 - b) Fire support.
 - (1) Main effort.
 - (2) Priority of fires.
 - c) Mobility and survivability.
 - (1) Priority of support.
 - (2) Priority of mobility and survivability aspects as appropriate for GS units.
 - (3) Designation of authority to emplace obstacles.
 - d) Air defense.
 - (1) ADA priorities.
 - (2) AD weapons status.
 - (3) AD warning status.
 - e) C2W.
 - f) CSS.
 - (1) Material and services.
 - (a) Supply.

- (b) Transportation.
- (c) Services.
- (d) Labor.
- (e) Maintenance.
- (2) Medical.
- (3) Personnel.
- (4) CMO.
- 2) Tasks to subordinate units.
 - a) FSB.
 - b) FSB.
 - c) FSB.
 - d) MSB.
- 3) Task to maneuver units (when available).
- 4) Tasks to combat support units.
 - a) Fires.
 - (1) Air support.
 - (2) Field artillery support.
 - (a) General material. Priorities for counterfire or interdiction.
 - (b) Organization for combat.
 - (3) Fire support coordinating instructions.
 - b) Mobility and survivability.
 - (1) Engineer (and engineer overlay).
 - (2) NBC operations.

- c) Air defense.
 - (1) Organization for combat.
 - (2) Missions.
 - (3) Priorities for protection.
- d) C2W.
 - (1) Functional and support roles of attached MI units.
 - (2) Deception.
 - (3) EW.
 - (4) Psychological warfare.
- 5) Coordinating instructions.
 - a) Time or condition when the DISCOM FRAGO becomes effective.
 - b) CCIR - Changes from existing DISCOM order.
 - (1) PIR (if not addressed in changes to Annex B [Intelligence]).
 - (2) EEFI (if not addressed in changes to Annex B [Intelligence]).
 - (3) FFIR (if not addressed in changes to Annex B [Intelligence]).
 - c) Risk reduction control measures that have changed.
 - d) ROE changes.
 - e) Environmental considerations changes.
 - f) Any other coordinating instructions that changed from the existing DISCOM order or additional instructions.
- e. SERVICE SUPPORT

- 1) Support concept.
 - a) Synopsis of the DISCOM mission.
 - b) DISCOM headquarters and/or DSA locations.
 - c) The DISCOM support priorities.
 - d) Significant and/or unusual CSS issues that might impact the overall division operation.
 - e) Any significant CSS risks.
 - f) Support requirements in the functional areas of manning, arming, fueling, fixing, and moving.
- 2) Material and services.
- 3) MEDEVAC and hospitalization.
- 4) Personnel.
- 5) Civil-military cooperation.
- 6) Miscellaneous.

f. COMMAND AND SIGNAL

- 1) Command.
 - a) Map coordinates for DISCOM CP locations.
 - b) Chain of command if different from DISCOM SOP.
- 2) Signal.
 - a) Signal instructions.
 - b) Identification of current SOI.
 - c) Required DISCOM reports, formats, and times due.

g. ACKNOWLEDGE

h. ANNEXES

i. DISTRIBUTION

Bde - 1 BRIGADE TSOP

- a. Battle command procedures.
 - 1) Succession of command.
 - 2) Alternate CPs.
 - 3) Displacement of CPs.
 - 4) CP security.
 - 5) Orders and plans.
 - 6) CP organization, layout, shifts.
 - 7) Reports.
- b. Control procedures.
 - 1) LNO procedures.
 - 2) Brevity codes.
 - 3) Terrain index reference system.
 - 4) Recognition techniques.
 - 5) Signals.
 - 6) Alarms and warnings.
 - 7) Readiness conditions.
 - 8) Fixed call signs.
- c. Tactical movement procedures.
- d. Assembly area occupation procedures.
- e. Other tactical operations procedures.
 - 1) Passage of lines.

- 2) River crossing.
- f. Air defense procedures.
 - 1) ADWs.
 - 2) Local air defense warnings (LADWs).
 - 3) WCS and guidance.
 - 4) Hostile aircraft criteria.
 - 5) ROE.
- g. Signal procedures.
- h. Intelligence and security procedures.
 - 1) General guidance.
 - 2) Named areas of interest (NAIs) and targeted areas of interest (TAIs) designation procedures.
 - 3) Document security.
 - 4) Personnel security.
 - 5) EPW procedures.
 - 6) Captured document and equipment procedures.
- i. NBC procedures.
 - 1) MOPP guidance.
 - 2) Required NBC teams.
 - 3) Alarms and warnings.
 - 4) Reporting and marking procedures.
- j. Engineer procedures.
 - 1) Priorities for support.
 - 2) Countermobility procedures.

- 3) Scatterable mines (SCATMINES).
 - 4) Mobility operations.
 - 5) Standard obstacles.
- k. Fire support procedures.
- l. Army aviation procedures (to include air transport and aerial resupply).
- 1) Priorities.
 - 2) Supported unit responsibilities.
 - 3) Landing zone and pickup zone selection and preparation.
 - 4) Air transport and aerial resupply.
- m. Procedures for attachments and detachments.
- n. Logistics procedures.
- 1) Reports.
 - 2) Reorganization/reconstitution.
 - 3) Supply.
 - 4) Services.
 - 5) Transportation (to include air transport and aerial resupply).
 - 6) Refueling on the move (ROM).
- o. Personnel procedures.
- 1) Reports.
 - 2) Replacement operations.
 - 3) Casualty reporting.
 - 4) Postal.
 - 5) Finance.

- 6) Health service support (HSS).
 - 7) MEDEVAC.
 - 8) Legal.
 - 9) Public affairs.
 - 10) Religious.
- p. MP procedures.
- q. CMO procedures.
- r. HN support procedures.

Bde - 2 BRIGADE WARNO

a. HEADING

- 1) References. (Maps, charts, and other relevant documents.)
- 2) Time zone used throughout the order.
- 3) Task organization.

b. SITUATION

- 1) Enemy forces. (Include significant changes of information.)
- 2) Friendly forces.
 - a) Division mission.
 - b) Division commander's intent.
 - c) Division concept of operation.
 - d) Missions of units to the immediate left and right.
 - e) Missions of other units with a significant bearing on the brigade.
- 3) Attachments and detachments.

c. MISSION of the brigade

d. EXECUTION

Intent of the brigade commander (if available).

- 1) Concept of operation (when available).
- 2) Tasks to maneuver units (when available).
 - a) Tasks to units for execution.
 - b) Movement to be initiated (time).
 - c) Reconnaissance to be initiated (time).
 - b) Security to be in place (time).
- 3) Tasks to combat support units (when available).
- 4) Coordinating instructions.
 - a) CCIR.
 - b) Risk guidance.
 - c) Deception guidance.
 - d) Timeline.
 - e) Guidance on orders and rehearsals.
 - g) Orders group meeting (attendees, location, and time) (when applicable).
 - h) Earliest time of movement and degree of notice.

e. SERVICE SUPPORT

- 1) Special equipment. (Identification of requirements and coordinating instructions for transfer to using units.)
- 2) Transportation: (Identification of requirements and coordination for pre-positioning of assets.)

f. COMMAND AND SIGNAL

- 1) Command. (Chain of command if different from brigade SOP.)
 - 2) Signal. (Identification of current SOI and prepositioning of assets to support the operation.)
- g. ACKNOWLEDGE (Statement directing acknowledgment of receipt and understanding.)

BDE - 3 BRIGADE OPORD

- a. HEADING
 - 1) References. (Maps, charts, DATUM, and other related documents needs to understand the order.)
 - 2) Task organization.
- b. SITUATION
 - 1) Enemy forces.
 - a) Description of the enemy to battalion level.
 - b) Enemy most probable COA.
 - c) Enemy COA most dangerous to the brigade.
 - d) Assessment of terrorist activities directed against the brigade.
 - 2) Friendly forces.
 - a) Corps mission.
 - b) Corps commander's intent.
 - c) Corps concept of operation.
 - d) Division mission.
 - e) Division commander's intent.
 - f) Division concept of operation.
 - g) Missions of units to the immediate left and right of the brigade.

- h) Missions of other units with a significant bearing on the brigade's accomplishment of its mission.
- 3) Attachments and detachments.
- c. MISSION
- d. EXECUTION

Intent of the brigade commander.

- 1) Concept of operation (by phase if required).
 - a) Maneuver.
 - b) Fire support.
 - (1) Main effort.
 - (2) Priority of fires.
 - c) Mobility and survivability.
 - (1) Priority of support.
 - (2) Priority of mobility and survivability assets as appropriate for GS units.
 - (3) Designation of authority to emplace obstacles.
 - d) Air defense.
 - (1) Priority of air defense.
 - (2) AD weapons status.
 - (3) AD warning status.
 - e) C2W.
- 2) Tasks to maneuver units.
 - a) Infantry.
 - b) Armor.

- c) Cavalry.
- d) Aviation.
- 3) Tasks to combat support units.
 - a) Fires.
 - (1) Air support.
 - (a) Close air support (CAS) sorties allocation.
 - (b) Tactical air reconnaissance sorties allocation.
 - (2) Chemical support. (Priorities of reconnaissance, decontamination, and smoke.)
 - (3) Field artillery support.
 - (a) General. (Priorities for counterfire or interdiction.)
 - (b) Organization for combat.
 - 4) Naval surface fires (NSF).
 - 5) Fire support coordinating instructions.
 - b) Mobility and survivability.
 - (1) Engineer (and engineer overlay).
 - (2) NBC operations.
 - c) Air Defense.
 - (1) Organization for combat.
 - (2) Missions.
 - (3) Priorities for protection.
 - d) C2W.
 - (1) Functional and support roles of attached MI units.

- (2) Deception.
 - (3) EW.
 - (4) Psychological warfare.
 - (5) UAV.
- 4) Coordinating instructions.
- a) Time or condition when the brigade OPORD becomes effective.
 - b) CCIR.
 - (1) PIR (if not addressed in Annex B [Intelligence]).
 - (2) EEFI (if not addressed in Annex B [Intelligence]).
 - (3) FFIR (if not addressed in Annex B [Intelligence]).
 - c) Risk reduction control measures.
 - (1) Antiterrorist actions.
 - (2) MOPP.
 - (3) OEG.
 - (4) Vehicle recognition signals.
 - (5) Fratricide prevention measures.
 - d) ROE.
 - e) Environmental considerations.
 - f) Any other coordinating instructions or additional instructions.
- e. SERVICE SUPPORT
- 1) Support concept.
 - a) Synopsis of the FSB mission.

- b) FSB headquarters and/or brigade support area (BSA) locations.
 - c) The DISCOM support priorities and where the brigade fits into those priorities.
 - d) The brigade commander's priorities of support.
 - e) DISCOM units other than the FSB supporting the brigade.
 - f) Significant and/or unusual CSS issues that might impact the overall brigade operation.
 - g) Any significant CSS risks.
 - h) Support requirements in the functional areas of manning, arming, fueling, fixing, and moving.
- 2) Material and services.
 - 3) MEDEVAC and hospitalization.
 - 4) Personnel.
 - 5) Civil-military cooperation.
 - 6) Miscellaneous.
- f. **COMMAND AND SIGNAL**
- 1) **Command.**
 - a) Map coordinates for brigade CP locations.
 - b) Chain of command if different from brigade SOP.
 - 2) **Signal.**
 - a) Signal instructions.
 - b) Identification of current SOI.
 - c) Required brigade reports, formats, and times due. (If different from TSOP.)
- g. **ACKNOWLEDGE**

h. ANNEXES:

1) **A-Task organization.**

2) **B-Intelligence.**

a) SITUATION

(1) **Enemy.**

(a) **Terrain.**

(b) **Weather.**

(c) **Enemy capabilities and/or activities.**

1 **Known and templated locations and activities of enemy units to battalion level.**

2 **Significant enemy maneuver and other functional area capabilities that impact on accomplishment of brigade functional area operations.**

3 **Expected employment of enemy assets based on most probable enemy COA.**

(2) **Friendly situation.**

(3) **Attachments and detachments.**

b) MISSION

c) EXECUTION

(1) **Concept of intelligence support to support the overall brigade operation.**

(2) **Tasks to subordinate units. (Detailed intelligence acquisition tasks, by unit.)**

(3) **Multidisciplined CI. (Special operational instructions having CI aspects.)**

- (4) Coordinating instructions.
 - (a) Intelligence requirements and their priorities.
 - (b) Intelligence acquisition.
 - 1 Requests to division, corps, adjacent, and cooperating units (for intelligence information).
 - 2 Requests for information from other units not organic or attached.
 - (c) Measures for handling personnel, documents, and material.
 - 1 EPW, deserters, repatriates, civilian inhabitants, and other persons.
 - a Special handling and segregation instructions.
 - b Location of EPW collection points.
 - 2 Captured documents. (Special instructions for handling and processing from time of capture to receipt by specified brigade intelligence personnel [if different from TSOP].)
 - 3 Captured material. (Specially designated items or categories of enemy material required for examination and specific instructions for their processing and disposition [if different from TSOP].)
 - (d) Documents or equipment required. (Description of the conditions under which subordinate units can obtain or request documents or equipment, such as aerial photographs and maps [if different from the TSOP].)
 - (e) Distribution of intelligence products.

Key Inputs and Outputs for FSB BF 20

1 Periods that routine reports and distribution cover.

2 Distribution of special intelligence products.

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL

f) APPENDICES:

(1) Appendix 1 - Intelligence Estimate.

Tab 1 Situation Overlay.

(2) Appendix 2 - Reconnaissance and Surveillance.

(3) Appendix 3 - Signals Intelligence.

(4) Appendix 4 - Multidisciplined Counterintelligence Estimate.

3) C-Operation Overlay

4) D-Fire Support

a) SITUATION

(1) Enemy.

(a) Description of enemy fire support and AD assets up to division and down to battery/company.

(b) Enemy capabilities and/or activities.

1 Enemy rocket, cannon, and missile artillery.

2 Numbers of possible enemy CAS and attack helicopter sorties by day.

3 Number, type, yield, and delivery means of enemy NBC weapons available to the committed force.

(2) Friendly situation.

(a) Division's concept of fires.

(b) Adjacent units' concept of fires.

(c) Supporting air and naval forces.

(3) Attachments and detachments.

b) MISSION

c) EXECUTION

(1) Concept of fires to support the brigade commander's concept and priority of fire support.

(2) Air support.

(a) Brigade commander's intent for use of air power.

(b) Air interdiction (AI) operations.

(c) CAS operations.

(d) Electronic combat (EC) operations.

(e) R&S operations.

(f) Miscellaneous.

1 Air tasking order's (ATO) effective time period.

2 Deadlines for submission of AI, CAS, R&S, and EC requests.

3 Mission request numbering system as it relates to the target numbering system.

Key Inputs and Outputs for FSB BF 20

- 4 Joint suppression of enemy air defense (JSEAD) taskings.
 - 5 Essential A2C2 measures.
- (3) Field artillery support.
 - (a) Concept for use of cannon, rocket, and missile artillery in support of close, deep, and rear operations.
 - (b) Artillery organization for combat.
 - (c) Allocation of ammunition.
 - (d) Miscellaneous.
 - 1 Changes to the targeting numbering system.
 - 2 Use of pulse repetition frequency (PRF) codes.
 - 3 Positioning restrictions.
- 4) NSF.
 - (a) Concept for use of NSF support.
 - (b) NSF organization and relationships of ships to units (DS, GS).
 - (c) Miscellaneous.
 - 1 Trajectory limitations or minimum safe distances.
 - 2 Frequency allocations.
- 5) Chemical support.
- 6) Offensive EW support. (Concept for use of EW [jamming] in close and deep operations.)
- 7) Target acquisition.

- (a) Employment and allocation of FA target-acquisition systems and intelligence and electronic warfare (IEW) assets.
- (b) Specific target-acquisition tasks, the observation matrix, FSEM, and RDO.
- 8) Coordinating instructions.
 - (a) Deep operations boundary.
 - (b) Targeting products.
 - 1 Target-selection standards (TSS) matrix.
 - 2 High-payoff target list (HPTL).
 - 3 Attack-guidance matrix (AGM).
 - (c) FSCMs.
 - (d) Time of execution of program of fires relative to H-Hour.
 - (e) ROE.
- d) SERVICE SUPPORT
 - (1) Location of ATPs and ASPs.
 - (2) CSR.
- e) COMMAND AND SIGNAL
- f) APPENDICES:
 - (1) Appendix 1 - Air Support.
 - (2) Appendix 2 - Field Artillery.
 - (3) Appendix 3 - Naval Surface Fires.
- 5) E-Mobility and Survivability.
 - a) SITUATION

- (1) Enemy.
 - (a) Terrain.
 - (b) Weather.
 - (c) Enemy engineer capabilities and/or activities.
 - 1 Known and templated locations and activities of enemy engineer units to company level.
 - 2 Significant enemy maneuver and engineer capabilities that impact brigade engineer operations.
 - 3 Expected employment of enemy engineer assets based on most probable enemy COA.

(2) Friendly situation.

(3) Attachments and detachments.

b) MISSION

c) EXECUTION

(1) Scheme of mobility and survivability operations to support the overall brigade operation, by phase and in priority.

(2) Tasks to subordinate units.

(3) Coordinating instructions.

(a) ROE for engineer units.

(b) Reference to supporting appendices.

d) SERVICE SUPPORT

(1) Command regulated classes of supply.

(2) Supply distribution plan.

- (3) Transportation.
- (4) CHS.
- (5) HN.
 - (a) Type, location, facilities, assets, and support available.
 - (b) Procedures for requesting and acquiring HN support.
 - (c) Limitations and restrictions on HN support.
- e) COMMAND AND SIGNAL
- f) APPENDICES:
 - (1) Appendix 1 - Engineer.
 - (a) Scheme of engineer operations to support the overall brigade operation. The engineer main effort by mission and unit for each phase of the operation. Division level missions that impact the brigade.
 - 1 Obstacles. (The details of the countermobility effort. Identification of obstacle belts to support brigade deep, close, and rear operations. Identification, prioritization, and assignment of responsibilities for division and brigade directed and reserve targets. Execution criteria for reserve targets.)
 - 2 Situational obstacles. (Concept for employing situational obstacles to support the brigade plan. Brigade planned and executed obstacles. Brigade planned and battalion/TF executed obstacles. Brigade resourced and battalion/TF planned and executed obstacles. Criteria for each type of obstacle with designation of HQ

Key Inputs and Outputs for FSB BF 20

maintaining authority to use SCATMINEs and restrictions on duration [by belt].)

- (b) Tasks to subordinate units.
- (c) Coordinating instructions.
 - 1 Times or events at which obstacle belts become effective.
 - 2 Brigade PIR to be considered by subordinate engineer staff or PIR that must be reported.
 - 3 Mission reports required.
 - 4 Explanation of engineer work lines.

(d) SERVICE SUPPORT

(e) COMMAND AND SIGNAL

(2) Appendix 2 - Environmental Considerations.

(a) Operational effect on environment versus military advantage.

(b) Coordinating instructions.

- 1 Certification of local water sources.
- 2 Solid waste and liquid waste management.
- 3 Medical waste.
- 4 Hazardous waste management.
- 5 Flora and fauna protection.
- 6 Archeological and historical preservation.

(d) SERVICE SUPPORT

- (e) **COMMAND AND SIGNAL**
(Responsibility for initial environmental considerations guidance, point of contact who will process requested waivers to environmental governing standards and who is responsible for coordinating and issuing instructions for disposal of hazardous material and waste.)

- (3) **Appendix 3 - Nuclear, Biological, and Chemical (NBC) Operations.**
 - (a) Scheme of NBC defense operations to support the overall brigade operation.
 - (b) Tasks to subordinate units.
 - (c) Coordinating instructions.
 - 1 MOPP level guidance.
 - 2 Automatic masking criteria.
 - 3 Troop safety criteria.
 - 4 Decontamination site locations.
 - 5 Medical facilities and locations for treating chemical casualties.
 - 6 Turn-in points for chemical and biological samples.
 - 7 List of civilian and military facilities whose destruction could create militarily significant NBC hazards.
 - 8 OEG guidance (if applicable).
 - 9 Procedures for limiting EMP effects.
 - (d) **SERVICE SUPPORT**
(Procedures for handling contaminated casualties. Information on availability and locations of field expedient decontamination supplies, materials, and decontaminants.)

(e) **COMMAND AND SIGNAL**
(NBC warning and reporting system.)

(f) **Tabs:**

1 Tab 1- NBC Defense.

2 Tab 2 - Smoke operations.

6) **F-Air Defense.**

a) **SITUATION**

(1) **Enemy.**

(a) **Terrain.** (Most likely routes of enemy ingress and egress.)

(b) **Weather.**

(c) **Enemy air capabilities and/or activities.**

1 **Air threat data.** (Air-capable enemy organizations including platforms by number and type. Enemy aircraft all weather capabilities and limitations.)

2 **Additional air threat information.** (Air threat information not covered in the intelligence annex. Specific air threat considerations: sortie rate, subordination of air elements to ground units, ordnance peculiarities, target preferences, tactics, and recent significant activities.)

3 **Patterns of use of air avenues of approach.**

(2) **Friendly situation.** (Description of how the air defense plan integrates with division plans.)

(3) **Attachments and detachments.**

b) **MISSION**

- c) EXECUTION
 - (1) Scheme of ADA support to the overall brigade operation. (Includes the brigade commander's intent, objectives, and priorities.)
 - (2) Tasks to subordinate units. (Command and support relationships and priority of protection.)
 - (3) Coordinating instructions.
 - (a) ADW and ADW authority.
 - (b) SOR plan.
 - (c) WCS and WCS authority.
 - (d) Hostile criteria.
 - (e) ROE.
 - (f) Passive AD.
 - (g) Combined arms for AD.
 - (h) Early warning.
- d) SERVICE SUPPORT
- e) COMMAND AND SIGNAL
(IFF code edition and book number.)
- 7) G-Command and Control Warfare.
 - a) SITUATION
 - b) MISSION
 - c) EXECUTION
 - (1) Scheme of support for C2W to the overall brigade operation.
 - (a) Military deception.

- (b) EW.
- (c) OPSEC.
- (d) PSYOP.
- (e) Physical destruction.
- (2) C2W tasks. (Exercise of coordinating authority for C2W operations. Division commander's C2W objectives and guidelines for accomplishment. Joint restricted list to support operations.)
- d) SERVICE SUPPORT
- e) COMMAND AND SIGNAL
- f) APPENDICES:
 - (1) Appendix 1- Electronic Warfare.
 - (2) Appendix 2 - Operations Security.
 - (3) Appendix 3 - Deception.
 - (4) Appendix 4 - PSYOP.
- 8) H-Signal Operations (SO).
 - a) SITUATION
 - (1) Enemy.
 - (a) Terrain. (All critical terrain aspects that will impact on employment of C2 communications systems.)
 - (b) Enemy capabilities and/or activities. (Significant enemy EW capabilities that impact C2 systems.)
 - (2) Friendly situation. (Primary communications gateways providing connectivity to division, battalion/TFs, and adjacent units. Critical communications EW measures required to counter expected enemy EW capabilities

and protect C2 systems. External communication assets that will augment the brigade's signal support.)

- b) MISSION
 - c) EXECUTION
 - (1) Concept of signal support to support the overall brigade operation. (Primary and backup systems supporting critical C2 networks. Plan for extending C2 systems through each phase of the brigade operation. Critical links between tactical and strategic communications systems [if applicable]. Signal support priorities.)
 - (2) Tasks to subordinate units. (Tasks to specific maneuver and signal support units not contained in the five paragraphs of the brigade OPORD. Detailed ABCS control procedures.)
 - (3) Coordinating instructions. (Key times or events critical to information system and network control procedures.)
 - d) SERVICE SUPPORT
 - e) COMMAND AND SIGNAL
(C2 SYSCON hierarchy for common user network. LAN control procedures for network administration and/or management.)
- 9) I-Provost Marshal (PM).
- a) SITUATION
 - b) MISSION
 - c) EXECUTION
 - (1) Scheme of PM operations to support the overall brigade operation.
 - (a) Maneuver and mobility support. (BCC plan. Route R&S. MSR traffic control. Straggler control. Refugee control. Intelligence collecting and reporting.)

- (b) Area security. (Rear area protection plan, to include base defense. Security of critical assets. Base response force [Levels I, II, III]. Counterincursion. Air ground defense. Terrorism counteraction. ADC. NBC detection and reporting.)
 - (c) Internment and resettlement operations.
 - (d) EPW holding areas and EPW operations.
 - (e) Law and order operations. (Maintenance of law and order in rear area forward to maneuver units' rear boundaries.)
- (2) Tasks to subordinate units.
- (3) Coordinating instructions. (Refer to Annex K [Rear Operations]. Coordination/cooperation among adjacent and other units. Civilian HN agencies which are required to complete the mission. Actions pertaining to rear area force protection that expand or differ from the brigade TSOP.)
- d) SERVICE SUPPORT
 - e) COMMAND AND SIGNAL
- 10) J-Civil-Military Operations.
- a) Scheme of operation for civil-military support to the overall brigade operation.
 - b) Tasks to subordinate units.
 - c) Coordinating instructions.
 - d) Signal. (Reporting functions for units and CMO activities. SOF [if appropriate] specific communications procedures to support CMO.)
- 11) K-Rear Operations.
- a) SITUATION

b) MISSION

c) EXECUTION

- (1) Scheme of rear area operations to support the overall brigade operation. (Support for the brigade deep and close operations by executing rear operations.)
 - (a) Terrain management.
 - (b) Security. (TCF, response force, and reaction force. Counterreconnaissance plan. CI tasks to assist in threat reduction, location, and identification. Plan for integrating HN, multinational, or joint forces support.)
 - (c) Sustainment. (Monitoring of sustainment operations within the brigade. Positioning of support assets and critical CSS facilities and movements that require priority protection. Plan for establishment of forward supply points.)
 - (d) Movements. (Monitoring of administrative and tactical movement in the rear area. Identification of critical choke points that require sustained engineer support. Plan for routing of sustainment on MSR to ensure no interference with movement of tactical units. Plan for tracking of all units moving through the rear area.)
- (2) Tasks to subordinate units.
 - (a) TCF.
 - (b) Response force.
 - (c) MP. Establishment of TCPs.
 - (d) Base/base clusters. Reaction force. (Establishment of LP/OPs. Patrols.)
- (3) Coordinating instructions. (Establishment of operations centers. Reaction forces. Liaison with the

rear CP. Terrain management coordination. Base defense plans.)

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL

(Location of rear operations commander. Chain of command for the rear CP. Base and base cluster commanders and chain of command. Deconfliction of chain of command with chain of support. Alternate rear CP location.)

12) L-Service Support.

a) SITUATION (see base OPORD)

b) MISSION (see base OPORD)

c) EXECUTION

(1) Scheme of service support operations to support the overall brigade operation.

(2) Tasks to subordinate units.

(4) Coordinating instructions.

d) SERVICE SUPPORT

(1) Material and services.

(a) Supply. (Information by class of supply. Supply cycle [as appropriate], plan, and procedures by class of supply.)

(b) Transportation. (Land, sea, and air [as applicable]. Facility locations, traffic control, regulation measures, MSRs and ASRs, transportation critical shortages, and essential data not provided elsewhere.)

1 Road movement tables.

2 Traffic circulation.

- (c) Services. (Construction. CEB and laundry. Mortuary affairs. Identification of services available, the designation and location of units providing services.)
 - (d) Labor.
 - (e) Maintenance. (Aircraft, ground vehicle and other equipment, and watercraft maintenance. Priority of maintenance, location of facilities and collecting points, repair time limits at each level of maintenance, and evacuation procedures.)
- (2) MEDEVAC and hospitalization. (Evacuation. Hospitalization. Plan for collection, medical treatment, MEDEVAC policy, and hospitalization of sick, injured, or wounded US and joint forces soldiers, EPW, and civilians [as appropriate]. Requirements for CHS logistics, combat stress management, preventive medicine, dental services, and veterinary services.)
 - (3) Personnel. (Unit strength maintenance. Morale. Plans for unit strength maintenance, personnel management, morale development and maintenance, discipline, law and order, HQ management, and religious support.)
 - (4) Civil-military cooperation. (if not addressed in Annex J, [Civil-Military Operations]).
- e) COMMAND AND SIGNAL
 - f) APPENDICES:
 - (1) Appendix 1- Service Support Matrix.
 - (2) Appendix 2 - Service Support Overlay.
 - (3) Appendix 3 - Traffic Circulation and Control.

Tab 1 Traffic Circulation (Overlay).

Tab 2 Road Movement Table.
 - (4) Appendix 4 - Personnel.

(5) Appendix 5 - Legal.

Tab 1 ROE.

(6) Appendix 6 - Religious Support.

13) M-Army Airspace Command and Control.

a) SITUATION

(1) Enemy capability and activity. (Known and templated enemy ADA locations and enemy air corridors. Significant enemy maneuver capabilities that affect A2C2 operations such as radio combat capabilities.)

(2) Friendly situation. (Additional airspace users including Air Force, Navy, Marine, allies, coalition forces. ADA, FA, and UAV that affect the scheme of maneuver.)

b) MISSION

c) EXECUTION

(1) Concept of A2C2 support to the overall brigade operation.

(2) Tasks to subordinate units.

(3) Coordinating instructions.

(a) All ADA warnings, WCS, and ROE.

(b) Rules for in-flight procedures if different from the aviation procedures guide.

(c) Description of liaison procedures.

(d) Hostile and friendly aircraft in the brigade area of interest.

(e) Routes and corridors (minimum risk routes, LLTRs, standard use routes, UAV operating areas, ROZs, air forces' routes, coordination requirements).

(f) FSCMs that affect airspace users.

- d) SERVICE SUPPORT
- e) COMMAND AND SIGNAL

i. DISTRIBUTION

Bde - 4 BRIGADE FRAGO

a. HEADING

b. SITUATION

1) Enemy forces.

- a) Description of the enemy to battalion level.
- b) Enemy most probable COA.
- c) Enemy COA most dangerous (to the brigade).

2) Friendly forces.

- a) Corps mission.
- b) Corps commander's intent.
- c) Corps concept of operation.
- d) Division mission.
- e) Division commander's intent.
- f) Division concept of operation.
- g) Missions of units to the immediate left and right of the brigade.
- h) Missions of other units with a significant bearing on the brigade.

3) Attachments and detachments.

c. MISSION

d. EXECUTION

Intent of the brigade commander.

- 1) Concept of operation.
 - a) Maneuver.
 - b) Fire support.
 - (1) Main effort.
 - (2) Priority of fires.
 - c) Mobility and survivability.
 - (1) Priority of support.
 - (2) Priority of mobility and survivability aspects as appropriate for GS units.
 - (3) Designation of authority to emplace obstacles.
 - d) Air defense.
 - (1) Priority of air defense.
 - (2) AD weapons status.
 - (3) AD warning status.
 - e) C2W.
- 2) Tasks to maneuver units.
 - a) Infantry.
 - b) Armor.
 - c) Cavalry.
 - d) Aviation.
- 3) Tasks to combat support units.
 - a) Fires.
 - (1) Air support.

- (a) CAS sorties allocation.
- (b) Tactical air reconnaissance sorties allocation.
- (2) Chemical support. (Priorities of reconnaissance, decontamination, and smoke.)
- (3) Field artillery support.
 - (a) General. (Priorities for counterfire or interdiction.)
 - (b) Organization for combat.
- (4) NSF.
- (5) Fire support coordinating instructions.
- b) Mobility and survivability.
 - (1) Engineer (and engineer overlay).
 - (2) NBC operations.
- c) Air defense.
 - (1) Organization for combat.
 - (2) Missions.
 - (3) Priorities for protection.
- d) C2W.
 - (1) Function and support roles of attached MI units.
 - (2) Deception.
 - (3) EW.
 - (4) Psychological warfare.
 - (5) UAV.
- 4) Coordinating instructions.

- a) Time or condition when the brigade FRAGO becomes effective.
- b) CCIR - Changes from existing brigade order.
 - (1) PIR (if not addressed in changes to Annex B [Intelligence]).
 - (2) EEFI (if not addressed in changes to Annex B [Intelligence]).
 - (3) FFIR (if not addressed in changes to Annex B [Intelligence]).
- c) Risk reduction control measures that have changed.
- d) ROE changes.
- e) Environmental considerations changes.
- f) Any other coordinating instructions that changed from the existing brigade order or additional instructions

e. SERVICE SUPPORT

- 1) Support concept.
 - a) Synopsis of the FSB mission.
 - b) FSB headquarters and/or BSA locations.
 - c) The DISCOM support priorities and where the brigade fits into those priorities.
 - d) The brigade commander's priorities of support.
 - e) Units in the DISCOM supporting the brigade.
 - f) Significant and/or unusual CSS issues that might impact the overall brigade operation.
 - g) Any significant CSS risks.
 - h) Support requirements in the functional areas of manning, arming, fueling, fixing, and moving.

- 2) Material and services.
- 3) MEDEVAC and hospitalization.
- 4) Personnel.
- 5) Civil-military cooperation.
- 6) Miscellaneous.

f. **COMMAND AND SIGNAL**

- 1) Command.
 - a) Map coordinates for brigade CP locations.
 - b) Chain of command if different from brigade SOP.
- 2) Signal.
 - a) Signal instructions.
 - b) Identify current SOI.
 - c) Required brigade reports, formats, and times due.

g. **ACKNOWLEDGE**

h. **ANNEXES**

i. **DISTRIBUTION**

Bde - 5 **DECISION SUPPORT TEMPLATE (DST)**

- a. Enemy events, activities, and targets.
- b. Friendly events, activities, scheme of maneuver, and control measures (from synchronization matrix and operations overlay).
- c. CCIR.
- d. Estimation of time to implement decisions which lead to critical decision requirements.

- e. Critical places and times such as: NAI, time-phase line (TPL), decision points (DP), TAI, and triggers (events to cause action).

Bde - 6 SYNCHRONIZATION MATRIX

- a. Description of the decision at each TPL, DP, and trigger.
- b. Predicted enemy actions and activities.
- c. Friendly dispositions and actions.

Bde - 7 GUIDANCE AND INFORMATION FROM THE BRIGADE COMMANDER AND STAFF

- a. Oral orders and guidance from the brigade commander, XO, S3, and S4.
- b. Operations reports.
- c. Intelligence reports.
- d. Logistics reports.
- e. Personnel reports.
- f. As required reports, e.g.:
 - 1) Bridge report.
 - 2) Crossing report.
 - 3) Meaconing, intrusion, jamming, and interference (MIJI) report.
 - 4) Minefield report.
 - 5) Patrol report.
 - 6) EPW or captured material report.
 - 7) Route reconnaissance report.
 - 8) Severe weather warning report.
- g. NBC reports.

FSB - 1 FSB TSOP

- a. Battle command procedures.
 - 1) Succession of command.

- 2) Appointment of battalion "battle captain."
 - 3) Alternate CPs.
 - 4) Displacement of CP.
 - 5) CP security.
 - 6) Orders and plans.
 - 7) CP organization, layout, shifts.
 - 8) CP communications.
 - 9) Reports.
- b. S1 section responsibilities.
- 1) Assigning replacement personnel.
 - 2) Distribution center.
 - 3) Religious services.
 - 4) Maintaining personnel statistics.
 - 5) Maintaining medical status.
 - 6) GRREG processing.
 - 7) Accident reporting.
 - 8) Casualty processing.
 - 9) Personnel accounting.
- c. S2/3 intelligence section responsibilities.
- 1) Battle tracking.
 - 2) OPSEC procedures.
 - 3) Sensitive item accounting.
 - 4) Weather data.

- 5) Intelligence processing.
 - 6) EPWs.
 - 7) Classified materials.
- d. S2/3 operations section responsibilities.
- 1) Tactical operations center (TOC) setup and operations.
 - a) TOC manning.
 - b) Shift procedures.
 - c) TOC displacement.
 - d) TOC security.
 - 2) Movements.
 - a) Counter-ambush procedures.
 - b) Procedures in event of air attack.
 - 3) Rear area protection.
 - a) C2.
 - b) Base cluster defense concept.
 - c) Reaction force.
 - d) Vulnerability analysis.
 - e) Ground attack procedures.
 - f) Air attack procedures.
 - g) Signals and codewords.
 - h) BSA occupation and layout.
 - i) Call for fires.
 - j) Air defense.

- k) Engineer mobility, countermobility, survivability (M/CM/S).
- l) MP.
- m) Weapons employment.
- n) R&S.
- o) LPs and OPs.
- 4) Communications.
 - a) Battalion communications.
 - b) BSA communications.
 - c) Remoting.
- 5) NBC.
 - a) NBCWRS.
 - b) NBC teams.
 - c) Decontamination.
 - d) OEG.
- e. S4 section responsibilities.
 - 1) Supply.
 - 2) Maintenance.
 - 3) Transportation (to include air transport and aerial resupply).
 - 4) Battalion mess procedures.
 - 5) Field services.
 - 6) ADC.
- f. Support operations section responsibilities.
 - 1) Supply.

- 2) Maintenance.
 - 3) Transportation (to include air transport and aerial resupply).
 - 4) Medical.
 - 5) Field services.
 - 6) Brigade liaison.
- g. Medical support.
- 1) AXP.
 - 2) Mass casualties.
 - 3) Patient evacuation.
 - 4) BAS reconstitution.
 - 5) Contaminated casualty treatment.
- h. Emergency displacement procedures.
- i. LRP procedures.
- j. ATP procedures.
- k. External CSS procedures.
- 1) CL I, VI, and water.
 - 2) CL II, III(P), IV, and VII.
 - 3) CL III bulk.
 - 4) CL V.
 - 5) CL VIII.
 - 6) CL IX.
 - 7) Maintenance.
 - 8) Transportation (to include air transport and aerial resupply).

- 9) Medical.
- 10) Field services.
 - a) GRREG.
 - b) Salvage.
 - c) CEB.
- l. Procedures for attachments and detachments.
- m. HN support procedures.
- n. Reports.
- o. Pre-combat checklist.
- p. Liaison procedures.

FSB - 2 FSB WARNO

- a. HEADING
 - 1) References. (Maps, charts, and other relevant documents.)
 - 2) Time zone used throughout the order.
 - 3) Task organization.
- b. SITUATION
 - 1) Enemy forces. (Include significant changes of information.)
 - 2) Friendly forces.
 - a) DISCOM and brigade missions.
 - b) DISCOM and brigade commander's intents.
 - c) DISCOM and brigade concepts of operations.
 - d) Missions of units to the immediate left and right of the brigade.
 - e) Missions of other units with a significant bearing on the FSB.

- 3) Attachments and detachments.
- c. MISSION of the FSB.
 - d. EXECUTION
 - Intent of the FSB commander (if available).
 - 1) Concept of operation (when available).
 - 2) Tasks to subordinate units.
 - a) Tasks to units for execution.
 - (1) Company A.
 - (2) Company B.
 - (3) Company C.
 - b) Movement to be initiated (time).
 - c) Reconnaissance to be initiated (time).
 - b) Security to be in place (time).
 - 3) Tasks to BSA tenant units (when available).
 - 4) Coordinating instructions.
 - a) CCIR.
 - b) Risk guidance.
 - c) Deception guidance.
 - d) Timeline.
 - e) Guidance on orders and rehearsals.
 - g) Orders group meeting (attendees, location, and time) (when applicable).
 - h) Earliest time of movement and degree of notice.

e. **SERVICE SUPPORT**

- 1) **Special equipment.** (Identification of requirements and coordinating instructions for transfer to using units.)
- 2) **Transportation.** (Identification of requirements and coordinating instructions for pre-positioning of assets.)

f. **COMMAND AND SIGNAL**

- 1) **Command.** (Chain of command if different from FSB SOP.)
- 2) **Signal.** (Identification of current SOI and prepositioning of assets to support the operation.)

g. **ACKNOWLEDGE** (Statement directing acknowledgment of receipt and understanding.)

FSB - 3 FSB OPORD

a. **HEADING**

- 1) **References.** (Maps, charts, DATUM, and other related documents needs to understand the order.)
- 2) **Task organization.**

b. **SITUATION**

- 1) **Enemy forces.**
 - a) **Description of the enemy to include level I threats in Bde rear area and threats to CSS activities.**
 - b) **Enemy most probable COA.**
 - c) **Enemy COA most dangerous to the FSB.**
 - d) **Assessment of terrorist activities directed against the BSA and CSS activities.**
- 2) **Friendly forces.**
 - a) **Division mission.**
 - b) **Division commander's intent.**

- c) Division concept of operation.
- d) Brigade mission.
- e) Brigade commander's intent.
- f) Brigade concept of operation.
- g) DISCOM mission.
- h) DISCOM commander's intent.
- i) DISCOM concept of operation.
- j) Missions of units to the immediate left and right of the brigade.
- h) Missions of other units with a significant bearing on the DISCOM's and brigade's accomplishment of their missions.

3) Attachments and detachments.

c. MISSION

d. EXECUTION

Intent of the FSB commander.

- 1) Concept of operation (by phase if required).
 - a) Maneuver (reaction force, TCF).
 - b) Fire support.
 - c) Mobility and survivability.
 - (1) Priority of support.
 - (2) Priority of mobility and survivability aspects as appropriate for GS units.
 - (3) Designation of authority to emplace obstacles.
 - d) Air defense.
 - (1) Priority of AD.

- (2) AD weapons status.
- (3) AD warning status.
- e) C2W.
- f) CSS.
 - (1) Material and services.
 - (a) Supply.
 - (b) Transportation.
 - (c) Services.
 - (d) Labor.
 - (e) Maintenance.
 - (2) Medical.
 - (3) Personnel.
 - (4) CMO.
 - (5) The brigade commander's priorities for support.
 - (6) The FSB commander's priorities of support.
 - (7) Corps and division units supporting the brigade or division units operating in the brigade area.
 - (8) Significant and/or unusual CSS issues that might impact the overall division operation.
 - (9) Any significant CSS risks.
 - (10) Support requirements in the functional areas of manning, arming, fueling, fixing, and moving.
- 2) Tasks to subordinate units.
 - a) Company A.

- b) Company B.
- c) Company C.
- 3) Coordinating instructions.
 - a) FSB headquarters and/or BSA locations.
 - b) Time or condition when the FSB OPORD becomes effective.
 - c) CCIR.
 - (1) PIR (if not addressed in Annex B [Intelligence]).
 - (2) EEFI (if not addressed in Annex B [Intelligence]).
 - (3) FFIR (if not addressed in Annex B [Intelligence]).
 - d) Risk reduction control measures.
 - (1) Antiterrorist actions.
 - (2) MOPP.
 - (3) OEG.
 - (4) Vehicle recognition signals.
 - (5) Fratricide prevention measures.
 - d) ROE.
 - e) Environmental considerations.
 - f) Any other coordinating instructions or additional instructions.
- e. SERVICE SUPPORT
 - 1) Material and services.
 - (a) Supply.
 - (b) Transportation.
 - (c) Services.

- (d) Maintenance.
- 2) MEDEVAC and hospitalization.
- 3) Personnel.
- 4) Miscellaneous.
- f. **COMMAND AND SIGNAL**
 - 1) Command.
 - a) Map coordinates for FSB CP locations.
 - b) Chain of command if different from FSB SOP.
 - 2) Signal.
 - a) Signal instructions.
 - b) Identification of current SOI.
 - c) Required brigade and DISCOM reports, formats, and times due.
- g. **ACKNOWLEDGE**
- h. **ANNEXES:**
 - 1) A-Task organization.
 - 2) B-Intelligence.
 - a) **SITUATION**
 - (1) Enemy.
 - (a) Terrain.
 - (b) Weather.
 - (c) Enemy capabilities and/or activities.
 - 1 Known and templated locations and activities of enemy units to level I.

Key Inputs and Outputs for FSB BF 20

2 Significant enemy maneuver and other functional area capabilities that can impact on accomplishment of BSA functional area operations to include CSS activities in forward areas.

3 Expected employment of enemy assets based on most probable enemy COA.

(2) Friendly situation.

(3) Attachments and detachments.

b) MISSION

c) EXECUTION

(1) Concept of intelligence support to support the overall BSA operation.

(2) Tasks to subordinate units. (Detailed intelligence acquisition tasks, by unit.)

(3) Multidisciplined CI. (Special operational instructions having CI aspects.)

4) Coordinating instructions.

(a) Intelligence requirements and their priorities.

(b) Intelligence acquisition.

1 Requests to brigade and DISCOM (for intelligence information).

2 Requests for information from other units not organic or attached.

(c) Measures for handling personnel, documents, and material.

1 EPWs, deserters, repatriates, inhabitants, and other persons.

a Special handling and segregation instructions.

Key Inputs and Outputs for FSB BF 20

- b Location of prisoner of war (POW) collection points.
 - 2 Captured documents. (Special instructions for handling and processing from time of capture to receipt by specified FSB intelligence personnel [if not in TSOP].)
 - 3 Captured material. (Specially designated items or categories of enemy material required for examination and specific instructions for their processing and disposition [if not in TSOP].)
 - (d) Documents or equipment required. (Description of the conditions under which subordinate units can obtain or request documents or equipment, such as: air photographs and maps [if not in TSOP].)
 - (e) Distribution of intelligence products.
 - 1 Periods that routine reports and distribution cover.
 - 2 Distribution of special intelligence products.
 - d) SERVICE SUPPORT
 - e) COMMAND AND SIGNAL
 - f) APPENDICES:
 - (1) Appendix 1 - Intelligence estimate.
 - Tab 1 Situation overlay.
 - (2) Appendix 2 - Reconnaissance and surveillance.
 - (3) Appendix 3 - Signals intelligence.
- 3) C-Operation overlay (brigade)

4) D-Direct and indirect fire support

a) SITUATION

(1) Enemy.

(a) Description of enemy fire support.

(b) Enemy capabilities and/or activities.

1 Enemy rocket, cannon, and missile artillery.

2 Numbers of possible enemy CAS and attack helicopter sorties by day.

3 Number, type, yield, and delivery means of enemy NBC weapons available to the committed force.

(2) Friendly situation.

(a) Brigade concept of fires.

(b) Supporting air power (see CAS annex).

b) MISSION

c) EXECUTION

(1) Concept of fires to support the FSB commander's concept and priority of fire support.

(2) Air support.

(3) Field artillery support.

(a) Concept of support.

(b) Coordinating instructions.

(c) FSCMs.

(d) Time of execution of program of fires relative to H-Hour.

- (e) ROE.
 - d) SERVICE SUPPORT
 - e) COMMAND AND SIGNAL
 - 5) E-mobility/countermobility and survivability.
 - a) SITUATION
 - (1) Enemy.
 - (a) Terrain.
 - (b) Weather.
 - (c) Enemy engineer capabilities and/or activities.
 - (2) Friendly situation.
 - b) MISSION
 - c) EXECUTION
 - (1) Scheme of mobility and survivability operations to support the overall FSB operation, by priority.
 - (2) Tasks to subordinate units.
 - (3) Coordinating instructions.
 - d) SERVICE SUPPORT
 - e) COMMAND AND SIGNAL
 - 6) F-Air Defense.
 - a) SITUATION
 - (1) Enemy.
 - (a) Terrain. (Most likely routes of enemy ingress and egress.)
 - (b) Weather.

- (c) Enemy air capabilities and/or activities.
 - 1 Air threat data. (Air-capable enemy organizations including platforms by number and type. Enemy aircraft all weather capabilities and limitations.)
 - 2 Additional air threat information. (Air threat information not covered in the intelligence annex. Specific air threat considerations: sortie rate, subordination of air elements to ground units, ordnance peculiarities, target preferences, tactics, and recent significant activities.)
 - 3 Patterns of use of air avenues of approach.

- (2) Friendly situation. (Description of how the AD plan integrates with brigade plans.)

b) MISSION

c) EXECUTION

- (1) Scheme of ADA support to the overall BSA operation. Includes the FSB commander's intent, objectives, and priorities.
- (2) Tasks to subordinate units. (Command and support relationships and priority of protection.)
- (3) Coordinating instructions.
 - (a) ADW and ADW authority.
 - (b) SOR plan.
 - (c) WCS and WCS authority.
 - (d) Hostile criteria.
 - (e) ROE.

- (f) Passive air defense.
- (g) Early warning.
- d) SERVICE SUPPORT
- e) COMMAND AND SIGNAL
- 7) G-Command, Control and Communications (C3).
 - a) SITUATION
 - b) MISSION
 - c) EXECUTION
 - (1) Scheme of support for C3 to the overall BSA operation.
 - (a) EW.
 - (b) OPSEC.
 - (c) PSYOP.
 - (d) Physical destruction.
 - (2) C3 tasks to subordinate units.
 - d) SERVICE SUPPORT
 - e) COMMAND AND SIGNAL
- 8) H-Signal Operations (SO) (omitted)
- 9) I-Provost Marshal (PM) (omitted)
- 10) J-Civil-Military Operations (CMO) (omitted)
- 11) K-Rear Operations
 - a) SITUATION
 - b) MISSION
 - c) EXECUTION

- (1) Scheme of rear area operations to support the overall BSA operation.
 - (a) Terrain management.
 - (b) Security. (TCF, response force, and reaction force. Counterreconnaissance plan. CI tasks to assist in threat reduction, location, and identification.)
 - (c) Sustainment. (Monitoring of sustainment operations within the BSA. Positioning of support assets and critical CSS facilities and movements that require priority protection. Plan for establishment of forward supply points.)
 - (d) Movements. (Monitoring of administrative and tactical movements in the rear area. Identification of critical choke points that require sustained engineer support. Plan for routing of sustainment on MSR to ensure no interference with movement of tactical units. Plan for tracking of all units moving through the rear area.)
- (2) Tasks to subordinate units.
 - (a) Response force.
 - (a) MP. Establishment of TCPs.
 - (b) Base/base cluster. (Reaction force. Establishment of LP and OPs. Patrols.)
- (3) Coordinating instructions. (Establishment of operations centers. Reaction forces. Liaison with the rear CP. Terrain management coordination. Base defense plans.)

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL

(Location of rear operations commander. [Chain of command for the rear CP. Base and base cluster commanders and chain

of command. Deconfliction of chain of command with chain of support. Alternate rear CP location.])

12) L-Logistics.

a) SITUATION (see base OPORD)

b) MISSION (see base OPORD)

c) EXECUTION

(1) Scheme of service support operations to support the FSB internal operation.

(2) Tasks to subordinate units.

(a) Company A.

(b) Company B.

(c) Company C.

(4) Coordinating instructions.

d) SERVICE SUPPORT.

e) COMMAND AND SIGNAL.

f) APPENDICES:

(1) Appendix 1- Service support matrix.

(2) Appendix 2 - Service support overlay.

(3) Appendix 3 - Traffic circulation and control.

Tab 1 Traffic circulation (overlay).

Tab 2 Road movement table.

(4) Appendix 4 - Legal.

Tab 1 ROE

(5) Appendix 6 - Religious support.

- 13) M-Army Airspace Command and Control (A2C2) (omitted)
- 14) N-Internal Response Force
 - a) SITUATION (see base order)
 - b) MISSION
 - c) EXECUTION
 - (1) Concept of employment of internal response force.
 - (2) Task to subordinate units.
 - (3) Coordinating instructions.
 - d) SERVICE SUPPORT
 - e) COMMAND AND SIGNAL
- 15) O-Close Air Support.
 - a) SITUATION (see base order)
 - b) MISSION
 - c) EXECUTION
 - (1) Concept of employment of attack helicopters.
 - (2) Task to subordinate units.
 - (3) Coordinating instructions.
 - d) SERVICE SUPPORT
 - e) COMMAND AND SIGNAL
- 16) P-Area Damage Control.
 - a) SITUATION (see base order)
 - b) MISSION
 - c) EXECUTION

- (1) Concept of ADC operations.
 - (2) Task to subordinate units.
 - (3) Coordinating instructions.
 - d) SERVICE SUPPORT
 - e) COMMAND AND SIGNAL
- 17) Q-Nuclear, Biological, and Chemical (NBC) Defense.
- a) SITUATION (see base order)
 - b) MISSION
 - c) EXECUTION
 - (1) Concept: Scheme of NBC defense operations to support the overall BSA operation.
 - (2) Task to subordinate units.
 - (3) Coordinating instructions.
 - (a) MOPP level guidance.
 - (b) Automatic masking criteria.
 - (c) Troop safety criteria.
 - (d) Decontamination site locations.
 - (e) Medical facilities and locations for treating chemical casualties.
 - (f) Turn in points for chemical/biological samples.
 - (g) List of civilian and military facilities whose destruction could create militarily significant NBC hazards.
 - (h) OEG guidance (if applicable).
 - (i) Procedures for limiting EMP effects.

- d) SERVICE SUPPORT
 - e) COMMAND AND SIGNAL
- 18) R-Operations Security (OPSEC).
- a) SITUATION (see base order)
 - b) MISSION
 - c) EXECUTION
 - (1) Concept.
 - (2) Task to subordinate units.
 - (3) Coordinating instructions.
- 19) S-Support Operations.
- a) SITUATION (see base order)
 - b) MISSION
 - c) EXECUTION
 - (1) Concept of support.
 - (a) Supply. (Information by class of supply. Supply cycle [as appropriate], plan, and procedures by class of supply.)
 - 1 CL I.
 - a Ration cycle.
 - b Feeding concept.
 - 2 CL II & III(P).
 - a Basic load.
 - b Requisitioning procedures.
 - 3 CL III bulk.

Key Inputs and Outputs for FSB BF 20

- a Basic load.
- b Requisitioning procedures.

4 CL IV.

- a Basic load.
- b Requisitioning procedures.

5 CL V.

- a Basic load.
- b Requisitioning procedures.
- c CSR/RSR.
- d Location of ASPs.

6 CL VI.

7 CL VII.

- a Command controlled items list.
- b Requisitioning procedures.

8 CL VIII.

9 CL IX.

10 CL X.

- (b) Transportation. (Land, sea, and air [as applicable]. Facility locations, traffic control, regulation measures, MSRs, and ASRs, transportation critical shortages, and essential data not provided elsewhere.)

1 Road movement table.

2 Traffic circulation.

- (c) Services. (Construction. CEB and laundry. Mortuary affairs. Identification of services

Key Inputs and Outputs for FSB BF 20

available; the designation and location of units providing services.)

- 1 Locations of services provided.
 - 2 CEB.
 - 3 Laundry and renovation.
 - 4 Salvage.
 - 5 GRREG.
 - a Forward collection points.
 - b Recovery.
 - c Identification.
 - d Evacuation.
 - e Hasty burial.
- (d) Labor.
- (e) Maintenance. (Aircraft, ground vehicle and equipment, and watercraft maintenance. Priority of maintenance, location of facilities and collecting points, repair time limits at each level of maintenance, and evacuation procedures.)
- 1 Maintenance collection points.
 - 2 Maintenance timelines.
 - 3 Maintenance priorities.
 - 4 Established control exchange procedures.
- (f) MEDEVAC and hospitalization. (Evacuation. Hospitalization. Plan for collection, medical treatment, MEDEVAC policy, and hospitalization of sick, injured, or wounded US and joint forces soldiers, EPW, and civilians [as

appropriate]. Requirements for CHS logistics, combat stress management, preventive medicine, dental services, and veterinary services.)

1 Location of medical assets.

2 Casualty collection points.

3 AXP's.

4 MEDEVAC plan (ground and air) to include frequency and call signs for communicating with air ambulances.

5 Mass casualty plan.

6 Plan to treat chemically contaminated casualties.

(g) Personnel. (Unit strength maintenance. Morale. Plans for unit strength maintenance, personnel management, morale development and maintenance, discipline, law and order, headquarters management, and religious support.)

(h) Civil-military cooperation.

(2) Task to subordinate units.

(3) Coordinating instructions.

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL

f) APPENDICES:

(1) Appendix 1- Service support matrix.

(2) Appendix 2 - CSS overlay with critical information about:

(a) MSR/ASRs.

- (b) Location (current and planned) for supply points.
 - 1 CL I/VI and water.
 - 2 CL II, III(P), IV, and VII.
 - 3 CL III bulk.
 - 4 CL V.
 - 5 CL VIII.
- (c) Location (current and planned) for forward logistics elements (FLEs).
- (d) Location of medical assets.
 - 1 Casualty collection points.
 - 2 AXP.
 - 3 BASs.
- (e) Location of LRPs.
- (f) Location of maintenance collection points.
- (g) Location of heavy equipment transporter (HET) evacuation points.
- (h) Location of provided services (laundry and bath etc.)
- (i) Location of GRREG points.

(3) Appendix 3 - Traffic circulation and control.

Tab 1 Traffic circulation (overlay).

Tab 2 Road movement table.

(4) Appendix 6 - Religious support.

20) T-Personnel

- a) SITUATION (see base order)
- b) MISSION
- c) EXECUTION
 - (1) Concept.
 - (2) Task to subordinate units.
 - (3) Coordinating instructions.
- d) SERVICE SUPPORT
- e) COMMAND AND SIGNAL

i. DISTRIBUTION

FSB - 4 REPORTS AND INFORMATION FROM SUBORDINATE UNITS

- a. Spot reports (SPOTREPs).
- b. Commander's situation reports (SITREPs).
- c. Intelligence reports.
- d. Logistics reports.
- e. Personnel reports.
- f. Engineer reports.
- g. Closing reports.
- h. Meaconing, intrusion, jamming and interference (MIJI) reports.
- i. R&S reports.
- j. EPW or captured materials reports.
- k. NBC reports.
- l. Other reports as specified in the TSOP or as needed.

KEY OUTPUTS

FSB - 5

**FSB FRAGO REFLECTING CHANGES TO FSB
OPORD/GRAPHICS/DST/ SYNCHRONIZATION MATRIX** (based on
commander's decisions on validity of plan and/or changes/refinements to the plan).

- a. **HEADING**
- b. **SITUATION**
 - 1) **Enemy forces.**
 - a) **Description of the enemy to include level I threat in brigade rear area.**
 - b) **Enemy most probable COA.**
 - c) **Enemy COA most dangerous (to the FSB).**
 - 2) **Friendly forces.**
 - a) **Brigade mission.**
 - b) **Brigade commander's intent.**
 - c) **Brigade concept of operation.**
 - d) **DISCOM mission.**
 - e) **DISCOM commander's intent.**
 - f) **DISCOM concept of operation.**
 - g) **FSB mission.**
 - h) **FSB commander's intent.**
 - i) **FSB concept of operation.**
 - j) **Missions of units to the immediate left and right of the FSB.**
 - k) **Missions of other units with a significant bearing on the ability of the FSB to accomplish its mission.**
 - 3) **Attachments and detachments.**
- c. **MISSION**

d. EXECUTION

Intent of the FSB commander.

- 1) Concept of operation.
 - a) Maneuver.
 - b) Fire support.
 - (1) Main effort.
 - (2) Priority of fires.
 - c) Mobility and survivability.
 - (1) Priority of support.
 - (2) Priority of mobility and survivability aspects as appropriate for GS units.
 - (3) Designation of authority to emplace obstacles.
 - d) Air defense.
 - (1) Priorities for air defense.
 - (2) AD weapons status.
 - (3) AD warning status.
 - e) C2W.
 - f) CSS.
 - (1) Material and services.
 - (a) Supply.
 - (b) Transportation.
 - (c) Services.
 - (d) Labor.
 - (e) Maintenance.

- (2) Medical.
 - (3) Personnel.
 - (4) CMO
- 2) Tasks to subordinate units.
 - 3) Tasks to combat support units.
 - a) Fires.
 - (1) Air support.
 - (2) Field artillery support.
 - (3) Fire support coordinating instructions.
 - b) Mobility and countermobility.
 - (1) Engineer (and engineer overlay).
 - (2) NBC operations.
 - c) Air defense.
 - (1) Organization for combat.
 - (2) Missions.
 - (3) Priorities for protection.
 - d) C2W.
 - (1) Functional and support roles of attached MI units.
 - (2) Deception.
 - (3) EW.
 - 4) Psychological warfare.
 - 4) Coordinating instructions.
 - a) Time or condition when the FSB FRAGO becomes effective.

- b) CCIR - Changes from existing FSB order.
 - (1) PIR (if not addressed in changes to Annex B [Intelligence]).
 - (2) EEFI (if not addressed in changes to Annex B [Intelligence]).
 - (3) FFIR (if not addressed in changes to Annex B [Intelligence]).
 - c) Risk reduction control measures that have changed.
 - d) ROE changes.
 - e) Environmental considerations changes.
 - f) Any other coordinating instructions that changed from the existing FSB order or additional instructions
- e. SERVICE SUPPORT
- 1) Support concept.
 - a) Synopsis of the FSB mission.
 - b) FSB headquarters and/or BSA locations.
 - c) The FSB support priorities.
 - d) The brigade commander's priorities of support.
 - e) Significant and/or unusual CSS issues that might impact the overall brigade operation.
 - f) Any significant CSS risks.
 - g) Support requirements in the functional areas of manning, arming, fueling, fixing, and moving.
 - 2) Material and services.
 - 3) MEDEVAC and hospitalization.
 - 4) Personnel.

- 5) Civil-military cooperation.
- 6) Miscellaneous.
- f. **COMMAND AND SIGNAL**
 - 1) **Command.**
 - a) Map coordinates for BSA CP locations.
 - b) Chain of command if different from FSB SOP.
 - 2) **Signal.**
 - a) Signal instructions.
 - b) Identify current SOI.
 - c) Required FSB reports, formats, and times due.
- g. **ACKNOWLEDGE**
- h. **ANNEXES**
- i. **DISTRIBUTION**

FSB - 6

GUIDANCE AND INFORMATION FROM FSB COMMANDER AND STAFF

- a. FSB commander's oral or written guidance and reports.
- b. Operations reports.
- c. Personnel reports.
- d. Intelligence reports.
- e. Logistics report.
- f. Reports as required.
- g. NBC reports.
- h. Other reports of planning or critical combat information of interest to subordinate, higher, and adjacent units.

TASK LIST SUMMARY

This component provides a summary of the first level of tasks on the task list

1. **The forward support battalion commander directs and leads subordinate forces.**
2. **The forward support battalion command post supports coordination and integration by acquiring, evaluating, and communicating information.**
3. **The forward support battalion commander visualizes the battlefield.**
4. **The forward support battalion commander directs changes to the operation or plan.**
5. **The forward support battalion command post manages and maintains command, control, and communications.**
6. **The forward support battalion consolidates and reorganizes and/or assists in brigade elements' consolidation, reorganization, and regeneration.**

TASK LIST

The purpose of this component is to identify, organize, and list in logical sequence all of the tasks and subtasks necessary to perform this function. Normally, the primary participants responsible for performing the task are identified. The tasks were extracted from the appropriate doctrinal publications and sources. The specific sources of reference for each task and subtask are shown in brackets [] following the task.

In many instances, the wording of the task has been changed from the text found in the Army Training and Evaluation Program - Mission Training Plan (ARTEP-MTP) or Field Manual (FM) to add clarity, context, or meaning. The references allow the user to refer to the original source material for further detail and context, if desired.

For tasks selected from an ARTEP-MTP, the task number has been expanded with a slash (/) to identify the subtask and standard reflected in the ARTEP-MTP task. To illustrate: a task referenced as [ARTEP 71-3-MTP, 71-3-4001/4c] was derived from ARTEP 71-3-MTP, the Mission Training Plan for the Heavy Brigade Command Group and Staff, and identifies brigade S4 section task "71-3-4001, Conduct Logistical Planning," subtask "4," "Prepares plans and orders," standard or sub-element "c."

For tasks derived from a FM, the FM number and page number have been provided as a reference. For example, the reference for a task, "The brigade commander demonstrates understanding of mission and higher commander's intent during confirmation briefing to the division commander," would be [FM 101-5, p. 1-9].

Some tasks and subtasks needed to define the function are not contained in ARTEP-MTPs, nor can they be derived from FMs. Tasks and subtasks were identified to fill such gaps and were developed during coordination visits with various TRADOC schools, Forces Command (FORSCOM) units, and Combat Training Center (CTCs). These tasks are listed as field notes [FN] and are annotated with their source. For example, tasks identified by CSS Observer-Controllers (OCs) at the National Training Center (NTC) would be referenced as [FN-NTC CSS OCs]. Still other tasks and subtasks were identified based on review of newsletters and other documents published by the Center for Army Lessons Learned (CALL), which capture lessons learned from Army units relevant to doctrine, tactics, techniques, and procedures (DTTP). Tasks derived from CALL publications are referenced as Lessons Learned [LL] with the appropriate document and page number provided. For example, a task extracted from CALL Newsletter 95-6, "National Training Center's 'Fighting with Fires'" is referenced as [LL-CALL Newsletter 95-6, p. 16].

In some cases, the analysis of the BF resulted in the identification of tasks for which no doctrinal references could be determined. Such tasks were selected based on author experience and a careful study of relevant doctrine. These tasks are referenced as author notes [AN].

Full references for all the source material are listed in the reference section.

1. **The forward support battalion commander directs and leads subordinate forces.**
[ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1026, 63-1-1027, 63-1-1028, 63-1-1029, 63-1-1031, 63-1-1034, 63-1-1037, 63-1-1040, 63-1-1042, 63-1-1045 63-1-1050, 63-1-1052 and 63-1-R303; FM 63-20, Chap 6, pp. 3-12, 5-4, 5-5, 5-9, 5-10, 5-13, 5-14, 6-2, 6-4, 6-5; FM 101-5, Chap 1, 2, 3, 4, 5, 6, App A, B, C, D, E, F, H, J; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4, 6, 8; Battle Command, pp. 10-39, 42-45; TRADOC PAM 11-9, Chap 7, App D; ST 22-102]
 - a. **The FSB commander directs subordinate forces.**
 - 1) **The FSB commander takes actions to ensure that subordinate leaders have a clear understanding of his intent and concept. Actions include:** [FM 101-5, Chap 1, 4, App B, D, H, J; Battle Command Techniques and Procedures, Chap 2, 4; Battle Command, pp. 10-32]
 - a) **Meets with subordinate FSB commanders and leaders to receive information and issue directions.**
 - b) **Listens to cross-talk on brigade and DISCOM command and administrative/logistics (A/L) nets.**
 - c) **Evaluates reports from subordinates for their understanding of his intent, concept of operations, and their missions.**
 - 2) **The FSB commander positions himself where he can best direct and lead, observe the battlefield, and integrate operations:** [FM 101-5, Chap 1, 2, 3; Battle Command Techniques and Procedures, Chap 2, 3 & 4; ST 22-102]
 - a) **Ensures that people and equipment needed for him to move about the battlefield and to communicate are organized and prepared to move on short notice.**
 - b) **Selects positions that enable communications with:**
 - (1) **Brigade and DISCOM commanders.**
 - (2) **FSB subordinate commanders.**
 - (3) **The FSB CP.**
 - (4) **Supported brigade units.**
 - c) **Other criteria for selecting locations for the FSB commander:**
 - (1) **Capability to exercise command of the FSB and the BSA through the depth of the battlefield (e.g., FSB CP can**

maintain communications with all elements in the BSA, the FLE, the brigade CP, and the DISCOM CP).

- (2) Non-interference with the exercise of command by FSB subordinate commanders and leaders.
 - (3) Enhanced opportunities to see the battle, to conduct necessary coordination, and to provide guidance.
 - (4) Provision of redundant C2 in high risk situations.
- 3) The FSB command section directs and supervises activities of subordinate FSB units. [ARTEP 63-005-MTP, Task 63-1-1045]
- a) Monitors the performance of subordinate FSB elements to ensure that the required level of efficiency as prescribed in plans, policies, directives, and the TSOP is maintained. [ARTEP 63-005-MTP, Task 63-1-1045]
 - b) Monitors support to determine overall effectiveness. [ARTEP 63-005-MTP, Task 63-1-1045]
 - c) Assigns specific tasks to subordinate FSB units. [ARTEP 63-005-MTP, Task 63-1-1045]
 - d) Monitors compliance of decisions, directives, and instructions to determine subordinate elements' implementation. [ARTEP 63-005-MTP, Task 63-1-1045]
 - e) Issues FRAGOs to implement changes to the FSB OPORD and annexes. [ARTEP 63-005-MTP, Task 63-1-1045]
- 4) The FSB commander directs the execution of the battle: [Battle Command Techniques and Procedures, Chap 3, 4; Battle Command, pp. 10-16, 32-37]
- a) Issues timely FRAGOs to:
 - (1) Modify the OPORD or create a new OPORD.
 - (2) Change priorities.
 - b) Requests additional resources and assets from the division through the brigade S3 or the DISCOM SPO section.

- c) Provides guidance as appropriate to FSB subordinate commanders and the FSB staff.
 - d) Ensures continuous mutual support among units.
 - e) Ensures continuity of command throughout the FSB.
- b. The FSB commander uses his staff to assist him in directing and monitoring the battlefield: [FM 101-5, Chap 1, 3; Battle Command Techniques and Procedures, Chap 2, 4]
- 1) The FSB XO supervises the FSB CP.
 - 2) The FSB commander provides guidance to the FSB staff as required for tasks not governed by the TSOP or usual practices.
 - 3) The FSB support operations officer supervises external logistics and HSS operations in support of the brigade. [ARTEP 63-005-MTP, Task 63-1-1022]
 - a) Directs and coordinates logistics and HSS policy and subordinate FSB units' mission changes with the DISCOM staff and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1022]
 - b) Directs lateral distribution of DS stocks as driven by changing requirements and priorities in support of brigade operations. [ARTEP 63-005-MTP, Task 63-1-1022]
 - c) Directs redistribution of logistics and HSS workloads as driven by changing requirements and priorities in support of brigade operations. [ARTEP 63-005-MTP, Task 63-1-1022]
 - d) Directs revision of customer lists as driven by changing requirements, workloads, and priorities. [ARTEP 63-005-MTP, Task 63-1-1022]
 - e) Supervises coordination of the weapon system replacement missions as directed by the DISCOM staff and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1022]
 - f) Supervises maintenance of the logistics and HSS situation map(s) (SITMAP). [ARTEP 63-005-MTP, Task 63-1-1022]
 - g) Supervises operations of the FSB support operation section to ensure compliance with the brigade OPORD service support annex

and the FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1022]

- 4) The FSB support operations section coordinates logistical support for brigade units (coordination is made with the brigade S4 and task force [TF] headquarters and headquarters company [HHC] commanders):
 - a) Directs and coordinates the FSB logistics and HSS system support with the FSB S1 and S4 sections. [ARTEP 63-005-MTP, Task 63-1-1022]
 - b) Directs and coordinates tactical actions. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (1) The repositioning of base locations based on the tactical situation with the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (2) The response to enemy NBC attacks in coordination with the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1022]
 - c) Directs and coordinates CL III support for brigade units.
 - (1) Coordinates CL III support during offensive operations. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (a) Implements sustainment controls and priorities established in the brigade OPORD service support annex. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (b) Implements the increased consumption plan in coordination with the brigade S4, the DMMC, and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (c) Provides adjustment recommendations for bulk fuel forecasts to reflect increased requirements to the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (d) Coordinates relocation of CL III supply points to forward locations with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]

- (e) Coordinates throughput bulk fuel and fog oil distribution with the DMMC and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (f) Coordinates bulk fuel airdrop or slingload resupply with the DISCOM SPO and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
- (2) Coordinates CL III support during defensive operations, to include retrograde operations. [ARTEP 63-005-MTP, Task 63-1-1026]
- (a) Coordinates stockpiling of limited amounts of CL III products in centrally located battle positions as directed by the brigade S4 with the DMMC and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (b) Organizes and executes CL III delivery during periods of limited visibility to reduce the chances of enemy interference. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (c) Repositions CL III assets, by echelon, to the rear. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (d) Directs the FSB headquarters and supply company to upload as many CL III assets as possible. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (e) Coordinates adjustments to the fuel consumption forecast to reduce the quantity of fuel pushed forward with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (f) Coordinates the evacuation of petroleum products to planned fall-back points as directed by the brigade S4 with the DISCOM SPO and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (g) Provides instructions for the destruction of petroleum products to the brigade and subordinate FSB units to prevent enemy capture or use. [ARTEP 63-005-MTP, Task 63-1-1026]

- (h) Directs evacuation of CL III at night and during periods of limited visibility. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (i) Coordinates security requirements with the brigade S3 and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
- (3) The FSB support operations section coordinates CL III support in an NBC environment. Coordinates issuance of contaminated petroleum products with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
- d) Directs and coordinates CL V support for brigade units.
- (1) Coordinates CL V support for brigade units during offensive operations. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (a) Implements sustainment controls and priorities set forth by the brigade OPORD service support annex or the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (b) Coordinates with the DISCOM SPO section and the brigade S4 for additional transportation requirements for the movement of ammunition within the BSA. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (c) Coordinates with the brigade S4 and the DISCOM SPO section on the movement of the ATP as far forward as possible. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (d) Coordinates movement of preplanned and pre-configured CL V push-packages with the brigade S4, the DMMC DAO, and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (e) Coordinates CL V airdrop or slingload resupply with the brigade S4, the DMMC DAO, and the DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (f) Coordinates with the brigade S4 on the adjustment and redistribution of ammunition stocks as the

tactical situation changes. [ARTEP 63-005-MTP, Task 63-1-1027]

- (2) The FSB support operations section coordinates CL V support during defensive operations, to include retrograde operations. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (a) Coordinates with the brigade S4, the DMMC, and the FSB headquarters and supply company on stockpiling limited amounts of ammunition in centrally located occupied positions in the forward main battle area. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (b) Coordinates adjustment of basic loads with the DMMC DAO to allow Bn TFs to stock increased amounts of ammunition. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (c) Coordinates with the brigade S4, the DMMC DAO, and the FSB headquarters and supply company on push packages of critical ammunition. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (d) Coordinates with the DMMC DAO and the DISCOM SPO section on locations of semitrailers and other vehicles loaded with unit type, high-usage ammunition near positions expected to be occupied as brigade units withdraw. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (e) Directs the ATP to prepare CL V supplies for rapid displacement. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (f) Coordinates with the brigade S4 on a night resupply plan to reduce the chance of enemy interference. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (g) Coordinates the replenishment, reallocation, and redistribution of ammunition stocks as needed with the DMMC DAO. [ARTEP 63-005-MTP, Task 63-1-1027]

- (h) Coordinates limiting the flow of ammunition forward with the brigade S4, the DMMC DAO, and the ATP. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (i) Provides instructions to brigade units and FSB subordinate units for the destruction of ammunition to prevent enemy capture in accordance with the TSOP. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (j) Coordinates for the storage of maximum quantities of ammunition on mobile tractor trailers with the DISCOM SPO and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (k) Coordinates the evacuation of CL V supplies to planned fall-back points as directed by the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (l) Directs the evacuation of CL V at night and during periods of limited visibility. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (m) Coordinates security requirements for movement or storing of CL V supplies with the brigade S3 or the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1027]
- (3) Coordinates CL V support in an NBC environment. [ARTEP 63-005-MTP, Task 63-1-1027]
- (a) Coordinates the movement of contaminated stocks with the brigade S4, the DMMC DAO, and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (b) Coordinates routes for transporting contaminated stock with the FSB S2/3 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (c) Coordinates issuance of contaminated stock with the brigade S4, the ATP, and the DISCOM DAO. [ARTEP 63-005-MTP, Task 63-1-1027]
- e) Directs and coordinates maintenance support for brigade units.

- (1) Coordinates maintenance support during offensive operations. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (a) Coordinates with the brigade S4 and the FSB maintenance company on the relocation of maintenance support teams (MSTs) to accompany or follow attacking elements. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (b) Provides directions and guidance on the repair priority of critical items. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (c) Provides directions and guidance on unserviceable repairable items accountability and evacuation. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (d) Directs recovery operations using all available recovery and evacuation assets in the BSA in coordination with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (e) Coordinates with the DISCOM SPO and the FSB maintenance company on the uploading of combat-essential authorized stockage list and prescribed load list (PLL) stocks for quick redeployment forward. [ARTEP 63-005-MTP, Task 63-1-1028]

- (2) Coordinates maintenance support during defensive operations, to include retrograde operations. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (a) Coordinates the maintenance repair parts portion of push-packages with the brigade S4 and the FSB maintenance company. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (b) Directs and consolidates available MSTs to maximize the use of available transportation assets. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (c) Directs the forward deployment of MSTs consistent with the tactical situation. [ARTEP 63-005-MTP, Task 63-1-1028]

- (d) Directs maintenance efforts to ensure that the rapid return of critical repairable weapons systems to battle in the least time possible. [ARTEP 63-005-MTP, Task 63-1-1028]
- (e) Coordinates the relocation of maintenance elements that are not part of MSTs with the brigade S4 and the FSB maintenance company by echeloning non-team elements to the rear. [ARTEP 63-005-MTP, Task 63-1-1028]
- (f) Coordinates security requirements for maintenance operations with the brigade S3 or the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1028]
- (g) Coordinates with the DMMC, the brigade S4, and the FSB maintenance company on limiting the flow of repair parts and replacement components forward. [ARTEP 63-005-MTP, Task 63-1-1028]
- (h) Coordinates additional transportation requirements needed to deploy maintenance elements and critical repairable equipment to the rear with the brigade S4, the DISCOM SPO, and the FSB maintenance company. [ARTEP 63-005-MTP, Task 63-1-1028]
- (i) Directs evacuation of maintenance elements that have critical repairables to withdrawal points, as directed by the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1028]
- (j) Coordinates the authorization for cannibalization exception to policy with the DISCOM SPO and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1028]
- (k) Directs the destruction of critical non-repairable and non-critical equipment that are not repairable within the established time frame in coordination with the brigade S4 and in accordance with established directives. [ARTEP 63-005-MTP, Task 63-1-1028]
- (l) Directs evacuation of supplies and equipment during periods of limited visibility, if the tactical situation permits. [ARTEP 63-005-MTP, Task 63-1-1028]

- (m) Coordinates security requirements for maintenance operations with the brigade S3 or the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1028]
- (3) Coordinates maintenance support in an NBC environment. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (a) Provides direction and guidance on the priority of contaminated equipment for repairs, recovery, and evacuation in coordination with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (b) Coordinates requirements for decontamination teams with the brigade S4 and the FSB S4. [ARTEP 63-005-MTP, Task 63-1-1028]
- f) Directs and coordinates CL II support. Coordinates emergency or air resupply during NBC intrusions with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1029]
- g) Directs and coordinates CL IV support. Coordinates to meet increased brigade demands during defensive operations with the brigade S4, the DISCOM SPO, and the main support battalion (MSB) support operations section. [ARTEP 63-005-MTP, Task 63-1-1029]
- h) Directs and coordinates CL VII support. [ARTEP 63-005-MTP, Task 63-1-1029]
 - (1) Coordinates assembly of end items, crews, and ammunition, when directed that weapons systems replacement is to be conducted in the BSA. [ARTEP 63-005-MTP, Task 63-1-1029]
 - (2) Coordinates CL VII deliveries with the brigade S4 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1029]
- i) Directs and coordinates BSA HSS operations. [ARTEP 63-005-MTP, Task 63-1-1031]
 - (1) Coordinates forward echelonment of MEDEVAC elements in support of offensive operations with the FSB medical company, the brigade S4, and the DMOC. [ARTEP 63-005-MTP, Task 63-1-1031]

- (2) Coordinates relocation of medical elements to fall back positions in support of defensive or retrograde operations with the FSB medical company, the brigade S4, and the DMOC. [ARTEP 63-005-MTP, Task 63-1-1031]
- (3) Coordinates division-level logistics and HSS operations for the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (a) Coordinates redistribution of stock and services to accommodate changing requirements and priorities. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (b) Coordinates stock status projections with DMMC commodity managers. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (c) Coordinates reorganization requirements with the brigade S4 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1022]
- j) Coordinates and oversees ROM operations.
- k) Directs and coordinates GRREG support in the BSA. Coordinates aerial reconnaissance for the search for remains with the brigade S4, the DISCOM SPO, and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1034]
- 5) The FSB S2/3 section directs and coordinates internal FSB operations.
 - a) The FSB S2/3 supervises tactical support area operations. [ARTEP 63-005-MTP, Task 63-1-1037]
 - (1) Assigns specific areas of responsibility and work shifts to all assigned FSB staff members for a 24-hour a day operation. [ARTEP 63-005-MTP, Task 63-1-1037]
 - (2) Enforces sleep plans that are consistent with phases of the brigade's operation. [ARTEP 63-005-MTP, Task 63-1-1037]
 - (3) Monitors the performance of personnel in their specified areas of expertise to ensure compliance with established guidance and the FSB TSOP. [ARTEP 63-005-MTP, Task 63-1-1037]

- (4) Provides briefings on the current tactical situation to the FSB XO and/or the FSB commander. [ARTEP 63-005-MTP, Task 63-1-1037]
- b) The FSB S2/3 section coordinates NBC operations:
 - (1) Directs response to initial effects of an NBC attack. [ARTEP 63-005-MTP, Task 63-1-1040]
 - (a) Alerts higher, lower, and adjacent units of the NBC attack. [ARTEP 63-005-MTP, Task 63-1-1040]
 - (b) Reestablishes chains of command and communications. [ARTEP 63-005-MTP, Task 63-1-1040]
 - (c) Coordinates assistance for subordinate FSB elements with the DISCOM SPO and the division rear command post operations center (RCPOC). [ARTEP 63-005-MTP, Task 63-1-1040]
 - (2) Directs response to residual effects of an NBC attack. [ARTEP 63-005-MTP, Task 63-1-1040]
 - (3) Directs radiological and chemical surveys. [ARTEP 63-005-MTP, Task 63-1-1040]
 - (4) Directs radiological and chemical decontamination. [ARTEP 63-005-MTP, Task 63-1-1040]
 - (5) Coordinates hasty decontamination. [ARTEP 63-005-MTP, Task 63-1-1040]
 - (6) Coordinates for detailed equipment and personnel decontamination. [ARTEP 63-005-MTP, Task 63-1-1040]
- c) The FSB S1 section directs internal personnel replacements. [ARTEP 63-005-MTP, Task 63-1-1042]
- c. The FSB commander exercises leadership during the execution of the FSB's support of the brigade battle by: [FM 101-5, Chap 1, 4; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4; Battle Command, pp. 10-13, 32-37]
 - 1) Being professionally competent.
 - 2) Inspiring soldiers with the will to win.

- 3) Sharing the hardships and dangers of his soldiers.
 - 4) Demonstrating both mental and physical stamina.
 - 5) Displaying physical and moral courage (making the difficult choices and decisions).
 - 6) Issuing timely, clear, and concise guidance and orders to provide FSB subordinate commanders purpose, direction, and motivation.
 - 7) Maintaining his perspective and focus on the FSB mission, regardless of the turmoil surrounding him.
 - 8) Demonstrating flexibility to quickly adjust to rapidly changing situations to accomplish the mission.
 - 9) Visualizing and thinking in dimensions of time, space, and purpose as to the consequences of actions.
 - 10) Visualizing follow-on FSB missions.
 - 11) Providing subordinate FSB commanders with a vision of future operations.
 - 12) Establishing and reinforcing an attitude of teamwork throughout the FSB.
 - 13) Fostering and encouraging initiative in subordinate FSB leaders.
 - 14) Delegating authority whenever appropriate.
 - 15) Providing accurate, objective reports to the DISCOM and brigade commanders.
 - 16) Getting needed rest.
- d. The FSB commander maintains unit discipline and morale by: [FM 101-5, Chap 1; Battle Command Techniques and Procedures, Chap 4; Battle Command, pp. 10-13; FM 63-20, p. 6-2 & 6-4]
- 1) Keeping the soldiers informed of the current situation.
 - 2) Making personal contact with soldiers.
 - 3) Sharing the hardships and dangers that his soldiers face.
 - 4) Reassuring subordinates in a calm manner.

- 5) Ensuring that soldiers have the opportunity to rest, eat, and otherwise refit as conditions permit.
- 6) Acting decisively.
- 7) Giving precise, simple, easy-to-understand orders.
- 8) Checking to see that his orders are carried out.
- 9) Ensuring that the FSB subordinate commanders and other supporting elements cross-talk on the FSB command or brigade A/L nets to:
 - a) Coordinate actions and activities.
 - b) Exchange information.
 - c) Assist each other as possible.
 - d) Integrate and synchronize activities.
 - e) Prevent fratricide.
 - f) Keep everyone updated on the current situation.
 - g) Allow the FSB commander and his staff to anticipate upcoming requirements.
- 10) Observing subordinate FSB commanders for indications of degradation in performance.
- 11) Monitoring himself and the subordinate commanders for degradation of leadership ability based upon physical and/or mental stress or exhaustion. [FM 63-20, p. 3-12]
 - a) Monitors his own physical and mental state.
 - b) The FSB XO monitors the FSB commander's condition and recommends rest periods.
 - c) Ensures that subordinate FSB commanders have and execute a rest schedule for themselves, their staffs, and their subordinate commanders.
 - d) The FSB commander and FSB leaders perform stress prevention actions. [ARTEP 63-005-MTP, Task 63-1-R303]

- e) The FSB staff section leaders implement stress coping and management techniques. [ARTEP 63-005-MTP, Task 63-1-R303]
 - f) The FSB commander and FSB leaders implement treatment techniques. [ARTEP 63-005-MTP, Task 63-1-R303]
 - g) The FSB commander and FSB leaders implement the FSB staff sleep plan. [ARTEP 63-005-MTP, Task 63-1-R303]
 - h) The FSB staff section leaders implement task rotation or restructuring procedures. [ARTEP 63-005-MTP, Task 63-1-R303]
- 12) Ensuring that CSS operations that contribute to morale are conducted as conditions permit.
- 13) Recognizing unit and individual achievement and performance during the battle.
- 14) Using the FSB CSM's assistance in the maintenance of unit discipline and morale.
- e. The FSB commander coordinates and integrates support of tactical operations. [FM 101-5 Chap 1, 5, 6; Battle Command, pp. 42-45, Battle Command Techniques and Procedures, Chap 2, 4; ST 22-102]
- 1) The FSB commander integrates support of tactical operations by using the following techniques to employ required CSS at required times or places.
 - a) Maintaining a current updated estimate of the situation.
 - b) Maintaining communications with all FSB elements.
 - c) Focusing CSS at decisive points to support the brigade commander's intent.
 - d) Continuously monitoring and using FSB, DISCOM, and brigade decision support aids (e.g., DST and synchronization matrix) to aid coordination and timing of support.
 - e) Deciding when to issue a change, modification, or replacement of existing FSB orders.
 - f) Implementing a defense condition level consistent with enemy capabilities and intentions. [ARTEP 63-005-MTP, Task 63-1-1050]

- g) Directing the redeployment of all isolated support teams and supply points to the closest base cluster operations center (BCOC) in coordination with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1050]
 - h) Directing the preliminary loading of all non-essential equipment and supplies and the positioning of vehicles for quick movement by all subordinate units. [ARTEP 63-005-MTP, Task 63-1-1050]
 - i) Directing isolated support elements to move to predetermined defensive positions within a base defense. [ARTEP 63-005-MTP, Task 63-1-1052]
 - j) Assembling base cluster response forces at predesignated rally points as prescribed by the defense plan. [ARTEP 63-005-MTP, Task 63-1-1052]
 - k) Directing internal response force actions to delay and deny the enemy penetration into established BSA positions. [ARTEP 63-005-MTP, Task 63-1-1052]
 - l) Coordinating additional security requirements for the movement of supplies and equipment through affected areas with the brigade S2 and the BSA MP element. [ARTEP 63-005-MTP, Task 63-1-1052]
 - m) Coordinating the response to enemy NBC activities with the division RCPOC and the brigade S3. [ARTEP 63-005-MTP, Task 63-1-1052]
 - n) Directing the relocation of BSA units in base cluster(s) for better defensive positions that are consistent with the tactical situation. [ARTEP 63-005-MTP, Task 63-1-1052]
 - o) Reducing the security level as the enemy is driven from the area or defeated. [ARTEP 63-005-MTP, Task 63-1-1052]
 - p) Directing changes to the fire support plan based on his vision of the current battle and the required endstate. [FM 63-20, p. 6-2]
- 2) The FSB commander integrates and coordinates combat power in consideration of factors associated with each battlefield operating system (BOS); factors include: [TRADOC Pamphlet 11-9, Chap 7, App D; FM 101-5, Chap 1, 3, 4, App, A, B, C, D, E, F, J; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4, 6; Battle Command, pp. 10-39]

- a) **Maneuver: [Battle Command Techniques and Procedures, Chap 3]**
 - (1) **Movement:**
 - (a) The FLE and other BSA elements' movements are conducted in accordance with the order (e.g., checkpoints are met on time) so that units are on time and at the right place to achieve intended results.
 - (b) Units are required to maintain orientation, security, and mutual support.
 - (2) **BSA defense and force protection:**
 - (a) Elements operating in the BSA reduce the likelihood of destruction from enemy ground, air, or artillery.
 - (b) BSA elements operating outside of the BSA have adequate assets to perform force protection actions.
- b) **Fire support:**
 - (1) **The FSB commander: [FM 6-20; Battle Command Techniques and Procedures, Chap 6]**
 - (a) Manages execution of fire support by exception.
 - (b) Monitors fire support, ensuring that it is executed according to plan and that it achieves the desired results.
 - (c) Exercises overall control of fire support through FSB FRAGOs to change priorities and missions/tasks for supporting fire support systems.
 - (2) **The FSB S2/3:**
 - (a) Checks that planned targets are observed for indirect fires. [FM 63-20, p. 5-13]
 - (b) Responds to changes in guidance and intent of the FSB commander; coordinates, as required, with the brigade FSE and the DS FA battalion S3 to comply with the FSB commander's instructions.

- (c) The DST and the FSEM are updated for changes in the status.
- c) M/S: The FSB commander. [Battle Command Techniques and Procedures, Chap 8]
- (1) Ensures that barriers are constructed along the most likely enemy avenues of approach.
 - (2) Ensures that the road networks in the brigade rear provide adequate mobility for BSA vehicles and equipment.
 - (3) Ensures that survivability positions are constructed and maintained.
 - (4) Directs MOPP levels and NBC defense measures to ensure that the FSB is prepared for NBC attacks. [ARTEP 63-005-MTP, Task 63-1-1037]
 - (a) Ensures that all FSB units and corps or divisional elements in the BSA are provided NBC updates. [ARTEP 63-005-MTP, Task 63-1-1037]
 - (b) Supervises BSA NBC defense preparations as directed by the brigade S3 or the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1037]
 - (5) Monitors OPSEC: The FSB S2/3 section supervises BSA participation in the overall brigade OPSEC plan. [ARTEP 63-005-MTP, Task 63-1-1037]
 - (a) Disseminates brigade countermeasure requirements to all FSB elements and corps/divisional elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1037]
 - (b) Supervises implementation of countermeasures that overcome enemy signal and human intelligence capabilities. [ARTEP 63-005-MTP, Task 63-1-1037]
 - (c) Inspects BSA units' positions for OPSEC effectiveness. [ARTEP 63-005-MTP, Task 63-1-1037]

- (d) Provides feedback reports to the brigade S2 or the brigade S4 on activities that affect OPSEC measures. [ARTEP 63-005-MTP, Task 63-1-1037]
- (6) Obstacles in the BSA are prepared and the FSB commander is informed as obstacles are executed. [FM 63-20, p. 5-10]
- d) Command and control: The FSB commander: [FM 101-5, Chap 5; Battle Command Techniques and Procedures, Chap 4]
 - (1) Positions himself where he can best command and control logistical support of the brigade while maintaining command and control over the tactical situation in the BSA (mission, enemy, terrain, troops and time available [METT-T] dependent) and:
 - (a) Maintains control of the battle through his subordinate FSB commanders.
 - (b) Shifts his location as needed to maintain the capability of directly influencing action at critical DPs.
 - (c) Changes CCIR as required to meet his information needs.
 - (2) Maintains continuous control of subordinate FSB elements by:
 - (a) Communicating with all elements.
 - (b) Monitoring the situation throughout the battlefield.
 - (c) Providing guidance as appropriate.
 - (d) Integrating the FSB's effort.
 - (3) Ensures that FSB orders are timely and responsive to the changing logistical and tactical situation.
 - (4) Makes checks that ensure support to the soldiers' personal readiness by:
 - (a) Ensuring that leaders keep soldiers informed.
 - (b) Ensuring that sleep plans are enforced.

- (c) Ensuring that soldiers receive food, mail, responsive repair or replacement of equipment, and effective medical treatment.
- e) Intelligence: The FSB commander:
- (1) Continuously monitors intelligence reporting to be sure that changes to the enemy situation are being detected, evaluated, and reported.
 - (2) Reviews his PIR to ensure that it reflects current intelligence needs.
 - (3) Uses the weather conditions, battlefield situation, past NBC usage, and the enemy's NBC capabilities to update decisions on MOPP and exposure guidance, as well as his appraisal of NBC usage effects on the FSB and its mission. [FM 63-20, pp. 5-4, 5-5 and 6-5]
- f) AD:
- (1) The FSB S2/3 reports to the FSB commander changes to:
 - (a) The AD plan. [FM 63-20, pp. 5-9 and 5-10]
 - (b) Weapons control status. [FM 63-20, pp. 5-9 and 5-10]
 - (c) Positions of weapons systems. [FM 63-20, pp. 5-9 and 5-10]
 - (2) The FSB commander:
 - (a) Continuously assesses the FSB's vulnerability to enemy air, prioritizes AD missions based on current METT-T, and directs passive protective measures such as dispersion and use of camouflage.
 - (b) Ensures that AD protection is in place at critical times and locations. [FM 63-20, p. 5-10]
 - (c) Implements air attack warnings and changes the weapons control status throughout the BSA when an enemy air attack is imminent. [FM 63-20, p. 5-14]

- (3) The FSB S2/3 keeps the AD assets informed of the status of helicopters and other friendly air in the area. [FM 63-20, pp. 5-9 and 5-10]
- g) The FSB commander integrates CSS requirements with the other BOS.
- (1) CSS assets are prepared to provide planned supply, medical, and maintenance support to the FSB and its customers during the mission.
 - (2) Push packages of emergency resupplies in support of the brigade are configured and ready. [FM 63-20, p. 7-21]
 - (3) Designated MSR and ASRs are assessed to ensure that CSS assets can provide a timely response.
 - (4) Medical assets and operations are prepared to support the FSB HSS mission. [FM 63-20 Chap 8]
 - (a) Ambulances are ready to provide planned support.
 - (b) Ambulance transfer points/collection points are located throughout the FSB and the supported brigade.
 - (c) Aid station(s) and the FSB medical company are ready to receive and treat casualties.
 - (5) Vehicles and equipment are recovered, repaired, and returned to the user or delivered to higher maintenance echelons. [FM 63-20, p. 8-4]
 - (6) Maintenance assets are task organized and are prepared to provide support to brigade combined arms units. [FM 63-20, pp. 8-6 through 8-8]
 - (7) The fog oil distribution plan is verified to ensure that it is delivered to smoke-generation elements in a timely manner. [FM 63-20, p. 7-9]
 - (8) The ROM plan is verified to ensure that it is capable of providing required fuel to brigade elements:
 - (a) MP assistance at the ROM sites.

- (b) AD coverage required at each ROM site.
 - (c) Communications requirements at each ROM site.
- h) The FSB commander integrates C2 requirements with the other BOS.
 - (1) The FSB commander reviews the FSB DST and the synchronization matrix to ensure that:
 - (a) Plan modifications are integrated.
 - (b) Mission details to achieve the brigade commander's intent are adequately reflected.
 - (2) Subordinate FSB unit commanders demonstrate to the FSB commander their understanding of:
 - (a) When, where, and how the FSB commander plans to support brigade operations while protecting the force.
 - (b) Brigade commander's intent and desired endstate.
 - (c) Their mission and how their plans are synchronized according to the DST with all elements they interrelate with and with each battle phase of the FSB plan.
 - (3) The FSB commander reviews the criteria for the employment of the FSB reaction force to verify that his intent and visualized endstate can be achieved. [FM 63-20, p. 5-11]
 - (4) The BSA response forces are based on the number of personnel, type weapons, and current mission of each base. [ARTEP 63-005-MTP, Task 63-1-1050]
 - (5) C2 measures planned for the mission are reviewed by the FSB commander, staff, and subordinate leaders to ensure completeness and understanding.
 - (6) FSB CP and staff are prepared to support the mission.
 - (a) Receive, process, and disseminate information.

- (b) Ongoing process to exchange information with the DISCOM, brigade, and supported units.

2. **The forward support battalion command post supports coordination and integration by acquiring, evaluating, and communicating information.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1026, 63-1-1027, 63-1-1028, 63-1-1029, 63-1-1034, 63-1-1037, 63-1-1040, 63-1-1042, 63-1-1050, 63-1-1051, 63-1-1052; FM 63-20, Chap 3, 5, 6, pp. 5-13, 6-2, 6-3, 6-4, 6-7, 6-8; FM 101-5, Chap 3, 5, 6, App A, B, C, L, pp. 3-84, 3-85, 3-86, 6-2, 6-8, 6-11, 6-16, 6-33, 6-34, C-4, C-5, C-7, C-8, C-9; FM 6-20-40, p. 26; FM 6-20-50, App C; FM 34-130, Chap 2; TRADOC Pam 11-9, Chapter 7 and App D; Battle Command Techniques and Procedures, Chap 2, 3, 4, 5]

a. The FSB CP acquires information. [TRADOC Pam 11-9, Chap 7, App D; FM 34-130, Chap 2; FM 101-5, Chap 3 pp. 3-84, 4, 6, App A, C; Battle Command Techniques and Procedures, Chap 2, 3, 4, 5]

- 1) The FSB staff members, operating out of the CP as directed by the FSB commander or FSB TSOP, obtain information during the execution of the battle that:
 - a) Is critical to their or other staff officers' responsibilities for assisting the FSB commander to integrate the execution of the FSB's support of the brigade battle. [FM 101-5, pp. 6-33, 6-34]
 - b) Is focused on satisfying the FSB CCIR. [FM 101-5, pp. 6-8, 6-11, 6-16, and C-4]
- 2) The FSB XO manages the acquisition, flow, and exchange of information to, from, and within the FSB CP. [FM 101-5, pp. 6-2, 6-11, 6-34]
- 3) The FSB CSM obtains information on matters such as:
 - a) Morale, discipline, and adherence to standards by FSB soldiers.
 - b) The FSB's capability to support combat operations.
 - c) The CSS system.
 - d) The welfare of FSB soldiers.
 - e) Topics requested by the FSB commander.
- 4) The FSB S2/3 intelligence section obtains intelligence information. [FM 101-5, p. C-7, C-8; FM 34-130, Chap 2]

- a) The FSB S2/3 intelligence section obtains information from: [FM 101-5, App L]
 - (1) Division, brigade, and DISCOM headquarters.
 - (a) Intelligence preparation of the battlefield (IPB) products from the division RCPOC and the brigade S2. [ARTEP 63-005-MTP, Task 63-1-1050]
 - (b) INTSUMs from brigade and DISCOM intelligence sections and the division RCPOC.
 - (c) Responses from brigade to FSB requests for information (e.g., CCIR and IR).
 - (d) SPOTREPs in size, activity, location, unit, time, equipment (SALUTE) format, from FSB/BSA elements.
 - (e) Information by eavesdropping on command nets, A/L nets, and operations and intelligence (O&I) nets.
 - (2) The FSB commander.
 - (3) BSA units:
 - (a) FSB companies.
 - (b) Bn TF field trains elements.
 - (c) Other BSA elements.
 - (4) Other FSB staff sections.
 - (5) Brigade, DISCOM, adjacent, or subordinate units by eavesdropping on command, A/L, and O&I nets.
 - (6) Debriefing of patrols and other R&S elements.
 - (7) Interrogation of EPWs and deserters.
 - (8) Debriefing of truck drivers and/or convoy commanders coming into the BSA.
 - (9) LNOs from/to higher, adjacent, and supporting units.

- (10) Civilian population.
- b) The FSB S2/3 section's information points of interest regarding supporting the battle while providing for force protection include:
 - (1) Information that answers the CCIR.
 - (2) Information related to the enemy:
 - (a) Dispositions (confirmed and suspected).
 - (b) Composition.
 - (c) Intentions.
 - (d) Use of EW.
 - (e) Use of NBC.
 - (3) Information related to the FSB's capability to continue collection of intelligence information.
 - (a) Strength, location, and capability of BSA R&S elements.
 - (b) Status of requests for aerial reconnaissance and other external support.
- 5) The FSB S2/3 section obtains operations information (e.g., changes to METT-T and unit status). [FM 101-5, pp. C-8, C-9]
 - a) The FSB S2/3 section obtains information from:
 - (1) Brigade and DISCOM headquarters.
 - (2) The FSB commander.
 - (3) BSA units.
 - (4) Adjacent units.
 - (5) Other FSB staff officers and sections.
 - (6) LNOs.

- (7) Eavesdropping on subordinate and adjacent units' command nets.
- b) The FSB S2/3 receives:
- (1) Guidance/direction from the FSB commander.
 - (2) SITREPs from FSB companies, BSA elements, and R&S elements.
 - (3) Requests for resources, recommendations, or changes to the FSB OPORD from subordinate FSB elements.
 - (4) Direct observation of operations.
 - (5) Information by eavesdropping on brigade and DISCOM command nets.
- c) The FSB S2/3's information points of interest regarding internal BSA operations include: [FM 101-5, App A]
- (1) Direction from the FSB commander.
 - (a) Changes to the mission concept or details of the plan.
 - (b) Requirements for information to assist him in integrating FSB operations.
 - (2) FRAGOs/WARNOs from DISCOM or brigade headquarters.
 - (3) Changes to the DISCOM or brigade situations which necessitate changes to the FSB's OPSEC posture.
 - (4) Terrain requirements from division and corps units operating within the brigade rear area.
 - (5) Information relating to determining effectiveness of FSB OPSEC measures.
 - (6) BSA units' SITREPs and graphics.
 - (a) Emplacement of crew-served weapons and fields-of-fire.

- (b) Preplanned artillery fires and target numbers.
 - (c) Barriers and obstacles.
- (7) Requests for resources from subordinate FSB units.
- (8) Recommendations from subordinate FSB commanders.
- (9) Information required for confirming, refining, or changing the DST.
- (10) Updates from the FSB S1.
 - (a) Unit personnel status reports. [FM 63-20, pp. 6-2 through 6-4, 6-7 through 6-8]
 - (b) Casualty evacuation.
 - (c) Status of key leaders and critical military occupational specialties (MOS).
- (11) Updates from the FSB S4.
 - (a) FSB company vehicle and equipment status reports. [FM 63-20, pp. 6-2 through 6-4, 6-7 through 6-8]
 - (b) The status of supply (CL I, III and V) in FSB companies.
 - (c) Requests for maintenance and recovery support for BSA elements. [FM 63-20, p. 6-7]
 - (d) Requests from FSB companies for CL III and V resupply. [FM 63-20, p. 6-7]
- 6) The FSB S1 section obtains personnel information. [FM 101-5, p. C-5; FM 63-20, pp. 6-3 through 6-4]
 - a) The FSB S1 section receives information from:
 - (1) The brigade S1 and the DISCOM S1.
 - (2) The FSB commander
 - (3) Subordinate units:

- (a) FSB companies.
 - (b) BSA elements.
- b) The FSB S1 acquires personnel information related to FSB support of the battle, including:
- (1) Changes from the FSB commander to guidance, mission concept, priorities, and requirements for information.
 - (2) Information from the FSB S2/3 and the FSB S2/3 section which confirms or refutes estimates of the personnel situation and casualty estimates.
 - (3) Personnel status from FSB subordinate units.
 - (a) Personnel strength reports.
 - (b) Critical MOS and grade shortages.
 - (c) Absentees without leave.
 - (d) Casualty feeder reports.
 - (e) Key leader and MOS status.
 - (4) Personnel information from brigade and DISCOM S1s.
 - (a) Availability of replacements and replacement operations (including WSRO).
 - (b) Postal services.
 - (c) Morale, welfare, and recreation (MWR) support.
 - (5) Morale and discipline indicators from DISCOM and brigade special staff officers.
 - (a) Uniform Code of Military Justice actions from the Staff Judge Advocate (SJA).
 - (b) Straggler and crime rates from the provost marshal (PM).
 - (c) Sick call and stress casualties from the brigade surgeon.

- (d) Complaints information from the inspector general.
 - (6) Information from the MP platoon leader concerning EPW processing and evacuation requirements.
 - (7) Information from the brigade S5 concerning CMO support requirements.
- 7) The FSB S4 and the FSB S4 section obtain logistics information. [FM 101-5, p. C-9; FM 63-20, pp. 6-7 through 6-8]
- a) The FSB S4 section acquires information from:
 - (1) The brigade and DISCOM S4s.
 - (2) The FSB commander.
 - (3) Subordinate FSB units.
 - (4) Bn TF field trains elements.
 - b) The FSB S4 acquires logistics information regarding support to the battle, including:
 - (1) Changes from the FSB commander to guidance, mission concept, priorities, and information requirements.
 - (2) Intelligence information from the FSB S2/3 and the FSB S2/3 section which confirms or refutes estimates of the logistical situation.
 - (3) Logistics reports from subordinate FSB units.
 - (a) Status of supplies.
 - (b) Equipment readiness.
 - (4) Equipment readiness status from units. The FSB S4 tracks equipment readiness by type and company, keeps the FSB commander informed of status (recovery, repair, etc.) [FM 63-20, p. 6-7]
 - (5) Supply stockage and resupply status from units. (CSS planning for the supply of consumable and expendable items [filters, MOPP suits, decontamination kits, detector kits,

plastic bags, ponchos, rain gear, etc.] is continuous.) [FM 63-20, p. 6-7]

- 8) The FSB support operations officer and the support operations section obtain information (coordination is made with brigade surgeon [FSB Co Cdr] on medical issues): [FM 63-20, Chap 3, 5, 6]
 - a) The FSB support operations officer and the support operations section acquire and receive information from:
 - (1) The DISCOM SPO and the brigade S3.
 - (2) The FSB commander.
 - (3) Subordinate FSB units.
 - (4) Bn TF field trains elements.
 - (5) The brigade S5.
 - (6) Subordinate and adjacent units (by eavesdropping on their communications nets).
 - (7) The DMMC.
 - (8) DISCOM and brigade commanders.
 - (9) The brigade S2.
 - (10) The brigade S3 Air.
 - (11) Brigade main CP (by eavesdropping on its communications nets).
 - (12) The MSB.
 - (13) The brigade S1 and S4
 - b) The FSB support operations officer acquires CSS information regarding execution of the mission, including:
 - (1) Changes from the brigade commander to guidance, mission, concept, priorities, and information requirements; indications that CSS requirements are not being met.

- (2) Information from the brigade S2 and the brigade S2 section which confirms or refutes estimates of the tactical situation as it pertains to the BSA and CSS elements operating forward of the BSA.
- (3) Changes to guidance, priorities, and requirements from the DISCOM commander.
 - (a) CSS task organization.
 - (b) Tasks to provide CSS support to division and corps units.
- (4) Information from the MSB regarding backup CSS support.
- (5) Information from the DMMC concerning supply and maintenance management support.
- (6) Information from supported units regarding their requirements.
 - (a) Changes in requirements due to increased or decreased consumption based on increases or decreases in operations tempo, or due to the development of anticipated branches or sequels in the operation.
 - (b) Changes in requirements due to unforeseen circumstances which may result in the brigade commander making modifications to the original plan.
- (7) Information from all organizations in the BSA (for defense and terrain management).
- (8) Medical updates and aerial MEDEVAC capabilities from the DMOC.
- (9) CL VIII supply updates from the division medical supply officer.
- (10) Additional medical support capability from the MSB.
- (11) Subordinate and supporting unit medical support status.
 - (a) Positioning and readiness of medical assets.

- (b) Capability to receive, triage, and evacuate casualties.
- (12) Status of ROM operations.
- b. The FSB CP evaluates acquired information, updates products, and maintains status. [FM 63-20, Chap 3 and 6; FM 101-5, Chap 6]
 - 1) The FSB XO supervises the FSB staff in the evaluation of acquired information, updating products, and maintaining status.
 - 2) The FSB S2/3 intelligence section:
 - a) The FSB S2/3 intelligence section evaluates intelligence information.
 - (1) Appraises intelligence summaries (INTSUMs) and reports for pertinence to BSA operations and security with emphasis on the potential impact on the BSA's capability to support the brigade. [ARTEP 63-005-MTP, Task 63-1-1037]
 - (2) Evaluates weather reports for data that could have significant effects on the BSA security and capability to support brigade operations. Forwards pertinent intelligence and weather information to all FSB units and corps/divisional elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1037]
 - (3) Assembles required intelligence information. [ARTEP 63-005-MTP, Task 63-1-1051]
 - (4) Evaluates guidance and direction and information, comparing desired FSB endstate (both from the tactical situation as it pertains to the BSA and elements operating forward of the BSA, and the logistical situation as it pertains to the capability of the BSA to support brigade operations) with current FSB situation and trends.
 - (a) Answers essential elements of friendly information (EEFI).
 - (b) Identifies significant changes to the situation.
 - (5) Verifies reports for pertinence, reliability, and accuracy. [ARTEP 63-005-MTP, Task 63-1-1051]

- (6) Assesses damage to equipment and facilities by analyzing reports from subordinate elements for subsequent report to the DISCOM and the brigade S3. [ARTEP 63-005-MTP, Task 63-1-1040]
 - (a) Impact of damaged equipment and facilities on the ability of the FSB to provide continuing support to the supported brigade.
 - (b) Impact of damaged equipment and facilities on the ability of the FSB to support itself and to protect itself.
 - (c) Augmentation, repairs, or replacements necessary to restore the FSB capabilities to an acceptable level.
- b) The FSB S2/3 intelligence section updates intelligence products.
 - (1) Updates operations data.
 - (a) The DST.
 - (b) The event matrix.
 - (c) Operational graphics.
 - (d) The operations estimate.
 - (2) Records intelligence information in the journal. [ARTEP 63-005-MTP, Task 63-1-1051]
 - (3) Records pertinent weather and terrain data. [ARTEP 63-005-MTP, Task 63-1-1051]
 - (4) Annotates the SITMAP with current friendly and enemy locations. [ARTEP 63-005-MTP, Task 63-1-1051]
 - (5) Maintains map surveillance of the enemy force as information is received in subordinate elements' SPOTREPs. [ARTEP 63-005-MTP, Task 63-1-1052]
 - (6) Plots location(s) of the enemy force on the SITMAP(s) as SPOTREPs are received. [ARTEP 63-005-MTP, Task 63-1-1050]

- (7) Prepares INTSUM. [ARTEP 63-005-MTP, Task 63-1-051]

- c) The FSB intelligence section tracks enemy:
 - (1) Locations.
 - (2) Activities.
 - (3) Adherence to, or deviation from, postulated courses of action (COA).

- 3) The FSB S2/3 operations section:
 - a) The FSB S2/3 operations section evaluates operations information to ensure coordination and integration.
 - (1) Evaluates changes to guidance and direction and information.
 - (2) Evaluates information which confirms or refutes IPB information which may affect achieving the commander's intent.
 - (3) Evaluates desired and likely brigade endstates and FSB requirements to provide support at that time.
 - (4) Evaluates impact of changes to the brigade maneuver operations on DS CSS requirements.
 - (5) Ensures synchronization in accordance with the FSB OPORD.
 - (6) Evaluates FSB OPSEC based on information received from DISCOM and brigade sources.

 - b) The FSB S2/3 operations section updates operations control measures.
 - (1) Current SITMAPs showing current locations of all friendly and threat forces. [ARTEP 63-005-MTP, Task 63-1-1052]
 - (2) The DST, in conjunction with the FSB XO and the FSB commander.
 - (a) Elements of the DST which require modification.

- (b) Elements which need to be added to or deleted from the DST.
 - (3) The synchronization matrix.
 - (4) The operations overlay of the supported brigade.
 - (5) The operations overlay for the BSA.
 - (6) The updated operations estimate (may or may not be in written form).
 - (7) The timeline of brigade operations.
 - (8) The current operations and intelligence map.
 - (9) The NBC map.
 - (10) The FSB plans map, with CSS overlay, to support future brigade operations.
 - (11) Personnel and equipment status to include current unit strength and operational equipment status.
- c) The BCOC makes the appropriate response determination based on information and reports received from BSA elements and the DISCOM's and brigade's S2s. [ARTEP 63-005-MTP, Task 63-1-1052]
 - (1) Verifies threat level(s) operating in the brigade rear. [ARTEP 63-005-MTP, Task 63-1-1052]
 - (2) Identifies capability of base(s) being threatened to defend themselves from the verified threats. [ARTEP 63-005-MTP, Task 63-1-1052]
 - (3) Verifies base(s) priority as established by the defense plan. [ARTEP 63-005-MTP, Task 63-1-1052]
- d) The FSB S2/3 identifies projected degradation levels within the BSA in coordination with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1052]
- e) The FSB S2/3 section maintains current NBC SITMAPs and overlays. [ARTEP 63-005-MTP, Task 63-1-1037]

f) The FSB S2/3 section updates the fire support matrix. [FM 63-20, p. 5-13)

4) The FSB S1 section.

a) The FSB S1 and the S1 section evaluate information.

(1) The desired FSB endstate is compared with current and projected personnel and medical status.

(2) Information which confirms or refutes EEFI and other IPB information which may affect achieving the FSB commander's intent.

(3) Internal medical support requirements. [ARTEP 63-005-MTP, Task 63-1-1042]

(a) Calculate probable internal medical support requirements. [ARTEP 63-005-MTP, Task 63-1-1042]

(b) Coordinate schedules, locations, and capabilities of internal medical support with the supporting medical element. [ARTEP 63-005-MTP, Task 63-1-1042]

(c) Evaluate routine and emergency treatment and evacuation procedures to ensure compliance with the medical support plan and instructions from the supporting medical element. [ARTEP 63-005-MTP, Task 63-1-1042]

(d) Assess FSB preventive medicine measures to ensure compliance with the FSB TSOP. [ARTEP 63-005-MTP, Task 63-1-1042]

(4) Verify casualty feeder reports and witness statements from subordinate elements for accuracy and completeness. [ARTEP 63-005-MTP, Task 63-1-1042]

b) The FSB S1 and the S1 section update S1 products:

(1) Correct casualty status and identity data based on input from medical and GRREG elements. [ARTEP 63-005-MTP, Task 63-1-1042]

- (2) Prepare a Standard Installation/Division Personnel System (SIDPERS) deceased transaction and a SIDPERS organization strength report change for all killed in action (KIAs). [ARTEP 63-005-MTP, Task 63-1-1042]
- (3) Perform strength accounting. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (a) Consolidate subordinate elements' strength reports. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (b) Cross-check casualty witness statements, medical aid stations, and MP straggle control point reports to confirm casualty and duty status of individuals [ARTEP 63-005-MTP, Task 63-1-1042]
 - (c) Update the FSB master strength report to reflect the current status of all FSB soldiers. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (d) Prepare personnel status (PERSTAT) report in accordance with TSOP. [ARTEP 63-005-MTP, Task 63-1-1042]
- (4) Prepare wartime SIDPERS transactions. [ARTEP 63-005-MTP, Task 63-1-1042]
- (5) Inspect SIDPERS personnel transaction registers to resolve strength imbalances. [ARTEP 63-005-MTP, Task 63-1-1042]
- (6) Track casualties by specialty and company and inform the FSB commander of significant losses. Review casualty feeder reports submitted by subordinate FSB units. [FM 63-20, p. 6-3]
 - (a) Verify casualty feeder reports and witness statements from subordinate elements for accuracy and completeness. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (b) Correct casualty status and identity data based on input from medical and GRREG elements. [ARTEP 63-005-MTP, Task 63-1-1042]

- (c) Prepare a SIDPERS deceased transaction and a SIDPERS organization strength report change for all KIAs. [ARTEP 63-005-MTP, Task 63-1-1042]

5) The FSB S4 section:

a) The FSB S4 and the S4 section evaluate information:

- (1) The desired FSB endstate, with current and projected maintenance, transportation, and supply status.
- (2) Information which confirms or refutes EEFI and other IPB information which may affect achieving the FSB commander's intent.
- (3) Comparison of the desired FSB endstate and current supply status.
- (4) Comparison of future FSB sustainment levels with known resupply of critical CL III and V requirements.

b) The FSB S4 and the S4 section update S4 information:

- (1) Maintenance, supply, and transportation portions of the updated logistics estimates (may or may not be in written form).
- (2) Supply:
 - (a) Percent fill of combat basic loads.
 - (b) Adequacy of CSS supply assets.
 - (c) Supply priorities as directed by the FSB commander.
- (3) Maintenance:
 - (a) Number and type of equipment systems on hand and operational.
 - (b) Systems non-mission capable and repairable.
 - (c) Projections for repair and return of essential vehicles and other essential equipment.
 - (d) On-hand CL IX and PLL stockage levels.

- (e) Maintenance priorities and guidelines as directed by the FSB commander.
- 6) The FSB support operations section:
- a) The FSB support operations officer and the support operations section evaluate information pertaining to support of the brigade:
 - (1) Monitor and evaluate the changes to METT-T (e.g., weather in bad conditions) for impact on operations.
 - (2) Monitor and evaluate the FSB's operational stockage levels by reviewing CSS computer systems reports to ensure that assets exceed requirements. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (3) Monitor and evaluate transportation movement operations to ensure efficient response in coordination with the DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (4) Monitor and evaluate the brigade tactical situation for indications that have affected or may affect logistics and HSS missions accomplishment. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (5) Monitor and evaluate the petroleum, oil, and lubricants (POL) portion of push-packages to ensure that required amounts are forwarded until brigade units request the suspension of delivery through the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (6) Evaluate information in order to identify location, type, and amount of contaminated petroleum products within the BSA. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (7) Evaluate information to identify location(s) and amounts of all stockpiled ammunition located in the BSA or other forward locations. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (8) Identify all units within the BSA that have recovery capabilities. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (9) Monitor and evaluate battle loss reports to identify CL VII replacement requirements. [ARTEP 63-005-MTP, Task 63-1-1029]

- (10) Monitor and evaluate GRREG operations at BSA collection points to ensure compliance to directed policies and procedures. [ARTEP 63-005-MTP, Task 63-1-1034]
 - (11) Monitor and evaluate GRREG records and reports to ensure compliance with regulations, TSOP, and the brigade OPORD service support annex. [ARTEP 63-005-MTP, Task 63-1-1034]
 - (12) Monitor and evaluate status reports from subordinate elements to determine if requirements exceed capabilities. [ARTEP 63-005-MTP, Task 63-1-1022]
- b) The FSB support operations officer and the support operations section update support operations information:
- (1) Current status of subordinate elements' personnel strengths that directly affect the support mission. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (2) Current status of FSB medical support based on coordination with the brigade surgeon (FSB Co Cdr). [AN]
 - (3) Current status of subordinate elements' supplies and equipment operational readiness that directly affect the support mission. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (4) Current revisions to customer support lists that reflect changing operational requirements and priorities. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (5) Status of all maneuver battalions' basic loads. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (6) Location, type of, and amount of contaminated ammunition located in the BSA. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (7) Current locations of amount and type of contamination effecting BSA maintenance elements in coordination with the FSB S2/3. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (8) The current logistics and HSS SITMAPs with all units' and facilities' locations posted within 50 meters. [ARTEP 63-005-MTP, Task 63-1-1022]

- (9) The current customer list that reflects changing requirements, workloads, and priorities of tactical operations (requires coordination with the brigade S4 and TF HHC commanders). [ARTEP 63-005-MTP, Task 63-1-1022]
- (10) The current FSB support overlay which shows locations of logistics and HSS facilities and their hours of operations. [ARTEP 63-005-MTP, Task 63-1-1022]
- (11) The current mission essential item chart which reflects short supply items, command controlled items, and current equipment combat losses. [ARTEP 63-005-MTP, Task 63-1-1022]
- (12) The section workbook. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (a) Annotate information from incoming messages and reports under the appropriate heading and cross-reference. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (b) Annotate, in "remarks," an informal evaluation of the information, as required. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (c) Delete all obsolete information from the workbook. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (d) Format the workbook in accordance with the TSOP. [ARTEP 63-005-MTP, Task 63-1-1022]
- (13) Daily staff journal and journal files. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (a) Post all entries as prescribed by FM 101-5 and the TSOP. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (b) Post data immediately upon the receipt or the dispatch or occurrences of events. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (c) Describe accurately and concisely information or event(s) that have occurred. [ARTEP 63-005-MTP, Task 63-1-1022]

- (d) Specify actions taken upon the receipt or the dispatch of information. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (e) Maintain a current file for materials necessary to support entries in the daily staff journal. [ARTEP 63-005-MTP, Task 63-1-1022]
 - c. The FSB CPs and staff communicate information necessary to ensure a synchronized brigade battle. [FM 6-20-40, p. 26; FM 6-20-50, App C; FM 101-5, Chap 5 and 6, App A, B, and L]
 - 1) FSB CP and FSB staff members disseminate information.
 - a) Timely recommendations to the FSB commander on critical actions. The FSB staff sends reports and recommendations to the FSB commander and to brigade and DISCOM headquarters for their information and decisions.
 - (1) Information relevant to CCIRs are immediately sent to the FSB commander and the rest of the FSB staff and to subordinate FSB commanders in accordance with the FSB TSOP.
 - (2) Routine information (pipeline information) is provided by the FSB staff and FSB company commanders to the FSB commander and others as necessary or as required.
 - (3) The FSB staff responds to requests for information from the FSB commander or from the DISCOM or brigade commanders or staff.
 - b) Critical information needed to:
 - (1) Coordinate and integrate FSB actions.
 - (a) The actual or projected enemy activity.
 - (b) The actual or projected weather effects.
 - (c) The actual or projected status of DS supplies.
 - (d) The actual or projected FSB capabilities.
 - (2) Monitor the situation.

- (3) Keep DISCOM and brigade headquarters informed.
 - c) All FSB staff officers remain alert for and ensure that critical information they receive is passed to other staff officers who require the information as soon as it is received.
- 2) The FSB S2/3 intelligence section assists the FSB commander to coordinate and integrate support of the battle by communicating the enemy's situation, evaluations of enemy capabilities, and analyses of PIR, IR, and routine information.
- a) Reports PIR and other critical information concerning the ongoing and future missions along with recommendations to:
 - (1) The FSB commander.
 - (2) The FSB XO.
 - (3) The FSB support operations section.
 - b) Reports the enemy's situation, an evaluation of enemy COA, recommendations, and information that fulfills PIR, IR to:
 - (1) All BSA elements.
 - (2) MP elements.
 - (3) Relevant FSB staff officers.
 - (4) The brigade and DISCOM S2s.
 - c) Reports enemy NBC activities to the division RCPOC and the brigade S3. [ARTEP 63-005-MTP, Task 63-1-1050]
 - d) Disseminates intelligence. [ARTEP 63-005-MTP, Task 63-1-1051]
 - (1) INTSUM to appropriate agencies and elements. [ARTEP 63-005-MTP, Task 63-1-1051]
 - (2) The current enemy size and location to all subordinate elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1050]
 - (3) SPOTREPs to the division RCPOC and the brigade S2. [ARTEP 63-005-MTP Task 63-1-1050]

- (4) SITREPs to the division RCPOC and the brigade S2 as soon as the situation changes. [ARTEP 63-005-MTP, Task 63-1-1052]
 - (5) Intelligence and weather information. [ARTEP 63-005-MTP, Task 63-1-1037]
- 3) The FSB S2/3 section assists the FSB commander to integrate and coordinate the support of the battle by communicating:
- a) Updated products (including):
 - (1) FSB WARNOs and FRAGOs.
 - (2) Coordinating instructions.
 - (3) Reports of the FSB situation.
 - (4) Evaluations of the FSB status.
 - (5) Answers to CCIR and IR.
 - b) Information regarding requirements for use of terrain in the BSA that will impact on current operations.
 - c) Information on future operations.
 - d) Significant changes to the enemy situation.
 - e) Answers to the FSB CCIR.
 - f) Recommendations concerning shifts of the main effort and the synchronization of CSS.
 - g) Requests for additional support to the DISCOM SPO or the brigade S2. [ARTEP 63-005-MTP, Task 63-1-1051]
 - h) Reports on EEFI and other critical information concerning the ongoing and future missions along with recommendations to:
 - (1) The FSB commander.
 - (2) The FSB XO.
 - (3) The FSB support operations officer.

- i) Directives and coordinating instructions, reports of the FSB situation, evaluations of FSB COAs, recommendations, and information that fulfills EEFI to:
 - (1) The FSB XO.
 - (2) The FSB support operations section.
 - (3) Relevant FSB staff officers.
 - (4) FSB companies.
 - (5) BSA elements (Bn TF field trains, etc.)
 - (6) The DISCOM CP.
 - (7) The brigade main CP.
- j) Current enemy information to all subordinate BSA elements. [ARTEP 63-005-MTP, Task 63-1-1052]
- k) RACO information to the division RCPOC and the brigade main CP for coordination relevant to commitment of the tactical combat force (TCF). [ARTEP 63-005-MTP, Task 63-1-1052]
- l) Identified degradation levels to the brigade S4 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1052]
- m) NBC hazard confirmation to GRREG and EPW collection points and aid stations. [ARTEP 63-005-MTP, Task 63-1-1040]
- n) NBC 1, and subsequent NBC 1, reports to the DISCOM SPO and the brigade S3. [ARTEP 63-005-MTP, Task 63-1-1040]
- o) An NBC 6 report to the DISCOM SPO and the division RCPOC, as appropriate. [ARTEP 63-005-MTP, Task 63-1-1040]
- p) Current status of augmented chemical unit employment, protective measures, and MOPP and OEG implementation to the DISCOM staff. [ARTEP 63-005-MTP, Task 63-1-1040]
- 4) The FSB S1 section assists the FSB commander to integrate and coordinate the support of the battle by:
 - a) Forwarding casualty data and transactions to the DISCOM S1. [ARTEP 63-005-MTP, Task 63-1-1042]

- b) Reporting on incoming replacements or personnel returning to the FSB commander and XO. [FM 63-20, p. 6-4]
 - c) Forwarding PERSTAT information to the FSB commander and the FSB staff. [ARTEP 63-005-MTP, Task 63-1-1042]
 - d) Forwarding PERSTAT-part 1, personnel daily summary, through command channels to the DISCOM S1. [ARTEP 63-005-MTP, Task 63-1-1042]
 - e) Forwarding PERSTAT-part 2, personnel requirements report through division adjutant general channels to the supporting servicing agency. [ARTEP 63-005-MTP, Task 63-1-1042]
 - f) Providing brigade S1 section with personnel and administrative information to include medical treatment and evacuation of casualties.
- 5) The FSB S4 section assists the FSB commander to integrate and coordinate the internal logistical support of the battle by:
- a) Reporting on new or repaired equipment to the FSB S4 and the battalion maintenance officer (BMO). [FM 63-20, p. 6-7]
 - b) Reporting on CL III and V on-hand and resupply to the FSB S4, XO, and commander. [FM 63-20, p. 6-7]
- 6) The FSB support operations section assists the FSB commander to integrate and coordinate the support of the battle by:
- a) Providing operational briefings to the FSB commander and XO that provide the actual status of logistics and HSS to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1022]
 - b) Making recommendations to the FSB commander on partial or total suspension of all FSB support functions for the brigade until threats to the rear area of operations (AO) have been neutralized or units are relieved by MPs or the TCF. [ARTEP 63-005-MTP, Task 63-1-1052]
 - c) Providing an alert of increased support requirements to the DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1028]
 - d) Disseminating weapon system replacement information that affects the brigade to the DMMC CL VII manager and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1029]

- e) Forwarding additional evacuation requirements from the brigade S4 to the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1034]
 - f) Providing a GRREG operation status update to the brigade S4 and the FSB staff, as required. [ARTEP 63-005-MTP, Task 63-1-1034]
 - g) Disseminating logistics and HSS mission changes to subordinate FSB elements by the most secure means. [ARTEP 63-005-MTP, Task 63-1-1022]
 - h) Providing brigade S4 with logistics information for dissemination to appropriate brigade elements. [AN]
3. **The forward support battalion commander visualizes the battlefield.** [ARTEP 63-005-MTP, Task 63-1-1050; FM 63-20, pp. 5-3, 5-4, 5-5, 5-7, 5-10, 5-11, 5-12, 5-13, 6-2, 6-5, 6-6, 6-7; FM 100-5, Chap 1, 2, 3, 4, 5, 7, App C, D, E, H, J, pp. 1-14, 1-15, 1-16, 4-48; FM 31-130, Chap 1, 2, 3, 4; FM 34-8, Chap 1 & 2, App C; Battle Command; Battle Command Techniques and Procedures, Chap 2, 4, 5; Battle Command, pp. 10-14, 22-24, 38-45]
- a. The FSB commander updates his estimate based on his assessment of new information. [FM 101-5, Chap 1, 3, 4; Battle Command Techniques and Procedures, Chap 2, 4; Battle Command, p. 10-14; FM 101-5, Chap 4; FM 31-130, Chap 1, 2, 4; Battle Command Techniques and Procedures, Chap 2; Battle Command, p. 22-24]
 - 1) Mission:
 - a) The division, DISCOM, and brigade commanders' intentions and concepts.
 - b) The FSB mission, in terms of:
 - (1) The present concept of operation.
 - (2) A comparison of the present plan to the current situation.
 - 2) Characteristics of the AO:
 - a) Weather.
 - (1) Visibility (fog and cloud cover).
 - (2) Light data.

- (3) Precipitation.
 - (4) Temperature and humidity.
 - (5) Wind speed.
 - b) Terrain.
 - c) Other pertinent factors:
 - (1) Safety and accident prevention.
 - (2) Civilian infrastructures that affect battalion operations, such as communications, transportation systems, and non-combatant locations or activity.
 - 3) Enemy situation:
 - a) Dispositions.
 - b) Composition.
 - c) Strength, to include committed forces, reinforcements, artillery, air, EW, AD, anti-tank, and NBC.
 - d) Capabilities, including ability to employ Level 2 and 3 forces against the brigade rear area.
 - e) Recent and present activities.
 - f) Peculiarities and weaknesses.
 - g) PIR/IR.
 - h) Enemy capabilities, intentions, and possible enemy COAs.
 - 4) Friendly situation.
- b. The FSB commander projects current battle endstates necessary to achieve his intent based on his evaluation of the current plan and the FSB situation by considering factors associated with each BOS: [FM 101-5, Chap 4; FM 34-130, Chap 1, 2, 3; Battle Command Techniques and Procedures, Chap 2, 4; Battle Command, pp. 38-45; FM 34-8, Chap 1,2, App C]
- 1) Intelligence:

- a) The FSB commander evaluates the effects of terrain on the friendly COA and the capability of the FSB to support friendly COAs while providing for force protection.
 - (1) Conducts ground/terrain reconnaissance, if at all possible. [FM 63-20, p. 5-13]
 - (2) Analyzes terrain using the five military aspects of terrain: [FM 63-20, p. 5-3]
 - (a) Observation and fields of fire.
 - (b) Cover and concealment.
 - (c) Obstacles.
 - (d) Key terrain.
 - (e) Avenues of approach.
 - b) The FSB commander evaluates the effects of weather on FSB and enemy operations. [FM 63-20, p. 5-4]
 - (1) Visibility (including fog and cloud cover) and light data.
 - (2) Wind speed and directions.
 - (3) Precipitation data.
 - (4) Temperature and humidity.
 - (5) Effects on the terrain and road networks.
 - c) Information is analyzed to identify and confirm or contradict the enemy's COA as identified during the IPB process. [FM 63-20, p. 5-5]
 - d) Reconnaissance elements are positioned and repositioned to find the enemy and track and report the enemy's movement and strength until the enemy can be neutralized or destroyed. [FM 63-20, pp. 5-10, 5-12 and 5-13]
- 2) Maneuver: The FSB commander assesses plans for defense of BSA and CSS activities, and support of the brigade, as well as, branches of those plans, timelines, and portrayals of current and future enemy situations when

deciding on an action or the need for a change to the plan. [FM 63-20, p. 6-2]

- 3) **Command and control:** The FSB commander employs decision aids such as the DST and the FSEM to help visualize the enemy's location, direction of movement, and purpose. He also uses them to aid in decisions to provide CSS support to the brigade.
- 4) **Fire support:**
 - a) The FSB S2/3 executes and, as required, modifies the FSEM, to conform to new METT-T factors or guidance from the FSB commander.
 - b) The FSB S2/3 evaluates the fire support plan, FSEM, and DST to determine that they are still relevant. [FM 63-20, p. 5-11]
 - c) The FSB commander receives reports that verify communications between the FSB S2/3 and the brigade fire support officer (FSO) and S3 to coordinate FSB supporting fires.
 - d) The FSB commander verifies that indirect fires are achieving desired results and intent.
- 5) **AD:** The FSB commander assesses the current and future FSB needs for AD assets based on current and future METT-T. [FM 63-20, pp. 5-7 and 5-10]
- 6) **M/S:** The FSB commander analyzes friendly and enemy obstacles as well as other barriers to ascertain the impact on the BSA defense and the FSB's capability to deliver supplies to required locations in a timely manner. [FM 63-20, p. 5-10]
 - a) Clear marking of friendly obstacles now in the brigade rear (due to brigade counterattack or exploitation) and lanes through them so that CSS elements can negotiate their way to provide support to the brigade.
 - b) Clear marking of bypassed enemy obstacles and lanes through them so that CSS elements can negotiate their way to provide support to the brigade.
 - c) Clear marking of NBC contaminated areas and lanes through them so that CSS elements can negotiate their way to provide support to the brigade.

- 7) **CSS: The FSB commander uses CSS information to update his estimate of FSB capabilities. The FSB staff maintains and reports combat status and informs the FSB commander of significant changes. [FM 63-20, pp. 6-5 through 6-7]**
- a) **Significant changes to supply (all classes) for assigned, attached, and supported units. In particular, he reports:**
 - (1) **The status of CL III on hand in the FSB and projected to be delivered as compared to the anticipated brigade requirements through the accomplishment of the current mission and likely follow-on missions.**
 - (2) **The status of M/CM/S supplies on hand in the FSB and projected to be delivered as compared to the anticipated brigade requirements through the accomplishment of the current mission and likely follow-on missions.**
 - (3) **The status of CL V on hand in the FSB and projected to be delivered as compared to the anticipated brigade requirements through the accomplishment of the current mission and likely follow-on missions, especially controlled CL V munitions.**
 - (4) **The status of anticipated CL VII replacements and availability of crews to man the systems.**
 - (5) **The status of maintenance returns from the FSB to an operational capability and the status of CL IX for Bn TF equipment which is deadlined for organizational parts.**
 - b) **Significant losses of equipment, weapon systems, and supplies.**
 - c) **Personnel losses.**
 - (1) **Key personnel.**
 - (2) **Those that affect to a significant degree the FSB's capability to perform CSS functions.**
 - d) **The status of the FSB's medical treatment and evacuation capability.**
 - e) **The status of the FSB's capability to distribute supplies and equipment to supported units.**

- c. The FSB commander anticipates requirements and actions based on his projection of the outcome of the current mission. [FM 101-5, Chap 1, 2, 4, 5, App C, D, E; Battle Command Techniques and Procedures, Chap 2, 4]
- 1) The FSB commander bases anticipated future requirements and actions on:
 - a) The brigade's on-order or be prepared mission(s).
 - b) His understanding of the brigade and DISCOM commanders' intents.
 - c) His projection of the outcome of the current mission.
 - d) His assessment of what the enemy will do at the end of the current battle.
 - e) His assessment of the risk to the FSB and mission accomplishment resulting from anticipated or potential enemy actions or safety hazards.
 - f) His assessment of subordinate FSB units' capabilities.
 - g) Existing brigade contingency plans or war gamed branches and sequels to the current operation.
 - h) The FSB commander continuously reviews the current situation. The FSB commander compares the current situation with his updated estimate in regard to time, space, and purpose and identifies differences (changes) from his earlier estimate.
 - (1) Intent: The FSB commander uses the division, brigade, and DISCOM commanders' intents and concepts when assessing the relationship of time, space, and purpose with the terrain, enemy forces, and friendly forces.
 - (2) Mission: The FSB commander reviews and compares his mission and concept of the operation, as described in his most recent orders, to the current situation.
 - (3) Terrain: The FSB commander determines differences in terrain, weather, and visible light, as well as enemy or friendly use of obstacles, obscurants, and electromagnetic measures as they relate to the FSB's mission.
 - (4) Enemy.

- (a) Based on reports from BSA R&S elements, subordinate FSB units, BSA elements, and other collection assets, the FSB commander determines what has changed in his knowledge of enemy locations, activities, capabilities, limitations, and probable intentions.
 - (b) The FSB commander makes inferences and deductions to update his assessment of enemy activities, capabilities, limitations, and probable intentions. The FSB commander assesses the information given him using his personal experience, knowledge of enemy doctrine and tactics, intuition, and understanding of patterns established by the enemy being faced. He uses the DST as an aid in comprehending the battle.
- (5) Friendly (troops).
- (a) The FSB commander knows the changes in the location, activities, missions, and intentions of subordinate FSB units and supported units.
 - (b) The FSB commander knows the changes in the FSB overall, and in the individual FSB companies defensive postures, in terms of capability relative to missions.
 - 1 Capabilities, strengths, and weaknesses of subordinate FSB commanders.
 - 2 Capabilities, strengths, and weaknesses of subordinate FSB units.
 - a Weapon systems and equipment.
 - b Personnel available.
 - c Supplies.
- 2) The FSB commander develops information to assist him in determining future requirements and actions by:
- a) Personal observation.

- b) Communicating with the brigade and DISCOM commanders and headquarters to ensure that he knows and understands the situation, requirements, and future brigade and DISCOM plans.
- c) Soliciting input from the senior leadership within the FSB; e.g., the FSB XO, S2/3, and subordinate FSB commanders.
 - (1) The FSB staff briefs the FSB commander and XO on the current tactical situation to include repositioning recommendations. [ARTEP 63-005-MTP, Task 63-1-1050]
 - (2) FSB company commanders and other subordinate FSB leaders send reports to the FSB commander and CPs (according to unit standing operating procedures). Elements report the situation, significant changes in the plan or intelligence, and information that fulfills EEFI to the FSB commander and FSB CPs.
- 3) The FSB commander defines requirements and actions based on BOS factors:
 - a) Intelligence BOS:
 - (1) Adjustments necessary to the PIR.
 - (2) Additional intelligence collection assets needed.
 - (3) Mission changes required for intelligence collection assets.
 - b) Maneuver BOS:
 - (1) Anticipated requirement for employment of the TCF.
 - (2) Anticipated requirements to reposition the BSA.
 - c) Fire support BOS: Changes required to the fire support priorities and plan.
 - d) Command and control BOS:
 - (1) Required adjustments in the FSB C2.
 - (2) Additional communications capability required.
 - (3) Impact of time on future actions.

- (4) Adjustments necessary to C2 graphics.
 - (5) Adjustments necessary to the DST and other operational matrices.
- e) Air defense BOS:
- (1) Repositioning requirements for AD assets.
 - (2) Adjustments to the AD priorities.
 - (3) Additional AD assets needed.
- f) M/S BOS:
- (1) Additional M/CM/S assets required.
 - (2) Adjustments to the mobility tasks required.
 - (3) Countermobility tasks required.
 - (4) Survivability tasks required.
 - (5) MOPP status.
 - (6) Decontamination requirement.
- g) CSS BOS:
- (1) Additional CL III required to support the brigade's fuel requirements.
 - (2) Additional CL V required to support the brigade's ammunition requirements.
 - (3) Additional CL IV and V barrier material required to support the brigade's M/CM/S requirements.
 - (4) Additional CL VII required to support the brigade's WSRO requirements.
 - (5) Additional CL IX required to support the brigade's maintenance requirements.

- (6) Additional medical treatment and evacuation assets required to support the brigade's medical requirements.
 - (7) Additional transportation's assets required to distribute required supplies and equipment to the brigade.
- d. The FSB commander informs the DISCOM and brigade commanders of the results of his battalion assessment.
- 1) The FSB commander's projection of the current battle indicates that the DISCOM and brigade commander's intent cannot be met.
 - 2) The FSB must receive additional CSS assets to achieve the DISCOM and brigade commanders' intent.
 - 3) The FSB can accomplish the mission.
- e. The FSB commander decides whether the current plan needs to be changed. [FM 101-5, Chap 4, 7, App H, J; Battle Command Techniques and Procedures, Chap 2, 4, 5]
- 1) The FSB commander decides the current plan meets the assessed situation and continues to monitor and direct support of the brigade. [FM 101-5, p.4-48]
 - 2) The FSB commander decides the plan must be modified. [FM 101-5, p.4-48]
 - a) The FSB commander bases his decision to initiate a FRAGO by considering: [FM 101-5, pp. 1-14 through 1-16]
 - (1) Whether COAs previously developed can be modified and developed as the new plan.
 - (2) Time available to develop, coordinate, and implement a new plan.
 - (3) Subordinate units' time to complete new preparation requirements under the new plan.
 - (4) The FSB staff's ability to continue to monitor and direct current battalion activities while meeting new planning requirements.
 - b) The FSB commander determines how to modify the military decision-making process (MDMP) based on complexity, potential

probable confusion on the battlefield, and time available. [FM 101-5, Chap 4]

- (1) The FSB commander determines staff availability, the magnitude of change to the plan, and the amount of time available before execution.
- (2) The FSB commander decides where to conduct the MDMP and actions required to produce and disseminate the FRAGO.

4. The forward support battalion commander directs changes to the operation or plan.
[ARTEP 63-005-MTP, Task 63-1-1022; FM 63-20, pp. 6-2, A-1, A-3, A-4; FM 101-5, Chap 1 & 4, App B & H, pp. 4-55 and 4-41 through 4-60]

- a. The FSB commander and/or the FSB staff issue WARNOs to alert FSB staff members and FSB subordinate elements that the plan will be changed. WARNOs may include: [FM 101-5, p.4-55; FM 63-20, p. 6-2]
 - 1) The enemy situation, events, and the mission, task, or operation.
 - 2) The brigade, division, and DISCOM's missions.
 - 3) The brigade, division, and DISCOM commanders' intents.
 - 4) The FSB commander's intent statement.
 - 5) The earliest time of movement or degree of notice the FSB commander can provide to the main body.
 - 6) Orders for repositioning FSB units and/or the FLE.
 - 7) Service support instructions, any special equipment necessary, regrouping of transportation, or preliminary moves to assembly areas.
 - 8) The rendezvous point or the time for assembly of an FSB orders group; whether FSB commanders or representatives are to attend; and the time needed for issuing written orders.
 - 9) In the MDMP in a time-constrained environment, the FSB commander will attempt to provide the brigade surgeon and the support operations officer to the brigade main CP to assist in the brigade decision-making process. If METT-T doesn't permit this, the brigade S4 liaison, located at the brigade main CP, will coordinate with the FSB commander or the FSB support operations officer to obtain CSS input.

- b. The FSB commander conducts the MDMP in a time-constrained environment, if required. [FM 101-5, p.4-41 through 4-60]
- 1) When planning changes to current orders or planning for a new mission during the execution phase of the current battle, the FSB commander must:
 - a) Consider using MDMP products developed during the current mission as reference points from which modifications are made.
 - (1) Weather analysis.
 - (2) Terrain analysis.
 - (3) Current updated staff estimates.
 - (a) Brigade capabilities.
 - (b) Constraints.
 - (4) PIR, EEFI, and friendly forces information requirements (FFIR) requested by the FSB commander.
 - b) The FSB commander and the FSB staff must simultaneously monitor, plan, and direct all aspects of FSB operations (e.g., execution of the current mission; development of changes to the current plan).
 - c) Anticipate the outcome of the current mission and begin considering future requirements and actions.
 - d) Recognize similarities and/or differences between the initial plan and new requirements.
 - e) Assess friendly force posture, enemy probable actions and postures, and battle space.
 - f) Modify existing branches and sequels to meet new requirements.
 - g) Consider key FSB leader and FSB staff availability and location.
 - h) Monitor the amount of time available for planning and rehearsal.
 - i) Consider the extent of the reconnaissance effort necessary to obtain critical information.
 - 2) The FSB commander completes an update of his estimate.

- a) **Mission:**
 - (1) Identifies specified and implied tasks which the FSB must accomplish.
 - (2) Appraises whether the who, what, where, when, and why of the "new" FSB plan support the brigade and DISCOM commander's intent.
 - b) **Enemy:**
 - (1) Strength, location, disposition, activity, equipment, capability, and probable intentions.
 - (2) Single or limited number of enemy COAs which pose the greatest threat to the BSA.
 - c) **Terrain and weather:** Factors of observation and fields of fire, cover and concealment, obstacles, key terrain, avenues of approach, vegetation, soil type, hydrology conditions, visibility, climatic conditions, and visibility.
 - d) **Troops:** The FSB commander analyzes the FSB's personnel and equipment in terms of capability relative to the mission by considering:
 - (1) Capabilities, strengths, and weaknesses of subordinate FSB commanders and units.
 - (2) Personnel and equipment.
 - (3) Disposition.
 - (4) Supplies.
 - (5) Troop rest and morale.
 - e) **Time:** The FSB commander analyzes the time available for planning, preparing, and executing the operation for both enemy and friendly forces.
- 3) The FSB commander conducts a quick mission analysis by:
- a) Analyzing the DISCOM and/or brigade commanders' intents.

- b) Determining the FSB's stated mission and required endstate to accomplish that mission.
 - c) Comparing the desired endstate for the FSB to the enemy situation.
 - d) Deciding whether the FSB has the assets and resources to execute the new mission.
 - e) Identifying time critical tasks (e.g., shifting units, resupply, requesting additional resources).
 - f) Conducting a map reconnaissance or, if possible, a brief physical reconnaissance.
 - g) Establishing a time schedule using backward planning.
- 4) The FSB commander may request information from the FSB staff to support his COA development.
- a) BOS specific information from selected FSB staff members.
 - b) Information available in products developed during the initial mission MDMP.
- 5) The FSB commander describes his revised concept and COA to his staff. [FM 101-5, pp. 4-48, 4-49]
- a) The FSB commander develops and explicitly expresses:
 - (1) His intent and desired endstate.
 - (2) The concept of operations.
 - (3) Enemy COA(s) to be considered.
 - (4) CCIR.
 - (5) Limitations.
 - (6) Risks.
 - b) If time is available, the FSB staff:
 - (1) Develops details on the COA provided by the FSB commander.

- (2) Develops branches and sequels to the selected COA which adhere to the FSB commander's guidance.
- 6) The FSB commander performs a suitability-feasibility-acceptability analysis of the selected COA. The FSB commander performs the analysis by himself or with staff assistance. [FM 101-5, p.4-51]
 - a) Suitability factors:
 - (1) The new concept accomplishes the FSB mission.
 - (2) The new concept meets the DISCOM and brigade commanders' intents.
 - b) Feasibility factors:
 - (1) There is time available to execute the plan(s) as designed.
 - (a) Timing and duration of events.
 - (b) Time and distance factors for movement and provision of CSS.
 - (2) Roads and terrain support the plan.
 - (3) The FSB has the means to execute the plan(s) as designed.
 - (4) The impact on on-going actions.
 - (5) The impact on subordinate FSB units.
 - c) Acceptability:
 - (1) Mission success is not at significant risk of failure.
 - (2) Hazards to soldiers, equipment, and supplies are within acceptable limits.
- 7) The FSB commander quickly compares COAs (if more than one).
- 8) The FSB commander selects a COA and announces his decision to key FSB staff members.
- 9) The FSB commander conducts mission risk assessment to ensure that conditions most likely to cause mission failure and accidents (including fratricide) have been mitigated.

- a) FSB units have not been tasked beyond their capabilities.
 - b) Procedural and positive risk-reduction control measures have been implemented, for example:
 - (1) The situation is understood by FSB members.
 - (2) The procedures governing clearance to engage targets are clear.
 - (3) The FSB TSOPs are consistent with doctrine and are adhered to.
 - (4) Control measures are flexible enough to not interfere with operations and are firm enough to prevent fratricide, civilian casualties, and collateral damage.
 - (5) Doctrinally correct terminology is applied to all control measures.
 - (6) The rules of engagement (ROE) are clear.
- 10) The FSB commander reviews his current CCIR to determine: [FM 101-5, pp. 4-47 & 48]
- a) The validity of CCIR.
 - b) New CCIR required to provide him with the information needed to make decisions about the plan.
- 11) The FSB commander directs preparation of a FRAGO. [FM 101-5, App H]
- a) The FSB commander, during battle execution, may prepare the FRAGO himself.
 - (1) The FSB FRAGO must be documented so that the FSB staff can conduct necessary synchronization and integration activities.
 - (2) The FSB staff members assist in the preparation of the FRAGO, as required.
 - b) The FSB commander may direct the FSB staff to prepare the FRAGO.

- (1) The FSB XO manages and supervises internal and external coordination by the FSB staff to prepare a synchronized FRAGO.
- (2) The FSB staff takes prompt action to accomplish the guidance given by the FSB commander.
 - (a) Publishes refinements to FSB orders, annexes, and synchronization products.
 - (b) Initiates requests to the DISCOM and/or brigade for additional support.
 - (c) Facilitates planning for future operations and coordinates additional support from the DISCOM and/or brigade.
- (3) The FSB staff prepares FRAGOs reflecting changes to the current plan for the FSB commander's approval: [FM 101-5, App H]
 - (a) Graphics and control measures for the operation.
 - (b) The DST and synchronization matrix.
 - (c) The fire support plan.
 - (d) The communications plan.
- (4) CSS plan: The FSB support operations section prepares a FRAGO to the FSB OPORD support operations annex in coordination with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (a) Prepares operational changes as specified by the FSB support operations officer based on supplemental information. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (b) Completes the message form format in accordance with the FSB TSOP within the time specified in the FSB commander's or FSB support operations officer's guidance. [ARTEP 63-005-MTP, Task 63-1-1022]

- (c) Forwards the draft FSB FRAGO to the support operations officer for review and approval. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (d) Forwards the approved FSB FRAGO to the FSB S2/3 section for publication. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (e) Disseminates the FSB FRAGO to all affected elements. [ARTEP 63-005-MTP, Task 63-1-1022]
- 12) The FSB commander approves and directs issuance of the FRAGO. [FM 101-5, p.4-49] The FSB commander may normally, in the execution phase, approve and issue (personally or by the FSB S2/3) the FSB FRAGO from the FSB.
- 13) The FSB issues a complete FSB FRAGO which contains: [FM 101-5, App H]
- a) The mission statement.
 - b) The FSB commander's intent and concept of the operation.
 - c) Pertinent extracts taken from more detailed orders; e.g.:
 - (1) Ammunition CSRs.
 - (2) Updates to command controlled CL VII.
 - (3) CSS push packages from the DISCOM or corps.
 - (4) Changes to the brigade or DISCOM missions.
 - d) Control measures that promote initiative, synchronization, and agility while minimizing exposure to fratricide including:
 - (1) Graphics and control measures for the operation.
 - (2) The DST and synchronization matrix.
 - (3) The fire support plan.
 - (4) The communications plan.
 - (5) The CSS plan.

- 14) The FSB commander conducts a confirmation brief with key battalion leaders. If possible, all subordinate FSB commanders are present so as to hear each other's confirmation brief. This:
 - a) Provides common understanding of the entire plan and the roles of each FSB unit.
 - b) Facilitates direct personal coordination, thereby enhancing synchronization of the plan.
 - c) Enhances continuity of command so that, if the FSB commander becomes a casualty, the subordinate FSB commanders will share the same view of the commander's intent.
 - 15) If time does not permit the publication of a written FRAGO, the FSB commander directs the FSB S2/3 to publish an overlay with critical information or, to issue a verbal order to the key leaders in the BSA.
 - 16) The FSB XO conducts a confirmation brief with the FSB staff.
- c. The FSB staff coordinates internally and with the DISCOM and brigade to integrate the FRAGO. [FM 101-5, App B]
- 1) The FSB staff must inform BSA elements of outdated and preempted orders, execution products, and annexes containing information that has been superseded by the current FRAGO.
 - 2) The FSB XO, at the FSB CP, must analyze the current FSB FRAGO in light of current DISCOM and brigade OPORDs to preclude conflict.
 - 3) The FSB XO supervises the FSB staff actions necessary to assist the FSB commander to synchronize the current battle.
 - 4) The FSB staff understands the FSB commander's visualization of synchronization and performs coordination necessary to synchronize the FRAGO.
 - 5) LNOs communicate the FSB FRAGO and the FSB commander's intent to their respective headquarters.
- d. The FSB commander directs the FSB to implement and execute the FSB FRAGO. [FM 63-20, p. A-1]
- e. The FSB conducts reconnaissance (as time permits) to confirm and refute information. The FSB commander issues instructions to his subordinate leaders, specifying reconnaissance objectives. [FM 63-20, pp. A-3 and A-4]

- f. The FSB commander attends the brigade FRAGO briefing (if brigade issued a FRAGO).
5. **The forward support battalion command post manages and maintains command, control, and communications.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1041, 63-1-1045; Battle Command Techniques and Procedures, Chap 4; FM 101-5, Chap 5 & 6, App B & L, p. 6-5; FM 63-20, pp. 3-2, 4-15, 6-4, 6-5, and App A; CTC Bulletin 95-4, Chap 1; ST 22-102]
- a. The FSB CP manages means of communicating information. [FM 101-5, Chap 6 and App B, L]
 - 1) The FSB commander employs an "information manager" from the FSB staff (usually the FSB XO) to: [FM 101-5, Chap 6 and App B]
 - a) Facilitate the flow of information and communication of information from staff members and subordinate FSB units.
 - b) Outline and monitor the performance and responsibilities of the FSB staff in processing mission information and satisfying the FSB commander's information requirements.
 - c) Ensure that a specific individual (e.g., the "battle captain") is responsible for each FSB CP shift to ensure that information essential to continuity of operations is passed between shifts.
 - 2) The FSB commander or XO employs a "battle captain" to manage the operations of the FSB CP and the FSB S2/3 operations section when the FSB XO is not available. The "battle captain": [CTC Bulletin 95-4, Chap 1]
 - a) Coordinates and integrates FSB staff activities.
 - b) Initiates staff actions as directed by the FSB commander, XO, and S2/3.
 - c) In conjunction with the FSB S2/3 operations section, receives and passes information in accordance with the FSB TSOP. [FM 63-20, p. 6-4)
 - 3) The FSB XO directs staff meetings:
 - a) Ensures that each FSB staff officer disseminates information which is relevant to the entire staff.

- b) Appraises completeness of information.
- c) Identifies information gaps and directs actions to fill them.
- d) Initiates staff planning as part of an accelerated DMP.
- e) The FSB staff exchanges information. [ARTEP 63-005-MTP, Task 63-1-1045]
 - (1) Transforms pertinent information into usable data for decision making. [ARTEP 63-005-MTP, Task 63-1-1045]
 - (2) Coordinates information exchange within and with the DISCOM, brigade, and subordinate FSB units. [ARTEP 63-005-MTP, Task 63-1-1045]
 - (3) Conducts operational briefings as necessary. [ARTEP 63-005-MTP, Task 63-1-1045]
- 4) The FSB XO supervises the FSB staff. [ARTEP 63-005-MTP, Task 63-1-1045]
 - a) Implements the FSB commander's directives in FSB staff planning and policy making. [ARTEP 63-005-MTP, Task 63-1-1045]
 - b) Monitors all FSB staff actions for conformity to the FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1045]
 - c) Coordinates assigned missions with subordinate FSB commanders. [ARTEP 63-005-MTP, Task 63-1-1045]
 - d) Supervises the operations of the FSB logistics operations center. [ARTEP 63-005-MTP, Task 63-1-1045]
 - e) Supervises the preparation of contingency support plans. [ARTEP 63-005-MTP, Task 63-1-1022]
 - f) Assigns liaison personnel to the supported brigade, if required. [ARTEP 63-005-MTP, Task 63-1-1022]
- 5) All FSB CPs eavesdrop on lower and adjacent units' command and A/L nets for information.
- 6) The FSB CP ensures that information on the situation is communicated between FSB staff officers during shift changes. Conducts shift change briefings to address: [ARTEP 63-005-MTP, Task 63-1-1022]:

- a) Enemy activities.
 - b) The status of subordinate FSB units and support to the brigade.
 - c) On-going FSB staff actions which must be monitored, tracked, and completed.
 - d) Timelines and suspenses which must be met.
 - e) Planning for future missions.
- 7) FSB CPs communicate routine information per the FSB TSOP. [FM 101-5, p.6-5]
- 8) The FSB CP:
- a) Establishes and maintains communications between the FSB CP and bases, base clusters, or other units in support of brigade rear area operations. The FSB CP maintains communications on the: [FM 63-20, p. 4-15]
 - (1) FSB command operations net (net control station).
 - (2) Brigade command net.
 - (3) Brigade A/L net.
 - (4) DISCOM command/operations net.
 - (5) Rear operations communications net.
 - b) Collocates with brigade rear CP.
- 9) The FSB command section provides and employs staff liaison. [ARTEP 63-005-MTP, Task 63-1-1045]
- a) Provides assistance to the supported brigade commander, if requested, through coordination with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1045]
 - b) Provides assistance in planning contingency operations, when required. [ARTEP 63-005-MTP, Task 63-1-1045]
- b. The FSB CP maintains command, control, and communications (C3) throughout the battle.

- 1) The FSB commander positions the FSB CP as necessary to maintain communications with the DISCOM, brigade, subordinate FSB units, and BSA elements.
- 2) The FSB communications section operates the net control station. [ARTEP 63-005-MTP, Task 63-1-1041]
- 3) FSB CPs move to maintain survivability and communications in coordination with brigade rear CP. [FM 63-20, App A]
 - a) The CP officer-in-charge establishes the CP into two echelons that each consists of vehicles with adequate communications equipment and personnel to provide a continuous communications capability. [FM 63-20, App A]
 - b) The first echelon moves to the new CP site. [FM 63-20, App A]
 - (1) The first echelon uses a covered and concealed route.
 - (2) The first echelon arrives at the new site and establishes communications with all FSB elements and the brigade and DISCOM headquarters.
 - c) The new CP starts operations. [FM 63-20, App A]
 - (1) Communications are established.
 - (2) Maps and overlays are updated.
 - (3) The operations log is updated with significant events.
 - (4) Sections and personnel in the CP are updated on critical events that occurred while the CP was moving.
 - d) The new FSB CP identifies itself as operational and reassumes its C2 functions.
 - e) Once the new CP is established, the second echelon breaks down its equipment and moves to the new CP site. [FM 63-20, App A]
 - f) C2 of the FSB is maintained during the displacement of the FSB CP. [FM 63-20, App A]

- c. The FSB reestablishes C3 operations in the event of CP loss or destruction. [FM 101-5, Chap 5, App B; Battle Command Techniques and Procedures, Chap 4; FM 63-20, pp. 3-2, 6-5]
- 1) Loss of the FSB CP: [Battle Command Techniques and Procedures, Chap 4; ST 22-102]
 - a) If communications are functioning, a preselected codeword is transmitted by any member of the FSB S2/3 section over the FSB command net to indicate that the FSB CP is out of action.
 - b) If the FSB CP is unable to communicate any message after being put out of action, the alternate CP (normally the maintenance company) based upon a prearranged procedure, assumes that being out of contact means that the FSB CP is out of action.
 - c) The survivors of the FSB CP move to the FSB alternate CP.
 - d) At the first opportunity, the ranking survivor informs the DISCOM and brigade main CP of the status of the:
 - (1) FSB commander.
 - (2) FSB S2/3.
 - (3) FSB support operations officer.
 - (4) Other key staff personnel.
 - (5) Survivors and their condition.
 - 2) The FSB alternate CP, using its operations cell, assumes control of the FSB by:
 - a) Maintaining communications with FSB units and all BSA elements.
 - b) Synchronizing activities in support of the brigade.
 - c) Maintaining the current situation of the entire brigade battle area.
 - d) Notifying all FSB units and BSA elements that the alternate CP is now controlling the FSB and the BSA.
 - e) Ensuring that all battalion units send all reports to the FSB alternate CP.

- d. Succession of command is implemented as per the FSB plan or TSOP. [FM 101-5, Chap 5; Battle Command Techniques and Procedures, Chap 4; ST 22-102]
- 1) As soon as it is confirmed that the FSB commander is killed, captured, or evacuated from the BSA, the FSB XO at the FSB CP assumes command of the battalion and does the following: [Battle Command Techniques and Procedures, Chap 4; ST 22-102]
 - a) Notifies the DISCOM and brigade commanders.
 - b) Informs subordinate FSB elements that he has assumed command until further notice.
 - 2) If the FSB XO is not the senior officer in the FSB, he notifies the previously designated senior officer, as listed in the succession of command portion of the FSB plan or TSOP, who:
 - a) Assumes command when the situation allows.
 - b) Moves as quickly as possible to the FSB CP or alternate CP where he takes command and informs the DISCOM and brigade commanders and the FSB's subordinate elements.
 - c) Based upon his knowledge of the previous FSB commander's intent and the missions given to FSB elements in joint confirmation briefs, the senior officer can also:
 - (1) Designate his present CP as the new FSB CP and assume command.
 - (2) Notify the DISCOM, brigade, and all BSA units that he has assumed command and to send all traffic to his present CP.
 - 3) When division is notified of the loss of the FSB commander, the division commander may select a new FSB commander from outside the DISCOM, at which time the FSB XO will:
 - a) Implement the succession plan until the new FSB commander arrives.
 - b) Set up a series of briefings from each of the functional cells at the FSB CP to quickly update the new FSB commander.
 - c) Ensure that all FSB elements and the brigade commander are informed of the assumption of command.

- d) Notify all BSA units of the assumption of command.
 - e) Publish an assumption of command order.
6. **The forward support battalion consolidates and reorganizes and/or assists in brigade elements' consolidation, reorganization, and regeneration.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1035, 63-1-1036, 63-1-1042, 63-1-1045, 63-1-1052, 63-1-1053; FM 63-20, Chap 6, pp. 3-2, 3-3, 3-4, 3-5, 5-6, 5-7, 5-8, 5-9, 6-4, 6-6, 6-7]
- a. The FSB assists the brigade in consolidation and/or reorganization.
 - 1) The FSB support operations section coordinates WSRO assigned by the DISCOM. [ARTEP 63-005-MTP, Task 63-1-1022]
 - a) Coordinates weapons systems replacement linkup with the FSB headquarters and supply company and the MSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1022]
 - b) Coordinates crew replacement with the replacement regulating element based on replacement requirements identified in brigade SIDPERS reports. [ARTEP 63-005-MTP, Task 63-1-1022]
 - 2) In the event the brigade requires reconstitution of one of the maneuver companies, the FSB XO analyzes the requirements and selects reconstitution task force (RTF) personnel in coordination with the support operations section and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1035]
 - a) Reorganizes FSB staff personnel to maintain required logistics and HSS activities during assessment. [ARTEP 63-005-MTP, Task 63-1-1035]
 - b) Provides personnel with expertise in the supply, medical, and maintenance fields from the FSB staff and division/corps elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1035]
 - c) Coordinates additional personnel requirements with the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1035]
 - d) Inspects FSB RTF personnel to ensure compliance with equipment and areas of expertise requirements as directed by the brigade XO or the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1035]
 - e) Dispatches FSB RTF personnel to location(s) designated by the brigade XO or the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1035]

- 3) FSB RTF personnel, in coordination with the brigade S4 and following procedures outlined by the brigade S3, assess degraded units' logistics and HSS requirements. [ARTEP 63-005-MTP, Task 63-1-1035]
 - a) Identify the number of major weapon systems that have been destroyed. [ARTEP 63-005-MTP, Task 63-1-1035]
 - b) Identify the number of major weapon systems that are damaged beyond the capability of repair in the forward area. [ARTEP 63-005-MTP, Task 63-1-1035]
 - c) Identify the number of major weapon systems that are damaged but can be repaired in the forward area. [ARTEP 63-005-MTP, Task 63-1-1035]
 - d) Identify locations of forward and rear maintenance and salvage collection points. [ARTEP 63-005-MTP, Task 63-1-1035]
 - e) Calculate transportation requirements for equipment evacuation operations. [ARTEP 63-005-MTP, Task 63-1-1035]
 - f) Identify the number of KIAs and the GRREG requirements. [ARTEP 63-005-MTP, Task 63-1-1035]
 - g) Identify the number of casualties requiring emergency treatment or evacuation. [ARTEP 63-005-MTP, Task 63-1-1035]
 - h) Identify medical treatment and evacuation points in the BSA and DSA. [ARTEP 63-005-MTP, Task 63-1-1035]
 - i) Calculate ground ambulance and MEDEVAC requirements. [ARTEP 63-005-MTP, Task 63-1-1035]
 - j) Calculate CL III and V supply requirements to restore the supported unit to basic load level. [ARTEP 63-005-MTP, Task 63-1-1035]
 - k) Identify CL I and IX supplies, communication equipment, and other critical supply items required, if time permits. [ARTEP 63-005-MTP, Task 63-1-1035]
- 4) FSB RTF personnel provide input to the initial assessment report. [ARTEP 63-005-MTP, Task 63-1-1035]

- a) Consolidate logistics and HSS data into a format that gives the status of the supported unit's combat effectiveness from a logistics and HSS viewpoint. [ARTEP 63-005-MTP, Task 63-1-1035]
 - b) Provide the FSB's capabilities to resupply the supported unit and to repair or replace its damaged weapons and equipment. [ARTEP 63-005-MTP, Task 63-1-1035]
 - c) Identify the logistics and HSS capabilities required in the FSB RTF. [ARTEP 63-005-MTP, Task 63-1-1035]
 - d) Identify shortfalls between the FSB's capabilities and the supported unit's requirements. [ARTEP 63-005-MTP, Task 63-1-1035]
 - e) Provide "quick fix" solutions for each deficiency to increase the supported unit's effectiveness. [ARTEP 63-005-MTP, Task 63-1-1035]
 - f) Recommend the level of reconstitution of the supported unit required from a logistics and HSS viewpoint. [ARTEP 63-005-MTP, Task 63-1-1035]
- 5) The FSB support operations section coordinates support of regeneration [ARTEP 63-005-MTP, Task 63-1-1036]
- a) Identifies logistics and HSS requirements in coordination with the FSB RTF. [ARTEP 63-005-MTP, Task 63-1-1036]
 - b) Coordinates additional logistics and HSS requirements with the DISCOM SPO section and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1036]
 - c) Recommends the regeneration method, site, and completion goals in coordination with the FSB RTF and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1036]
 - d) Directs the FSB headquarters and supply company to replenish basic loads of ammunition and top off all fuel tanks. [ARTEP 63-005-MTP, Task 63-1-1036]
 - e) Directs the FSB maintenance company to recover and repair equipment with emphasis on returning major end items to the unit. [ARTEP 63-005-MTP, Task 63-1-1036]
 - f) Directs the FSB medical company to provide medical treatment, and to return soldiers to their unit as quickly as possible when

treating injuries that have not incapacitated the casualties. [ARTEP 63-005-MTP, Task 63-1-1036]

- g) Coordinates resolution of regeneration problems with the FSB RTF and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1036]
- 6) The FSB support operations section provides assistance in regeneration operations. [ARTEP 63-005-MTP, Task 63-1-1036]
- a) Provides input on regeneration site(s), methods, and levels of effectiveness to which the unit is to be restored to the FSB RTF and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1036]
 - b) Identifies fill priorities for personnel, equipment, and supplies as established by the brigade commander. [ARTEP 63-005-MTP, Task 63-1-1036]
 - c) Coordinates identified regeneration requirements with the brigade S4 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1036]
 - d) Tasks subordinate FSB companies to provide assistance in proponent areas, as required. [ARTEP 63-005-MTP, Task 63-1-1036]
 - e) Provides a regeneration status update to the FSB commander, as required. [ARTEP 63-005-MTP, Task 63-1-1036]
- b. The FSB conducts its own reorganization.
- 1) The FSB commander assesses the status and the capability of the FSB. The FSB commander makes changes to FSB priorities in coordination with the DISCOM and brigade commanders. [FM 63-20, pp. 5-6 through 5-9 and Chap 6]
 - a) Personnel replacement.
 - b) Intelligence collection effort.
 - c) Support plan.
 - d) R&S plan.
 - e) Fire support.
 - f) Supply.

- g) Engineer support.
 - h) Medical support.
 - i) Maintenance support.
- 2) The FSB commander directs and sets priorities for the reconstitution of personnel functions and organizations. FSB commander and subordinate leaders cross-level available resources to meet requirements.
- a) Personnel and responsibilities. [FM 63-20, pp. 3-2 and 6-4)
 - b) Supplies and equipment. [FM 63-20, pp. 6-4 and 6-7)
- 3) The FSB BCOC and the FSB S4 section establish a control and assessment CP. [ARTEP 63-005-MTP, Task 63-1-1053]
- a) Identify personnel requirements for the control and assessment CP. [ARTEP 63-005-MTP, Task 63-1-1053]
 - b) Identify established policies and procedures by reviewing the brigade OPORD rear operations annex and the FSB TSOP. [ARTEP 63-005-MTP, Task 63-1-1053]
 - c) Set up ADC SITMAPs. [ARTEP 63-005-MTP, Task 63-1-1053]
- 4) The control and assessment CP coordinates base restoration activities. [ARTEP 63-005-MTP, Task 63-1-1053]
- a) Identifies requirements and taskings by reviewing the FSB ADC plan and the FSB TSOP. [ARTEP 63-005-MTP, Task 63-1-1053]
 - b) Alerts control and assessment teams. [ARTEP 63-005-MTP, Task 63-1-1053]
 - c) Establishes system for ADC communications to transmit all required information and data. [ARTEP 63-005-MTP, Task 63-1-1053]
 - d) Coordinates ADC operations with the division RCPOC and the brigade S3. [ARTEP 63-005-MTP, Task 63-1-1053]
 - e) Maintains ADC SITMAPs. [ARTEP 63-005-MTP, Task 63-1-1053]

- f) Establishes control of affected base areas and BSA elements. [ARTEP 63-005-MTP, Task 63-1-1053]
 - g) Calculates support effectiveness of all subordinate FSB elements. [ARTEP 63-005-MTP, Task 63-1-1053]
 - h) Releases operational subordinate FSB units to commanders for continuance of support mission. [ARTEP 63-005-MTP, Task 63-1-1053]
 - i) Forwards FSB unit effectiveness reports to the division RCPOC and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1053]
 - j) Provides an FSB ADC operational update to the FSB commander. [ARTEP 63-005-MTP, Task 63-1-1053]
- 5) The control and assessment CP directs recovery activities. [ARTEP 63-005-MTP, Task 63-1-1053]
- a) Establishes priorities for affected facilities. [ARTEP 63-005-MTP, Task 63-1-1053]
 - b) Tasks subordinate FSB elements for rescue and decontamination teams, as required. [ARTEP 63-005-MTP, Task 63-1-1053]
 - c) Provides locations of decontamination sites to subordinate FSB elements. [ARTEP 63-005-MTP, Task 63-1-1053]
 - d) Identifies locations of emergency food, clothing, water, and shelter. [ARTEP 63-005-MTP, Task 63-1-1053]
 - e) Coordinates emergency treatment and evacuation with the FSB medical company. [ARTEP 63-005-MTP, Task 63-1-1053]
- 6) The control and assessment CP coordinates additional support requirements with the division RCPOC. [ARTEP 63-005-MTP, Task 63-1-1053]
- a) Coordinates engineer support. [ARTEP 63-005-MTP, Task 63-1-1053]
 - b) Coordinates MP support. [ARTEP 63-005-MTP, Task 63-1-1053]
 - c) Coordinates explosive ordnance disposal support. [ARTEP 63-005-MTP, Task 63-1-1053]

- d) Coordinates labor support. [ARTEP 63-005-MTP, Task 63-1-1053]
- e) Coordinates additional ADC requirements with the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1053]
- 7) The FSB reports its status to the DISCOM and brigade headquarters. [FM 63-20, pp. 3-2 through 3-5)
- 8) Other actions:
 - a) Replaces key leaders and critical personnel; reestablishes the chain-of-command. The FSB command section reacts to the loss of key personnel. [ARTEP 63-005-MTP, Task 63-1-1045]
 - (1) Realigns the FSB staff based on the line of succession or the FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1045]
 - (2) Maintains continuity of operations. [ARTEP 63-005-MTP, Task 63-1-1045]
 - (3) Forwards casualty reports to the DISCOM S1 section. [ARTEP 63-005-MTP, Task 63-1-1045]
 - b) Treats and evacuates all casualties. [FM 63-20, p. 6-6)
 - c) Recovers, repairs, and evacuates all inoperative equipment. [FM 63-20, p. 6-7)
 - d) Evacuates all EPWs, captured documents, and equipment. The FSB S1 section administers the EPW program. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (1) Identifies collection sites within the DSA or BSA and those operated by supporting MP units. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (2) Coordinates evacuation with MP units or MEDEVAC elements. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (3) Forwards captured enemy materiel to the FSB S4 section. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (4) Forwards captured enemy documents to the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1042]

- (5) Procures collection point(s) guards from subordinate FSB elements. [ARTEP 63-005-MTP, Task 63-1-1042]
- (6) Coordinates evacuation of EPWs from the FSB area to MP collection point(s) with the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1042]
- e) Redistributes personnel and equipment as needed. [FM 63-20, pp. 6-4, 6-7]
- f) Accounts for all personnel. [FM 63-20, p. 6-4]
- g) Reports the location and status to the DISCOM SPO and the brigade S3. [FM 63-20, pp. 3-2 and 3-5]
- 9) The FSB BCOC supervises reorganization of the base cluster defense. [ARTEP 63-005-MTP, Task 63-1-1052]
 - a) Performs damage assessment of the area of responsibility by reviewing SITREPs from base cluster subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1052]
 - b) Directs base cluster defense plan adjustments, as required. [ARTEP 63-005-MTP, Task 63-1-1052]
 - c) Coordinates resupply plan with the FSB S4 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1052]
- c. The FSB commander confirms that the FSB is prepared to continue the mission. Confirmation criteria include:
 - 1) Successful completion of reorganization and consolidation by all FSB elements.
 - 2) FSB CP and other C3 facilities or systems are fully operational. (FSB XO)
 - 3) BSA is operational and all FSB units are operational. (FSB S2/3)
 - 4) FSB subordinate units responsible for external support to brigade units are mission capable. (FSB support operations officer)
 - 5) FSB casualty treatment and evacuation system will support future operations. (FSB medical company commander)

- 6) **FSB strength is adequate to continue successful mission accomplishment. (FSB S1)**
- 7) **FSB maintenance and supply systems and status will support future operations. (FSB S4)**

TASKS ORGANIZED BY OUTCOMES

This component links the tasks with the outcomes the task performance supports. Each outcome is linked with all appropriate tasks. This component is used for two purposes. The first is to ensure that each BF outcome is sufficiently supported by all tasks necessary to achieve the outcome. The second is to verify that the outcomes selected support the BF purpose and that they are complete in that no additional outcomes are required to define the BF. This component can be used by trainers to facilitate assessment of training proficiency and to plan training.

Outcome 1

The FSB CP maintains continuous communications with higher, adjacent, and subordinate elements, to include all BSA elements.

Task Elements

1. **The forward support battalion commander directs and leads subordinate forces.**
[ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1026, 63-1-1027, 63-1-1028, 63-1-1029, 63-1-1031, 63-1-1034, 63-1-1037, 63-1-1040, 63-1-1042, 63-1-1045 63-1-1050, 63-1-1052 and 63-1-R303; FM 63-20, Chap 6, pp. 3-12, 5-4, 5-5, 5-9, 5-10, 5-13, 5-14, 6-2, 6-4, 6-5; FM 101-5, Chap 1, 2, 3, 4, 5, 6, App A, B, C, D, E, F, H, J; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4, 6, 8; Battle Command, pp. 10-39, 42-45; TRADOC PAM 11-9, Chap 7, App D; ST 22-102]
 - a. The FSB commander directs subordinate forces.
 - 2) The FSB commander positions himself where he can best direct and lead, observe the battlefield, and synchronize operations: [FM 101-5, Chap 1, 2, 3; Battle Command Techniques and Procedures, Chap 2, 3 & 4; ST 22-102]
 - a) Ensures that people and equipment needed for him to move about the battlefield and to communicate are organized and prepared to move on short notice.
 - b) Selects positions that enable communications with:
 - (1) Brigade and DISCOM commanders.
 - (2) FSB subordinate commanders.
 - (3) The FSB CP.
 - (4) Supported brigade units.
 - c) Other criteria for selecting locations for the FSB commander:

- (1) Capability to exercise command of the FSB and the BSA through the depth of the battlefield (e.g., FSB CP can maintain communications with all elements in the BSA, the FLE, the brigade CP, and the DISCOM CP).
 - (2) Non-interference with the exercise of command by FSB subordinate commanders and leaders.
 - (3) Enhanced opportunities to see the battle, to conduct necessary coordination, and to provide guidance.
 - (4) Provision of redundant C2 in high risk situations.
5. **The forward support battalion command post manages and maintains command, control, and communications.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1041, 63-1-1045; Battle Command Techniques and Procedures, Chap 4; FM 101-5, Chap 5 & 6, App B & L, p. 6-5; FM 63-20, pp. 3-2, 4-15, 6-4, 6-5, and App A; CTC Bulletin 95-4, Chap 1; ST 22-102]
- a. The FSB CP manages means of communicating information. [FM 101-5, Chap 6 and App B, L]
 - 5) All FSB CPs eavesdrop on lower and adjacent units' command and A/L nets for information.
 - 7) FSB CPs communicate routine information per the FSB TSOP. [FM 101-5, p.6-5]
 - 8) The FSB CP:
 - a) Establishes and maintains communications between the FSB CP and bases, base clusters, or other units in support of brigade rear area operations. The FSB CP maintains communications on the: [FM 63-20, p. 4-15]
 - (1) FSB command operations net (net control station).
 - (2) Brigade command net.
 - (3) Brigade A/L net.
 - (4) DISCOM command/operations net.
 - (5) Rear operations communications net.
 - b) Collocates with brigade rear CP.

- b. The FSB CP maintains command, control, and communications (C3) throughout the battle.
 - 1) The FSB commander positions the FSB CP as necessary to maintain communications with the DISCOM, brigade, subordinate FSB units, and BSA elements.
 - 2) The FSB communications section operates the net control station. [ARTEP 63-005-MTP, Task 63-1-1041]
 - 3) FSB CPs move to maintain survivability and communications in coordination with brigade rear CP. [FM 63-20, App A]
 - a) The CP officer-in-charge establishes the CP into two echelons that each consists of vehicles with adequate communications equipment and personnel to provide a continuous communications capability. [FM 63-20, App A]
 - b) The first echelon moves to the new CP site. [FM 63-20, App A]
 - (2) The first echelon arrives at the new site and establishes communications with all FSB elements and the brigade and DISCOM headquarters.
 - c) The new CP starts operations. [FM 63-20, App A]
 - (1) Communications are established.
 - d) The new FSB CP identifies itself as operational and reassumes its C2 functions.
 - e) Once the new CP is established, the second echelon breaks down its equipment and moves to the new CP site. [FM 63-20, App A]
 - f) C2 of the FSB is maintained during the displacement of the FSB CP. [FM 63-20, App A]

Outcome 2

The FSB Cdr, other decision-makers within the BSA, and the FSB staff receive, evaluate, and process timely and accurate battlefield information during mission execution.

Task Elements

1. **The forward support battalion commander directs and leads subordinate forces.**
[ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1026, 63-1-1027, 63-1-1028, 63-1-1029, 63-1-1031, 63-1-1034, 63-1-1037, 63-1-1040, 63-1-1042, 63-1-1045 63-1-1050, 63-1-1052 and 63-1-R303; FM 63-20, Chap 6, pp. 3-12, 5-4, 5-5, 5-9, 5-10, 5-13, 5-14, 6-2, 6-4, 6-5; FM 101-5, Chap 1, 2, 3, 4, 5, 6, App A, B, C, D, E, F, H, J; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4, 6, 8; Battle Command, pp. 10-39, 42-45; TRADOC PAM 11-9, Chap 7, App D; ST 22-102]
 - e. The FSB commander coordinates and integrates support of tactical operations.
[FM 101-5, Chap 1, 5, 6; Battle Command, pp. 42-45; Battle Command Techniques and Procedures, Chap 2, 4; ST 22-102]
- 2) The FSB commander integrates and coordinates combat power in consideration of factors associated with each battlefield operating system (BOS). [TRADOC Pamphlet 11-9, Chap 7, App D; FM 101-5, Chap 1, 3, 4, App, A, B, C, D, E, F, J; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4, 6; Battle Command, pp. 10-39]
 - b) Fire support:
 - (2) The FSB S2/3:
 - (c) The DST and the FSEM are updated for changes in the status.
 - c) M/S: The FSB commander. [Battle Command Techniques and Procedures, Chap 8]
 - (5) Monitors OPSEC: The FSB S2/3 section supervises BSA participation in the overall brigade OPSEC plan. [ARTEP 63-005-MTP, Task 63-1-1037]
 - (c) Inspects BSA units' positions for OPSEC effectiveness. [ARTEP 63-005-MTP, Task 63-1-1037]
 - d) Command and control: The FSB commander: [FM 101-5, Chap 5; Battle Command Techniques and Procedures, Chap 4]

- (1) Positions himself where he can best command and control logistical support of the brigade while maintaining command and control over the tactical situation in the BSA (mission, enemy, terrain, troops and time available [METT-T] dependent) and:
 - (c) Changes CCIR as required to meet his information needs.
- h) The FSB commander integrates C2 requirements with the other BOS.
- (6) FSB CPs and staff are prepared to support the mission.
 - (a) Receive, process, and disseminate information.
 - (b) Ongoing process to exchange information with the DISCOM, brigade, and supported units.
2. **The forward support battalion command post supports coordination and integration by acquiring, evaluating, and communicating information.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1026, 63-1-1027, 63-1-1028, 63-1-1029, 63-1-1034, 63-1-1037, 63-1-1040, 63-1-1042, 63-1-1050, 63-1-1051, 63-1-1052; FM 63-20, Chap 3, 5, 6, pp. 5-13, 6-2, 6-3, 6-4, 6-7, 6-8; FM 101-5, Chap 3, 5, 6, App A, B, C, L, pp. 3-84, 3-85 3-86, 6-2, 6-8, 6-11, 6-16, 6-33, 6-34, C-4, C-5, C-7, C-8, C-9; FM 6-20-40, p. 26; FM 6-20-50, App C; FM 34-130, Chap 2; TRADOC Pam 11-9, Chapter 7 and App D; Battle Command Techniques and Procedures, Chap 2, 3, 4, 5]
 - a. The FSB CP acquires information. [TRADOC Pam 11-9, Chap 7, App D; FM 34-130, Chap 2; FM 101-5, Chap 3 pp. 3-84, 4, 6, App A, C; Battle Command Techniques and Procedures, Chap 2, 3, 4, 5]
 - 1) The FSB staff members, operating out of the CP as directed by the FSB commander or FSB TSOP, obtain information during the execution of the battle that:
 - a) Is critical to their or other staff officers' responsibilities for assisting the FSB commander to integrate the execution of the FSB's support of the brigade battle. [FM 101-5, pp. 6-33, 6-34]
 - b) Is focused on satisfying the FSB CCIR. [FM 101-5, pp. 6-8, 6-11, 6-16, and C-4]
 - 2) The FSB XO manages the acquisition, flow, and exchange of information to, from, and within the FSB CP. [FM 101-5, pp. 6-2, 6-11, 6-34]

- 3) The FSB CSM obtains information on matters such as:
 - a) Morale, discipline, and adherence to standards by FSB soldiers.
 - b) The FSB's capability to support combat operations.
 - c) The CSS system.
 - d) The welfare of FSB soldiers.
 - e) Topics requested by the FSB commander.
- 4) The FSB S2/3 intelligence section obtains intelligence information. [FM 101-5, p. C-7, C-8; FM 34-130, Chap 2]
 - a) The FSB S2/3 intelligence section obtains information from: [FM 101-5, App L]
 - (1) Division, brigade, and DISCOM headquarters.
 - (a) Intelligence preparation of the battlefield (IPB) products from the division RCPOC and the brigade S2. [ARTEP 63-005-MTP, Task 63-1-1050]
 - (b) INTSUMs from brigade and DISCOM intelligence sections and the division RCPOC.
 - (c) Responses from brigade to FSB requests for information (e.g., CCIR and IR).
 - (d) SPOTREPs in size, activity, location, unit, time, equipment (SALUTE) format, from FSB/BSA elements.
 - (e) Information by eavesdropping on command nets, A/L nets, and operations and intelligence (O&I) nets.
 - (2) The FSB commander.
 - (3) BSA units:
 - (a) FSB companies.
 - (b) Bn TF field trains elements.

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- (c) Other BSA elements.
 - (4) Other FSB staff sections.
 - (5) Brigade, DISCOM, adjacent, or subordinate units by eavesdropping on command, A/L, and O&I nets.
 - (6) Debriefing of patrols and other R&S elements.
 - (7) Interrogation of EPWs and deserters.
 - (8) Debriefing of truck drivers and/or convoy commanders coming into the BSA.
 - (9) LNOs from/to higher, adjacent, and supporting units.
 - (10) Civilian population.
- b) The FSB S2/3 section's information points of interest regarding supporting the battle while providing for force protection include:
- (1) Information that answers the CCIR.
 - (2) Information related to the enemy:
 - (a) Dispositions (confirmed and suspected).
 - (b) Composition.
 - (c) Intentions.
 - (d) Use of EW.
 - (e) Use of NBC.
 - (3) Information related to the FSB's capability to continue collection of intelligence information.
 - (a) Strength, location, and capability of BSA R&S elements.
 - (b) Status of requests for aerial reconnaissance and other external support.
- 5) The FSB S2/3 section obtains operations information (e.g., changes to METT-T and unit status). [FM 101-5, pp. C-8, C-9]

- a) The FSB S2/3 section obtains information from:
 - (1) Brigade and DISCOM headquarters.
 - (2) The FSB commander.
 - (3) BSA units.
 - (4) Adjacent units.
 - (5) Other FSB staff officers and sections.
 - (6) LNOs.
 - (7) Eavesdropping on subordinate and adjacent units' command nets.

- b) The FSB S2/3 receives:
 - (1) Guidance/direction from the FSB commander.
 - (2) SITREPs from FSB companies, BSA elements, and R&S elements.
 - (3) Requests for resources, recommendations, or changes to the FSB OPORD from subordinate FSB elements.
 - (4) Direct observation of operations.
 - (5) Information by eavesdropping on brigade and DISCOM command nets.

- c) The FSB S2/3's information points of interest regarding internal BSA operations include: [FM 101-5, App A]
 - (1) Direction from the FSB commander.
 - (a) Changes to the mission concept or details of the plan.
 - (b) Requirements for information to assist him in integrating FSB operations.
 - (2) FRAGOs/WARNOs from DISCOM or brigade headquarters.

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- (3) Changes to the DISCOM or brigade situations which necessitate changes to the FSB's OPSEC posture.
- (4) Terrain requirements from division and corps units operating within the brigade rear area.
- (5) Information relating to determining effectiveness of FSB OPSEC measures.
- (6) BSA units' SITREPs and graphics.
 - (a) Emplacement of crew-served weapons and fields-of-fire.
 - (b) Preplanned artillery fires and target numbers.
 - (c) Barriers and obstacles.
- (7) Requests for resources from subordinate FSB units.
- (8) Recommendations from subordinate FSB commanders.
- (9) Information required for confirming, refining, or changing the DST.
- (10) Updates from the FSB S1.
 - (a) Unit personnel status reports. [FM 63-20, pp. 6-2 through 6-4, 6-7 through 6-8]
 - (b) Casualty evacuation.
 - (c) Status of key leaders and critical military occupational specialties (MOS).
- (11) Updates from the FSB S4.
 - (a) FSB company vehicle and equipment status reports. [FM 63-20, pp. 6-2 through 6-4, 6-7 through 6-8]
 - (b) The status of supply (CL I, III and V) in FSB companies.
 - (c) Requests for maintenance and recovery support for BSA elements. [FM 63-20, p. 6-7]

- (d) Requests from FSB companies for CL III and V resupply. [FM 63-20, p. 6-7]
- 6) The FSB S1 section obtains personnel information. [FM 101-5, p. C-5; FM 63-20, pp. 6-3 through 6-4]
- a) The FSB S1 section receives information from:
 - (1) The brigade S1 and the DISCOM S1.
 - (2) The FSB commander
 - (3) Subordinate units:
 - (a) FSB companies.
 - (b) BSA elements.
 - b) The FSB S1 acquires personnel information related to the FSB support of the battle, including:
 - (1) Changes from the FSB commander to guidance, mission concept, priorities, and requirements for information.
 - (2) Information from the FSB S2/3 and the FSB S2/3 section which confirms or refutes estimates of the personnel situation and casualty estimates.
 - (3) Personnel status from FSB subordinate units.
 - (a) Personnel strength reports.
 - (b) Critical MOS and grade shortages.
 - (c) Absentees without leave.
 - (d) Casualty feeder reports.
 - (e) Key leader and MOS status.
 - (4) Personnel information from brigade and DISCOM S1s.
 - (a) Availability of replacements and replacement operations (including WSRO).

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- (b) Postal services.
 - (c) Morale, welfare, and recreation (MWR) support.
 - (5) Morale and discipline indicators from DISCOM and brigade special staff officers.
 - (a) Uniform Code of Military Justice actions from the Staff Judge Advocate (SJA).
 - (b) Straggler and crime rates from the provost marshal (PM).
 - (c) Sick call and stress casualties from the brigade surgeon.
 - (d) Complaints information from the inspector general.
 - (6) Information from the MP platoon leader concerning EPW processing and evacuation requirements.
 - (7) Information from the brigade S5 concerning CMO support requirements.
- 7) The FSB S4 and the FSB S4 section obtain logistics information. [FM 101-5, p. C-9; FM 63-20, pp. 6-7 through 6-8]
- a) The FSB S4 section acquires information from:
 - (1) The brigade and DISCOM S4s.
 - (2) The FSB commander.
 - (3) Subordinate FSB units.
 - (4) Bn TF field trains elements.
 - b) The FSB S4 acquires logistics information regarding support to the battle, including:
 - (1) Changes from the FSB commander to guidance, mission concept, priorities, and information requirements.
 - (2) Intelligence information from the FSB S2/3 and the FSB S2/3 section which confirms or refutes estimates of the logistical situation.

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- (3) Logistics reports from subordinate FSB units.
 - (a) Status of supplies.
 - (b) Equipment readiness.
 - (4) Equipment readiness status from units. The FSB S4 tracks equipment readiness by type and company, keeps the FSB commander informed of status (recovery, repair, etc.) [FM 63-20, p. 6-7]
 - (5) Supply stockage and resupply status from units. (CSS planning for the supply of consumable and expendable items [filters, MOPP suits, decontamination kits, detector kits, plastic bags, ponchos, rain gear, etc.] is continuous.) [FM 63-20, p. 6-7]
- 8) The FSB support operations officer and the support operations section obtain information (coordination is made with brigade surgeon [FSB CO Cdr] on medical issues): [FM 63-20, Chap 3, 5, 6]
- a) The FSB support operations officer and the support operations section acquire and receive information from:
 - (1) The DISCOM SPO and the brigade S3.
 - (2) The FSB commander.
 - (3) Subordinate FSB units.
 - (4) Bn TF field trains elements.
 - (5) The brigade S5.
 - (6) Subordinate and adjacent units (by eavesdropping on their communications nets).
 - (7) The DMMC.
 - (8) DISCOM and brigade commanders.
 - (9) The brigade S2.
 - (10) The brigade S3 Air.

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- (11) Brigade main CP (by eavesdropping on its communications nets).
 - (12) The MSB.
 - (13) The brigade S1 and S4
- b) The FSB support operations officer acquires CSS information regarding execution of the mission, including:
- (1) Changes from the brigade commander to guidance, mission, concept, priorities, and information requirements; indications that CSS requirements are not being met.
 - (2) Information from the brigade S2 and the brigade S2 section which confirms or refutes estimates of the tactical situation as it pertains to the BSA and CSS elements operating forward of the BSA.
 - (3) Changes to guidance, priorities, and requirements from the DISCOM commander.
 - (a) CSS task organization.
 - (b) Tasks to provide CSS support to division and corps units.
 - (4) Information from the MSB regarding backup CSS support.
 - (5) Information from the DMMC concerning supply and maintenance management support.
 - (6) Information from supported units regarding their requirements.
 - (a) Changes in requirements due to increased or decreased consumption based on increases or decreases in operations tempo, or due to the development of anticipated branches or sequels in the operation.
 - (b) Changes in requirements due to unforeseen circumstances which may result in the brigade commander making modifications to the original plan.

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- (7) Information from all organizations in the BSA (for defense and terrain management).
 - (8) Medical updates and aerial MEDEVAC capabilities from the DMOC.
 - (9) CL VIII supply updates from the division medical supply officer.
 - (10) Additional medical support capability from the MSB.
 - (11) Subordinate and supporting unit medical support status.
 - (a) Positioning and readiness of medical assets.
 - (b) Capability to receive, triage, and evacuate casualties.
 - (12) Status of ROM operations.
- b. The FSB CP evaluates acquired information, updates products, and maintains status. [FM 63-20, Chap 3 and 6; FM 101-5, Chap 6]
- 1) The FSB XO supervises the FSB staff in the evaluation of acquired information, updating products, and maintaining status.
 - 2) The FSB S2/3 intelligence section:
 - a) The FSB S2/3 intelligence section evaluates intelligence information.
 - (1) Appraises INTSUMs and reports for pertinence to BSA operations and security with emphasis on the potential impact on the BSA's capability to support the brigade. [ARTEP 63-005-MTP, Task 63-1-1037]
 - (2) Evaluates weather reports for data that could have significant effects on the BSA security and capability to support brigade operations. Forwards pertinent intelligence and weather information to all FSB units and corps/divisional elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1037]
 - (3) Assembles required intelligence information. [ARTEP 63-005-MTP, Task 63-1-1051]

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- (4) Evaluates guidance and direction and information, comparing desired FSB endstate (both from the tactical situation as it pertains to the BSA and elements operating forward of the BSA, and the logistical situation as it pertains to the capability of the BSA to support brigade operations) with current FSB situation and trends.
 - (a) Answers essential elements of friendly information (EEFI).
 - (b) Identifies significant changes to the situation.
- (5) Verifies reports for pertinence, reliability, and accuracy. [ARTEP 63-005-MTP, Task 63-1-1051]
- (6) Assesses damage to equipment and facilities by analyzing reports from subordinate elements for subsequent report to the DISCOM and the brigade S3. [ARTEP 63-005-MTP, Task 63-1-1040]
 - (a) Impact of damaged equipment and facilities on the ability of the FSB to provide continuing support to the supported brigade.
 - (b) Impact of damaged equipment and facilities on the ability of the FSB to support itself and to protect itself.
 - (c) Augmentation, repairs, or replacements necessary to restore the FSB capabilities to an acceptable level.
- b) The FSB S2/3 intelligence section updates intelligence products.
 - (1) Updates operations data.
 - (a) The DST.
 - (b) The event matrix.
 - (c) Operational graphics.
 - (d) The operations estimate.
 - (2) Records intelligence information in the journal. [ARTEP 63-005-MTP, Task 63-1-1051]

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- (3) Records pertinent weather and terrain data. [ARTEP 63-005-MTP, Task 63-1-1051]
 - (4) Annotates the SITMAP with current friendly and enemy locations. [ARTEP 63-005-MTP, Task 63-1-1051]
 - (5) Maintains map surveillance of the enemy force as information is received in subordinate elements' SPOTREPs. [ARTEP 63-005-MTP, Task 63-1-1052]
 - (6) Plots location(s) of the enemy force on the SITMAP(s) as SPOTREPs are received. [ARTEP 63-005-MTP, Task 63-1-1050]
 - (7) Prepares INTSUM. [ARTEP 63-005-MTP, Task 63-1-051]
- c) The FSB intelligence section tracks enemy:
- (1) Locations.
 - (2) Activities.
 - (3) Adherence to, or deviation from, postulated courses of action (COA).
- 3) The FSB S2/3 operations section:
- a) The FSB S2/3 operations section evaluates operations information to ensure coordination and integration.
 - (1) Evaluates changes to guidance and direction and information.
 - (2) Evaluates information which confirms or refutes IPB information which may affect achieving the commander's intent.
 - (3) Evaluates desired and likely brigade endstates and FSB requirements to provide support at that time.
 - (4) Evaluates impact of changes to the brigade maneuver operations on DS CSS requirements.
 - (5) Ensures synchronization in accordance with the FSB OPORD.

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- (6) Evaluates FSB OPSEC based on information received from DISCOM and brigade sources.
- b) The FSB S2/3 operations section updates operations control measures.
- (1) Current SITMAPs showing current locations of all friendly and threat forces. [ARTEP 63-005-MTP, Task 63-1-1052]
 - (2) The DST, in conjunction with the FSB XO and the FSB commander.
 - (a) Elements of the DST which require modification.
 - (b) Elements which need to be added to or deleted from the DST.
 - (3) The synchronization matrix.
 - (4) The operations overlay of the supported brigade.
 - (5) The operations overlay for the BSA.
 - (6) The updated operations estimate (may or may not be in written form).
 - (7) The timeline of brigade operations.
 - (8) The current operations and intelligence map.
 - (9) The NBC map.
 - (10) The FSB plans map, with CSS overlay, to support future brigade operations.
 - (11) Personnel and equipment status to include current unit strength and operational equipment status.
- c) The BCOC makes the appropriate response determination based on information and reports received from BSA elements and the DISCOM's and the brigade's S2s. [ARTEP 63-005-MTP, Task 63-1-1052]
- (1) Verifies threat level(s) operating in the brigade rear. [ARTEP 63-005-MTP, Task 63-1-1052]

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- (2) Identifies capability of base(s) being threatened to defend themselves from the verified threats. [ARTEP 63-005-MTP, Task 63-1-1052]
- (3) Verifies base(s) priority as established by the defense plan. [ARTEP 63-005-MTP, Task 63-1-1052]
- d) The FSB S2/3 identifies projected degradation levels within the BSA in coordination with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1052]
- e) The FSB S2/3 section maintains current NBC SITMAPs and overlays. [ARTEP 63-005-MTP, Task 63-1-1037]
- f) The FSB S2/3 section updates the fire support matrix. [FM 63-20, p. 5-13)
- 4) The FSB S1 section.
 - a) The FSB S1 and the S1 section evaluate information.
 - (1) The desired FSB endstate is compared with current and projected personnel and medical status.
 - (2) Information which confirms or refutes EEFI and other IPB information which may affect achieving the FSB commander's intent.
 - (3) Internal medical support requirements. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (a) Calculate probable internal medical support requirements. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (b) Coordinate schedules, locations, and capabilities of internal medical support with the supporting medical element. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (c) Evaluate routine and emergency treatment and evacuation procedures to ensure compliance with the medical support plan and instructions from the supporting medical element. [ARTEP 63-005-MTP, Task 63-1-1042]

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- (d) Assess FSB preventive medicine measures to ensure compliance with the FSB TSOP. [ARTEP 63-005-MTP, Task 63-1-1042]
- (4) Verify casualty feeder reports and witness statements from subordinate elements for accuracy and completeness. [ARTEP 63-005-MTP, Task 63-1-1042]
- b) The FSB S1 and the S1 section update S1 products:
 - (1) Correct casualty status and identity data based on input from medical and GRREG elements. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (2) Prepare a Standard Installation/Division Personnel System (SIDPERS) deceased transaction and a SIDPERS organization strength report change for all killed in action (KIAs). [ARTEP 63-005-MTP, Task 63-1-1042]
 - (3) Perform strength accounting. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (a) Consolidate subordinate elements' strength reports. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (b) Cross-check casualty witness statements, medical aid stations, and MP straggle control point reports to confirm casualty and duty status of individuals [ARTEP 63-005-MTP, Task 63-1-1042]
 - (c) Update the FSB master strength report to reflect the current status of all FSB soldiers. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (d) Prepare personnel status (PERSTAT) report in accordance with TSOP. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (4) Prepare wartime SIDPERS transactions. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (5) Inspect SIDPERS personnel transaction registers to resolve strength imbalances. [ARTEP 63-005-MTP, Task 63-1-1042]

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- (6) Track casualties by specialty and company and inform the FSB commander of significant losses. Review casualty feeder reports submitted by subordinate FSB units. [FM 63-20, p. 6-3]
 - (a) Verify casualty feeder reports and witness statements from subordinate elements for accuracy and completeness. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (b) Correct casualty status and identity data based on input from medical and GRREG elements. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (c) Prepare a SIDPERS deceased transaction and a SIDPERS organization strength report change for all KIAs. [ARTEP 63-005-MTP, Task 63-1-1042]
- 5) The FSB S4 section:
 - a) The FSB S4 and the S4 section evaluate information:
 - (1) The desired FSB endstate, with current and projected maintenance, transportation, and supply status.
 - (2) Information which confirms or refutes EEFI and other IPB information which may affect achieving the FSB commander's intent.
 - (3) Comparison of the desired FSB endstate and current supply status.
 - (4) Comparison of future FSB sustainment levels with known resupply of critical CL III and V requirements.
 - b) The FSB S4 and the S4 section update S4 information:
 - (1) Maintenance, supply, and transportation portions of the updated logistics estimates (may or may not be in written form).
 - (2) Supply:
 - (a) Percent fill of combat basic loads.
 - (b) Adequacy of CSS supply assets.

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- (c) Supply priorities as directed by the FSB commander.
- (3) Maintenance:
 - (a) Number and type of equipment systems on hand and operational.
 - (b) Systems non-mission capable and repairable.
 - (c) Projections for repair and return of essential vehicles and other essential equipment.
 - (d) On-hand CL IX and PLL stockage levels.
 - (e) Maintenance priorities and guidelines as directed by the FSB commander.
- 6) The FSB support operations section:
 - a) The FSB support operations officer and the support operations section evaluate information pertaining to support of the brigade:
 - (1) Monitor and evaluate the changes to METT-T (e.g., weather in bad conditions) for impact on operations.
 - (2) Monitor and evaluate the FSB's operational stockage levels by reviewing CSS computer systems reports to ensure that assets exceed requirements. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (3) Monitor and evaluate transportation movement operations to ensure efficient response in coordination with the DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (4) Monitor and evaluate the brigade tactical situation for indications that have affected or may affect logistics and HSS missions accomplishment. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (5) Monitor and evaluate the petroleum, oil, and lubricants (POL) portion of push-packages to ensure that required amounts are forwarded until brigade units request the suspension of delivery through the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]

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- (6) Evaluate information in order to identify location, type, and amount of contaminated petroleum products within the BSA. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (7) Evaluate information to identify location(s) and amounts of all stockpiled ammunition located in the BSA or other forward locations. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (8) Identify all units within the BSA that have recovery capabilities. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (9) Monitor and evaluate battle loss reports to identify CL VII replacement requirements. [ARTEP 63-005-MTP, Task 63-1-1029]
 - (10) Monitor and evaluate GRREG operations at BSA collection points to ensure compliance to directed policies and procedures. [ARTEP 63-005-MTP, Task 63-1-1034]
 - (11) Monitor and evaluate GRREG records and reports to ensure compliance with regulations, TSOP, and the brigade OPORD service support annex. [ARTEP 63-005-MTP, Task 63-1-1034]
 - (12) Monitor and evaluate status reports from subordinate elements to determine if requirements exceed capabilities. [ARTEP 63-005-MTP, Task 63-1-1022]
- b) The FSB support operations officer and the support operations section update support operations information:
- (1) Current status of subordinate elements' personnel strengths that directly affect the support mission. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (2) Current status of FSB medical support based on coordination with the brigade surgeon (FSB Co Cdr). [AN]
 - (3) Current status of subordinate elements' supplies and equipment operational readiness that directly affect the support mission. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (4) Current revisions to customer support lists that reflect changing operational requirements and priorities. [ARTEP 63-005-MTP, Task 63-1-1026]

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- (5) Status of all maneuver battalions' basic loads. [ARTEP 63-005-MTP, Task 63-1-1027]
- (6) Location, type of, and amount of contaminated ammunition located in the BSA. [ARTEP 63-005-MTP, Task 63-1-1027]
- (7) Current locations of amount and type of contamination effecting BSA maintenance elements in coordination with the FSB S2/3. [ARTEP 63-005-MTP, Task 63-1-1028]
- (8) The current logistics and HSS SITMAPs with all units' and facilities' locations posted within 50 meters. [ARTEP 63-005-MTP, Task 63-1-1022]
- (9) The current customer list that reflects changing requirements, workloads, and priorities of tactical operations (requires coordination with the brigade S4 and TF HHC commanders). [ARTEP 63-005-MTP, Task 63-1-1022]
- (10) The current FSB support overlay which shows locations of logistics and HSS facilities and their hours of operations. [ARTEP 63-005-MTP, Task 63-1-1022]
- (11) The current mission essential item chart which reflects short supply items, command controlled items, and current equipment combat losses. [ARTEP 63-005-MTP, Task 63-1-1022]
- (12) The section workbook. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (a) Annotate information from incoming messages and reports under the appropriate heading and cross-reference. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (b) Annotate, in "remarks," an informal evaluation of the information, as required. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (c) Delete all obsolete information from the workbook. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (d) Format the workbook in accordance with the TSOP. [ARTEP 63-005-MTP, Task 63-1-1022]

- (13) Daily staff journal and journal files. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (a) Post all entries as prescribed by FM 101-5 and the TSOP. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (b) Post data immediately upon the receipt or the dispatch or occurrences of events. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (c) Describe accurately and concisely information or event(s) that have occurred. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (d) Specify actions taken upon the receipt or the dispatch of information. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (e) Maintain a current file for materials necessary to support entries in the daily staff journal. [ARTEP 63-005-MTP, Task 63-1-1022]

- 3. **The forward support battalion commander visualizes the battlefield.** [ARTEP 63-005-MTP, Task 63-1-1050; FM 63-20, pp. 5-3, 5-4, 5-5, 5-7, 5-10, 5-11, 5-12, 5-13, 6-2, 6-5, 6-6, 6-7; FM 100-5, Chap 1, 2, 3, 4, 5, 7, App C, D, E, H, J, pp. 1-14, 1-15, 1-16, 4-48; FM 34-130, Chap 1, 2, 3, 4; FM 34-8, Chap 1 & 2, App C; Battle Command; Battle Command Techniques and Procedures, Chap 2, 4, 5; Battle Command, pp. 10-14, 22-24, 38-45]
 - b. The FSB commander projects current battle endstates necessary to achieve his intent based on his evaluation of the current plan and the FSB situation by considering factors associated with each BOS: [FM 101-5, Chap 4; FM 34-130, Chap 1, 2, 3; Battle Command Techniques and Procedures, Chap 2, 4; Battle Command, pp. 38-45; FM 34-8, Chap 1,2, App C]
 - 4) Fire support:
 - a) The FSB S2/3 executes and, as required, modifies the FSEM, to conform to new METT-T factors or guidance from the FSB commander.
 - b) The FSB S2/3 evaluates the fire support plan, FSEM, and DST to determine that they are still relevant. [FM 63-20, p. 5-11]

- 5. **The forward support battalion command post manages and maintains command, control, and communications.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1041, 63-

1-1045; Battle Command Techniques and Procedures, Chap 4; FM 101-5, Chap 5 & 6, App B & L, p. 6-5; FM 63-20, pp. 3-2, 4-15, 6-4, 6-5, and App A; CTC Bulletin 95-4, Chap 1; ST 22-102]

- a. The FSB CP manages means of communicating information. [FM 101-5, Chap 6 and App B, L]
 - 1) The FSB commander employs an "information manager" from the FSB staff (usually the FSB XO) to: [FM 101-5, Chap 6 and App B]
 - a) Facilitate the flow of information and communication of information from staff members and subordinate FSB units.
 - b) Outline and monitor the performance and responsibilities of the FSB staff in processing mission information and satisfying the FSB commander's information requirements.
 - c) Ensure that a specific individual (e.g., the "battle captain") is responsible for each FSB CP shift to ensure that information essential to continuity of operations is passed between shifts.
 - 2) The FSB commander or XO employs a "battle captain" to manage the operations of the FSB CP and the FSB S2/3 operations section when the FSB XO is not available. The "battle captain": [CTC Bulletin 95-4, Chap 1]
 - a) Coordinates and integrates FSB staff activities.
 - b) Initiates staff actions as directed by the FSB commander, XO, and S2/3.
 - c) In conjunction with the FSB S2/3 operations section, receives and passes information in accordance with the FSB TSOP. [FM 63-20, p. 6-4)
 - 3) The FSB XO directs staff meetings:
 - a) Ensures that each FSB staff officer disseminates information which is relevant to the entire staff.
 - b) Appraises completeness of information.
 - c) Identifies information gaps and directs actions to fill them.
 - e) The FSB staff exchanges information. [ARTEP 63-005-MTP, Task 63-1-1045]

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- (1) Transforms pertinent information into usable data for decision making. [ARTEP 63-005-MTP, Task 63-1-1045]
 - (2) Coordinates information exchange within and with the DISCOM, brigade, and subordinate FSB units. [ARTEP 63-005-MTP, Task 63-1-1045]
 - (3) Conducts operational briefings as necessary. [ARTEP 63-005-MTP, Task 63-1-1045]
- 4) The FSB XO supervises the FSB staff. [ARTEP 63-005-MTP, Task 63-1-1045]
- a) Implements the FSB commander's directives in FSB staff planning and policy making. [ARTEP 63-005-MTP, Task 63-1-1045]
 - b) Monitors all FSB staff actions for conformity to the FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1045]
 - d) Supervises the operations of the FSB logistics operations center. [ARTEP 63-005-MTP, Task 63-1-1045]
 - f) Assigns liaison personnel to the supported brigade, if required. [ARTEP 63-005-MTP, Task 63-1-1022]
- 5) All FSB CPs eavesdrop on lower and adjacent units' command and A/L nets for information.
- 6) The FSB CP ensures that information on the situation is communicated between FSB staff officers during shift changes. Conducts shift change briefings to address: [ARTEP 63-005-MTP, Task 63-1-1022):
- a) Enemy activities.
 - b) The status of subordinate FSB units and support to the brigade.
 - c) On-going FSB staff actions which must be monitored, tracked, and completed.
 - d) Timelines and suspenses which must be met.
 - e) Planning for future missions.
- 7) FSB CPs communicate routine information per the FSB TSOP. [FM 101-5, p.6-5]

6. **The forward support battalion consolidates and reorganizes and/or assists in brigade elements' consolidation, reorganization, and regeneration.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1035, 63-1-1036, 63-1-1042, 63-1-1045, 63-1-1052, 63-1-1053; FM 63-20, Chap 6, pp. 3-2, 3-3, 3-4, 3-5, 5-6, 5-7, 5-8, 5-9, 6-4, 6-6, 6-7]
 - a. The FSB assists the brigade in consolidation and/or reorganization.
 - 3) FSB RTF personnel, in coordination with the brigade S4 and following procedures outlined by the brigade S3, assess degraded units' logistics and HSS requirements. [ARTEP 63-005-MTP, Task 63-1-1035]
 - a) Identify the number of major weapon systems that have been destroyed. [ARTEP 63-005-MTP, Task 63-1-1035]
 - b) Identify the number of major weapon systems that are damaged beyond the capability of repair in the forward area. [ARTEP 63-005-MTP, Task 63-1-1035]
 - c) Identify the number of major weapon systems that are damaged but can be repaired in the forward area. [ARTEP 63-005-MTP, Task 63-1-1035]
 - d) Identify locations of forward and rear maintenance and salvage collection points. [ARTEP 63-005-MTP, Task 63-1-1035]
 - e) Calculate transportation requirements for equipment evacuation operations. [ARTEP 63-005-MTP, Task 63-1-1035]
 - f) Identify the number of KIAs and the GRREG requirements. [ARTEP 63-005-MTP, Task 63-1-1035]
 - g) Identify the number of casualties requiring emergency treatment or evacuation. [ARTEP 63-005-MTP, Task 63-1-1035]
 - h) Identify medical treatment and evacuation points in the BSA and DSA. [ARTEP 63-005-MTP, Task 63-1-1035]
 - i) Calculate ground ambulance and MEDEVAC requirements. [ARTEP 63-005-MTP, Task 63-1-1035]
 - j) Calculate CL III and V supply requirements to restore the supported unit to basic load level. [ARTEP 63-005-MTP, Task 63-1-1035]

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- k) Identify CL I and IX supplies, communication equipment, and other critical supply items required, if time permits. [ARTEP 63-005-MTP, Task 63-1-1035]
- 4) FSB RTF personnel provide input to the initial assessment report. [ARTEP 63-005-MTP, Task 63-1-1035]
 - c) Identify the logistics and HSS capabilities required in the FSB RTF. [ARTEP 63-005-MTP, Task 63-1-1035]
 - d) Identify shortfalls between the FSB's capabilities and the supported unit's requirements. [ARTEP 63-005-MTP, Task 63-1-1035]
- 5) The FSB support operations section coordinates support of regeneration [ARTEP 63-005-MTP, Task 63-1-1036]
 - a) Identifies logistics and HSS requirements in coordination with the FSB RTF. [ARTEP 63-005-MTP, Task 63-1-1036]
- 6) The FSB support operations section provides assistance in regeneration operations. [ARTEP 63-005-MTP, Task 63-1-1036]
 - a) Provides input on regeneration site(s), methods, and levels of effectiveness to which the unit is to be restored to the FSB RTF and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1036]
 - b) Identifies fill priorities for personnel, equipment, and supplies as established by the brigade commander. [ARTEP 63-005-MTP, Task 63-1-1036]
 - e) Provides a regeneration status update to the FSB commander, as required. [ARTEP 63-005-MTP, Task 63-1-1036]
- b. The FSB conducts its own reorganization.
 - 3) The FSB BCOC and the FSB S4 section establish a control and assessment CP. [ARTEP 63-005-MTP, Task 63-1-1053]
 - a) Identify personnel requirements for the control and assessment CP. [ARTEP 63-005-MTP, Task 63-1-1053]
 - b) Identify established policies and procedures by reviewing the brigade OPORD rear operations annex and the FSB TSOP. [ARTEP 63-005-MTP, Task 63-1-1053]
 - c) Set up ADC SITMAPs. [ARTEP 63-005-MTP, Task 63-1-1053]

- 4) The control and assessment CP coordinates base restoration activities. [ARTEP 63-005-MTP, Task 63-1-1053]
 - a) Identifies requirements and taskings by reviewing the FSB ADC plan and the FSB TSOP. [ARTEP 63-005-MTP, Task 63-1-1053]
 - e) Maintains ADC SITMAPs. [ARTEP 63-005-MTP, Task 63-1-1053]
 - g) Calculates support effectiveness of all subordinate FSB elements. [ARTEP 63-005-MTP, Task 63-1-1053]

Outcome 3

Tactically sound recommendations are developed and critical information is communicated by the FSB staff, subordinate Cdrs, and supported unit Cdrs.

Task Elements

1. **The forward support battalion commander directs and leads subordinate forces.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1026, 63-1-1027, 63-1-1028, 63-1-1029, 63-1-1031, 63-1-1034, 63-1-1037, 63-1-1040, 63-1-1042, 63-1-1045 63-1-1050, 63-1-1052 and 63-1-R303; FM 63-20, Chap 6, pp. 3-12, 5-4, 5-5, 5-9, 5-10, 5-13, 5-14, 6-2, 6-4, 6-5; FM 101-5, Chap 1, 2, 3, 4, 5, 6, App A, B, C, D, E, F, H, J; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4, 6, 8; Battle Command, pp. 10-39, 42-45; TRADOC PAM 11-9, Chap 7, App D; ST 22-102]
 - e. The FSB commander coordinates and integrates support of tactical operations. [FM 101-5, Chap 1, 5, 6; Battle Command, pp. 42-45, Battle Command Techniques and Procedures, Chap 2, 4; ST 22-102]
- 2) The FSB commander integrates and coordinates combat power in consideration of factors associated with each battlefield operating system (BOS); factors include: [TRADOC Pamphlet 11-9, Chap 7, App D; FM 101-5, Chap 1, 3, 4, App, A, B, C, D, E, F, J; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4, 6; Battle Command, pp. 10-39]
 - c) M/S: The FSB commander. [Battle Command Techniques and Procedures, Chap 8]
 - (4) Directs MOPP levels and NBC defense measures to ensure that the FSB is prepared for NBC attacks. [ARTEP 63-005-MTP, Task 63-1-1037]

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- (a) Ensures that all FSB units and corps or divisional elements in the BSA are provided NBC updates. [ARTEP 63-005-MTP, Task 63-1-1037]
- (5) Monitors OPSEC: The FSB S2/3 section supervises BSA participation in the overall brigade OPSEC plan. [ARTEP 63-005-MTP, Task 63-1-1037]
 - (a) Disseminates brigade countermeasure requirements to all FSB elements and corps/divisional elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1037]
 - (d) Provides feedback reports to the brigade S2 or the brigade S4 on activities that affect OPSEC measures. [ARTEP 63-005-MTP, Task 63-1-1037]
- f) AD:
 - (3) The FSB S2/3 keeps the AD assets informed of the status of helicopters and other friendly air in the area. [FM 63-20, pp. 5-9 and 5-10]
 - h) The FSB commander integrates C2 requirements with the other BOS.
 - (6) FSB CP and staff are prepared to support the mission.
 - (b) Ongoing process to exchange information with the DISCOM, brigade, and supported units.
- 2. **The forward support battalion command post supports coordination and integration by acquiring, evaluating, and communicating information.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1026, 63-1-1027, 63-1-1028, 63-1-1029, 63-1-1034, 63-1-1037, 63-1-1040, 63-1-1042, 63-1-1050, 63-1-1051, 63-1-1052; FM 63-20, Chap 3, 5, 6, pp. 5-13, 6-2, 6-3, 6-4, 6-7, 6-8; FM 101-5, Chap 3, 5, 6, App A, B, C, L, pp. 3-84, 3-85 3-86, 6-2, 6-8, 6-11, 6-16, 6-33, 6-34, C-4, C-5, C-7, C-8, C-9; FM 6-20-40, p. 26; FM 6-20-50, App C; FM 34-130, Chap 2; TRADOC Pam 11-9, Chapter 7 and App D; Battle Command Techniques and Procedures, Chap 2, 3, 4, 5]
 - c. The FSB CPs and staff communicate information necessary to ensure a synchronized brigade battle. [FM 6-20-40, p. 26; FM 6-20-50, App C; FM 101-5, Chap 5 and 6, App A, B, and L]
 - 1) FSB CP and FSB staff members disseminate information.

- a) **Timely recommendations to the FSB commander on critical actions. The FSB staff sends reports and recommendations to the FSB commander and to brigade and DISCOM headquarters for their information and decisions.**
 - (1) **Information relevant to CCIRs are immediately sent to the FSB commander and the rest of the FSB staff and to subordinate FSB commanders in accordance with the FSB TSOP.**
 - (2) **Routine information (pipeline information) is provided by the FSB staff and FSB company commanders to the FSB commander and others as necessary or as required.**
 - (3) **The FSB staff responds to requests for information from the FSB commander or from the DISCOM or brigade commanders or staff.**

 - b) **Critical information needed to:**
 - (1) **Coordinate and integrate FSB actions.**
 - (a) **The actual or projected enemy activity.**
 - (b) **The actual or projected weather effects.**
 - (c) **The actual or projected status of DS supplies.**
 - (d) **The actual or projected FSB capabilities.**
 - (2) **Monitor the situation.**
 - (3) **Keep DISCOM and brigade headquarters informed.**

 - c) **All FSB staff officers remain alert for and ensure that critical information they receive is passed to other staff officers who require the information as soon as it is received.**
- 2) **The FSB S2/3 intelligence section assists the FSB commander to coordinate and integrate support of the battle by communicating the enemy's situation, evaluations of enemy capabilities, and analyses of PIR, IR, and routine information.**
- a) **Reports PIR and other critical information concerning the ongoing and future missions along with recommendations to:**

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- (1) The FSB commander.
 - (2) The FSB XO.
 - (3) The FSB support operations section.
- b) Reports the enemy's situation, an evaluation of enemy COA, recommendations, and information that fulfills PIR, IR to:
- (1) All BSA elements.
 - (2) MP elements.
 - (3) Relevant FSB staff officers.
 - (4) The brigade and DISCOM S2s.
- c) Reports enemy NBC activities to the division RCPOC and the brigade S3. [ARTEP 63-005-MTP, Task 63-1-1050]
- d) Disseminates intelligence. [ARTEP 63-005-MTP, Task 63-1-1051]
- (1) INTSUM to appropriate agencies and elements. [ARTEP 63-005-MTP, Task 63-1-1051]
 - (2) The current enemy size and location to all subordinate elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1050]
 - (3) SPOTREPs to the division RCPOC and the brigade S2. [ARTEP 63-005-MTP, Task 63-1-1050]
 - (4) SITREPs to the division RCPOC and the brigade S2 as soon as the situation changes. [ARTEP 63-005-MTP, Task 63-1-1052]
 - (5) Intelligence and weather information. [ARTEP 63-005-MTP, Task 63-1-1037]
- 3) The FSB S2/3 section assists the FSB commander to integrate and coordinate the support of the battle by communicating:
- a) Updated products (including):
 - (1) FSB WARNOs and FRAGOs.

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- (2) Coordinating instructions.
 - (3) Reports of the FSB situation.
 - (4) Evaluations of the FSB status.
 - (5) Answers to CCIR and IR.
- b) Information regarding requirements for use of terrain in the BSA that will impact on current operations.
- c) Information on future operations.
- d) Significant changes to the enemy situation.
- e) Answers to the FSB CCIR.
- f) Recommendations concerning shifts of the main effort and the synchronization of CSS.
- g) Requests for additional support to the DISCOM SPO or the brigade S2. [ARTEP 63-005-MTP, Task 63-1-1051]
- h) Reports on EEFI and other critical information concerning the ongoing and future missions along with recommendations to:
- (1) The FSB commander.
 - (2) The FSB XO.
 - (3) The FSB support operations officer.
- i) Directives and coordinating instructions, reports of the FSB situation, evaluations of FSB COAs, recommendations, and information that fulfills EEFI to:
- (1) The FSB XO.
 - (2) The FSB support operations section.
 - (3) Relevant FSB staff officers.
 - (4) FSB companies.
 - (5) BSA elements (Bn TF field trains, etc.)

- (6) The DISCOM CP.
- (7) The brigade main CP.
- j) Current enemy information to all subordinate BSA elements. [ARTEP 63-005-MTP, Task 63-1-1052]
- k) RACO information to the division RCPOC and the brigade main CP for coordination relevant to commitment of the tactical combat force (TCF). [ARTEP 63-005-MTP, Task 63-1-1052]
- l) Identified degradation levels to the brigade S4 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1052]
- m) NBC hazard confirmation to GRREG and EPW collection points and aid stations. [ARTEP 63-005-MTP, Task 63-1-1040]
- n) NBC 1, and subsequent NBC 1, reports to the DISCOM SPO and the brigade S3. [ARTEP 63-005-MTP, Task 63-1-1040]
- o) An NBC 6 report to the DISCOM SPO and the division RCPOC, as appropriate. [ARTEP 63-005-MTP, Task 63-1-1040]
- p) Current status of augmented chemical unit employment, protective measures, and MOPP and OEG implementation to the DISCOM staff. [ARTEP 63-005-MTP, Task 63-1-1040]
- 4) The FSB S1 section assists the FSB commander to integrate and coordinate the support of the battle by:
 - a) Forwarding casualty data and transactions to the DISCOM S1. [ARTEP 63-005-MTP, Task 63-1-1042]
 - b) Reporting on incoming replacements or personnel returning to the FSB commander and XO. [FM 63-20, p. 6-4]
 - c) Forwarding PERSTAT information to the FSB commander and the FSB staff. [ARTEP 63-005-MTP, Task 63-1-1042]
 - d) Forwarding PERSTAT-part 1, personnel daily summary, through command channels to the DISCOM S1. [ARTEP 63-005-MTP, Task 63-1-1042]
 - e) Forwarding PERSTAT-part 2, personnel requirements report through division adjutant general channels to the supporting servicing agency. [ARTEP 63-005-MTP, Task 63-1-1042]

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- f) Providing brigade S1 section with personnel and administrative information to include medical treatment and evacuation of casualties.
- 5) The FSB S4 section assists the FSB commander to integrate and coordinate the internal logistical support of the battle by:
- a) Reporting on new or repaired equipment to the FSB S4 and the battalion maintenance officer (BMO). [FM 63-20, p. 6-7]
 - b) Reporting on CL III and V on-hand and resupply to the FSB S4, XO, and commander. [FM 63-20, p. 6-7]
- 6) The FSB support operations section assists the FSB commander to integrate and coordinate the support of the battle by:
- a) Providing operational briefings to the FSB commander and XO that provide the actual status of logistics and HSS to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1022]
 - b) Making recommendations to the FSB commander on partial or total suspension of all FSB support functions for the brigade until threats to the rear area of operations (AO) have been neutralized or units are relieved by MPs or the TCF. [ARTEP 63-005-MTP, Task 63-1-1052]
 - c) Providing an alert of increased support requirements to the DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1028]
 - d) Disseminating weapon system replacement information that affects the brigade to the DMMC CL VII manager and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1029]
 - e) Forwarding additional evacuation requirements from the brigade S4 to the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1034]
 - f) Providing a GRREG operation status update to the brigade S4 and the FSB staff, as required. [ARTEP 63-005-MTP, Task 63-1-1034]
 - g) Disseminating logistics and HSS mission changes to subordinate FSB elements by the most secure means. [ARTEP 63-005-MTP, Task 63-1-1022]

- h) Providing brigade S4 with logistics information for dissemination to appropriate brigade elements. [AN]
3. **The forward support battalion commander visualizes the battlefield.** [ARTEP 63-005-MTP, Task 63-1-1050; FM 63-20, pp. 5-3, 5-4, 5-5, 5-7, 5-10, 5-11, 5-12, 5-13, 6-2, 6-5, 6-6, 6-7; FM 100-5, Chap 1, 2, 3, 4, 5, 7, App C, D, E, H, J, pp. 1-14, 1-15, 1-16, 4-48; FM 34-130, Chap 1, 2, 3, 4; FM 34-8, Chap 1 & 2, App C; Battle Command; Battle Command Techniques and Procedures, Chap 2, 4, 5; Battle Command, pp. 10-14, 22-24, 38-45]
- c. The FSB commander anticipates requirements and actions based on his projection of the outcome of the current mission. [FM 101-5, Chap 1, 2, 4, 5, App C, D, E; Battle Command Techniques and Procedures, Chap 2, 4]
 - 2) The FSB commander develops information to assist him in determining future requirements and actions by:
 - c) Soliciting input from the senior leadership within the FSB; e.g., the FSB XO, S2/3, and subordinate FSB commanders.
5. **The forward support battalion command post manages and maintains command, control, and communications.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1041, 63-1-1045; Battle Command Techniques and Procedures, Chap 4; FM 101-5, Chap 5 & 6, App B & L, p. 6-5; FM 63-20, pp. 3-2, 4-15, 6-4, 6-5, and App A; CTC Bulletin 95-4, Chap 1; ST 22-102]
- a. The FSB CP manages means of communicating information. [FM 101-5, Chap 6 and App B, L]
 - 1) The FSB commander employs an "information manager" from the FSB staff (usually the FSB XO) to: [FM 101-5, Chap 6 and App B]
 - a) Facilitate the flow of information and communication of information from staff members and subordinate FSB units.
 - b) Outline and monitor the performance and responsibilities of the FSB staff in processing mission information and satisfying the FSB commander's information requirements.
 - c) Ensure that a specific individual (e.g., the "battle captain") is responsible for each FSB CP shift to ensure that information essential to continuity of operations is passed between shifts.
 - 2) The FSB commander or XO employs a "battle captain" to manage the operations of the FSB CP and the FSB S2/3 operations section when the

FSB XO is not available. The "battle captain": [CTC Bulletin 95-4, Chap 1]

- a) Coordinates and integrates FSB staff activities.
 - b) Initiates staff actions as directed by the FSB commander, XO, and S2/3.
 - c) In conjunction with the FSB S2/3 operations section, receives and passes information in accordance with the FSB TSOP. [FM 63-20, p. 6-4]
- 3) The FSB XO directs staff meetings:
- a) Ensures that each FSB staff officer disseminates information which is relevant to the entire staff.
 - b) Appraises completeness of information.
 - c) Identifies information gaps and directs actions to fill them.
 - e) The FSB staff exchanges information. [ARTEP 63-005-MTP, Task 63-1-1045]
 - (1) Transforms pertinent information into usable data for decision making. [ARTEP 63-005-MTP, Task 63-1-1045]
 - (2) Coordinates information exchange within and with the DISCOM, brigade, and subordinate FSB units. [ARTEP 63-005-MTP, Task 63-1-1045]
 - (3) Conducts operational briefings as necessary. [ARTEP 63-005-MTP, Task 63-1-1045]
- 4) The FSB XO supervises the FSB staff. [ARTEP 63-005-MTP, Task 63-1-1045]
- a) Implements the FSB commander's directives in FSB staff planning and policy making. [ARTEP 63-005-MTP, Task 63-1-1045]
 - b) Monitors all FSB staff actions for conformity to the FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1045]
 - c) Coordinates assigned missions with subordinate FSB commanders. [ARTEP 63-005-MTP, Task 63-1-1045]

- d) Supervises the operations of the FSB logistics operations center. [ARTEP 63-005-MTP, Task 63-1-1045]
- e) Supervises the preparation of contingency support plans. [ARTEP 63-005-MTP, Task 63-1-1022]
- 6) The FSB CP ensures that information on the situation is communicated between FSB staff officers during shift changes. Conducts shift change briefings to address: [ARTEP 63-005-MTP, Task 63-1-1022]:
 - a) Enemy activities.
 - b) The status of subordinate FSB units.
 - c) On-going FSB staff actions which must be monitored, tracked, and completed.
 - d) Timelines and suspenses which must be met.
 - e) Planning for future missions.
- 6. **The forward support battalion consolidates and reorganizes and/or assists in brigade elements' consolidation, reorganization, and regeneration.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1035, 63-1-1036, 63-1-1042, 63-1-1045, 63-1-1052, 63-1-1053; FM 63-20, Chap 6, pp. 3-2, 3-3, 3-4, 3-5, 5-6, 5-7, 5-8, 5-9, 6-4, 6-6, 6-7]
 - a. The FSB assists the brigade in consolidation and/or reorganization.
 - 4) FSB RTF personnel provide input to the initial assessment report. [ARTEP 63-005-MTP, Task 63-1-1035]
 - a) Consolidate logistics and HSS data into a format that gives the status of the supported unit's combat effectiveness from a logistics and HSS viewpoint. [ARTEP 63-005-MTP, Task 63-1-1035]
 - b) Provide the FSB's capabilities to resupply the supported unit and to repair or replace its damaged weapons and equipment. [ARTEP 63-005-MTP, Task 63-1-1035]
 - c) Identify the logistics and HSS capabilities required in the FSB RTF. [ARTEP 63-005-MTP, Task 63-1-1035]
 - d) Identify shortfalls between the FSB's capabilities and the supported unit's requirements. [ARTEP 63-005-MTP, Task 63-1-1035]

- e) Provide "quick fix" solutions for each deficiency to increase the supported unit's effectiveness. [ARTEP 63-005-MTP, Task 63-1-1035]
 - f) Recommend the level of reconstitution of the supported unit required from a logistics and HSS viewpoint. [ARTEP 63-005-MTP, Task 63-1-1035]
- 5) The FSB support operations section coordinates support of regeneration [ARTEP 63-005-MTP, Task 63-1-1036]
- a) Identifies logistics and HSS requirements in coordination with the FSB RTF. [ARTEP 63-005-MTP, Task 63-1-1036]
 - b) Coordinates additional logistics and HSS requirements with the DISCOM SPO section and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1036]
 - c) Recommends the regeneration method, site, and completion goals in coordination with the FSB RTF and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1036]
 - d) Directs the FSB headquarters and supply company to replenish basic loads of ammunition and top off all fuel tanks. [ARTEP 63-005-MTP, Task 63-1-1036]
 - e) Directs the FSB maintenance company to recover and repair equipment with emphasis on returning major end items to the unit. [ARTEP 63-005-MTP, Task 63-1-1036]
 - f) Directs the FSB medical company to provide medical treatment, and to return soldiers to their unit as quickly as possible when treating injuries that have not incapacitated the casualties. [ARTEP 63-005-MTP, Task 63-1-1036]
 - g) Coordinates resolution of regeneration problems with the FSB RTF and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1036]
- 6) The FSB support operations section provides assistance in regeneration operations. [ARTEP 63-005-MTP, Task 63-1-1036]
- a) Provides input on regeneration site(s), methods, and levels of effectiveness to which the unit is to be restored to the FSB RTF and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1036]

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- b) Identifies fill priorities for personnel, equipment, and supplies as established by the brigade commander. [ARTEP 63-005-MTP, Task 63-1-1036]
 - c) Coordinates identified regeneration requirements with the brigade S4 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1036]
 - d) Tasks subordinate FSB companies to provide assistance in proponent areas, as required. [ARTEP 63-005-MTP, Task 63-1-1036]
 - e) Provides a regeneration status update to the FSB commander, as required. [ARTEP 63-005-MTP, Task 63-1-1036]
- b. The FSB conducts its own reorganization.
- 6) The control and assessment CP coordinates additional support requirements with the division RCPOC. [ARTEP 63-005-MTP, Task 63-1-1053]
 - a) Coordinates engineer support. [ARTEP 63-005-MTP, Task 63-1-1053]
 - b) Coordinates MP support. [ARTEP 63-005-MTP, Task 63-1-1053]
 - c) Coordinates explosive ordnance disposal support. [ARTEP 63-005-MTP, Task 63-1-1053]
 - d) Coordinates labor support. [ARTEP 63-005-MTP, Task 63-1-1053]
 - e) Coordinates additional ADC requirements with the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1053]
 - 9) The FSB BCOC supervises reorganization of the base cluster defense. [ARTEP 63-005-MTP, Task 63-1-1052]
 - a) Performs damage assessment of the area of responsibility by reviewing SITREPs from base cluster subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1052]
 - b) Directs base cluster defense plan adjustments, as required. [ARTEP 63-005-MTP, Task 63-1-1052]

- c) Coordinates resupply plan with the FSB S4 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1052]
- c. The FSB commander confirms that the FSB is prepared to continue the mission. Confirmation criteria include:
- 1) Successful completion of reorganization and consolidation by all FSB elements.
 - 2) FSB CP and other C3 facilities or systems are fully operational. (FSB XO)
 - 3) BSA is operational and all FSB units are operational. (FSB S2/3)
 - 4) FSB subordinate units responsible for external support to brigade units are mission capable. (FSB support operations officer)
 - 5) FSB casualty treatment and evacuation system will support future operations. (FSB medical company commander)
 - 6) FSB strength is adequate to continue successful mission accomplishment. (FSB S1)
 - 7) FSB maintenance and supply systems and status will support future operations. (FSB S4)

Outcome 4

Sound (feasible, suitable, acceptable) decisions are made by the FSB Cdr and others within the FSB.

Task Elements

- 1. **The forward support battalion commander directs and leads subordinate forces.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1026, 63-1-1027, 63-1-1028, 63-1-1029, 63-1-1031, 63-1-1034, 63-1-1037, 63-1-1040, 63-1-1042, 63-1-1045 63-1-1050, 63-1-1052 and 63-1-R303; FM 63-20, Chap 6, pp. 3-12, 5-4, 5-5, 5-9, 5-10, 5-13, 5-14, 6-2, 6-4, 6-5; FM 101-5, Chap 1, 2, 3, 4, 5, 6, App A, B, C, D, E, F, H, J; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4, 6, 8; Battle Command, pp. 10-39, 42-45; TRADOC PAM 11-9, Chap 7, App D; ST 22-102]
- e. The FSB commander coordinates and integrates support of tactical operations. [FM 101-5, Chap 1, 5, 6; Battle Command, pp. 42-45, Battle Command Techniques and Procedures, Chap 2, 4; ST 22-102]
- 2) The FSB commander integrates and coordinates combat power in consideration of factors associated with each battlefield operating system

(BOS); factors include: [TRADOC Pamphlet 11-9, Chap 7, App D; FM 101-5, Chap 1, 3, 4, App, A, B, C, D, E, F, J; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4, 6; Battle Command, pp. 10-39]

- e) Intelligence: The FSB commander:
 - (1) Continuously monitors intelligence reporting to be sure that changes to the enemy situation are being detected, evaluated, and reported.
 - (2) Reviews his PIR to ensure that it reflects current intelligence needs.
 - (3) Uses the weather conditions, battlefield situation, past NBC usage, and the enemy's NBC capabilities to update decisions on MOPP and exposure guidance, as well as his appraisal of NBC usage effects on the FSB and its mission. [FM 63-20, pp. 5-4, 5-5 and 6-5]

- h) The FSB commander integrates C2 requirements with the other BOS.
 - (1) The FSB commander reviews the FSB DST and the synchronization matrix to ensure that:
 - (a) Plan modifications are integrated.
 - (b) Mission details to achieve the brigade commander's intent are adequately reflected.
 - (3) The FSB commander reviews the criteria for the employment of the FSB reaction force to verify that his intent and visualized endstate can be achieved. [FM 63-20, p. 5-11]

- 3. **The forward support battalion commander visualizes the battlefield.** [ARTEP 63-005-MTP, Task 63-1-1050; FM 63-20, pp. 5-3, 5-4, 5-5, 5-7, 5-10, 5-11, 5-12, 5-13, 6-2, 6-5, 6-6, 6-7; FM 100-5, Chap 1, 2, 3, 4, 5, 7, App C, D, E, H, J, pp. 1-14, 1-15, 1-16, 4-48; FM 34-130, Chap 1, 2, 3, 4; FM 34-8, Chap 1 & 2, App C; Battle Command; Battle Command Techniques and Procedures, Chap 2, 4, 5; Battle Command, pp. 10-14, 22-24, 38-45]
 - a. The FSB commander updates his estimate based on his assessment of new information. [FM 101-5, Chap 1, 3, 4; Battle Command Techniques and Procedures, Chap 2, 4; Battle Command, p. 10-14; FM 101-5, Chap 4; FM 34-

130, Chap 1, 2, 4; Battle Command Techniques and Procedures, Chap 2; Battle Command, p. 22-24]

- 1) **Mission:**
 - a) **The division, DISCOM, and brigade commanders' intentions and concepts.**
 - b) **The FSB mission, in terms of:**
 - (1) **The present concept of operation.**
 - (2) **A comparison of the present plan to the current situation.**
- 2) **Characteristics of the AO:**
 - a) **Weather.**
 - (1) **Visibility (fog and cloud cover).**
 - (2) **Light data.**
 - (3) **Precipitation.**
 - (4) **Temperature and humidity.**
 - (5) **Wind speed.**
 - b) **Terrain.**
 - c) **Other pertinent factors:**
 - (1) **Safety and accident prevention.**
 - (2) **Civilian infrastructures that affect battalion operations, such as communications, transportation systems, and non-combatant locations or activity.**
- 3) **Enemy situation:**
 - a) **Dispositions.**
 - b) **Composition.**
 - c) **Strength, to include committed forces, reinforcements, artillery, air, EW, AD, anti-tank, and NBC.**

- d) Capabilities, including ability to employ Level 2 and 3 forces against the brigade rear area.
 - e) Recent and present activities.
 - f) Peculiarities and weaknesses.
 - g) PIR/IR.
 - h) Enemy capabilities, intentions, and possible enemy COAs.
- 4) Friendly situation.
- b. The FSB commander projects current battle endstates necessary to achieve his intent based on his evaluation of the current plan and the FSB situation by considering factors associated with each BOS: [FM 101-5, Chap 4; FM 34-130, Chap 1, 2, 3; Battle Command Techniques and Procedures, Chap 2, 4; Battle Command, pp. 38-45; FM 34-8, Chap 1,2, App C]
- 1) Intelligence:
 - a) The FSB commander evaluates the effects of terrain on the friendly COA and the capability of the FSB to support friendly COAs while providing for force protection.
 - (1) Conducts ground/terrain reconnaissance, if at all possible. [FM 63-20, p. 5-13]
 - (2) Analyzes terrain using the five military aspects of terrain: [FM 63-20, p. 5-3]
 - (a) Observation and fields of fire.
 - (b) Cover and concealment.
 - (c) Obstacles.
 - (d) Key terrain.
 - (e) Avenues of approach.
 - b) The FSB commander evaluates the effects of weather on FSB and enemy operations. [FM 63-20, p. 5-4]
 - (1) Visibility (including fog and cloud cover) and light data.

- (2) Wind speed and directions.
 - (3) Precipitation data.
 - (4) Temperature and humidity.
 - (5) Effects on the terrain and road networks.
- c) Information is analyzed to identify and confirm or contradict the enemy's COA as identified during the IPB process. [FM 63-20, p. 5-5]
 - d) Reconnaissance elements are positioned and repositioned to find the enemy and track and report the enemy's movement and strength until the enemy can be neutralized or destroyed. [FM 63-20, pp. 5-10, 5-12 and 5-13]
- 2) **Maneuver:** The FSB commander assesses plans for defense of BSA and CSS activities, and support of the brigade, as well as, branches of those plans, timelines, and portrayals of current and future enemy situations when deciding on an action or the need for a change to the plan. [FM 63-20, p. 6-2]
 - 3) **Command and control:** The FSB commander employs decision aids such as the DST and the FSEM to help visualize the enemy's location, direction of movement, and purpose. He also uses them to aid in decisions to provide CSS support to the brigade.
 - 4) **Fire support:**
 - a) The FSB S2/3 executes and, as required, modifies the FSEM, to conform to new METT-T factors or guidance from the FSB commander.
 - b) The FSB S2/3 evaluates the fire support plan, FSEM, and DST to determine that they are still relevant. [FM 63-20, p. 5-11]
 - c) The FSB commander receives reports that verify communication between the FSB S2/3 and the brigade fire support officer (FSO) and S3 to coordinate FSB supporting fires.
 - d) The FSB commander verifies that indirect fires are achieving desired results and intent.

- 5) **AD:** The FSB commander assesses the current and future FSB needs for AD assets based on current and future METT-T. [FM 63-20, pp. 5-7 and 5-10]
- 6) **M/S:** The FSB commander analyzes friendly and enemy obstacles as well as other barriers to ascertain the impact on the BSA defense and the FSB's capability to deliver supplies to required locations in a timely manner. [FM 63-20, p. 5-10]
 - a) Clear marking of friendly obstacles now in the brigade rear (due to brigade counterattack or exploitation) and lanes through them so that CSS elements can negotiate their way to provide support to the brigade.
 - b) Clear marking of bypassed enemy obstacles and lanes through them so that CSS elements can negotiate their way to provide support to the brigade.
 - c) Clear marking of NBC contaminated areas and lanes through them so that CSS elements can negotiate their way to provide support to the brigade.
- 7) **CSS:** The FSB commander uses CSS information to update his estimate of FSB capabilities. The FSB staff maintains and reports combat status and informs the FSB commander of significant changes. [FM 63-20, pp. 6-5 through 6-7]
 - a) Significant changes to supply (all classes) for assigned, attached, and supported units. In particular, he reports:
 - (1) The status of CL III on hand in the FSB and projected to be delivered as compared to the anticipated brigade requirements through the accomplishment of the current mission and likely follow-on missions.
 - (2) The status of M/CM/S supplies on hand in the FSB and projected to be delivered as compared to the anticipated brigade requirements through the accomplishment of the current mission and likely follow-on missions.
 - (3) The status of CL V on hand in the FSB and projected to be delivered as compared to the anticipated brigade requirements through the accomplishment of the current mission and likely follow-on missions, especially controlled CL V munitions.

- (4) The status of anticipated CL VII replacements and availability of crews to man the systems.
 - (5) The status of maintenance returns from the FSB to an operational capability and the status of CL IX for Bn TF equipment which is deadlined for organizational parts.
 - b) Significant losses of equipment, weapon systems, and supplies.
 - c) Personnel losses.
 - (1) Key personnel.
 - (2) Those that affect to a significant degree the FSB's capability to perform CSS functions.
 - d) The status of the FSB's medical treatment and evacuation capability.
 - e) The status of the FSB's capability to distribute supplies and equipment to supported units.
- c. The FSB commander anticipates requirements and actions based on his projection of the outcome of the current mission. [FM 101-5, Chap 1, 2, 4, 5, App C, D, E; Battle Command Techniques and Procedures, Chap 2, 4]
- 1) The FSB commander bases anticipated future requirements and actions on:
 - a) The brigade's on-order or be prepared mission(s).
 - b) His understanding of the brigade and DISCOM commander's intents.
 - c) His projection of the outcome of the current mission.
 - d) His assessment of what the enemy will do at the end of the current battle.
 - e) His assessment of the risk to the FSB and mission accomplishment resulting from anticipated or potential enemy actions or safety hazards.
 - f) His assessment of subordinate FSB units' capabilities.
 - g) Existing brigade contingency plans or war-gamed branches and sequels to the current operation.

- h) The FSB commander continuously reviews the current situation. The FSB commander compares the current situation with his updated estimate in regard to time, space, and purpose and identifies differences (changes) from his earlier estimate.
- (1) Intent: The FSB commander uses the division, brigade, and DISCOM commander's intents and concepts when assessing the relationship of time, space, and purpose with the terrain, enemy forces, and friendly forces.
 - (2) Mission: The FSB commander reviews and compares his mission and concept of the operation, as described in his most recent orders, to the current situation.
 - (3) Terrain: The FSB commander determines differences in terrain, weather, and visible light, as well as enemy or friendly use of obstacles, obscurants, and electromagnetic measures as they relate to the FSB's mission.
 - (4) Enemy.
 - (a) Based on reports from BSA R&S elements, subordinate FSB units, BSA elements, and other collection assets, the FSB commander determines what has changed in his knowledge of enemy locations, activities, capabilities, limitations, and probable intentions.
 - (b) The FSB commander makes inferences and deductions to update his assessment of enemy activities, capabilities, limitations, and probable intentions. The FSB commander assesses the information given him using his personal experience, knowledge of enemy doctrine and tactics, intuition, and understanding of patterns established by the enemy being faced. He uses the DST as an aid in comprehending the battle.
 - (5) Friendly (troops).
 - (a) The FSB commander knows the changes in the location, activities, missions, and intentions of subordinate FSB units and supported units.
 - (b) The FSB commander knows the changes in the FSB overall, and in the individual FSB companies

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defensive postures, in terms of capability relative to missions.

- 1 Capabilities, strengths, and weaknesses of subordinate FSB commanders.
 - 2 Capabilities, strengths, and weaknesses of subordinate FSB units.
 - a Weapon systems and equipment.
 - b Personnel available.
 - c Supplies.
- 2) The FSB commander develops information to assist him in determining future requirements and actions by:
- a) Personal observation.
 - b) Communicating with the brigade and DISCOM commanders and headquarters to ensure that he knows and understands the situation, requirements, and future brigade and DISCOM plans.
 - c) Soliciting input from the senior leadership within the FSB; e.g., the FSB XO, S2/3, and subordinate FSB commanders.
 - (1) The FSB staff briefs the FSB commander and XO on the current tactical situation to include repositioning recommendations. [ARTEP 63-005-MTP, Task 63-1-1050]
 - (2) FSB company commanders and other subordinate FSB leaders send reports to the FSB commander and CPs (according to unit standing operating procedures). Elements report the situation, significant changes in the plan or intelligence, and information that fulfills EEFI to the FSB commander and FSB CPs.
- 3) The FSB commander defines requirements and actions based on BOS factors:
- a) Intelligence BOS:
 - (1) Adjustments necessary to the PIR.

- (2) Additional intelligence collection assets needed.
- (3) Mission changes required for intelligence collection assets.
- b) Maneuver BOS:
 - (1) Anticipated requirement for employment of the TCF.
 - (2) Anticipated requirements to reposition the BSA.
- c) Fire support BOS: Changes required to the fire support priorities and plan.
- d) Command and control BOS:
 - (1) Required adjustments in the FSB C2.
 - (2) Additional communications capability required.
 - (3) Impact of time on future actions.
 - (4) Adjustments necessary to C2 graphics.
 - (5) Adjustments necessary to the DST and other operational matrices.
- e) Air defense BOS:
 - (1) Repositioning requirements for AD assets.
 - (2) Adjustments to the AD priorities.
 - (3) Additional AD assets needed.
- f) M/S BOS:
 - (1) Additional M/CM/S assets required.
 - (2) Adjustments to the mobility tasks required.
 - (3) Countermobility tasks required.
 - (4) Survivability tasks required.
 - (5) MOPP status.

- (6) Decontamination requirement.
- g) CSS BOS:
- (1) Additional CL III required to support the brigade's fuel requirements.
 - (2) Additional CL V required to support the brigade's ammunition requirements.
 - (3) Additional CL IV and V barrier material required to support the brigade's M/CM/S requirements.
 - (4) Additional CL VII required to support the brigade's WSRO requirements.
 - (5) Additional CL IX required to support the brigade's maintenance requirements.
 - (6) Additional medical treatment and evacuation assets required to support the brigade's medical requirements.
 - (7) Additional transportation's assets required to distribute required supplies and equipment to the brigade.
- d. The FSB commander informs the DISCOM and brigade commanders of the results of his battalion assessment.
- 1) The FSB commander's projection of the current battle indicates that the DISCOM and brigade commander's intent cannot be met.
 - 2) The FSB must receive additional CSS assets to achieve the DISCOM and brigade commanders' intent.
 - 3) The FSB can accomplish the mission.
- e. The FSB commander decides whether the current plan needs to be changed. [FM 101-5, Chap 4, 7, App H, J; Battle Command Techniques and Procedures, Chap 2, 4, 5]
- 1) The FSB commander decides the current plan meets the assessed situation and continues to monitor and direct support of the brigade. [FM 101-5, p.4-48]
 - 2) The FSB commander decides the plan must be modified. [FM 101-5, p.4-48]

- a) The FSB commander bases his decision to initiate a FRAGO by considering: [FM 101-5, pp. 1-14 through 1-16]
 - (1) Whether COAs previously developed can be modified and developed as the new plan.
 - (2) Time available to develop, coordinate, and implement a new plan.
 - (3) Subordinate units' time to complete new preparation requirements under the new plan.
 - (4) The FSB staff's ability to continue to monitor and direct current battalion activities while meeting new planning requirements.
 - b) The FSB commander determines how to modify the military decision-making process (MDMP) based on complexity, potential probable confusion on the battlefield, and time available. [FM 101-5, Chap 4]
 - (1) The FSB commander determines staff availability, the magnitude of change to the plan, and the amount of time available before execution.
 - (2) The FSB commander decides where to conduct the MDMP and actions required to produce and disseminate the FRAGO.
4. **The forward support battalion commander directs changes to the operation or plan.** [ARTEP 63-005-MTP, Task 63-1-1022; FM 63-20, pp. 6-2, A-1, A-3, A-4; FM 101-5, Chap 1 & 4, App B & H, pp. 4-55 and 4-41 through 4-60]
- b. The FSB commander conducts the MDMP in a time-constrained environment, if required. [FM 101-5, p.4-41 through 4-60]
 - 1) When planning changes to current orders or planning for a new mission during the execution phase of the current battle, the FSB commander must:
 - a) Consider using MDMP products developed during the current mission as reference points from which modifications are made.
 - (1) Weather analysis.
 - (2) Terrain analysis.

- (3) Current updated staff estimates.
 - (a) Brigade capabilities.
 - (b) Constraints.
 - (4) PIR, EEFI, and friendly forces information requirements (FFIR) requested by the FSB commander.
- b) The FSB commander and the FSB staff must simultaneously monitor, plan, and direct all aspects of FSB operations (e.g., execution of the current mission; development of changes to the current plan).
 - c) Anticipate the outcome of the current mission and begin considering future requirements and actions.
 - d) Recognize similarities and/or differences between the initial plan and new requirements.
 - e) Assess friendly force posture, enemy probable actions and postures, and battle space.
 - f) Modify existing branches and sequels to meet new requirements.
 - g) Consider key FSB leader and FSB staff availability and location.
 - h) Monitor the amount of time available for planning and rehearsal.
 - i) Consider the extent of the reconnaissance effort necessary to obtain critical information.
- 2) The FSB commander completes an update of his estimate.
 - a) Mission:
 - (1) Identifies specified and implied tasks which the FSB must accomplish.
 - (2) Appraises whether the who, what, where, when, and why of the “new” FSB plan support the brigade and DISCOM commander’s intent.
 - b) Enemy:

- (1) Strength, location, disposition, activity, equipment, capability, and probable intentions.
 - (2) Single or limited number of enemy COAs which pose the greatest threat to the BSA.
- c) Terrain and weather: Factors of observation and fields of fire, cover and concealment, obstacles, key terrain, avenues of approach, vegetation, soil type, hydrology conditions, visibility, climatic conditions, and visibility.
- d) Troops: The FSB commander analyzes the FSB's personnel and equipment in terms of capability relative to the mission by considering:
- (1) Capabilities, strengths, and weaknesses of subordinate FSB commanders and units.
 - (2) Personnel and equipment.
 - (3) Disposition.
 - (4) Supplies.
 - (5) Troop rest and morale.
- e) Time: The FSB commander analyzes the time available for planning, preparing, and executing the operation for both enemy and friendly forces.
- 3) The FSB commander conducts a quick mission analysis by:
- a) Analyzing the DISCOM and/or brigade commander's intents.
 - b) Determining the FSB's stated mission and required endstate to accomplish that mission.
 - c) Comparing the desired endstate for the FSB to the enemy situation.
 - d) Deciding whether the FSB has the assets and resources to execute the new mission.
 - e) Identifying time critical tasks (e.g., shifting units, resupply, requesting additional resources).

- f) Conducting a map reconnaissance or, if possible, a brief physical reconnaissance.
 - g) Establishing a time schedule using backward planning.
- 4) The FSB commander may request information from the FSB staff to support his COA development.
- a) BOS specific information from selected FSB staff members.
 - b) Information available in products developed during the initial mission MDMP.
- 5) The FSB commander describes his revised concept and COA to his staff. [FM 101-5, pp. 4-48, 4-49]
- a) The FSB commander develops and explicitly expresses:
 - (1) His intent and desired endstate.
 - (2) The concept of operations.
 - (3) Enemy COA(s) to be considered.
 - (4) CCIR.
 - (5) Limitations.
 - (6) Risks.
 - b) If time is available, the FSB staff:
 - (1) Develops details on the COA provided by the FSB commander.
 - (2) Develops branches and sequels to the selected COA which adhere to the FSB commander's guidance.
- 6) The FSB commander performs a suitability-feasibility-acceptability analysis of the selected COA. The FSB commander performs the analysis by himself or with staff assistance. [FM 101-5, p.4-51]
- a) Suitability factors:
 - (1) The new concept accomplishes the FSB mission.

- (2) The new concept meets the DISCOM and brigade commander's intents.
- b) Feasibility factors:
 - (1) There is time available to execute the plan(s) as designed.
 - (a) Timing and duration of events.
 - (b) Time and distance factors for movement and provision of CSS.
 - (2) Roads and terrain support the plan.
 - (3) The FSB has the means to execute the plan(s) as designed.
 - (4) The impact on on-going actions.
 - (5) The impact on subordinate FSB units.
- c) Acceptability:
 - (1) Achieves the desired endstate.
 - (2) Mission success is not at significant risk of failure.
 - (3) Hazards to soldiers, equipment, and supplies are within acceptable limits.
- 7) The FSB commander quickly compares COAs (if more than one).
- 8) The FSB commander selects a COA and announces his decision to key FSB staff members.
- 9) The FSB commander conducts mission risk assessment to ensure that conditions most likely to cause mission failure and accidents (including fratricide) have been mitigated.
 - a) FSB units have not been tasked beyond their capabilities.
 - b) Procedural and positive risk-reduction control measures have been implemented, for example:
 - (1) The situation is understood by FSB members.

- (2) The procedures governing clearance to engage targets are clear.
 - (3) The FSB TSOPs are consistent with doctrine and are adhered to.
 - (4) Control measures are flexible enough to not interfere with operations and are firm enough to prevent fratricide, civilian casualties, and collateral damage.
 - (5) Doctrinally correct terminology is applied to all control measures.
 - (6) The rules of engagement (ROE) are clear.
- 10) The FSB commander reviews his current CCIR to determine: [FM 101-5, pp. 4-47 & 48]
- a) The validity of CCIR.
 - b) New CCIR required to provide him with the information needed to make decisions about the plan.
6. **The forward support battalion consolidates and reorganizes and/or assists in brigade elements' consolidation, reorganization, and regeneration.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1035, 63-1-1036, 63-1-1042, 63-1-1045, 63-1-1052, 63-1-1053; FM 63-20, Chap 6, pp. 3-2, 3-3, 3-4, 3-5, 5-6, 5-7, 5-8, 5-9, 6-4, 6-6, 6-7]
- a. The FSB assists the brigade in consolidation and/or reorganization.
 - 2) In the event the brigade requires reconstitution of one of the maneuver companies, the FSB XO analyzes the requirements and selects reconstitution task force (RTF) personnel in coordination with the support operations section and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1035]
 - a) Reorganizes FSB staff personnel to maintain required logistics and HSS activities during assessment. [ARTEP 63-005-MTP, Task 63-1-1035]
 - b) Provides personnel with expertise in the supply, medical, and maintenance fields from the FSB staff and division/corps elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1035]
 - c) Coordinates additional personnel requirements with the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1035]

- d) Inspects FSB RTF personnel to ensure compliance with equipment and areas of expertise requirements as directed by the brigade XO or the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1035]
 - e) Dispatches FSB RTF personnel to location(s) designated by the brigade XO or the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1035]
- 6) The FSB support operations section provides assistance in regeneration operations. [ARTEP 63-005-MTP, Task 63-1-1036]
- a) Provides input on regeneration site(s), methods, and levels of effectiveness to which the unit is to be restored to the FSB RTF and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1036]
 - b) Identifies fill priorities for personnel, equipment, and supplies as established by the brigade commander. [ARTEP 63-005-MTP, Task 63-1-1036]
 - c) Coordinates identified regeneration requirements with the brigade S4 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1036]
 - d) Tasks subordinate FSB companies to provide assistance in proponent areas, as required. [ARTEP 63-005-MTP, Task 63-1-1036]
 - e) Provides a regeneration status update to the FSB commander, as required. [ARTEP 63-005-MTP, Task 63-1-1036]
- b. The FSB conducts its own reorganization.
- 1) The FSB commander assesses the status and the capability of the FSB. The FSB commander makes changes to FSB priorities in coordination with the DISCOM and brigade commanders. [FM 63-20, pp. 5-6 through 5-9 and Chap 6]
 - a) Personnel replacement.
 - b) Intelligence collection effort.
 - c) Support plan.
 - d) R&S plan.

- e) Fire support.
 - f) Supply.
 - g) Engineer support.
 - h) Medical support.
 - i) Maintenance support.
- 2) The FSB commander directs and sets priorities for the reconstitution of personnel functions and organizations. FSB commander and subordinate leaders cross-level available resources to meet requirements.
- a) Personnel and responsibilities. [FM 63-20, pp. 3-2 and 6-4]
 - b) Supplies and equipment. [FM 63-20, pp. 6-4 and 6-7]
- c. The FSB commander confirms that the FSB is prepared to continue the mission. Confirmation criteria include:
- 1) Successful completion of reorganization and consolidation by all FSB elements.
 - 2) FSB CP and other C3 facilities or systems are fully operational. (FSB XO)
 - 3) BSA is operational and all FSB units are operational. (FSB S2/3)
 - 4) FSB subordinate units responsible for external support to brigade units are mission capable. (FSB support operations officer)
 - 5) FSB casualty treatment and evacuation system will support future operations. (FSB medical company commander)
 - 6) FSB strength is adequate to continue successful mission accomplishment. (FSB S1)
 - 7) FSB maintenance and supply systems and status will support future operations. (FSB S4)

Outcome 5

Affected units and personnel receive relevant direction, changes, and refinements to the plan in time to perform troop leading procedures and execute coordinated and integrated actions.

Task Elements

1. The forward support battalion commander directs and leads subordinate forces.

[ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1026, 63-1-1027, 63-1-1028, 63-1-1029, 63-1-1031, 63-1-1034, 63-1-1037, 63-1-1040, 63-1-1042, 63-1-1045 63-1-1050, 63-1-1052 and 63-1-R303; FM 63-20, Chap 6, pp. 3-12, 5-4, 5-5, 5-9, 5-10, 5-13, 5-14, 6-2, 6-4, 6-5; FM 101-5, Chap 1, 2, 3, 4, 5, 6, App A, B, C, D, E, F, H, J; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4, 6, 8; Battle Command, pp. 10-39, 42-45; TRADOC PAM 11-9, Chap 7, App D; ST 22-102]

a. The FSB commander directs subordinate forces.

3) The FSB command section directs and supervises activities of subordinate FSB units. [ARTEP 63-005-MTP, Task 63-1-1045]

a) Monitors the performance of subordinate FSB elements to ensure that the required level of efficiency as prescribed in plans, policies, directives, and the TSOP is maintained. [ARTEP 63-005-MTP, Task 63-1-1045]

b) Monitors support to determine overall effectiveness. [ARTEP 63-005-MTP, Task 63-1-1045]

c) Assigns specific tasks to subordinate FSB units. [ARTEP 63-005-MTP, Task 63-1-1045]

d) Monitors compliance of decisions, directives, and instructions to determine subordinate elements' implementation. [ARTEP 63-005-MTP, Task 63-1-1045]

e) Issues FRAGOs to implement changes to the FSB OPORD and annexes. [ARTEP 63-005-MTP, Task 63-1-1045]

4) The FSB commander directs the execution of the battle: [Battle Command Techniques and Procedures, Chap 3, 4; Battle Command, pp. 10-16, 32-37]

a) Issues timely FRAGOs to:

(1) Modify the OPORD or create a new OPORD.

(2) Change priorities.

b) Requests additional resources and assets from the division through the brigade S3 or the DISCOM SPO section.

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- c) Provides guidance as appropriate to FSB subordinate commanders and the FSB staff.
 - d) Ensures, Continuous mutual support among units.
 - e) Ensures, Continuity of command throughout the FSB.
- b. The FSB commander uses his staff to assist him in directing and monitoring the battlefield: [FM 101-5, Chap 1, 3; Battle Command Techniques and Procedures, Chap 2, 4]
- 1) The FSB XO supervises the FSB CP.
 - 2) The FSB commander provides guidance to the FSB staff as required for tasks not governed by the TSOP or usual practices.
 - 3) The FSB support operations officer supervises external logistics and HSS operations in support of the brigade. [ARTEP 63-005-MTP, Task 63-1-1022]
 - a) Directs and coordinates logistics and HSS policy and subordinate FSB units' mission changes with the DISCOM staff and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1022]
 - b) Directs lateral distribution of DS stocks as driven by changing requirements and priorities in support of brigade operations. [ARTEP 63-005-MTP, Task 63-1-1022]
 - c) Directs redistribution of logistics and HSS workloads as driven by changing requirements and priorities in support of brigade operations. [ARTEP 63-005-MTP, Task 63-1-1022]
 - d) Directs revision of customer lists as driven by changing requirements, workloads, and priorities. [ARTEP 63-005-MTP, Task 63-1-1022]
 - e) Supervises coordination of the weapon system replacement missions as directed by the DISCOM staff and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1022]
 - f) Supervises maintenance of the logistics and HSS situation map(s) (SITMAP). [ARTEP 63-005-MTP, Task 63-1-1022]
 - g) Supervises operations of the FSB support operation section to ensure compliance with the brigade OPORD service support annex

and the FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1022]

- 4) The FSB support operations section coordinates logistical support for brigade units (coordination is made with the brigade S4 and task force [TF] headquarters and headquarters company [HHC] commanders):
 - a) Directs and coordinates the FSB logistics and HSS system support with the FSB S1 and S4 sections. [ARTEP 63-005-MTP, Task 63-1-1022]
 - b) Directs and coordinates tactical actions. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (1) The repositioning of base locations based on the tactical situation with the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (2) The response to enemy NBC attacks in coordination with the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1022]
 - c) Directs and coordinates CL III support for brigade units.
 - (1) Coordinates CL III support during offensive operations. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (a) Implements sustainment controls and priorities established in the brigade OPORD service support annex. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (b) Implements the increased consumption plan in coordination with the brigade S4, the DMMC, and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (c) Provides adjustment recommendations for bulk fuel forecasts to reflect increased requirements to the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (d) Coordinates relocation of CL III supply points to forward locations with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]

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- (e) Coordinates throughput bulk fuel and fog oil distribution with the DMMC and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (f) Coordinates bulk fuel airdrop or slingload resupply with the DISCOM SPO and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
- (2) Coordinates CL III support during defensive operations, to include retrograde operations. [ARTEP 63-005-MTP, Task 63-1-1026]
- (a) Coordinates stockpiling of limited amounts of CL III products in centrally located battle positions as directed by the brigade S4 with the DMMC and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (b) Organizes and executes CL III delivery during periods of limited visibility to reduce the chances of enemy interference. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (c) Repositions CL III assets, by echelon, to the rear. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (d) Directs the FSB headquarters and supply company to upload as many CL III assets as possible. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (e) Coordinates adjustments to the fuel consumption forecast to reduce the quantity of fuel pushed forward with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (f) Coordinates the evacuation of petroleum products to planned fall-back points as directed by the brigade S4 with the DISCOM SPO and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (g) Provides instructions for the destruction of petroleum products to the brigade and subordinate FSB units to prevent enemy capture or use. [ARTEP 63-005-MTP, Task 63-1-1026]

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- (h) Directs evacuation of CL III at night and during periods of limited visibility. [ARTEP 63-005-MTP, Task 63-1-1026]
 - (i) Coordinates security requirements with the brigade S3 and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
- (3) The FSB support operations section coordinates CL III support in an NBC environment. Coordinates issuance of contaminated petroleum products with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]
- d) Directs and coordinates CL V support for brigade units.
- (1) Coordinates CL V support for brigade units during offensive operations. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (a) Implements sustainment controls and priorities set forth by the brigade OPORD service support annex or the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (b) Coordinates with the DISCOM SPO section and the brigade S4 for additional transportation requirements for the movement of ammunition within the BSA. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (c) Coordinates with the brigade S4 and the DISCOM SPO section on the movement of the ATP as far forward as possible. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (d) Coordinates movement of preplanned and pre-configured CL V push-packages with the brigade S4, the DMMC DAO, and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (e) Coordinates CL V airdrop or slingload resupply with the brigade S4, the DMMC DAO, and the DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (f) Coordinates with the brigade S4 on the adjustment and redistribution of ammunition stocks as the

tactical situation changes. [ARTEP 63-005-MTP, Task 63-1-1027]

- (2) The FSB support operations section coordinates CL V support during defensive operations, to include retrograde operations. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (a) Coordinates with the brigade S4, the DMMC, and the FSB headquarters and supply company on stockpiling limited amounts of ammunition in centrally located occupied positions in the forward main battle area. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (b) Coordinates adjustment of basic loads with the DMMC DAO to allow Bn TFs to stock increased amounts of ammunition. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (c) Coordinates with the brigade S4, the DMMC DAO, and the FSB headquarters and supply company on push packages of critical ammunition. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (d) Coordinates with the DMMC DAO and the DISCOM SPO section on locations of semitrailers and other vehicles loaded with unit type, high-usage ammunition near positions expected to be occupied as brigade units withdraw. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (e) Directs the ATP to prepare CL V supplies for rapid displacement. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (f) Coordinates with the brigade S4 on a night resupply plan to reduce the chance of enemy interference. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (g) Coordinates the replenishment, reallocation, and redistribution of ammunition stocks as needed with the DMMC DAO. [ARTEP 63-005-MTP, Task 63-1-1027]

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- (h) Coordinates limiting the flow of ammunition forward with the brigade S4, the DMMC DAO, and the ATP. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (i) Provides instructions to brigade units and FSB subordinate units for the destruction of ammunition to prevent enemy capture in accordance with the TSOP. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (j) Coordinates for the storage of maximum quantities of ammunition on mobile tractor trailers with the DISCOM SPO and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (k) Coordinates the evacuation of CL V supplies to planned fall-back points as directed by the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (l) Directs the evacuation of CL V at night and during periods of limited visibility. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (m) Coordinates security requirements for movement or storing of CL V supplies with the brigade S3 or the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1027]
- (3) Coordinates CL V support in an NBC environment. [ARTEP 63-005-MTP, Task 63-1-1027]
- (a) Coordinates the movement of contaminated stocks with the brigade S4, the DMMC DAO, and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (b) Coordinates routes for transporting contaminated stock with the FSB S2/3 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1027]
 - (c) Coordinates issuance of contaminated stock with the brigade S4, the ATP, and the DISCOM DAO. [ARTEP 63-005-MTP, Task 63-1-1027]
- e) Directs and coordinates maintenance support for brigade units.

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- (1) Coordinates maintenance support during offensive operations. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (a) Coordinates with the brigade S4 and the FSB maintenance company on the relocation of maintenance support teams (MSTs) to accompany or follow attacking elements. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (b) Provides directions and guidance on the repair priority of critical items. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (c) Provides directions and guidance on unserviceable repairable items accountability and evacuation. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (d) Directs recovery operations using all available recovery and evacuation assets in the BSA in coordination with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (e) Coordinates with the DISCOM SPO and the FSB maintenance company on the uploading of combat-essential authorized stockage list and prescribed load list (PLL) stocks for quick redeployment forward. [ARTEP 63-005-MTP, Task 63-1-1028]
- (2) Coordinates maintenance support during defensive operations, to include retrograde operations. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (a) Coordinates the maintenance repair parts portion of push-packages with the brigade S4 and the FSB maintenance company. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (b) Directs and consolidates available MSTs to maximize the use of available transportation assets. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (c) Directs the forward deployment of MSTs consistent with the tactical situation. [ARTEP 63-005-MTP, Task 63-1-1028]

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- (d) Directs maintenance efforts to ensure that the rapid return of critical repairable weapons systems to battle in the least time possible. [ARTEP 63-005-MTP, Task 63-1-1028]
- (e) Coordinates the relocation of maintenance elements that are not part of MSTs with the brigade S4 and the FSB maintenance company by echeloning non-team elements to the rear. [ARTEP 63-005-MTP, Task 63-1-1028]
- (f) Coordinates security requirements for maintenance operations with the brigade S3 or the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1028]
- (g) Coordinates with the DMMC, the brigade S4, and the FSB maintenance company on limiting the flow of repair parts and replacement components forward. [ARTEP 63-005-MTP, Task 63-1-1028]
- (h) Coordinates additional transportation requirements needed to deploy maintenance elements and critical repairable equipment to the rear with the brigade S4, the DISCOM SPO, and the FSB maintenance company. [ARTEP 63-005-MTP, Task 63-1-1028]
- (i) Directs evacuation of maintenance elements that have critical repairables to withdrawal points, as directed by the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1028]
- (j) Coordinates the authorization for cannibalization exception to policy with the DISCOM SPO and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1028]
- (k) Directs the destruction of critical non-repairable and non-critical equipment that are not repairable within the established time frame in coordination with the brigade S4 and in accordance with established directives. [ARTEP 63-005-MTP, Task 63-1-1028]
- (l) Directs evacuation of supplies and equipment during periods of limited visibility, if the tactical situation permits. [ARTEP 63-005-MTP, Task 63-1-1028]

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- (m) Coordinates security requirements for maintenance operations with the brigade S3 or the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1028]
- (3) Coordinates maintenance support in an NBC environment. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (a) Provides direction and guidance on the priority of contaminated equipment for repairs, recovery, and evacuation in coordination with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1028]
 - (b) Coordinates requirements for decontamination teams with the brigade S4 and the FSB S4. [ARTEP 63-005-MTP, Task 63-1-1028]
- f) Directs and coordinates CL II support. Coordinates emergency or air resupply during NBC intrusions with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1029]
- g) Directs and coordinates CL IV support. Coordinates to meet increased brigade demands during defensive operations with the brigade S4, the DISCOM SPO, and the main support battalion (MSB) support operations section. [ARTEP 63-005-MTP, Task 63-1-1029]
- h) Directs and coordinates CL VII support. [ARTEP 63-005-MTP, Task 63-1-1029]
 - (1) Coordinates assembly of end items, crews, and ammunition, when directed that weapons systems replacement is to be conducted in the BSA. [ARTEP 63-005-MTP, Task 63-1-1029]
 - (2) Coordinates CL VII deliveries with the brigade S4 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1029]
- i) Directs and coordinates BSA HSS operations. [ARTEP 63-005-MTP, Task 63-1-1031]
 - (1) Coordinates forward echelonment of MEDEVAC elements in support of offensive operations with the FSB medical

company, the brigade S4, and the DMOC. [ARTEP 63-005-MTP, Task 63-1-1031]

- (2) Coordinates relocation of medical elements to fall back positions in support of defensive or retrograde operations with the FSB medical company, the brigade S4, and the DMOC. [ARTEP 63-005-MTP, Task 63-1-1031]
- (3) Coordinates division-level logistics and HSS operations for the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (a) Coordinates redistribution of stock and services to accommodate changing requirements and priorities. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (b) Coordinates stock status projections with DMMC commodity managers. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (c) Coordinates reorganization requirements with the brigade S4 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1022]
- j) Coordinates and oversees ROM operations.
- k) Directs and coordinates GRREG support in the BSA. Coordinates aerial reconnaissance for the search for remains with the brigade S4, the DISCOM SPO, and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1034]
- 5) The FSB S2/3 section directs and coordinates internal FSB operations.
 - a) The FSB S2/3 supervises tactical support area operations. [ARTEP 63-005-MTP, Task 63-1-1037]
 - (1) Assigns specific areas of responsibility and work shifts to all assigned FSB staff members for a 24-hour a day operation. [ARTEP 63-005-MTP, Task 63-1-1037]
 - (2) Enforces sleep plans that are consistent with phases of the brigade's operation. [ARTEP 63-005-MTP, Task 63-1-1037]
 - (3) Monitors the performance of personnel in their specified areas of expertise to ensure compliance with established

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guidance and the FSB TSOP. [ARTEP 63-005-MTP, Task 63-1-1037]

- (4) Provides briefings on the current tactical situation to the FSB XO and/or the FSB commander. [ARTEP 63-005-MTP, Task 63-1-1037]
- b) The FSB S2/3 section coordinates NBC operations:
- (1) Directs response to initial effects of an NBC attack. [ARTEP 63-005-MTP, Task 63-1-1040]
 - (a) Alerts higher, lower, and adjacent units of the NBC attack. [ARTEP 63-005-MTP, Task 63-1-1040]
 - (b) Reestablishes chains of command and communications. [ARTEP 63-005-MTP, Task 63-1-1040]
 - (c) Coordinates assistance for subordinate FSB elements with the DISCOM SPO and the division rear command post operations center (RCPOC). [ARTEP 63-005-MTP, Task 63-1-1040]
 - (2) Directs response to residual effects of an NBC attack. [ARTEP 63-005-MTP, Task 63-1-1040]
 - (3) Directs radiological and chemical surveys. [ARTEP 63-005-MTP, Task 63-1-1040]
 - (4) Directs radiological and chemical decontamination. [ARTEP 63-005-MTP, Task 63-1-1040]
 - (5) Coordinates hasty decontamination. [ARTEP 63-005-MTP, Task 63-1-1040]
 - (6) Coordinates for detailed equipment and personnel decontamination. [ARTEP 63-005-MTP, Task 63-1-1040]
- c) The FSB S1 section directs internal personnel replacements. [ARTEP 63-005-MTP, Task 63-1-1042]
- e. The FSB commander coordinates and integrates support of tactical operations. [FM 101-5, Chap 1, 5, 6; Battle Command, pp. 42-45, Battle Command Techniques and Procedures, Chap 2, 4; ST 22-102]

- 1) The FSB commander integrates support of tactical operations by using the following techniques to employ required CSS at required times or places.
 - a) Maintaining a current updated estimate of the situation.
 - b) Maintaining communications with all FSB elements.
 - c) Focusing CSS at decisive points to support the brigade commander's intent.
 - d) Continuously monitoring and using FSB, DISCOM, and brigade decision support aids (e.g., DST and synchronization matrix) to aid coordination and timing of support.
 - e) Deciding when to issue a change, modification, or replacement of existing FSB orders.
 - f) Implementing a defense condition level consistent with enemy capabilities and intentions. [ARTEP 63-005-MTP, Task 63-1-1050]
 - g) Directing the redeployment of all isolated support teams and supply points to the closest base cluster operations center (BCOC) in coordination with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1050]
 - h) Directing the preliminary loading of all non-essential equipment and supplies and the positioning of vehicles for quick movement by all subordinate units. [ARTEP 63-005-MTP, Task 63-1-1050]
 - i) Directing isolated support elements to move to predetermined defensive positions within a base defense. [ARTEP 63-005-MTP, Task 63-1-1052]
 - j) Assembling base cluster response forces at predesignated rally points as prescribed by the defense plan. [ARTEP 63-005-MTP, Task 63-1-1052]
 - k) Directing internal response force actions to delay and deny the enemy penetration into established BSA positions. [ARTEP 63-005-MTP, Task 63-1-1052]
 - l) Coordinating additional security requirements for the movement of supplies and equipment through affected areas with the brigade S2 and the BSA MP element. [ARTEP 63-005-MTP, Task 63-1-1052]

- m) Coordinating the response to enemy NBC activities with the division RCPOC and the brigade S3. [ARTEP 63-005-MTP, Task 63-1-1052]
 - n) Directing the relocation of BSA units in base cluster(s) for better defensive positions that are consistent with the tactical situation. [ARTEP 63-005-MTP, Task 63-1-1052]
 - o) Reducing the security level as the enemy is driven from the area or defeated. [ARTEP 63-005-MTP, Task 63-1-1052]
 - p) Directing changes to the fire support plan based on his vision of the current battle and the required endstate. [FM 63-20, p. 6-2]
- 2) The FSB commander integrates and coordinates combat power in consideration of factors associated with each battlefield operating system (BOS); factors include: [TRADOC Pamphlet 11-9, Chap 7, App D; FM 101-5, Chap 1, 3, 4, App, A, B, C, D, E, F, J, Battle Command Techniques and Procedures, Chap 1, 2, 3, 4, 6; Battle Command, pp. 10-39]
- a) Maneuver: [Battle Command Techniques and Procedures, Chap 3]
 - (1) Movement:
 - (a) The FLE and other BSA elements' movements are conducted in accordance with the order (e.g., checkpoints are met on time) so that units are on time and at the right place to achieve intended results.
 - (b) Units are required to maintain orientation, security, and mutual support.
 - (2) BSA defense and force protection:
 - (a) Elements operating in the BSA reduce the likelihood of destruction from enemy ground, air, or artillery.
 - (b) BSA elements operating outside of the BSA have adequate assets to perform force protection actions.
 - b) Fire support:
 - (1) The FSB commander: [FM 6-20; Battle Command Techniques and Procedures, Chap 6]

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- (a) Manages execution of fire support by exception.
 - (b) Monitors fire support, ensuring that it is executed according to plan and that it achieves the desired results.
 - (c) Exercises overall control of fire support through FSB FRAGOs to change priorities and missions/tasks for supporting fire support systems.
- (2) The FSB S2/3:
- (a) Checks that planned targets are observed for indirect fires. [FM 63-20, p. 5-13]
 - (b) Responds to changes in guidance and intent of the FSB commander; coordinates, as required, with the brigade FSE and the DS FA battalion S3 to comply with the FSB commander's instructions.
- c) M/S: The FSB commander. [Battle Command Techniques and Procedures, Chap 8]
- (1) Ensures that barriers are constructed along the most likely enemy avenues of approach.
 - (2) Ensures that the road networks in the brigade rear provide adequate mobility for BSA vehicles and equipment.
 - (3) Ensures that survivability positions are constructed and maintained.
 - (4) Directs MOPP levels and NBC defense measures to ensure that the FSB is prepared for NBC attacks. [ARTEP 63-005-MTP, Task 63-1-1037]
 - (a) Ensures that all FSB units and corps or divisional elements in the BSA are provided NBC updates. [ARTEP 63-005-MTP, Task 63-1-1037]
 - (b) Supervises BSA NBC defense preparations as directed by the brigade S3 or the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1037]

- (5) **Monitors OPSEC:** The FSB S2/3 section supervises BSA participation in the overall brigade OPSEC plan. [ARTEP 63-005-MTP, Task 63-1-1037]
 - (a) Disseminates brigade countermeasure requirements to all FSB elements and corps/divisional elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1037]
 - (b) Supervises implementation of countermeasures that overcome enemy signal and human intelligence capabilities. [ARTEP 63-005-MTP, Task 63-1-1037]
 - (c) Inspects BSA units' positions for OPSEC effectiveness. [ARTEP 63-005-MTP, Task 63-1-1037]
 - (d) Provides feedback reports to the brigade S2 or the brigade S4 on activities that affect OPSEC measures. [ARTEP 63-005-MTP, Task 63-1-1037]
- (6) Obstacles in the BSA are prepared and the FSB commander is informed as obstacles are executed. [FM 63-20, p. 5-10]
- d) **Command and control:** The FSB commander: [FM 101-5, Chap 5; Battle Command Techniques and Procedures, Chap 4]
 - (1) Positions himself where he can best command and control logistical support of the brigade while maintaining command and control over the tactical situation in the BSA (mission, enemy, terrain, troops and time available [METT-T] dependent) and:
 - (a) Maintains control of the battle through his subordinate FSB commanders.
 - (b) Shifts his location as needed to maintain the capability of directly influencing action at critical DPs.
 - (c) Changes CCIR as required to meet his information needs.
 - (2) Maintains continuous control of subordinate FSB elements by:

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- (a) Communicating with all elements.
 - (b) Monitoring the situation throughout the battlefield.
 - (c) Providing guidance as appropriate.
 - (d) Integrating the FSB's effort.
- (3) Ensures that FSB orders are timely and responsive to the changing logistical and tactical situation.
- (4) Makes checks that ensure support to the soldiers' personal readiness by:
- (a) Ensuring that leaders keep soldiers informed.
 - (b) Ensuring that sleep plans are enforced.
 - (c) Ensuring that soldiers receive food, mail, responsive repair or replacement of equipment, and effective medical treatment.
- e) Intelligence: The FSB commander:
- (1) Continuously monitors intelligence reporting to be sure that changes to the enemy situation are being detected, evaluated, and reported.
 - (2) Reviews his PIR to ensure that it reflects current intelligence needs.
 - (3) Uses the weather conditions, battlefield situation, past NBC usage, and the enemy's NBC capabilities to update decisions on MOPP and exposure guidance, as well as his appraisal of NBC usage effects on the FSB and its mission. [FM 63-20, pp. 5-4, 5-5 and 6-5]
- f) AD:
- (1) The FSB S2/3 reports to the FSB commander changes to:
 - (a) The AD plan. [FM 63-20, pp. 5-9 and 5-10]
 - (b) Weapons control status. [FM 63-20, pp. 5-9 and 5-10]

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- (c) Positions of weapons systems. [FM 63-20, pp. 5-9 and 5-10]
- (2) The FSB commander:
 - (a) Continuously assesses the FSB's vulnerability to enemy air, prioritizes AD missions based on current METT-T, and directs passive protective measures such as dispersion and use of camouflage.
 - (b) Ensures that AD protection is in place at critical times and locations. [FM 63-20, p. 5-10]
 - (c) Implements air attack warnings and changes the weapons control status throughout the BSA when an enemy air attack is imminent. [FM 63-20, p. 5-14]
- g) The FSB commander integrates CSS requirements with the other BOS.
 - (1) CSS assets are prepared to provide planned supply, medical, and maintenance support to the FSB and its customers during the mission.
 - (2) Push packages of emergency resupplies in support of the brigade are configured and ready. [FM 63-20, p. 7-21]
 - (3) Designated MSR and ASRs are assessed to ensure that CSS assets can provide a timely response.
 - (4) Medical assets and operations are prepared to support the FSB HSS mission. [FM 63-20, Chap 8]
 - (a) Ambulances are ready to provide planned support.
 - (b) Ambulance transfer points/collection points are located throughout the FSB and the supported brigade.
 - (c) Aid station(s) and the FSB medical company are ready to receive and treat casualties.
 - (5) Vehicles and equipment are recovered, repaired, and returned to the user or delivered to higher maintenance echelons. [FM 63-20, p. 8-4]

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- (6) Maintenance assets are task organized and are prepared to provide support to brigade combined arms units. [FM 63-20, pp. 8-6 through 8-8]
- (7) The fog oil distribution plan is verified to ensure that it is delivered to smoke-generation elements in a timely manner. [FM 63-20, p. 7-9]
- (8) The ROM plan is verified to ensure that it is capable of providing required fuel to brigade elements:
 - (a) MP assistance at the ROM sites.
 - (b) AD coverage required at each ROM site.
 - (c) Communications requirements at each ROM site.
- h) The FSB commander integrates C2 requirements with the other BOS.
 - (1) The FSB commander reviews the FSB DST and the synchronization matrix to ensure that:
 - (a) Plan modifications are integrated.
 - (b) Mission details to achieve the brigade commander's intent are adequately reflected.
 - (2) Subordinate FSB unit commanders demonstrate to the FSB commander their understanding of:
 - (a) When, where, and how the FSB commander plans to support brigade operations while protecting the force.
 - (b) Brigade commander's intent and desired endstate.
 - (c) Their mission and how their plans are synchronized according to the DST with all elements they interrelate with and with each battle phase of the FSB plan.
 - (3) The FSB commander reviews the criteria for the employment of the FSB reaction force to verify that his

intent and visualized endstate can be achieved. [FM 63-20, p. 5-11]

- (4) The BSA response forces are based on the number of personnel, type weapons, and current mission of each base. [ARTEP 63-005-MTP, Task 63-1-1050]
- (5) C2 measures planned for the mission are reviewed by the FSB commander, staff, and subordinate leaders to ensure completeness and understanding.

2. **The forward support battalion command post supports coordination and integration by acquiring, evaluating, and communicating information.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1026, 63-1-1027, 63-1-1028, 63-1-1029, 63-1-1034, 63-1-1037, 63-1-1040, 63-1-1042, 63-1-1050, 63-1-1051, 63-1-1052; FM 63-20, Chap 3, 5, 6, pp. 5-13, 6-2, 6-3, 6-4, 6-7, 6-8; FM 101-5, Chap 3, 5, 6, App A, B, C, L, pp. 3-84, 3-85, 3-86, 6-2, 6-8, 6-11, 6-16, 6-33, 6-34, C-4, C-5, C-7, C-8, C-9; FM 6-20-40, p. 26; FM 6-20-50, App C; FM 34-130, Chap 2; TRADOC Pam 11-9, Chapter 7 and App D; Battle Command Techniques and Procedures, Chap 2, 3, 4, 5]

b. The FSB CP evaluates acquired information, updates products, and maintains status. [FM 63-20, Chap 3 and 6; FM 101-5, Chap 6]

3) The FSB S2/3 operations section:

c) The BCOG makes the appropriate response determination based on information and reports received from BSA elements and the DISCOM's and brigade's S2s. [ARTEP 63-005-MTP, Task 63-1-1052]

(1) Verifies threat level(s) operating in the brigade rear. [ARTEP 63-005-MTP, Task 63-1-1052]

(2) Identifies capability of base(s) being threatened to defend themselves from the verified threats. [ARTEP 63-005-MTP, Task 63-1-1052]

(3) Verifies base(s) priority as established by the defense plan. [ARTEP 63-005-MTP, Task 63-1-1052]

d) The FSB S2/3 identifies projected degradation levels within the BSA in coordination with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1052]

e) The FSB S2/3 section maintains current NBC SITMAPs and overlays. [ARTEP 63-005-MTP, Task 63-1-1037]

4. **The forward support battalion commander directs changes to the operation or plan.** [ARTEP 63-005-MTP, Task 63-1-1022; FM 63-20, pp. 6-2, A-1, A-3, A-4; FM 101-5, Chap 1 & 4, App B & H, pp. 4-55 and 4-41 through 4-60]
 - a. The FSB commander and/or the FSB staff issue WARNOs to alert FSB staff members and FSB subordinate elements that the plan will be changed. WARNOs may include: [FM 101-5, p.4-55; FM 63-20, p. 6-2]
 - 1) The enemy situation, events, and the mission, task, or operation.
 - 2) The brigade, division, and DISCOM's missions.
 - 3) The brigade, division, and DISCOM commander's intents.
 - 4) The FSB commander's intent statement.
 - 5) The earliest time of movement or degree of notice the FSB commander can provide to the main body.
 - 6) Orders for repositioning FSB units and/or the FLE.
 - 7) Service support instructions, any special equipment necessary, regrouping of transportation, or preliminary moves to assembly areas.
 - 8) The rendezvous point or the time for assembly of an FSB orders group; whether FSB commanders or representatives are to attend; and the time needed for issuing written orders.
 - 9) In the MDMP in a time-constrained environment, the FSB commander will attempt to provide the brigade surgeon and the support operations officer to the brigade main CP to assist in the brigade decision-making process. If METT-T doesn't permit this, the brigade S4 liaison, located at the brigade main CP, will coordinate with the FSB commander or the FSB support operations officer to obtain CSS input.
 - b. The FSB commander conducts the MDMP in a time-constrained environment, if required. [FM 101-5, p.4-41 through 4-60]
 - 8) The FSB commander selects a COA and announces his decision to key FSB staff members.
 - 11) The FSB commander directs preparation of a FRAGO. [FM 101-5, App H]

- a) The FSB commander, during battle execution, may prepare the FRAGO himself.
 - (1) The FSB FRAGO must be documented so that the FSB staff can conduct necessary synchronization and integration activities.
 - (2) The FSB staff members assist in the preparation of the FRAGO, as required.

- b) The FSB commander may direct the FSB staff to prepare the FRAGO.
 - (1) The FSB XO manages and supervises internal and external coordination by the FSB staff to prepare a synchronized FRAGO.
 - (2) The FSB staff takes prompt action to accomplish the guidance given by the FSB commander.
 - (a) Publishes refinements to FSB orders, annexes, and synchronization products.
 - (b) Initiates requests to the DISCOM and/or brigade for additional support.
 - (c) Facilitates planning for future operations and coordinates additional support from the DISCOM and/or brigade.
 - (3) The FSB staff prepares FRAGOs reflecting changes to the current plan for the FSB commander's approval: [FM 101-5, App H]
 - (a) Graphics and control measures for the operation.
 - (b) The DST and synchronization matrix.
 - (c) The fire support plan.
 - (d) The communications plan.
 - (4) CSS plan: The FSB support operations section prepares a FRAGO to the FSB OPOD support operations annex in coordination with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1022]

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- (a) Prepares operational changes as specified by the FSB support operations officer based on supplemental information. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (b) Completes the message form format in accordance with the FSB TSOP within the time specified in the FSB commander's or FSB support operations officer's guidance. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (c) Forwards the draft FSB FRAGO to the support operations officer for review and approval. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (d) Forwards the approved FSB FRAGO to the FSB S2/3 section for publication. [ARTEP 63-005-MTP, Task 63-1-1022]
 - (e) Disseminates the FSB FRAGO to all affected elements. [ARTEP 63-005-MTP, Task 63-1-1022]
- 12) The FSB commander approves and directs issuance of the FRAGO. [FM 101-5, p.4-49] The FSB commander may normally, in the execution phase, approve and issue CP (personally or by the FSB S2/3) the FSB FRAGO from the FSB.
- 13) The FSB issues a complete FSB FRAGO which contains: [FM 101-5, App H]
- a) The mission statement.
 - b) The FSB commander's intent and concept of the operation.
 - c) Pertinent extracts taken from more detailed orders; e.g.:
 - (1) Ammunition CSRs.
 - (2) Updates to command controlled CL VII.
 - (3) CSS push packages from the DISCOM or corps.
 - (4) Changes to the brigade or DISCOM missions.

- d) Control measures that promote initiative, synchronization, and agility while minimizing exposure to fratricide including:
 - (1) Graphics and control measures for the operation.
 - (2) The DST and synchronization matrix.
 - (3) The fire support plan.
 - (4) The communications plan.
 - (5) The CSS plan.
- 15) If time does not permit the publication of a written FRAGO, the FSB commander directs the FSB S2/3 to publish an overlay with critical information or, to issue a verbal order to the key leaders in the BSA.
- d. The FSB commander directs the FSB to implement and execute the FSB FRAGO. [FM 63-20, p. A-1]
- 5. **The forward support battalion command post manages and maintains command, control, and communications.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1041, 63-1-1045; Battle Command Techniques and Procedures, Chap 4; FM 101-5, Chap 5 & 6, App B & L, p. 6-5; FM 63-20, pp. 3-2, 4-15, 6-4, 6-5, and App A; CTC Bulletin 95-4, Chap 1; ST 22-102]
 - a. The FSB CP manages means of communicating information. [FM 101-5, Chap 6 and App B, L]
 - 4) The FSB XO supervises the FSB staff. [ARTEP 63-005-MTP, Task 63-1-1045]
 - a) Implements the FSB commander's directives in FSB staff planning and policy making. [ARTEP 63-005-MTP, Task 63-1-1045]
 - b) Monitors all FSB staff actions for conformity to the FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1045]
 - c) Coordinates assigned missions with subordinate FSB commanders. [ARTEP 63-005-MTP, Task 63-1-1045]
 - d) Supervises the operations of the FSB logistics operations center. [ARTEP 63-005-MTP, Task 63-1-1045]
 - e) Supervises the preparation of contingency support plans. [ARTEP 63-005-MTP, Task 63-1-1022]

- f) Assigns liaison personnel to the supported brigade, if required. [ARTEP 63-005-MTP, Task 63-1-1022]
6. **The forward support battalion consolidates and reorganizes and/or assists in brigade elements' consolidation, reorganization, and regeneration.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1035, 63-1-1036, 63-1-1042, 63-1-1045, 63-1-1052, 63-1-1053; FM 63-20, Chap 6, pp. 3-2, 3-3, 3-4, 3-5, 5-6, 5-7, 5-8, 5-9, 6-4, 6-6, 6-7]
- a. The FSB assists the brigade in consolidation and/or reorganization.
 - 1) The FSB support operations section coordinates WSRO assigned by the DISCOM. [ARTEP 63-005-MTP, Task 63-1-1022]
 - a) Coordinates weapons systems replacement linkup with the FSB headquarters and supply company and the MSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1022]
 - b) Coordinates crew replacement with the replacement regulating element based on replacement requirements identified in brigade SIDPERS reports. [ARTEP 63-005-MTP, Task 63-1-1022]
 - 2) In the event the brigade requires reconstitution of one of the maneuver companies, the FSB XO analyzes the requirements and selects reconstitution task force (RTF) personnel in coordination with the support operations section and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1035]
 - a) Reorganizes FSB staff personnel to maintain required logistics and HSS activities during assessment. [ARTEP 63-005-MTP, Task 63-1-1035]
 - b) Provides personnel with expertise in the supply, medical, and maintenance fields from the FSB staff and division/corps elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1035]
 - c) Coordinates additional personnel requirements with the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1035]
 - e) Dispatches FSB RTF personnel to location(s) designated by the brigade XO or the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1035]
 - 3) FSB RTF personnel, in coordination with the brigade S4 and following procedures outlined by the brigade S3, assess degraded units' logistics and HSS requirements. [ARTEP 63-005-MTP, Task 63-1-1035]

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- a) Identify the number of major weapon systems that have been destroyed. [ARTEP 63-005-MTP, Task 63-1-1035]
 - b) Identify the number of major weapon systems that are damaged beyond the capability of repair in the forward area. [ARTEP 63-005-MTP, Task 63-1-1035]
 - c) Identify the number of major weapon systems that are damaged but can be repaired in the forward area. [ARTEP 63-005-MTP, Task 63-1-1035]
 - d) Identify locations of forward and rear maintenance and salvage collection points. [ARTEP 63-005-MTP, Task 63-1-1035]
 - e) Calculate transportation requirements for equipment evacuation operations. [ARTEP 63-005-MTP, Task 63-1-1035]
 - f) Identify the number of KIAs and the GRREG requirements. [ARTEP 63-005-MTP, Task 63-1-1035]
 - g) Identify the number of casualties requiring emergency treatment or evacuation. [ARTEP 63-005-MTP, Task 63-1-1035]
 - h) Identify medical treatment and evacuation points in the BSA and DSA. [ARTEP 63-005-MTP, Task 63-1-1035]
 - i) Calculate ground ambulance and MEDEVAC requirements. [ARTEP 63-005-MTP, Task 63-1-1035]
 - j) Calculate CL III and V supply requirements to restore the supported unit to basic load level. [ARTEP 63-005-MTP, Task 63-1-1035]
 - k) Identify CL I and IX supplies, communication equipment, and other critical supply items required, if time permits. [ARTEP 63-005-MTP, Task 63-1-1035]
- 4) FSB RTF personnel provide input to the initial assessment report. [ARTEP 63-005-MTP, Task 63-1-1035]
- a) Consolidate logistics and HSS data into a format that gives the status of the supported unit's combat effectiveness from a logistics and HSS viewpoint. [ARTEP 63-005-MTP, Task 63-1-1035]

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- b) Provide the FSB's capabilities to resupply the supported unit and to repair or replace its damaged weapons and equipment. [ARTEP 63-005-MTP, Task 63-1-1035]
 - c) Identify the logistics and HSS capabilities required in the FSB RTF. [ARTEP 63-005-MTP, Task 63-1-1035]
 - d) Identify shortfalls between the FSB's capabilities and the supported unit's requirements. [ARTEP 63-005-MTP, Task 63-1-1035]
 - e) Provide "quick fix" solutions for each deficiency to increase the supported unit's effectiveness. [ARTEP 63-005-MTP, Task 63-1-1035]
 - f) Recommend the level of reconstitution of the supported unit required from a logistics and HSS viewpoint. [ARTEP 63-005-MTP, Task 63-1-1035]
- 5) The FSB support operations section coordinates support of regeneration [ARTEP 63-005-MTP, Task 63-1-1036]
- a) Identifies logistics and HSS requirements in coordination with the FSB RTF. [ARTEP 63-005-MTP, Task 63-1-1036]
 - b) Coordinates additional logistics and HSS requirements with the DISCOM SPO section and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1036]
 - c) Recommends the regeneration method, site, and completion goals in coordination with the FSB RTF and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1036]
 - d) Directs the FSB headquarters and supply company to replenish basic loads of ammunition and top off all fuel tanks. [ARTEP 63-005-MTP, Task 63-1-1036]
 - e) Directs the FSB maintenance company to recover and repair equipment with emphasis on returning major end items to the unit. [ARTEP 63-005-MTP, Task 63-1-1036]
 - f) Directs the FSB medical company to provide medical treatment, and to return soldiers to their unit as quickly as possible when treating injuries that have not incapacitated the casualties. [ARTEP 63-005-MTP, Task 63-1-1036]

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- d) Identifies locations of emergency food, clothing, water, and shelter. [ARTEP 63-005-MTP, Task 63-1-1053]
 - e) Coordinates emergency treatment and evacuation with the FSB medical company. [ARTEP 63-005-MTP, Task 63-1-1053]
- 6) The control and assessment CP coordinates additional support requirements with the division RCPOC. [ARTEP 63-005-MTP, Task 63-1-1053]
- a) Coordinates engineer support. [ARTEP 63-005-MTP, Task 63-1-1053]
 - b) Coordinates MP support. [ARTEP 63-005-MTP, Task 63-1-1053]
 - c) Coordinates explosive ordnance disposal support. [ARTEP 63-005-MTP, Task 63-1-1053]
 - d) Coordinates labor support. [ARTEP 63-005-MTP, Task 63-1-1053]
 - e) Coordinates additional ADC requirements with the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1053]
- 8) Other actions:
- a) Replaces key leaders and critical personnel; reestablishes the chain-of-command. The FSB command section reacts to the loss of key personnel. [ARTEP 63-005-MTP, Task 63-1-1045]
 - (1) Realigns the FSB staff based on the line of succession or the FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1045]
 - (2) Maintains continuity of operations. [ARTEP 63-005-MTP, Task 63-1-1045]
 - (3) Forwards casualty reports to the DISCOM S1 section. [ARTEP 63-005-MTP, Task 63-1-1045]
 - b) Treats and evacuates all casualties. [FM 63-20, p. 6-6)
 - c) Recovers, repairs, and evacuates all inoperative equipment. [FM 63-20, p. 6-7)

- d) Evacuates all EPWs, captured documents, and equipment. The FSB S1 section administers the EPW program. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (1) Identifies collection sites within the DSA or BSA and those operated by supporting MP units. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (2) Coordinates evacuation with MP units or MEDEVAC elements. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (3) Forwards captured enemy materiel to the FSB S4 section. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (4) Forwards captured enemy documents to the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (5) Procures, Collection point(s) guards from subordinate FSB elements. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (6) Coordinates evacuation of EPWs from the FSB area to MP collection point(s) with the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1042]
- e) Redistributes personnel and equipment as needed. [FM 63-20, pp. 6-4, 6-7]
- f) Accounts for all personnel. [FM 63-20, p. 6-4]
- g) Reports the location and status to the DISCOM SPO and the brigade S3. [FM 63-20, pp. 3-2 and 3-5]
- 9) The FSB BCOC supervises reorganization of the base cluster defense. [ARTEP 63-005-MTP, Task 63-1-1052]
 - a) Performs damage assessment of the area of responsibility by reviewing SITREPs from base cluster subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1052]
 - b) Directs base cluster defense plan adjustments, as required. [ARTEP 63-005-MTP, Task 63-1-1052]
 - c) Coordinates resupply plan with the FSB S4 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1052]

Subordinate leaders demonstrate an understanding of the critical elements of their own mission and mission essential tasks, the FSB mission, and the battalion Cdr's intent.

Task Elements

1. The forward support battalion commander directs and leads subordinate forces.

[ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1026, 63-1-1027, 63-1-1028, 63-1-1029, 63-1-1031, 63-1-1034, 63-1-1037, 63-1-1040, 63-1-1042, 63-1-1045 63-1-1050, 63-1-1052 and 63-1-R303; FM 63-20, Chap 6, pp. 3-12, 5-4, 5-5, 5-9, 5-10, 5-13, 5-14, 6-2, 6-4, 6-5; FM 101-5, Chap 1, 2, 3, 4, 5, 6, App A, B, C, D, E, F, H, J; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4, 6, 8; Battle Command, pp. 10-39, 42-45; TRADOC PAM 11-9, Chap 7, App D; ST 22-102]

a. The FSB commander directs subordinate forces.

1) The FSB commander takes actions to ensure that subordinate leaders have a clear understanding of his intent and concept. Actions include: [FM 101-5, Chap 1, 4, App B, D, H, J; Battle Command Techniques and Procedures, Chap 2, 4; Battle Command, pp. 10-32]

a) Meets with subordinate FSB commanders and leaders to receive information and issue directions.

b) Listens to cross-talk on brigade and DISCOM command and administrative/logistics (A/L) nets.

c) Evaluates reports from subordinates for their understanding of his intent, concept of operations, and their missions.

3) The FSB command section directs and supervises activities of subordinate FSB units. [ARTEP 63-005-MTP, Task 63-1-1045]

a) Monitors the performance of subordinate FSB elements to ensure that the required level of efficiency as prescribed in plans, policies, directives, and the TSOP is maintained. [ARTEP 63-005-MTP, Task 63-1-1045]

b) Monitors support plans to determine overall effectiveness. [ARTEP 63-005-MTP, Task 63-1-1045]

c) Assigns specific tasks to subordinate FSB units. [ARTEP 63-005-MTP, Task 63-1-1045]

- d) Monitors compliance of decisions, directives, and instructions to determine subordinate elements' implementation. [ARTEP 63-005-MTP, Task 63-1-1045]
- e. The FSB commander synchronizes support of tactical operations. [FM 101-5, Chap 1, 5, 6; Battle Command, pp. 42-45, Battle Command Techniques and Procedures, Chap 2, 4; ST 22-102]
 - 2) The FSB commander integrates and coordinates combat power in consideration of factors associated with each battlefield operating system (BOS); factors include: [TRADOC Pamphlet 11-9, Chap 7, App D; FM 101-5, Chap 1, 3, 4, App, A, B, C, D, E, F, J; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4, 6; Battle Command, pp. 10-39]
 - h) The FSB commander integrates C2 requirements with the other BOS.
 - (2) Subordinate FSB unit commanders demonstrate to the FSB commander their understanding of:
 - (a) When, where, and how the FSB commander plans to support brigade operations while protecting the force.
 - (b) Brigade commander's intent and desired endstate.
 - (c) Their mission and how their plans are synchronized according to the DST with all elements they interrelate with and with each battle phase of the FSB plan.
- 4. **The forward support battalion commander directs changes to the operation or plan.** [ARTEP 63-005-MTP, Task 63-1-1022; FM 63-20, pp. 6-2, A-1, A-3, A-4; FM 101-5, Chap 1 & 4, App B & H, pp. 4-55 and 4-41 through 4-60]
 - b. The FSB commander conducts the MDMP in a time-constrained environment, if required. [FM 101-5, p.4-41 through 4-60]
 - 14) The FSB commander conducts a confirmation brief with key battalion leaders. If possible, all subordinate FSB commanders are present so as to hear each other's confirmation brief. This:
 - a) Provides common understanding of the entire plan and the roles of each FSB unit.

- b) Facilitates direct personal coordination, thereby enhancing synchronization of the plan.
 - c) Enhances continuity of command so that, if the FSB commander becomes a casualty, the subordinate FSB commanders will share the same view of the commander's intent.
- 16) The FSB XO conducts a confirmation brief with the FSB staff.
5. **The forward support battalion command post manages and maintains command, control, and communications.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1041, 63-1-1045; Battle Command Techniques and Procedures, Chap 4; FM 101-5, Chap 5 & 6, App B & L, p. 6-5; FM 63-20, pp. 3-2, 4-15, 6-4, 6-5, and App A; CTC Bulletin 95-4, Chap 1; ST 22-102]
- a. The FSB CP manages means of communicating information. [FM 101-5, Chap 6 and App B, L]
 - 4) The FSB XO supervises the FSB staff. [ARTEP 63-005-MTP, Task 63-1-1045]
 - b) Monitors all FSB staff actions for conformity to the FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1045]
6. **The forward support battalion consolidates and reorganizes and/or assists in brigade elements' consolidation, reorganization, and regeneration.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1035, 63-1-1036, 63-1-1042, 63-1-1045, 63-1-1052, 63-1-1053; FM 63-20, Chap 6, pp. 3-2, 3-3, 3-4, 3-5, 5-6, 5-7, 5-8, 5-9, 6-4, 6-6, 6-7]
- a. The FSB assists the brigade in consolidation and/or reorganization.
 - 2) In the event the brigade requires reconstitution of one of the maneuver companies, the FSB XO analyzes the requirements and selects reconstitution task force (RTF) personnel in coordination with the support operations section and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1035]
 - b) Provides personnel with expertise in the supply, medical, and maintenance fields from the FSB staff and division/corps elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1035]
 - d) Inspects FSB RTF personnel to ensure compliance with equipment and areas of expertise requirements as directed by the brigade XO or the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1035]

Soldiers and units are motivated, disciplined, and maintain cohesion during the battle.

Task Elements

1. **The forward support battalion commander directs and leads subordinate forces.**
[ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1026, 63-1-1027, 63-1-1028, 63-1-1029, 63-1-1031, 63-1-1034, 63-1-1037, 63-1-1040, 63-1-1042, 63-1-1045 63-1-1050, 63-1-1052 and 63-1-R303; FM 63-20, Chap 6, pp. 3-12, 5-4, 5-5, 5-9, 5-10, 5-13, 5-14, 6-2, 6-4, 6-5; FM 101-5, Chap 1, 2, 3, 4, 5, 6, App A, B, C, D, E, F, H, J; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4, 6, 8; Battle Command, pp. 10-39, 42-45; TRADOC PAM 11-9, Chap 7, App D; ST 22-102]
- c. The FSB commander exercises leadership during the execution of the FSB's support of the brigade battle by: [FM 101-5, Chap 1, 4; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4; Battle Command, pp. 10-13, 32-37]
 - 1) Being professionally competent.
 - 2) Inspiring soldiers with the will to win.
 - 3) Sharing the hardships and dangers of his soldiers.
 - 4) Demonstrating both mental and physical stamina.
 - 5) Displaying physical and moral courage (making the difficult choices and decisions).
 - 6) Issuing timely, clear, and concise guidance and orders to provide FSB subordinate commanders purpose, direction, and motivation.
 - 7) Maintaining his perspective and focus on the FSB mission, regardless of the turmoil surrounding him.
 - 8) Demonstrating flexibility to quickly adjust to rapidly changing situations to accomplish the mission.
 - 9) Visualizing and thinking in dimensions of time, space, and purpose as to the consequences of actions.
 - 10) Visualizing follow-on FSB missions.
 - 11) Providing subordinate FSB commanders with a vision of future operations.
 - 12) Establishing and reinforcing an attitude of teamwork throughout the FSB.

- 13) Fostering and encouraging initiative in subordinate FSB leaders.
 - 14) Delegating authority whenever appropriate.
 - 15) Providing accurate, objective reports to the DISCOM and brigade commanders.
 - 16) Getting needed rest.
- d. The FSB commander maintains unit discipline and morale by: [FM 101-5, Chap 1; Battle Command Techniques and Procedures, Chap 4; Battle Command, pp. 10-13; FM 63-20, p. 6-2 & 6-4]
- 1) Keeping the soldiers informed of the current situation.
 - 2) Making personal contact with soldiers.
 - 3) Sharing the hardships and dangers that his soldiers face.
 - 4) Reassuring subordinates in a calm manner.
 - 5) Ensuring that soldiers have the opportunity to rest, eat, and otherwise refit as conditions permit.
 - 6) Acting decisively.
 - 7) Giving precise, simple, easy-to-understand orders.
 - 8) Checking to see that his orders are carried out.
 - 9) Ensuring that the FSB subordinate commanders and other supporting elements cross-talk on the FSB command or brigade A/L nets to:
 - a) Coordinate actions and activities.
 - b) Exchange information.
 - c) Assist each other as possible.
 - d) Integrate and synchronize activities.
 - e) Prevent fratricide.
 - f) Keep everyone updated on the current situation.

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- g) Allow the FSB commander and his staff to anticipate upcoming requirements.
 - 10) Observing subordinate FSB commanders for indications of degradation in performance.
 - 11) Monitoring himself and the subordinate commanders for degradation of leadership ability based upon physical and/or mental stress or exhaustion. [FM 63-20, p. 3-12]
 - a) Monitors his own physical and mental state.
 - b) The FSB XO monitors the FSB commander's condition and recommends rest periods.
 - c) Ensures that subordinate FSB commanders have and execute a rest schedule for themselves, their staffs, and their subordinate commanders.
 - d) The FSB commander and FSB leaders perform stress prevention actions. [ARTEP 63-005-MTP, Task 63-1-R303]
 - e) The FSB staff section leaders implement stress coping and management techniques. [ARTEP 63-005-MTP, Task 63-1-R303]
 - f) The FSB commander and FSB leaders implement treatment techniques. [ARTEP 63-005-MTP, Task 63-1-R303]
 - g) The FSB commander and FSB leaders implement the FSB staff sleep plan. [ARTEP 63-005-MTP, Task 63-1-R303]
 - h) The FSB staff section leaders implement task rotation or restructuring procedures. [ARTEP 63-005-MTP, Task 63-1-R303]
 - 12) Ensuring that CSS operations that contribute to morale are conducted as conditions permit.
 - 13) Recognizing unit and individual achievement and performance during the battle.
 - 14) Using the FSB CSM's assistance in the maintenance of unit discipline and morale.
- e. The FSB commander coordinates and integrates support of tactical operations. [FM 101-5, Chap 1, 5, 6; Battle Command, pp. 42-45, Battle Command Techniques and Procedures, Chap 2, 4; ST 22-102]

- 2) The FSB commander integrates and coordinates combat power in consideration of factors associated with each battlefield operating system (BOS); factors include: [TRADOC Pamphlet 11-9, Chap 7, App D; FM 101-5, Chap 1, 3, 4, App, A, B, C, D, E, F, J; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4, 6; Battle Command, pp. 10-39]
 - d) Command and control: The FSB commander: [FM 101-5, Chap 5; Battle Command Techniques and Procedures, Chap 4]
 - (4) Makes checks that ensure support to the soldiers' personal readiness by:
 - (a) Ensuring that leaders keep soldiers informed.
 - (b) Ensuring that sleep plans are enforced.
 - (c) Ensuring that soldiers receive food, mail, responsive repair or replacement of equipment, and effective medical treatment.

Outcome 8

The FSB command, control, communications, and intelligence (C31) structure is effective, survives, and is prepared for the next mission.

Task Elements

1. **The forward support battalion commander directs and leads subordinate forces.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1026, 63-1-1027, 63-1-1028, 63-1-1029, 63-1-1031, 63-1-1034, 63-1-1037, 63-1-1040, 63-1-1042, 63-1-1045 63-1-1050, 63-1-1052 and 63-1-R303; FM 63-20, Chap 6, pp. 3-12, 5-4, 5-5, 5-9, 5-10, 5-13, 5-14, 6-2, 6-4, 6-5; FM 101-5, Chap 1, 2, 3, 4, 5, 6, App A, B, C, D, E, F, H, J; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4, 6, 8; Battle Command, pp. 10-39, 42-45; TRADOC PAM 11-9, Chap 7, App D; ST 22-102]
 - a. The FSB commander directs subordinate forces.
 - 2) The FSB commander positions himself where he can best direct and lead, observe the battlefield, and synchronize operations: [FM 101-5, Chap 1, 2, 3; Battle Command Techniques and Procedures, Chap 2, 3 & 4; ST 22-102]
 - c) Other criteria for selecting locations for the FSB commander:
 - (4) Provide redundant C2 in high risk situations.

5. **The forward support battalion command post manages and maintains command, control, and communications.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1041, 63-1-1045; Battle Command Techniques and Procedures, Chap 4; FM 101-5, Chap 5 & 6, App B & L, p. 6-5; FM 63-20, pp. 3-2, 4-15, 6-4, 6-5, and App A; CTC Bulletin 95-4, Chap 1; ST 22-102]
 - b. The FSB CP maintains command, control, and communications (C3) throughout the battle.
 - 3) FSB CP moves to maintain survivability and communications in coordination with brigade rear CP. [FM 63-20, App A]
 - a) The CP officer in charge establishes the CP into two echelons that each consist of vehicles with adequate communications equipment and personnel to provide a continuous communications capability. [FM 63-20, App A]
 - b) The first echelon moves to the new CP site. [FM 63-20, App A]
 - (1) The first echelon uses a covered and concealed route.
 - (2) The first echelon arrives at the new site and establishes communications with all FSB elements and the brigade and DISCOM headquarters.
 - c) The new CP starts operations. [FM 63-20, App A]
 - (1) Communications are established.
 - (2) Maps and overlays are updated.
 - (3) The operations log is updated with significant events.
 - (4) Sections and personnel in the CP are updated on critical events that occurred while the CP was moving.
 - d) The FSB CP identifies itself as operational and reassumes its C2 functions.
 - e) Once the new CP is established, the second echelon breaks down its equipment and moves to the new CP site. [FM 63-20, App A]
 - f) C2 of the FSB is maintained during the displacement of the FSB CP. [FM 63-20, App A]

- c. The FSB reestablishes C3 operations in the event of CP loss or destruction. [FM 101-5, Chap 5, App B; Battle Command Techniques and Procedures, Chap 4; FM 63-20, pp. 3-2, 6-5]
- 1) Loss of the FSB CP: [Battle Command Techniques and Procedures, Chap 4; ST 22-102]
 - a) If communications are functioning, a preselected codeword is transmitted by any member of the FSB S2/3 section over the FSB command net to indicate that the FSB CP is out of action.
 - b) If the FSB CP is unable to communicate any message after being put out of action, the alternate CP (normally the maintenance company) based upon a prearranged procedure, assumes that being out of contact means that the FSB CP is out of action.
 - c) The survivors of the FSB CP move to the FSB alternate CP.
 - d) At the first opportunity, the ranking survivor informs the DISCOM and brigade main CP of the status of the:
 - (1) FSB commander.
 - (2) FSB S2/3.
 - (3) FSB support operations officer.
 - (4) Other key staff personnel.
 - (5) Survivors and their condition.
 - 2) The FSB alternate CP, using its operations cell, assumes control of the FSB by:
 - a) Maintaining communications with FSB units and all BSA elements.
 - b) Synchronizing activities in support of the brigade.
 - c) Maintaining the current situation of the entire brigade battle area.
 - d) Notifying all FSB units and BSA elements that the alternate CP is now controlling the FSB and the BSA.
 - e) Ensuring that all battalion units send all reports to the FSB alternate CP.

- d. Succession of command is implemented as per the FSB plan or TSOP. [FM 101-5, Chap 5; Battle Command Techniques and Procedures, Chap 4; ST 22-102]
- 1) As soon as it is confirmed that the FSB commander is killed, captured, or evacuated from the BSA, the FSB XO at the FSB CP assumes command of the battalion and does the following: [Battle Command Techniques and Procedures, Chap 4; ST 22-102]
 - a) Notifies the DISCOM and brigade commanders.
 - b) Informs subordinate FSB elements that he has assumed command until further notice.
 - 2) If the FSB XO is not the senior officer in the FSB, he notifies the previously designated senior officer, as listed in the succession of command portion of the FSB plan or TSOP, who:
 - a) Assumes command when the situation allows.
 - b) Moves as quickly as possible to the FSB CP or alternate CP where he takes command and informs the DISCOM and brigade commanders and the FSB's subordinate elements.
 - c) Based upon his knowledge of the previous FSB commander's intent and the missions given to FSB elements in joint confirmation briefs, the senior officer can also:
 - (1) Designate his present CP as the new FSB CP and assume command.
 - (2) Notify the DISCOM, brigade, and all BSA units that he has assumed command and to send all traffic to his present CP.
 - 3) When division is notified of the loss of the FSB commander, the division commander may select a new FSB commander from outside the DISCOM, at which time the FSB XO will:
 - a) Implement the succession plan until the new FSB commander arrives.
 - b) Set up a series of briefings from each of the functional cells at the FSB CP to quickly update the new FSB commander.
 - c) Ensure that all FSB elements and the brigade commander are informed of the assumption of command.

- d) Notify all BSA units of the assumption of command.
 - e) Publish an assumption of command order.
6. **The forward support battalion consolidates and reorganizes and/or assists in brigade elements' consolidation, reorganization, and regeneration.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1035, 63-1-1036, 63-1-1042, 63-1-1045, 63-1-1052, 63-1-1053; FM 63-20, Chap 6, pp. 3-2, 3-3, 3-4, 3-5, 5-6, 5-7, 5-8, 5-9, 6-4, 6-6, 6-7]
- b. The FSB conducts its own reorganization.
 - 8) Other actions:
 - a) Replaces key leaders and critical personnel; reestablishes the chain-of-command. The FSB command section reacts to the loss of key personnel. [ARTEP 63-005-MTP, Task 63-1-1045]
 - (1) Realigns the FSB staff based on the line of succession or the FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1045]
 - (2) Maintains continuity of operations. [ARTEP 63-005-MTP, Task 63-1-1045]
 - b) Treats and evacuates all casualties. [FM 63-20, p. 6-6]
 - c) Recovers, repairs, and evacuates all inoperative equipment. [FM 63-20, p. 6-7]
 - e) Redistributes personnel and equipment as needed. [FM 63-20, pp. 6-4, 6-7]
 - f) Accounts for all personnel. [FM 63-20, p. 6-4]
 - g) Reports the location and status to the DISCOM SPO and the brigade S3. [FM 63-20, pp. 3-2 and 3-5]
 - c. The FSB commander confirms that the FSB is prepared to continue the mission. Confirmation criteria include:
 - 1) Successful completion of reorganization and consolidation by all FSB elements.
 - 2) FSB CP and other C3 facilities or systems are fully operational. (FSB XO)
 - 3) BSA is operational and all FSB units are operational. (FSB S2/3)

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- 4) FSB subordinate units responsible for external support to brigade units are mission capable. (FSB support operations officer)
- 5) FSB casualty treatment and evacuation system will support future operations. (FSB medical company commander)
- 6) FSB strength is adequate to continue successful mission accomplishment. (FSB S1)
- 7) FSB maintenance and supply systems and status will support future operations. (FSB S4)

LESSONS LEARNED

This component identifies the lessons learned extracted from the U.S. Army Center for Army Lessons Learned (CALL) publications relevant to performing this battlefield function (BF). The lessons learned are organized and listed by the appropriate task in the BF task list. Where appropriate to address the absence of a task in an Army Training and Evaluation Program - Mission Training Plan (ARTEP-MTP), the lessons learned have been structured as tasks and are included in the detailed task list as subtasks. The purpose of the lessons learned component is to provide the user with the most recent tactics, techniques and procedures (TTP) associated with the performance of the tasks in this BF.

1. **The forward support battalion commander directs and leads subordinate forces.**

- LL - Commanders often seek to maximize their control of the situation under stress. This may result in detailed orders to subordinates that stifle their initiative and reduce the flexibility to respond to contingencies. [The Center for Army Lessons Learned (CALL) Newsletter No. 90-8: Special Edition: Winning in the Desert II, p. 25]
- LL - Good communication is always difficult, but stress and fatigue will greatly increase misunderstandings. Just because something is very clear to you, do not assume that it is clear to everyone else. Double-check communication. Use backbriefs and rehearsals. Staff visits and follow-ups also foster good communications and can keep problems from recurring. [CALL Newsletter No. 90-8: Special Edition: Winning in the Desert II, p. 25]
- LL - The mental abilities required for effective C2 are those which first and foremost suffer from sleep loss. Sleep loss has been proven to decrease performance on tasks requiring calculations, creativity, anticipation, and planning ahead. While we all can recognize the physical signs of fatigue in ourselves and others, we seldom recognize mental lapses. Do not judge your level of degradation by how well you can still perform physically. Although there is the temptation to remain awake through intense planning sessions and engagements, adequate sleep discipline is fundamental for maintaining the abilities to develop and adjust plans. Three to four hours of uninterrupted sleep each day will maintain mental performance for only five to six days. Less sleep will lead to rapid declines. [CALL Newsletter No. 90-8: Special Edition: Winning in the Desert II, p. 25]
- LL - Widespread agreement among the staff is not necessarily a healthy sign. It could mean that the desire to find agreement is overriding critical thinking. In times of stress there will be a natural desire to reduce that stress by increasing group harmony and ignoring problems. Be alert for group think and when you suspect it is occurring, take a devil's advocate position and actively find the flaws that everyone is missing. [CALL Newsletter No. 90-8: Special Edition: Winning in the Desert II, p. 25]
- LL - Do not let stress make the situation appear worse than it is. Be calm and confident during the fight. It is inevitable that you will make mistakes, and some may be costly.

Let your mistakes make you a better soldier instead of a worse one. [CALL Newsletter No. 90-8: Special Edition: Winning in the Desert II, p. 26]

- LL - The commander must plan and rehearse his own position and movement on the battlefield as carefully as is done for the overall TF plan. He must be forward to personally see critical points in the battle, yet protected in order to survive. [CALL Compendium, Vol 1: Heavy Forces]
- LL - Commanders must demand that key leaders discipline themselves to obtain a minimum level of rest. [CALL 89-1: Non-Mechanized Forces]
- LL - On the battlefield the Command Sergeant Major can position himself where leadership is most needed. [CALL 89-1: Non-Mechanized Forces]
- LL - NCOs must help set priorities of work by clarifying through the chain of command what must be done. [CALL: NCO Lessons Learned]
- LL - The troops must be kept informed and the NCO must do the informing. [CALL: NCO Lessons Learned]
- LL - The NCO must know and understand the commander's intent if he is to be effective and accomplish the unit's mission. [CALL: NCO Lessons Learned]
- LL - The CSM is a vital source of information to the commander and is a key leader in dealing with NCOs. [CALL: NCO Lessons Learned]
- LL - The command sergeant major has a tremendous impact on the soldier's performance, team cohesion, and unit effectiveness. He looks out for the welfare of the men and can foster a positive command climate. [CALL: NCO Lessons Learned]
- LL - The CSM can greatly assist by:
 - * Identifying, correcting, and bringing to the commander's attention NCO leadership problems.
 - * Moving with the commander to assess unit morale and logistics problems. [CALL: NCO Lessons Learned]
- LL - Doing all oneself simply will not work. There may be short-term success; but in the long run only disaster will result. Give subordinates responsibilities, train them to standard, give them authority, and hold them accountable. [CALL 90-6: The Musicians of Mars]
- LL- MORTUARY AFFAIRS:
FSBs are typically unprepared to perform their assigned tasks in the area of mortuary affairs. There is little emphasis on mortuary affairs during home-station training, and

units are comfortable thinking this skill will automatically be pulsed up in wartime. The one mortuary affairs specialist authorized in the supply company of the FSB usually works in the battalion headquarters in a job unrelated to mortuary affairs. While the skills required for unit personnel to perform this mission are minimal, it does require some local training within the standards and guidelines of FM 10-63, "Handling of Deceased Personnel in Theaters of Operations."

Units experience difficulty handling contaminated remains. FM 10-63 states that it is a unit's responsibility to decontaminate remains prior to evacuating them to the mortuary affairs point.

TECHNIQUE(S): Incorporate training on handling contaminated remains into home-station training. [CALL Newsletter, No. 91-5, Battlefield Logistics p. 5]

2. The forward support battalion command post supports synchronization by acquiring, evaluating, and communicating information.

- LL - Practice SOPs for reporting to ensure that they are workable and effective. [CALL Bulletin No. 90-9: Operation Just Cause Lessons Learned]
- LL - Incorporate the use of operation schedules (OPCHEDS) and execution checklists in training to streamline reporting and cut transmission time. [CALL Bulletin No. 90-9: Operation Just Cause Lessons Learned]
- LL - Minimum critical information (MCI) that should be tracked in the battalion TOC (both friendly and enemy forces) includes: relative combat power, unit locations, obstacle overlay, execution matrix, task organization, and personnel status. [CALL, News From the Front!]
- LL - Information boards need to be updated (at a minimum) every four hours. [CALL, News From the Front!]
- LL - Have a designated individual track MCI. [CALL, News From the Front!]
- LL - Conduct formal shift change briefs in the TOC. This process forces information updates and sharing. [CALL, News From the Front!]
- LL - Logs and journals (DA 1594s) are excellent tools for details and historical purposes. However, consider adding a "significant activities" board in the TOC to share information. This should display significant activities of all the battlefield operating systems in the TOC. [CALL, News From the Front!]
- LL - Distribute common message formats and reports well in advance and rehearse if possible. [CALL Bulletin 90-4: Introduction to Low Intensity Conflict]

- LL - Commanders do not always have a clear vision of the battlefield because reports are either untimely or staff members do not seek and compile the critical information the commander needs to make his assessment. Battle tracking is an integrated staff effort at the command post. The key person in charge of the shift, the "battle captain," must be able to manage the information flow in the command post and integrate all elements to track the battle. Units will succeed in this task if they take the time to establish an SOP for what information is required and how it is received, tracked within the command post, and then distributed. If units establish a battle-tracking system that corresponds with critical information requirements for the commander, chances of mission success will greatly improve. [Combat Training Centers (CTCs) Bulletin No. 94-1, p. 5]
- LL - Situation assessment is not something you do just during mission analysis. It must be a continuous activity to avoid delays in comprehending important changes and events and to maintain the ability to respond rapidly. A good understanding of the situation is a start point for all staff operations. [CALL Newsletter No. 90-8: Special Edition: Winning in the Desert II, p. 24]
- LL - All uncertainties as to enemy status and responses, friendly capabilities and successes, terrain conditions, etc., should be resolved or reduced if possible, given the time available. If they cannot be resolved, then they must be treated as uncertainties -- not assumed away -- and contingencies considered for the most likely branches. [CALL Newsletter No. 90-8: Special Edition: Winning in the Desert II, p. 25]
- LL - Under stress we revert to doing the things that are easiest and that we know best. Try to recognize when you are spending too much time doing simple tasks such as collating or sending messages. Make sure you are not focusing on simple, rote tasks to avoid difficult, but more important, thinking tasks. Do not limit solutions to your branch specialty. Maintain a combined arms perspective and remember that staff coordination is essential to battlefield synchronization. [CALL Newsletter No. 90-8: Special Edition: Winning in the Desert II, p. 25]
- LL - Good communication is always difficult, but stress and fatigue will greatly increase misunderstandings. Just because something is very clear to you, do not assume that it is clear to everyone else. Double-check communication. Use backbriefs and rehearsals. Staff visits and follow ups also foster good communications and can keep problems from recurring. [CALL Newsletter No. 90-8: Special Edition: Winning in the Desert II, p. 25]
- LL - There is a human tendency to listen only to information that confirms our own beliefs and ignore or minimize information that is contrary. This appears to be especially true in stressful situations. Commanders and staffs must remain open to opposing opinions and assure that they have good reasons for rejecting contrary information. [CALL Newsletter No. 90-8: Special Edition: Winning in the Desert II, p. 26]

- LL - Battles are won and lost on the basis of errors. Commanders and staffs must be on the constant lookout for flaws in concepts, omissions in synchronization, and errors in critical estimates. Follow these guidelines for eliminating errors:
- * Reflect on what is being done and why.
 - * Make a rough first guess for comparison to calculations.
 - * Have others check critical work.
 - * Check for consistency in estimates, concepts, and orders.
 - * Make sure that your message is understood.
 - * Follow good sleep discipline.
 - * Watch for waning concentration and automatic behavior. [CALL Newsletter No. 90-8: Special Edition: Winning in the Desert II, p. 26]
- LL - The 24-hours-a-day war demands that TOC personnel be trained in all aspects of the TOC operation. [CALL Bulletin, No 1-86]
- LL - Shift changeovers can cause a loss of continuity during an operation. No matter how good the changeover briefing is, there will be something lost. The shift schedules also gets disrupted because of TOC displacements, which should occur frequently. [CALL Bulletin, No 1-86]
- LL - All TOC personnel must understand the commander's concept and intent and what is supposed to happen at TAIs and NAIs. Supervisory personnel must be able to make basic tactical decisions, based on the situation, in the absence (for whatever the reason) of key leaders. [CALL Bulletin, No 1-86]
- LL - TOCs should:
- * Track the battle. This consists of monitoring current location, activity, and combat power of task force elements; monitoring the progress of adjacent and supporting units, and updating templates.
 - * Analyze data. The TOC must analyze all incoming reports from the company/teams, other task force elements, higher headquarters, adjacent units and supporting units. After the TOC analyzes these reports they pass the results to the task force commander and recommend any changes to the present course of action.
 - * Plan for future operations. The significant activity in adjacent and higher units or receipt of the warning order initiates planning. The TOC staff must

immediately begin to consider possible courses of actions, probable enemy actions, support requirements, etc. The TOC must also initiate a task force warning order and ensure that the S1-S4 are immediately brought in on the planning.

- * Disseminate information. The TOC should keep the battalion/task force informed of any action or development that might influence the battle. One technique is to provide an intel summary from analyzed reports off of the O&I net. This summary should be concise and given periodically over the battalion net. This summary could also be used to inform higher headquarters.
- * The TOC must be able to break-down, move, and set-up quickly and with the minimum disruption to its operation.
- * The TOC must be able to write and produce overlays in the field under all conditions. [NTC Lessons Learned, CALL Bulletin No 4: Command and Control System]

LL - TOPIC: Handling of EPWs by CSS units.

DISCUSSION: Operation JUST CAUSE highlighted the realities of the handling of EPWs. The mission was delegated to a great extent to CSS units. CSS units must be prepared and equipped to conduct such operations. [Newsletter No. 90-8 Special Edition, Winning in the Desert II Tactics, Techniques and Procedures for Maneuver Commander]

3. **The forward support battalion commander visualizes the battlefield.**

- LL - Some leaders try to analyze and decide by themselves. They isolate themselves from open discussion of their ideas and plans. Under stress, individuals' judgment is typically degraded, and it becomes more crucial than ever for leaders to use their senior staff to test the validity of their ideas. [CALL Newsletter No. 90-8: Special Edition: Winning in the Desert II, p. 24]
- LL - Situation assessment is not something you do just during mission analysis. It must be a continuous activity to avoid delays in comprehending important changes and events and to maintain the ability to respond rapidly. A good understanding of the situation is a start point for all staff operations. [CALL Newsletter No. 90-8: Special Edition: Winning in the Desert II, p. 24]
- LL - All uncertainties as to enemy status and responses, friendly capabilities and successes, terrain conditions, etc., should be resolved or reduced if possible, given the time available. If they cannot be resolved, then they must be treated as uncertainties -- not assumed away -- and contingencies considered for the most likely branches. [CALL Newsletter No. 90-8: Special Edition: Winning in the Desert II, p. 25]

LL- FSB TOC OPERATIONS

Sound FSB TOC operations have not developed as a positive trend. FSB TOC must be capable of tracking the brigade's battle by monitoring the brigade operations and intelligence (O & I) net. This is not done on a regular basis. Often the S3 is unaware of how the battle is progressing. He must know whether the brigade is successfully defending its sector or if the OPFOR has punched through and headed for the BSA. Too often the BSA does not receive copies of the brigade operations order and, therefore, is unaware of the operations forward.

Operational intelligence that could affect the security of the BSA is seldom passed from the brigade S2 to the FSB TOC. Reports of enemy activity in the brigade's rear area or in rear areas of adjacent units are seldom provided. The operational interface between the brigade TOC and the FSB TOC is poor. The BSA is an operational headquarters subordinate to the brigade. It is critical that the interface between the brigade and the BSA be just as viable as between the brigade and subordinate task forces. This allows better planning and execution to support the brigade commander's operational concept.

TECHNIQUE(S):

- * Practice battletracking during brigade FTXs.
- * Brigade OPORDs are critical to support the battle. Ensure that the FSB S3 gets a copy.
- * Practice FSB TOC to BDE S2 coordination during Brigade CPXs.
- * Improve brigade TOC/FSB TOC interface during brigade CPX/FTXs.
- * Use a brigade cell to practice BSA/brigade coordination during battalion-level training.
- * Require BDE ALOC to collocate with FSB TOC. [CALL Newsletter, No. 91-5, Battlefield Logistics p. 3]

4. The forward support battalion commander directs changes to the operation or plan.

LL - Staff integration in planning, preparation, and execution of missions continues to be a challenge. Each staff member must actively participate in mission analysis, COA development, analysis and comparison, war-gaming, and orders production. Each staff officer and LNO must properly advise the staff to ensure the proper employment of his assets as well as the focusing of combat power. Units should establish planning and TOC operational procedures that promote staff cross-talk. Information sharing must occur during the execution phase to ensure accurate battle tracking. Staff members need to work together to analyze information and provide updated estimates to the staff and commander to support the current battle and plan for future operations.

Every staff member should continuously assist the S2 with the intelligence preparation of the battlefield (IPB). [CALL CTC Bulletin No. 93-4, p. 9]

LL - MILITARY DECISION-MAKING PROCESS/TASK RECEIVED

OBSERVATION: Commanders and staffs must optimize available time by providing subordinates information to begin planning and preparing for the mission.

DISCUSSION: During the MDMP, the commander and staff receive and develop information that is useful to subordinates. To aid subordinates in planning, the commander and staff provide information as frequently as possible, maximizing the subordinate's planning and preparation time. The commander and staff send warning orders at key times during the MDMP to provide subordinates with planning information. Send the first warning order once the mission is received from the higher unit. Provide subordinates with the type, time, and location of operation. This allows subordinates to begin planning and managing available time, prepare necessary equipment, and begin conducting rehearsals and battle drills. Send the second warning order after the commander and staff have analyzed the mission. Provide as much new information as possible (restated mission and tasks); include any specific instructions that subordinates need to aid them in organizing their planning and preparation time. Send the third warning order after the commander has decided the course of action and has developed a concept of operation. With a course of action selected, tell subordinates the task organization and their specified tasks. By providing the task organization, units can begin cross-attaching and coordinating changes in support. Provide subordinates copies of draft operational graphics and a brief explanation of the concept of operation if time is available. This allows them to begin parallel planning while the battalion or brigade operations order is developed. Parallel planning is a technique similar to multiple warning orders. Parallel planning allows subordinate commanders and staffs to plan and prepare while the higher staff produces their plan. This would prevent planning sequentially, with the subordinate commander receiving the higher commander's order before beginning to plan. By parallel planning, subordinate units have more available time because they receive information earlier than they would during sequential planning. During parallel planning, the higher commander provides subordinate commanders with his concept of the operation and details of the plan as soon as they are developed. This is done best by the commander meeting and quickly briefing his subordinates. Help subordinate commanders plan quickly by giving them a detailed warning order prior to the operations order briefing. Parallel planning conserves time for all echelons, but demands close coordination between commanders and staffs. Even after the commander has met with subordinate commanders, the brigade and battalion must maintain close contact during planning. If not, the brigade may change the concept, and the battalion will produce an erroneous order. [CALL Newsletter No. 93-3, "The Battalion and Brigade Staff," p. 1- 2]

LL - TIME MANAGEMENT

"You can ask me for anything you like, except time." NAPOLEON

OBSERVATION: Commanders and staffs must analyze and plan the use of available time in detail and not waste planning and preparation time.

DISCUSSION: A significant problem commanders and staffs face during the MDMP is time management. Though time is very valuable, it is often wasted by poor management leaving little time for effective preparation. To have time to accomplish all the tasks during preparation, commanders and staffs must organize, plan and manage their available time. Identified as part of the commander's planning guidance, the analysis of time begins as the mission is received. Once the commander receives his mission, he begins a METT-T analysis, including an analysis of time. Problems begin when the commander's, or commander's and staff's, analysis consists only of determining their planning time (one-third available time). This is only a partial analysis and does not enable the commander to determine how much time he has to conduct each step of the MDMP or prepare for mission execution. Using the "one-third or one-fifth" rules to manage time only serves to determine the impact on subordinate commander's time, which is necessary, because only the commander can preserve subordinate commander's time. A technique to efficiently analyze and manage time is to develop a planning and preparation timeline which becomes part of the time plan. The timeline identifies the time for planning and preparation tasks, beginning when the unit receives the mission and ending when the unit executes the mission. During planning, the commander and staff develop and refine the timeline by listing the tasks they will conduct or must track.

By developing the timeline, the commander has an appreciation of the amount of time available for him and his subordinate commanders. The timeline shows the commander and staff using 10 1/2 hours (from mission receipt to end of order plus brief back and rehearsal time) of the available 37 1/2 hours, providing the majority of available time to subordinates for planning and preparation. Beginning with receipt of the mission, the staff develops an initial timeline, identifying on a chart the times for known events using the reverse planning sequence. At this point, all that can be listed is mission receipt time, mission execution time, the one-third time point (planning time), and light data. The XO continues to develop the timeline by identifying the estimated time the staff will assemble to prepare their situation updates, analyze the mission, and brief the commander. To develop the timeline further, the commander and staff need to know how long it takes to conduct each planning task. This information is obtained only by training on the MDMP. The commander determines the amount of time the staff will spend on course of action analysis, war-gaming, and the time of the decision brief. These events are added to the timeline so the staff can plan their own time while developing their estimates. The commander and staff identify tasks to be accomplished during preparation while they develop the plan. These tasks are added to the timeline with the responsible person or organization. The TOC then tracks the status of the task for the commander. By adding preparation tasks to the timeline, the commander and staff can synchronize the preparation effort. [CALL Newsletter 93-3, "The Battalion and Brigade Staff," p. 9-11]

LL - PREPARE PLAN/ORDER/FRAGO

OBSERVATION: Commanders and staffs must be organized and prepared to produce operations orders quickly.

DISCUSSION: Through preparation and organization, commanders and staffs can significantly decrease the time required to prepare operations orders. This begins during training and the development of standing operating procedures on how the staff produces an order. When the commander provides his planning guidance, he specifies the type of order he wants issued. He decides by considering the amount of time available and the capabilities of the staff. Based on the decision, the staff implements the SOP for that type of order.

PREFORMATTED ORDERS

If the commander decides producing a written order is necessary, the staff speeds its production by using a preformatted order. The preformatted order is based on the five-paragraph operations order, but it is designed for the way the battalion/brigade presents its order. For example, the unit may add matrices (execution, synchronization, fire support, logistical support, or medical support) to augment each paragraph and better explain portions of its plan. With the basic format prepared, the staff fills in the blanks to complete the order.

ORGANIZING REPRODUCTION

The organization of reproduction and the unit's reproduction process can further speed the MDMP. If a written or matrix order is produced, requiring the staff to complete separate portions, then centralize the collection of the staff's completed portions. Designate a member of the staff to collect, organize, review quality, and present all completed portions of the order to the S3. The order is then given to the commander to review and approve. Once approved, the completed order is reproduced. Organizing production ensures that a complete order is reproduced as quickly as possible. The actual reproduction also needs to be centralized. The operations sergeant identifies someone to be responsible for reproduction and provides him with a work area. Select someone other than the person responsible for compiling the order because the reproduction NCO will often have to work simultaneously with the person compiling the order while sections of the order are being published. Often the reproduction NCO receives the order from the person collecting the order, who may give it to him in sections rather than wait for the order to be completed before reproduction. Whether he receives the order together or in sections, he reproduces and collates the entire order before it is disseminated. Centralizing order reproduction under the control of one person will initially require a great deal of work, but it ensures that sections of the order are not lost. When selecting a location for reproduction, consider the equipment necessary and the amount of distraction it will cause the staff. Place the reproduction area outside of the TOC so that the staff can continue to coordinate and the TOC can operate without distraction. Using a mimeograph machine or photocopier within the TOC will take up space and distract the staff from its preparations. Place the reproduction area in a tent or a built-up truck or trailer (in

heavy units) so it can operate at night with interior light. This will also provide enough room for the person reproducing the order. Although moving the reproduction area away from the TOC requires extra equipment, it benefits the staff in its effort to prepare for the mission.

[CALL Newsletter No. 93-3, "The Battalion and Brigade Staff," p. 24-25]

LL - APPROVE PLAN/ORDER/FRAGO

OBSERVATION: Commanders must approve the order after changes have been made by the staff.

DISCUSSION: A common problem for commanders and staffs is that the commander does not review and approve the operations order after it has been prepared. Additionally, commanders realize portions of the order do not meet their approval when they hear it during the orders brief. They then attempt to correct the order during the briefing, which confuses subordinate commanders and wastes time. This problem is easily solved by the commander providing clear detailed planning guidance and remaining close to the staff during planning. The commander that is involved with planning from the beginning will not be surprised by the order during the briefing. The solution for the commander who cannot remain close to the staff is to allocate time to approve the order. The commander must review the order with the S3 and have the staff available to clarify details prior to the order being produced (or if that is not possible, prior to the order briefing). By reviewing and then approving the order, the commander can be certain that his intent is clearly communicated.

LESSONS: Commander: Provide clear and detailed planning guidance, and remain close to the staff during the MDMP. Commander: Allocate time to review and approve the order before it is reproduced and briefed.

[CALL Newsletter 93-3, "The Battalion and Brigade Staff," p. 27-28]

LL - ISSUE PLAN/ORDER/FRAGO

OBSERVATION: Commanders and staffs should not take excessive time briefing operations orders.

DISCUSSION: The order briefing is an event that, if not practiced and organized, takes an exorbitant amount of time. The commander and staff can make the briefing quick and clear by reducing distractions, sequencing the briefers, and using graphic aids. The commander selects the location of the operations order brief and can reduce distractions by his decision. However, his practical options are to brief at a vantage point or at the tactical operations center (TOC). When possible, the commander presents the order at a vantage point. This helps subordinates understand the order by decreasing distractions and by viewing the terrain as the operation is explained to them. If a vantage point is selected, use the terrain to your advantage by first arranging maps

and overlays so they don't obstruct the audience's view of the area of operation. Second, begin the order brief by orienting everyone to key terrain features. And third, identify a key piece of terrain when it is mentioned during the order briefing, both on the map and in the area of operation. If the commander decides to give the briefing in the TOC, prepare the briefing area to reduce distractions. Clear the TOC to provide room for the staff to brief and to fit all attending subordinates. In a heavy unit, ensure that all vehicle ramps are up and radio operators use head sets to reduce radio volume. Shut down vehicles and generators or sandbag generators to silence them as much as possible. All of these precautions will allow the commander and staff to give the order with limited noise. To speed and better explain the order, organize the staff in a sequence to follow the order format. The commander determines whether to issue the written order before or after the briefing because there are advantages and disadvantages to both methods. If provided before the order, a subordinate commander can give it to an assistant or LNO to return to the company or TOC. The staff can then begin its preparations. However, the written order can also become a distraction when subordinates attempt to read it during the briefing.

The commander controls the audience, limiting questions and stopping questions that will distract from the briefing. Although the commander gives his intent during the briefing, he reviews it to provide detailed guidance to each subordinate. The commander expresses his intent by repeating specific tasks and purposes for subordinates and emphasizing the results. The commander then ties each task together in sequence to explain how he expects to accomplish the mission. By addressing each subordinate, the commander ensures that each one understands how his mission relates to the commander's intent. Also, reviewing commander's intent at the end of the briefing will stimulate questions.

"Whenever possible, subordinate leaders should receive their orders face to face from their commanders on the ground chosen for the operation." FM 100-5

[CALL Newsletter No. 93-3, "The Battalion and Brigade Staff," p. 29-30]

- LL - Mission-type orders are more effective in fast-paced modern warfare with all its uncertainties. However, the opposite extreme should be avoided. Commanders should clearly specify intent and provide sufficient control measures to ensure unity of purpose. [CALL Newsletter No. 90-8: Special Edition: Winning in the Desert II, p. 25]
- LL - Good communication is always difficult, but stress and fatigue will greatly increase misunderstandings. Just because something is very clear to you, do not assume that it is clear to everyone else. Double-check communication. Use backbriefs and rehearsals. Staff visits and follow ups also foster good communications and can keep problems from recurring. [CALL Newsletter No. 90-8: Special Edition: Winning in the Desert II, p. 25]

- LL - Send multiple warning orders to maximize subordinate planning and preparation time. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 3]
 - LL - Conduct parallel planning by providing subordinate commanders with the concept of the operation and specified tasks when they are developed. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 3]
 - LL - Determine the necessary information required to complete the commander's METT-T analysis. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 4]
 - LL - Assist the commander by identifying and listing constraints, restrictions, and specified and implied tasks. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 6]
 - LL - Analyze the mission completely by accomplishing the following:
 - * Review the commander's intent of the two higher echelons.
 - * Identify the unit's constraints and restrictions.
 - * Identify the unit's specified and implied tasks.
 - * Derive the essential tasks from the specified and implied tasks.
- [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 6]
- LL - Commander: Determine the amount of planning guidance the staff requires to develop the plan. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 9]
 - LL - Commander: sketch the initial concept of the operation for the staff. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 9]
 - LL - Staff: take notes on the commander's guidance. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 9]
 - LL - Commander: have the staff back-brief you on your guidance. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 9]
 - LL - Commander: preserve subordinate commander's time. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 12]
 - LL - Commander and staff: develop a planning and preparation timeline. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 12]

- LL - Commander and staff: refine the timeline by listing tasks to be accomplished during planning and preparation and the person responsible to complete the task. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 12]
- LL - Commander and staff: use the timeline to track the progression of preparation. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 12]
- LL - Staff: develop courses of action together to integrate all battlefield operating systems. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 16]
- LL - Staff: ensure that the course of action is complete, is consistent with doctrine, complies with the commander's guidance, is feasible, and is unique. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 16]
- LL - Staff: develop courses of action that identify what, when, where, how, and why the unit will execute. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 16]
- LL - Commander: if time is short, remain with the staff and have it assist you in course-of-action development. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 16]
- LL - Commander and staff: use the war-gaming sequence to develop and begin synchronizing the operation. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 22]
- LL - Staff: conduct a detailed analysis with the entire staff to determine the recommended course of action. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 23]
- LL - Staff: use a decision matrix with criteria developed from commander's guidance, critical events, and other significant factors pertaining to the mission to analyze the courses of action. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 23]
- LL - Staff: quantify each course of action by ranking them for each criterion. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 23]
- LL - Commander: specify through guidance the type of order to issue (written five-paragraph, oral, overlay, or matrix). [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 27]
- LL - Staff: develop a preformatted order to use for written orders. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 27]

- LL - Staff: organize reproduction by centralizing collection of the portions of the order and its production. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 27]
- LL - Staff: select an area to reproduce the order that will not interfere with the staff's work. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 27]
- LL - Staff: use a mimeograph or a photocopier to speed reproduction of order text. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 27]
- LL - Staff: use a photocopier to reproduce graphics. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 27]
- LL - Commander: provide clear and detailed planning guidance, and remain close to the staff during the MDMP. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 28]
- LL - Commander: allocate time to review and approve the order before it is reproduced and briefed. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 28]
- LL - Staff: organize the briefing to follow the written order format. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 31]
- LL - Commander: control the briefing to stop distractions. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 31]
- LL - Commander: review your intent and address each subordinate directly to ensure that he understands how his mission relates to your intent. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 31]
- LL - Staff: use graphic aids to better present the order. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 31]
- LL - Commander: conduct confirmation briefs and backbriefs with subordinates. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 34]
- LL - Frequent changes in task organization should be avoided. The teamwork advantage is often far more important than a slightly more desirable mix of forces. Also, the timing of a change requires careful analysis. The significant advantage of a daylight link-up and the time required to receive the OPOD and to coordinate SOPs and LOGPACs must be considered. [NTC Commander's Memorandum – November 1985]
- LL - Adhere to a disciplined system of time management. Someone must establish a timed critical list based on each mission and enforce it. The 1/3-2/3 rule is a guide but is METT-T dependent. [CALL Compendium, Vol 1: Heavy Forces]

- LL - One of the best forms of commander's guidance is rough maneuver and fire support graphics drawn by the commander and given to the staff to focus staff planning. [CALL Compendium, Vol 1: Heavy Forces]
- LL - Employ clear/concise written orders:
 - * Clear written orders greatly reduce the fog of war to tired leaders. They provide a checklist for exhausted leaders to remind themselves what their mission and the commander's intent really is.
 - * The limiting factor on the conciseness of the order is how well the unit understands the commander's intent. [CALL Compendium, Vol 1: Heavy Forces]
- LL - Immediately after the commander issues the order, his subordinates backbrief the commander on their tentative concepts of operations. If these are in line with the commander's intent, his subordinates understand the order. If not, the commander clarifies the plan. Ensure that all slice elements backbrief. [CALL Compendium, Vol 1: Heavy Forces]
- LL - Leaders must give the greatest amount of available time to subordinate leaders. Use no more than 1/3 of the available time for planning and preparation of the order. Provide no less than 2/3s of the available time for subordinate units to prepare for combat. Prioritize critical tasks and use available time to concentrate on those tasks. [CALL 89-1: Non-Mechanized Forces]
- LL - Time available dictates the amount of detail allowed in planning. [CALL 89-1: Non-Mechanized Forces]
- LL - Reverse planning is an indispensable technique for time management. Begin with the time an event must take place (i.e., LD time) and estimate the time each prior event will take. [CALL 89-1: Non-Mechanized Forces]
- LL - A brief order that clearly defines the intent of the commander requires less effort to execute. It is better to provide a good plan quickly and to refine it later, than to delay preparation until the best plan is completed and time limited. [CALL 89-2: Heavy-Light Lessons Learned]
- LL - Control of FRAGOs and warning orders. Many units are running into difficulty when the TAC, rear, and the main issue FRAGOs and warning orders, especially when duplicate numbers are issued. [CALL: Corps-Division Lessons Learned]
- LL - Hard copy follow-up on verbal orders/decisions. Many decisions are made in face-to-face discussions between commanders. Sometimes problems arise when these discussions are away from the CP. This causes problems for the staff in synchronizing the various aspects of the operation as well as keeping the other players informed.

Hard copy back up needs to be generated to assist in this process. [CALL: Corps-Division Lessons Learned]

5. The forward support battalion command post manages and maintains command, control, and communications.

- LL - * Ensure that the succession of command is specified by SOP or OPORD; identify the primary location on the battlefield of the second in command.
- * Ensure that the unit knows the priority for command succession.
- * Ensure that personnel identified in the succession of command are thoroughly familiar with the mission and the commander's intent through use of backbriefs and rehearsals.
- * Continue to develop junior leaders through effective training. [Combat Training Centers (CTCs) Bulletin No. 94-1, p. 19]

LL - Communications equipment must be available to provide the ALC with an equivalent capability to exercise command and control over subordinate elements as well as communicate with higher headquarters (brigade) and attached or supporting elements. [NTC Lessons Learned, CALL Bulletin No 4: Command and Control System]

LL - All the NCOs, and even some of the more experienced soldiers of lower rank, must stay aware of the tactical situation and be prepared mentally to take charge. [CALL: NCO Lessons Learned]

LL - NCOs must help set priorities of work by clarifying through the chain of command what must be done. [CALL: NCO Lessons Learned]

LL - The troops must be kept informed, and the NCO must do the informing. [CALL: NCO Lessons Learned]

LL - TOPIC: WD-1 Wire

DISCUSSION: Any electronically generated transmission, e.g., radio, can be monitored at extremely long distances in a desert environment. This will prompt the extensive use of land-line communications and the accompanying increased demand for WD-1 wire. [Newsletter No. 90-8, Special Edition, Winning in the Desert II Tactics, Techniques and Procedures for Maneuver Commander]

6. The forward support battalion consolidates and reorganizes and/or assists in brigade elements' consolidation, reorganization, and regeneration.

- LL - All the NCOs, and even some of the more experienced soldiers of lower rank, must stay aware of the tactical situation and be prepared mentally to take charge. [CALL: NCO Lessons Learned]
- LL - NCOs must help set priorities of work by clarifying through the chain of command what must be done. [CALL: NCO Lessons Learned]
- LL - The troops must be kept informed, and the NCO must do the informing. [CALL: NCO Lessons Learned]

GATE TASKS

This component identifies critical individual or collective tasks upon which each BF task identified in the task list is dependent. In order to ensure efficient and safe training of the major task, the participants should have achieved a level of proficiency or understanding in these gate tasks.

TASK

INDIVIDUAL/COLLECTIVE PROFICIENCIES

1. **The forward support battalion commander directs and leads subordinate forces.**

FSB Cdr

[STP 21-II-MQS]

- Establish a positive command climate. [03-9001.11-0002]
- Motivate subordinates to accomplish unit missions. [03-9001.14-0002]
- Apply the ethical decision-making process as a Cdr or staff officer. [03-9001.10-0004]

FSB XO

[STP 21-II-MQS]

- Apply the ethical decision-making process as a Cdr or staff officer. [03-9001.10-0004]

FSB S2/3

[STP 21-II-MQS]

- Apply the ethical decision-making process as a Cdr or staff officer. [03-9001.10-0004]

FSB Support Operations Officer

[STP 21-II-MQS]

- Apply the ethical decision-making process as a Cdr or staff officer. [03-9001.10-0004]

FSB S1

[STP 21-II-MQS]

- Apply the ethical decision-making process as a Cdr or staff officer. [03-9001.10-0004]

2. **The forward support battalion command post supports synchronization by acquiring, evaluating, and communicating information.**

FSB S4

[STP 21-II-MQS]

- Apply the ethical decision-making process as a Cdr or staff officer. [03-9001.10-0004]

FSB Cdr

[STP 21-II-MQS]

- Communicate effectively as a Cdr or staff officer. [03-9001.12-0003]

FSB XO

[STP 21-II-MQS]

- Communicate effectively as a Cdr or staff officer. [03-9001.12-0003]
- Brief to inform, persuade, or direct. [01-9007.01-0250]

FSB S2/3

[STP 21-II-MQS]

- Communicate effectively as a Cdr or staff officer. [03-9001.12-0003]
- Brief to inform, persuade, or direct. [01-9007.01-0250]

FSB S2/3 Section

[STP 34-96B14-SM-TG]

- Review current intelligence holdings to identify gaps. [301-336-2004]
- Supervise organization and maintenance of order of battle information. [301-336-2001]
- Develop doctrinal templates. [301-336-2200]
- Develop situation templates for each avenue of approach. [301-336-2250]
- Develop event templates based on situation templates. [301-336-2251]
- Develop an event analysis matrix for each mobility corridor. [301-336-2252]
- Prioritize threat probable COAs. [301-336-3250]
- Develop the DST. [301-336-2100]

Gate Tasks for FSB BF 20

- Prepare intelligence reports and summaries. [301-336-3105]
- Supervise preparation of intelligence reports and summarizes. [301-336-4050]
- Supervise preparation of written analysis of the battlefield area. [301-336-3100]
- Supervise receipt/transfer/storage of classified material. [301-336-3201]
- Disseminate intelligence reports and summaries. [301-336-3106]
- Present intelligence briefings. [301-336-3101]

FSB Support Operations Officer

[STP 21-II-MQS]

- Communicate effectively as a Cdr or staff officer. [03-9001.12-0003]
- Brief to inform, persuade, or direct. [01-9007.01-0250]

[STP 8-67II-MQS; STP 9-91BCII-MQS; STP 10-92ABDII-MQS]

- Determine CL V (conventional) requirements. [01-4000.11-1111]
- Determine and verify water requirements for a unit. [01-5103.00-0030]
- Analyze the division medical supply system. [S1-8310.00-6006]
- Evaluate CL IX. [01-4716.26-0002]
- Assess unit capabilities to support proposed operations. [S3-5101.00-0229]

FSB S1

[STP 21-II-MQS]

- Communicate effectively as a Cdr or staff officer. [03-9001.12-0003]
- Brief to inform, persuade, or direct. [01-9007.01-0250]
- Perform wartime strength accounting. [03-0170.01-1005]

FSB S4

[STP 21-II-MQS]

- Communicate effectively as a Cdr or staff officer. [03-9001.12-0003]

- Brief to inform, persuade, or direct.
[01-9007.01-0250]

[STP 8-67II-MQS; STP 9-91BCII-MQS; STP 10-92ABDII-MQS]

- Determine CL V (conventional) requirements. [01-4000.11-1111]
- Determine and verify water requirements for a unit. [01-5103.00-0030]
- Evaluate CL IX. [01-4716.26-0002]

3. **The forward support battalion commander visualizes the battlefield.**

FSB Cdr

[STP 21-II-MQS]

- Solve problems using the military problem-solving process.
[03-9001.13-0001]

FSB XO

[STP 21-II-MQS]

- Solve problems using the military problem-solving process.
[03-9001.13-0001]

FSB S2/3

[STP 21-II-MQS]

- Solve problems using the military problem-solving process.
[03-9001.13-0001]

FSB Support Operations Officer

[STP 21-II-MQS]

- Solve problems using the military problem-solving process.
[03-9001.13-0001]

FSB S1

[STP 21-II-MQS]

- Solve problems using the military problem-solving process.
[03-9001.13-0001]

4. **The forward support battalion commander directs changes to the operation or plan.**

FSB S4

[STP 21-II-MQS]

- Solve problems using the military problem-solving process. [03-9001.13-0001]

FSB Cdr

[STP 21-II-MQS]

- Solve problems using the military problem-solving process. [03-9001.13-0001]

FSB XO

[STP 21-II-MQS]

- Solve problems using the military problem-solving process. [03-9001.13-0001]

FSB S2/3

[STP 21-II-MQS]

- Solve problems using the military problem-solving process. [03-9001.13-0001]

FSB S2/3 Section

[STP 34-96B14-SM-TG]

- Supervise preparation of the intelligence estimate. [301-336-3104]
- Recommend area of interest and area of operations based on METT-T. [301-336-4000]
- Recommend PIR and IR. [301-336-3006]
- Prioritize avenues of approach according to size/directness/length. [301-336-2300]
- Determine air avenues of approach. [301-336-2301]
- Extract from the collection plan information to be incorporated into the intelligence annex. [301-336-2003]
- Draft the intelligence estimate. [301-336-2003]
- Prepare draft orders/request to support the collection effort. [301-336-2002]

- Supervise preparation of the written analysis of the battlefield area. [301-336-3100]
- Prepare the intelligence annex to the operations plan or OPORD. [301-336-3103]

FSB Support Operations Officer

[STP 21-II-MQS]

- Solve problems using the military problem-solving process. [03-9001.13-0001]

[STP 8-67II-MQS; STP 9-91BCII-MQS; STP 10-92ABDII-MQS]

- Determine CL V (conventional) requirements. [01-4000.11-1111]
- Determine and verify water requirements for a unit. [01-5103.00-0030]
- Analyze the division medical supply system. [S1-8310.00-6006]
- Evaluate CL IX. [01-4716.26-0002]
- Assess unit capabilities to support proposed operations. [S3-5101.00-0229]

FSB Support Operations Section

[STP 10-76Z5-SM-TG]

- Provide logistics input for the administrative or logistics order. [101-522-5403]

FSB S1

[STP 21-II-MQS]

- Solve problems using the military problem-solving process. [03-9001.13-0001]

FSB S4

[STP 21-II-MQS]

- Solve problems using the military problem-solving process. [03-9001.13-0001]

5. **The forward support battalion command post manages and maintains command, control, and communications.**

FSB S4 Section

[STP 10-76Z5-SM-TG]

- Provide logistics input for the administrative or logistics order. [101-522-5403]

FSB Cdr

[STP 21-II-MQS]

- Implement OPSEC. [03-3711.12-0001]
- Implement MOPP. [04-5030.00-2013]
- Prepare for an NBC attack. [04-5030.00-2017]
- Supervise unit response to a chemical or biological attack. [04-5030.00-2006]
- Supervise NBC decontamination. [04-5030.00-2020]
- Report casualties. [121-030-3534]

FSB XO

[STP 21-II-MQS]

- Implement OPSEC. [03-3711.12-0001]
- Implement MOPP. [04-5030.00-2013]
- Prepare for an NBC attack. [04-5030.00-2017]
- Supervise unit response to a chemical or biological attack. [04-5030.00-2006]
- Supervise NBC decontamination. [04-5030.00-2020]
- Report casualties. [121-030-3534]

FSB S2/3

[STP 21-II-MQS]

- Implement OPSEC. [03-3711.12-0001]
- Implement MOPP. [04-5030.00-2013]
- Prepare for an NBC attack. [04-5030.00-2017]
- Supervise unit response to a chemical or biological attack. [04-5030.00-2006]
- Supervise NBC decontamination. [04-5030.00-2020]
- Report casualties. [121-030-3534]

FSB S2/3 Section

[STP 21-24-SMCT]

- Conduct OPSEC procedures.
[113-573-0002]

FSB Support Operations Officer

[STP 21-II-MQS]

- Implement OPSEC. [03-3711.12-0001]
- Implement MOPP. [04-5030.00-2013]
- Prepare for an NBC attack.
[04-5030.00-2017]
- Supervise unit response to a chemical or biological attack. [04-5030.00-2006]
- Supervise NBC decontamination.
[04-5030.00-2020]
- Report casualties. [121-030-3534]

FSB Support Operations Section

[STP 21-24-SMCT]

- Conduct OPSEC procedures.
[113-573-0002]

FSB S1

[STP 21-II-MQS]

- Implement OPSEC. [03-3711.12-0001]
- Implement MOPP. [04-5030.00-2013]
- Prepare for an NBC attack.
[04-5030.00-2017]
- Supervise unit response to a chemical or biological attack. [04-5030.00-2006]
- Supervise NBC decontamination.
[04-5030.00-2020]
- Report casualties. [121-030-3534]

FSB S1 Section

[STP 21-24-SMCT, Common Tasks]

- Conduct OPSEC procedures.
[113-573-0002]

FSB S4

[STP 21-II-MQS]

- Implement OPSEC. [03-3711.12-0001]
- Implement MOPP. [04-5030.00-2013]

- Prepare for an NBC attack.
[04-5030.00-2017]
- Supervise unit response to a chemical or biological attack. [04-5030.00-2006]
- Supervise NBC decontamination.
[04-5030.00-2020]

FSB S4 Section

[STP 21-24-SMCT, Common Tasks]

- Conduct OPSEC procedures.
[113-573-0002]

6. **The forward support battalion consolidates and reorganizes and/or assists in brigade elements' consolidation, reorganization, and regeneration.**

FSB Cdr

[STP 21-II-MQS]

- Solve problems using the military problem-solving process.
[03-9001.13-0001]

FSB XO

[STP 21-II-MQS]

- Solve problems using the military problem-solving process.
[03-9001.13-0001]

FSB S2/3

[STP 21-II-MQS]

- Solve problems using the military problem-solving process.
[03-9001.13-0001]

FSB Support Operations Officer

[STP 21-II-MQS]

- Solve problems using the military problem-solving process.
[03-9001.13-0001]

[STP 9-91 BCII-MQS]

- Determine the maintenance repair capability of a unit. [01-4730.27-1002]
- Conduct a liaison visit.
[01-4730.26-0003]
- Analyze supported unit's readiness.
[01-4710.26-0003]
- Manage BDAR operations.
[01-4730.26-0008]

- Manage missile/electronics BDAR operations. [03-4200.01-0102]
- Plan the cross-level of maintenance assets. [01-4710.26-5007]
- Prioritize recovery missions. [01-4710.26-5006]
- Manage reparable management program (standard army retail supply system). [03-5101.00-0293]
- Interpret maintenance reports. [01-4730.27-0002]

[STP 10-92ABDII-MQS]

- Manage bulk petroleum operations. [03-5103.00-0103]
- Manage the receipt, issue, and storage of supplies. [03-5101.00-0287]

[STP 9-91BCII-MQS; STP 10-92ABDII-MQS]

- Plan evacuation of equipment. [01-4999.26-0001]
- Analyze standard army maintenance system reports to evaluate maintenance performance. [01-4719.26-0001]

[STP 8-67II-MQS; STP 9-91BCII-MQS; STP 10-92ABDII-MQS]

- Determine CL V (conventional) requirements. [01-4000.11-1111]
- Determine and verify water requirements for a unit. [01-5103.00-0030]
- Analyze the division medical supply system. [S1-8310.00-6006]
- Evaluate CL IX. [01-4716.26-0002]
- Assess unit capabilities to support proposed operations. [S3-5101.00-0229]
- Determine field locations for CSS units. [01-9253.00-0003]
- Plan for the airdrop of supplies. [03-5102.02-0001]
- Plan transport by helicopter. [01-7310.95-0415]

Gate Tasks for FSB BF 20

- Prepare command logistics plans, estimates, and orders. [03-5106.00-0166]
- Develop a concept of support for a brigade level combat operation. [01-9253.00-001]
- Plan logistics support for maintenance operations. [01-4720.26-0001]

FSB S1

[STP 21-II-MQS]

- Solve problems using the military problem-solving process. [03-9001.13-0001]

FSB S4

[STP 21-II-MQS]

- Solve problems using the military problem-solving process. [03-9001.13-0001]

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| 6-20-40 | Tactics, Techniques and Procedures for Fire Support for Brigade Operations (Heavy), January 1990 |
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- 34-96B14-SM-TG Soldier's Manual and Trainer's Guide, MOS 96B (Intelligence Analyst) Skill Levels 1/2/3/4, December 1991

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Appendix A

INDEX of BRIGADE COMBAT TEAM BATTLEFIELD FUNCTIONS Grouped By Battlefield Operating System (BOS)

This component lists the thirty-nine (39) battlefield functions (BFs) for each battlefield operating system (BOS) which have been identified as relevant to U.S. Army tactical echelon units. These BFs were identified based on an analysis of Training and Doctrine Command (TRADOC) Pamphlet 11-9, "Blueprint of the Battlefield." The purpose of this component is to depict the BOS and the BF which define each BOS.

INTELLIGENCE	(1)	Conduct intelligence planning.
	(2)	Collect information.
	(3)	Process information.
	(4)	Disseminate intelligence.
MANEUVER	(5)	Conduct tactical movement.
	(6)	Engage enemy with direct fire and maneuver.
AIR DEFENSE	(16)	Take active air defense measures.
	(17)	Take passive air defense measures.
FIRE SUPPORT	(7)	Employ mortars.
	(8)	Employ field artillery.
	(9)	Employ close air support.
	(10)	Conduct electronic collection and electronic attack.
	(11)	Conduct battlefield psychological operations.
	(12)	Employ chemical weapons. ¹
	(13)	Conduct counter target acquisition operations.
MOBILITY AND SURVIVABILITY	(14)	Employ naval surface fires.
	(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 NBC defense.	

¹ Although U.S. national policy has renounced the use of chemical weapons, this BF is retained because it is a function which might be performed by other nations.

**COMMAND AND
CONTROL**

- (18) Plan for combat operations.
- (19) Direct and lead unit during preparation for the battle.
- (20) Direct and lead units in execution of battle.

**COMBAT SERVICE(28)
SUPPORT**

- 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.

Appendix B

STRUCTURE OF BATTLEFIELD FUNCTIONS (BFs) RELEVANT TO BRIGADE OPERATIONS

This component provides a description of each BF and the battlefield operating system (BOS) with which it is aligned. Included with each BF definition is a listing of major doctrinal topics and aspects addressed by the BF. These definitions provide the necessary framework required to understand the focus of each BF. Under most circumstances, heavy brigades will be involved in the accomplishment of some or all aspects of the BF. The involvement can vary from extensive, wherein the BF is a major focus, to minor, wherein the brigade headquarters only furnishes information. In the latter instances, the involvement may not be sufficient to warrant incorporation into a brigade's training program, although the brigade's responsibilities for the function are likely addressed in its SOP for tactical operations (TACSOP). BF definitions were extrapolated from TRADOC Pam 350-7 "Blueprint of the Battlefield," as well as other doctrinal publications relevant to the applicable BF or BOS.

1. **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 BFs are continuous throughout the planning, preparation, and execution phases of the battle.
 - a. **BF (1) Conduct Intelligence Planning** - The developing and coordinating of information relative to the enemy, weather, and terrain prior to and during the development of the unit OPORD; the planning to collect information from battlefield sources and to acquire intelligence from other headquarters. Focus of this BF is the intelligence preparation of the battlefield (IPB). This BF addresses:
 - 1) Reconnaissance and surveillance plan (R&S Plan).
 - 2) Integrated threat templates (e.g., doctrinal, event, input to DST).
 - 3) Terrain and weather analysis.
 - b. **BF (2) Collect Information** - Obtaining information in any manner from the heavy brigade's elements and from sources outside the heavy brigade (e.g., higher headquarters and adjacent units). This BF 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 BF addresses:
 - 1) Information collected as a result of the R & S Plan.
 - 2) Continuous information collection and acquisition from all sources.

c. **BF (3) Process Information** - Converting information into intelligence through collation, evaluation, analysis, integration, and interpretation in a continual process. This BF addresses:

- 1) Evaluation of threat information.
- 2) Evaluation of physical environment information.
- 3) Integration of intelligence information.
- 4) Development of enemy intentions.
- 5) Development of targeting information.
- 6) Preparation of intelligence reports.
- 7) Update of situational template.
- 8) Provision of battlefield area reports.

d. **BF (4) Disseminate Intelligence** - Transmitting 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 BF addresses:

- 1) 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.
- 2) 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).
- 3) Dissemination of battlefield reports.

2. **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, and directed energy weapons systems.

a. **BF (5) Conduct Tactical Movement** - Planning for and directing the positioning of 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 BF addresses:

- 1) Subordinate element OPORD preparation and dissemination.
 - 2) Preparation for movement.
 - 3) Movement, both mounted and dismounted, and on and off road.
 - 4) Closure of movement to tactical assembly area or tactical positions.
 - 5) Navigation.
 - 6) Air movement.
- b. **BF (6) Engage Enemy with Direct Fire and Maneuver - Planning for and directing elements in ground combat with the enemy using direct fire and/or close combat in order to destroy the enemy or cause him to withdraw. This BF relates only to those direct fire weapons systems associated with the maneuver BOS. This BF addresses:**
- 1) Preparation of engagement areas.
 - 2) Rehearsals of battle plans.
 - 3) Prevention of fratricide.
 - 4) Conduct of close combat.
 - 5) Integration of direct fire with maneuver.
 - 6) Control of terrain.
 - 7) Consolidation and reorganization.
3. **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 commander's intent and scheme of maneuver. The fire support BOS addresses these weapons: mortars, field artillery, close air support, electronic measures, and naval surface fires.**
- a. **BF (7) Employ Mortars - Planning for and employment of mortars by the maneuver unit to place fires on the enemy or terrain to support the commander's concept and intent.**
 - b. **BF (8) Employ Field Artillery - Planning for and directing of indirect artillery fires to be placed on the enemy or terrain to support the commander's concept and intent. The fire**

support coordination tasks necessary to integrate the field artillery and the maneuver units are the primary focus. This BF 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 BF addresses:

- 1) Fire support - maneuver unit rehearsals.
 - 2) FSE operations during the preparation and execution phases of the battle.
 - 3) Positioning and movement within the maneuver unit sector or zone.
 - 4) Indirect fire missions in support of maneuver commander's concept and intent.
- c. **BF (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 brigade commander's concept and intent. This BF addresses:
- 1) Air-ground attack requests.
 - 2) Air space coordination and management.
 - 3) Air liaison officer, forward air controller; other Army fire support coordination officers, USN/USMC brigade team commander, SALT and FCT tasks that enable air-to-ground attacks.
- d. **BF (10) Conduct Electronic Collection and Jamming¹** - Planning for and directing 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 BF includes jamming, deception, and collection.
- e. **BF (11) Conduct Battlefield Psychological Operations** - Planning for and directing the conduct or support of psychological operations (when psychological operations units are available) 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 the brigade commander's concept and intent.
- f. ~~**BF (12) Employ Chemical Weapons²**~~ - Employing chemical agents or other means to degrade enemy capabilities in support of the brigade commander's concept and intent.

¹ Title and structure change to "Conduct electronic collection and electronic attack" are presently under consideration.

² Although U.S. national policy has renounced the use of chemical weapons, this BF is retained because it is a function which might be performed by other nations.

- g. **BF (13) Conduct Counter Target Acquisition Operations** - Planning for and directing the suppression (e.g., using smoke or dazzling illumination) to degrade enemy direct observation, optics, radar, sensors, electronic DF equipment, and imaging systems in support of the commander's concept and intent.
 - h. **BF (14) Employ Naval Surface Fires** - Planning for and directing naval gunfire in support of the maneuver commander's concept and intent.
 - i. **BF (15) Coordinate, Synchronize, and Integrate Fire Support** - Coordinating all fire support means in support of the maneuver commanders' concepts and intents. The BF integrates BF 7-14.
4. **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.
- a. **BF (16) Take Active Air Defense Measures** - Planning for and directing the application of firepower to destroy enemy air targets. This BF encompasses the coordinating tasks which enable the 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 BF addresses:
 - 1) Employment of air defense artillery guns and missiles.
 - 2) Employment of maneuver unit weapons systems such as small arms, automatic weapons, BFV 25 mm and TOW missiles, and tank main gun against enemy air.
 - 3) Airspace management.
 - 4) Early warning.
 - b. **BF (17) Take Passive Air Defense Measures** - Planning for and directing the protection of the unit from enemy air by means other than weapons. This BF addresses:
 - 1) Early warning.
 - 2) Dispersion.
 - 3) Deception.
5. **Command and Control BOS** - The ways and means a commander exercises authority and direction over organic and assigned combat power in the accomplishment of the mission.
- a. **BF (18) Plan for Combat Operations** - The integration of all members of the unit in the coordinated development of an operations order which will guide the activities of the unit

in conducting combat operations to accomplish assigned missions. The product/outcome of this BF is a briefed, understood OPORD. This BF addresses:

- 1) Receipt and analysis of higher HQ OPORD.
 - 2) Issuance of warning order.
 - 3) Restated mission statement.
 - 4) Commander's estimate process/troop leading procedures.
 - 5) Commander's guidance.
 - 6) Mission analysis (includes course of action development).
 - 7) Decision brief to commander.
 - 8) Development of a synchronized OPORD.
 - 9) Reproduction and distribution of OPORD to all participants.
 - 10) Briefing of OPORD; understanding of order by participants.
 - 11) FRAGO planning and issue.
- b. **BF (19) Direct and Lead Unit during Preparation for the Battle** - The ways and means to prepare the unit so that it is ready to support the commander's concept and intent. This BF addresses:
- 1) Commander's actions and decisions.
 - 2) Directing preparation for the battle.
 - 3) Issuing orders.
 - 4) Communicating information.
 - 5) Confirmation briefs and backbriefs.
 - 6) Rehearsals.
 - 7) Maintaining and updating information and force status.
 - 8) Decisions to act or change ongoing actions.

- 9) Confirming IPB through the reconnaissance effort.
 - 10) Determining actions to implement decisions.
 - 11) Synchronizing preparation (e.g., management of time).
 - 12) TOC operations (e.g., staff integration).
 - 13) Second in command (2IC) responsibilities.
 - 14) Continuous and sustained operations.
 - 15) Communications (e.g., planning, installation and operation of system, management, site election).
- c. **BF (20) Direct and Lead Units in Execution of Battle** - The ways and means to command and control the unit's execution of the battle plan to accomplish the commander's concept and intent. This BF addresses:
- 1) Commander's actions and decisions.
 - 2) Directing the conduct of the battle.
 - 3) Issuing orders.
 - 4) Information distribution.
 - 5) Synchronizing tactical operations (e.g., use of DST).
 - 6) TOC operations (includes CP displacement, security, survivability, battle tracking).
 - 7) Continuity of command (e.g., C2 redundancy).
 - 8) Second in command (2IC) responsibilities.
 - 9) Continuous and sustained operations.
 - 10) Consolidation and reorganization.
6. **Mobility and Survivability BOS** - The ways and means that permit freedom of movement, relative to the enemy, while retaining the force's 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.

- a. **BF (21) Overcome Obstacles** - Planning for and directing actions to remove or clear/reduce natural and man-made obstacles.
- b. **BF (22) Enhance movement** - Planning for and coordinating elements providing mobility for the unit in its area of operations. This BF addresses:
 - 1) Construction and repair of combat roads and trails.*
 - 2) Facilitating movement on routes. (This includes control of road traffic and control of refugees and stragglers.)*
 - 3) Tracking status of routes.*
 - 4) Host nation support.*
- c. **BF (23) Provide Countermobility** - Planning for and directing actions to delay, channel, or stop enemy offensive movement consistent with the commander's concept and intent by enhancing the effectiveness of friendly direct and indirect weapons systems.
- d. **BF (24) Enhance Physical Protection** - Planning for and directing actions that provide protection of friendly forces on the battlefield by enhancing the physical protection of personnel, equipment and weapons systems, and supplies.
- e. **BF (25) Provide Operations Security** - Planning for and directing action to deny information to the enemy about friendly capabilities and intentions by identifying, controlling, and protecting indicators associated with planning and conducting military operations. This BF addresses:
 - 1) Analysis to determine key assets and threats to them.
 - 2) Monitoring of implementation of OPSEC measures.
 - 3) Physical security measures.
 - 4) Signal security.
 - 5) Electronic security.
- f. **BF (26) Conduct Deception Operations** - Taking actions in accordance with the division's or corps' deception plan to mask the objectives of tactical operations in order to delay effective enemy reaction. This BF addresses:
 - 1) Physical deception.
 - 2) Electronic deception.

* Normally accomplished by units supporting the division.

g. **BF (27) Provide NBC Defense** - The avoidance of contamination; the protection of people, objects or areas from chemical or biological agents by absorbing, destroying, neutralizing, or otherwise rendering harmless or removing such agents; and the removal of radioactive material. This BF addresses:

- 1) Decontamination of individual soldiers and equipment.
- 2) Decontamination of weapon systems and supplies.
- 3) Hasty and deliberate decontamination.
- 4) Avoidance of contaminated areas.
- 5) NBC reconnaissance.
- 6) NBC defensive measures.
- 7) NBC warning.

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

a. **BF (28) Provide Transport Services** - Planning for and directing provision or coordination for transportation which will assure sustainment support operations in support of the unit. This BF addresses:

- 1) Movement of cargo, equipment, and personnel by surface or air.
- 2) Loading, transloading, and unloading material and supplies.
- 3) Reporting status.

b. **BF (29) Conduct Supply Operations** - Planning for and directing provision of the items necessary to equip, maintain, and operate the force during the preparation and execution phases of the battle. This BF addresses:

- 1) Requesting, receiving, procuring, storing, protecting, relocating, and issuing supplies to the specific elements of the force.
- 2) Providing munitions to weapons systems.
- 3) Providing fuel and petroleum products to equipment and weapons systems.
- 4) Reporting status.

c. **BF (30) Provide Personnel Services - Planning for and directing all personnel-related matters to sustain the force. This BF addresses:**

- 1) Personnel administrative services.
 - a) Replacement, casualty reporting.
 - b) Awards and decorations.
 - c) Postal operations.
 - d) Promotions, reductions.
- 2) Financial services.
- 3) Unit ministry team operations.
- 4) Legal services.
- 5) Public affairs services.
- 6) Preservation of the force through safety.
- 7) Management of stress.
- 8) Reporting status.

d. **BF (31) Maintain Weapons Systems and Equipment - Planning for and directing preservation and repair of weapons systems and equipment. This BF includes the provision of repair parts and end items to all members of the unit before, during and after the battle. Included also is doctrinal echeloning of maintenance (organization, DS, GS). This BF addresses:**

- 1) Recovery.
- 2) Diagnosis, substitution, exchange, repair and return of equipment and weapons systems to the combined arms force.
- 3) Reporting status.

e. **BF (32) Provide Health Services -Planning for, directing and coordinating health services regardless of location, to promote, improve, conserve or restore the mental or physical well-being of individuals or groups. This BF addresses:**

- 1) Preventive medicine.

- 2) Field sanitation.
 - 3) Mental health.
- f. **BF (33) Treat and Evacuate Battlefield Casualties** - Planning for and directing the application of medical procedures on battlefield casualties beginning with "buddy aid" through treatment by trained medical personnel. The BF includes movement of casualties from the forward edge of the battlefield back to division-level medical facilities. This BF addresses:
- 1) Triage of battlefield casualties.
 - 2) Treatment and movement of casualties to rear (MEDEVAC).
 - 3) Evacuation.
 - 4) Handling and processing the remains of soldiers who have died of wounds.
 - 5) Reporting status.
- g. **BF (34) Conduct Enemy Prisoners of War (EPW) Operations** - Planning for and directing the collection, processing, evacuation, and safeguarding of enemy prisoners of war. This BF addresses:
- 1) Collecting and evacuating EPW.
 - 2) Searching, segregating, safeguarding, silencing, and rapid rearward movement of EPW.
- h. **BF (35) Conduct Law and Order Operations** - Enforcing laws and regulations and maintaining of unit and personnel discipline.
- i. **BF (36) Conduct Civil Affairs Operations** - Planning for, directing, and/or coordinating assigned tasks to conduct activities which encompass 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.
- j. **BF (37) Provide Sustainment Engineering** - Planning for and coordinating the actions of elements (when in the unit area), providing repair and construction of facilities and lines of communication. This BF addresses:
- 1) Rear area restoration.*
 - 2) Construction and maintenance of lines of communication (roads, railroads, ports, airfields).*

* Normally accomplished by units supporting the division.

- 3) Construction support:
 - a) Marshaling, distribution and storage facilities.*
 - b) Pipelines.*
 - c) Fixed facilities.*
 - d) Well drilling.*
 - e) Dismantlement of fortifications.*

- k. **BF (38) Evacuate Non-combatants from Area of Operations** - Planning for and directing the unit's participation in actions to use available military and host-nation resources for the evacuation of US forces, dependents, US government civilian employees, and private citizens (US and other). This BF addresses:
 - 1) Medical support.
 - 2) Transportation.
 - 3) Security.
 - 4) Preparation of temporary shelters.
 - 5) Operation of clothing exchange facilities.
 - 6) Operation of bathing facilities.
 - 7) Graves registration.
 - 8) Laundry.
 - 9) Feeding.

- l. **BF (39) Provide Field Services** - Planning for and coordinating the provision of service logistics functions by CSS elements*. This BF addresses:
 - 1) Clothing exchange.
 - 2) Shower facilities.
 - 3) Graves registration.

* Normally accomplished by units supporting the division.

- 4) Laundry and clothes renovation.
- 5) Bakeries.
- 6) Feeding (rations supply, kitchens).
- 7) Salvage.

Appendix C

BFs LISTED BY ECHELON

This component depicts the identification of BFs to the echelon/type unit based on previous research and analysis.

INTELLIGENCE BOS		Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(1)	Conduct Intelligence Planning	X	X	X	X	X	
(2)	Collect Information	X	X	X	X	X	X
(3)	Process Information	X	X	X	X	X	X
(4)	Disseminate Information	X	X	X	X	X	X

MANEUVER BOS		Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(5)	Conduct Tactical Movement	X	X	X	X	X	X
(6)	Engage the Enemy with Direct Fire and Maneuver	X	X ¹				

FIRE SUPPORT BOS		Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(7)	Employ Mortars	X	X				
(8)	Employ Field Artillery	X	X	X	X	X	X
(9)	Employ Close Air Support	X	X				

¹ BF 6, as defined, concerns how units will engage the enemy through maneuver and direct fires. The function is performed by the element directly controlling the direct fire systems. Initial analysis indicates that this is accomplished by maneuver battalions, such as a mechanized infantry or armor Bn TF, and attack helicopter battalions. The brigade commander and brigade staff's involvement in the engagement of the enemy is through direction of the subordinate battalions. Hence, the brigade's control is not direct to the systems involved. Therefore, the brigade involvement is described within the context of BF 18, 19, and 20. Further analysis is required.

FIRE SUPPORT BOS (cont.)		Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(10)	Conduct Electronic Collection and Jamming ²						
(11)	Conduct Battlefield Psychological Operations						
(12)	Employ Chemical Weapons³						
(13)	Conduct Counter Target Acquisition Operations			X			
(14)	Employ Naval Surface Fires	X	X				
(15)	Coordinate, Synchronize, and Integrate Fire Support	X	X	X	X	X	

AIR DEFENSE BOS		Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(16)	Take Active Air Defense Measures	X	X				X
(17)	Take Passive Air Defense Measures	X	X	X	X	X	X

COMMAND AND CONTROL BOS		Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry⁴
(18)	Plan for Combat Operations	X	X	X	X	X	
(19)	Direct and Lead Units During Preparation for Battle	X	X	X	X	X	
(20)	Direct and Lead Units in Execution of Battle	X	X	X	X	X	

² Title and focus change to "Conduct electronic collection and electronic attack" are presently under consideration.

³ Although U.S. national policy has renounced the use of chemical weapons, this BF is retained because it is a function which could be performed by other nations.

⁴ The battle phases of plan, prepare, and execute are inherent to the ADA battery's performance of BF 16, Take Active Air Defense Measures.

MOBILITY AND SURVIVABILITY BOS		Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(21)	Overcome Obstacles	X	X		X		
(22)	Enhance Movement				X		
(23)	Provide Countermobility	X	X		X		
(24)	Enhance Physical Protection	X	X	X	X	X	X
(25)	Provide Operations Security	X	X	X	X	X	X
(26)	Conduct Deception Operations						
(27)	Provide NBC Defense	X	X	X	X	X	X

COMBAT SERVICE SUPPORT BOS		Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(28)	Provide Transport Services	X	X	X	X	X	
(29)	Conduct Supply Operations	X	X	X	X	X	X
(30)	Provide Personnel Services	X	X	X	X	X	
(31)	Maintain Weapons Systems and Equipment	X	X	X	X	X	X
(32)	Provide Health Services		X			X	
(33)	Treat and Evacuate Battlefield Casualties	X	X	X	X	X	X
(34)	Conduct Enemy Prisoner of War Operations		X			X	
(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					X	

Appendix D

USER'S GUIDE

This component is designed to facilitate use of the function analysis. The examples are based on the function analysis (FA) of BF 18--Plan for Combat Operations--as performed by the heavy brigade.

Section 1 - Background on Functional Approach to Training and Battlefield Functions

Given the task-based nature of Army training, the tools for identifying, structuring, and organizing tasks critical for combat effectiveness are essential to realizing goals of Army training for the 21st century. Providing such tools has been a persistent effort in structuring assessment and planning of collective training. Army Training and Evaluation Program Mission Training Plans (ARTEP-MTPs), which list tasks by mission, represent one approach to provide that structure. A complementary approach has emerged in the use of functional areas.

Several initiatives have considered tasks in relation to functional areas rather than missions. One such approach was adopted at the Combat Training Centers (CTCs). The specific approach developed in the mid-1970s used Battlefield Operating Systems (BOSs) as the framework for after action reviews (AARs) and take home packages. The BOSs are seven functional areas which encompass tactical operations.

In addition, to enhance the utility of the BOS structure, the U.S. Army Training and Doctrine Command (TRADOC) developed the Blueprint of the Battlefield. That work used the BOS structure as a framework to describe the tactical level of war in terms of operating systems, functions, and generic tasks. While the functional hierarchy in the Blueprint of the Battlefield provided finer granularity than the BOS, the Blueprint of the Battlefield did not represent battlefield processes, critical sequences of events, procedural steps, and many of the tasks that must be accomplished.

This research product is part of an effort to improve further the functional structure for planning and assessing collective training through the identification and analysis of Battlefield Functions (BFs). Like the Blueprint of the Battlefield, the BFs orient on functions (activities and processes that occur over time) while retaining granularity that supports task-based training. The BF analyses extend the Blueprint of the Battlefield in two ways:

- Identify relationships among BOSs, tasks, echelons, and people required to achieve identified outcomes, thus improving representation of battlefield processes and sequences of events.
- Provide explicit ties to tasks derived from ARTEP-MTPs and doctrine, tactics, techniques, and procedures described in doctrinal manuals, applied at CTCs, or identified by experienced field commanders, thus improving representation of procedural steps and tasks that must be accomplished.

FAs of BFs have been conducted at a level of detail that supports a functional approach to training. The functional approach uses battlefield functions performed by units as the basis for assessing proficiency and planning training. The BF FAs provide content and a framework to apply the

functional approach to training. Thirty-nine (39) BFs (Appendix A) are relevant to tactical operations at echelons from battalion through corps. Association of specific BFs to particular type units indicates that those BFs are germane to the unit's training program.

Section 2 - Overview of Components to a BF Function Analysis

The BF FA conducted as part of this project (Innovative Tools and Techniques for Brigade and Below Staff Training (ITTBBST)) contains seventeen (17) components including this User's Guide. The components allow BF FA users the capability to use the BF FA for a variety of purposes, some of which are described in Section 3 below. The title and a brief description of each BF FA component follow.

Overview: Information is provided concerning the presentation of the BF FA components, the table of organization and equipment (TO&E) of the type unit for which the BF FA is relevant, and the context in which the FA was developed. The information provides an overview of the analytical approach used for the FA.

Purpose and Outcomes: The overall end result which the BF is supposed to accomplish, termed the purpose, is identified. This component also identifies the endstates or bottom line results necessary to achieve the purpose, termed outcomes.

Flow Charts by Battle Phase (Plan, Prepare, Execute): This graphical description portrays the sequence of BF tasks within the framework of tactical battle phases (i.e., planning, preparation, execution). This component describes the flow of tasks during each battle phase, the vertical task linkages (to higher and lower echelon units), and horizontal linkages to other BFs for the echelon being analyzed. It also depicts information flow which affects the tasks.

Task Linkages to Other BFs/Units: Tasks performed in other BFs or by other units are described as they relate (i.e., are linked) to the tasks of the BF being analyzed. These descriptions provide verbal details of the relationships portrayed graphically by the Flow Charts. The purpose of this component is to allow the user to incorporate related tasks and participants into a training exercise for this BF. Tasks which link to this analysis have been extracted for BFs or units for which FAs have been accomplished and extrapolated for FAs which have not yet been developed.

Key Participants by Task: The participants required to perform the tasks are identified. Identification is based on the appropriate echelon/type unit TO&E. It includes special staff members who are critical for task accomplishment.

Key Inputs and Outputs: The critical information required and generated by participants to successfully accomplish the BF is identified. Where information results from the performance of the BF tasks, BF information output is identified. One BF's information output normally is provided as another BF's input. Critical input and output are organized by the specific part of the doctrinal product or means used to communicate it. The source of critical information is specific only to the BF echelon and function being analyzed, and is not intended to reflect all

the information the product may contain. The linkages of inputs and outputs to specific tasks are depicted in the Flow Charts component.

Task List Summary: The tasks which are described in detail in the Task List are summarized and numbered. The numbers allow cross referencing among BF FA components.

Task Lists: Tasks and supporting tasks necessary to perform the function are listed by battle phase. Normally, the task identifies the primary participants responsible for performing the tasks. The tasks have been extracted from the appropriate ARTEP-MTPs, echelon and functional area field manuals (FMs), and proponent school special texts. The specific sources of references for each task and subtask are shown in brackets [] following the task. Tasks derived from ARTEP-MTPs are referenced with the ARTEP-MTP number and task number, such as [ARTEP 5-145-MTP, Task 05-1-0002/1]. Tasks derived from FMs are referenced with the FM number and page number, such as [FM 5-71-3, p. 2-11]. Tasks identified during interviews with TRADOC school proponent subject matter experts (SMEs), CTC Operations Groups, and Army Forces Command units are referenced as field notes (FN) and the source is reflected, such as [FN-NTC CSS OCs]. Tasks derived from the Center for Army Lessons Learned (CALL) are referenced with the notation LL for lessons learned; the CALL publication number and page number are included, such as [LL-CALL Newsletter 95-6, p. 16]. In some cases, the analysis of the BF resulted in identification of tasks for which no doctrinal references could be identified. Such tasks were selected based on author experience and relevant doctrine. These tasks are referenced as author notes [AN]. The references facilitate review of original source material for further detail and context.

Tasks Organized by Outcomes: Tasks and supporting tasks necessary to perform the function are listed by outcome. The component supports analysis of performance related to outcomes to identify tasks for sustainment or remediation training.

Lessons Learned Integrated into the Task List: The lessons learned extracted from the CALL publications relevant to performing this BF are identified. They are organized and listed by the appropriate task from the Task List component. The purpose of this component is to provide the user with recent tactics, techniques, and procedures (TTP) associated with the performance of the tasks in this BF.

Gate Tasks: Critical individual or collective tasks which BF participants must be able to perform prior to engaging in the identified BF tasks are listed so that the training can be conducted efficiently and safely.

References: The references and sources used by the analyst are identified.

Index of Battlefield Functions: The thirty-nine (39) BFs relevant to Army tactical echelon units, organized by the BOS they compose, as derived from TRADOC Pamphlet 11-9, Blueprint of the Battlefield, are identified.

Structure of Battlefield Functions: Definitions for the 39 BFs and BOSs they compose are provided.

BFs Listed by Echelon: The occurrences of BFs relevant to training according to echelon/type units are listed. This list is subject to change as research into the relevance of functions continues.

User's Guide: Descriptions are provided of the background of BFs and the Functional Approach to training (Section 1), the components of a BF FA (in this section), and approaches to exploit the flexibility of the BF FA to support multiple Army uses and users (Section 3).

Acronyms and Abbreviations: The acronyms and abbreviations used in the analysis are listed. The acronyms and abbreviations were taken from relevant doctrinal references.

Section 3 - Use of the BF Function Analysis

The analysis of a function contained in each BF FA can support a variety of purposes. General purposes and information needs will be suggested for force developers, materiel developers, doctrine developers, training developers, and unit commanders.

- Force Developers: Develop personnel systems and organizational structures to support the force. Purpose and Outcomes and Task Lists components, for example, could support identification of required capabilities and tasks that a particular unit or organization must be able to perform. The Flow Charts component could support delineation of a new organizational design.
- Materiel Developers: Develop requirements for new systems to ease performance activities of soldiers and to accomplish new battlefield requirements. Through the identification of requirements, new technologies and processes can be applied to support force needs. The Flow Charts component, for example, could be used to illustrate opportunities to revise procedures to take advantage of enhancements in areas such as information dissemination.
- Doctrine Developers: Develop new and modify existing doctrine to integrate emerging technologies and to implement changing Army missions and priorities. TTP will evolve to meet new battlefield conditions and requirements as well as to guide combined arms, joint service, and multinational operations. The emphasis in BF FAs on interrelationships can identify gaps in task coverage which should be addressed through revisions to publications such as ARTEP-MTPs.
- Training Developers: Develop new and modify existing training programs to support new doctrine, emerging technologies, changes in organization, and reduced resources and training environments. Potential uses of a BF FA to support areas such as development of training support packages (TSP) and development of training aids, devices, simulators, and simulations (TADSS) are discussed in Section 4.

- **Unit Commanders:** Assess training effectiveness, develop training plans, and execute training. BF FA support for training assessment and planning training events is discussed in Section 4.

Developers and commanders often begin by performing or examining one or more front end analyses (FEAs) to gain an understanding of a relevant issue. Whether they perform FEAs themselves or draw from available analyses (like the BF FAs), information is sought on many topics. Likely topics include the following (with relevant BF FA components):

- What are the objectives/missions of the system? (Purpose and Outcomes)
- What are the vertical and horizontal linkages between elements, and what are the information inputs and outputs associated with these? (Flow Charts, Tasks Linked to Other BFs/Units, and Key Inputs and Outputs)
- What are the processes and tasks being performed within each element? (Task Lists, Tasks Organized by Outcomes, and Flow Charts)
- Who are the players and/or target audience? (Key Participants by Task)
- What enabling and objective knowledge and skills are required? (Gate Tasks)
- Are there any experiences and lessons learned that would be helpful? (Task Lists and Lessons Learned Integrated into the Task List)

Two detailed examples of BF FA usage are presented in Section 4 below. These examples demonstrate, first, how unit commanders and, second, how training developers can use BF FAs. The examples should serve as a guide for potential BF FA users in that generic information within the BF FAs is transferable to the other applications.

Section 4 - Unit Commander and Training Developer Use of a BF Task Analysis

Unit Commanders

Unit commanders use published Army doctrine as contained in FM 25-100, Training the Force (November 1988), and FM 25-101, Battle Focused Training (September 1990) to assess training effectiveness and to plan training events. The BF FAs provide relevant information for assessment and planning within the intent of those documents. The added information supports functional training which uses proficiency related to functions as the basis for identifying tasks to be trained and structuring training on those tasks. The BF FAs supplement the training and assessment systems and processes already in use by commanders.

1. Conduct Training Assessment

The commander assesses the mission essential task list (METL) to identify functions that require attention, to select outcomes for training focus, and to provide specific guidance for training. This functional training assessment allows the commander to perform an analysis across several layers with a successively narrow focus:

- a. METL tasks.
- b. Each BOS for each METL task that requires remediation or sustainment.
- c. Relevant BFs for each BOS that requires remediation or sustainment.
- d. Relevant outcomes for each BF that requires remediation or sustainment.

The commander assesses BF performance in the context of the unit METL and the BOS by using the Purpose and Outcomes component. To support the assessment, commanders could develop and complete a worksheet which relates BFs and the outcomes to the METL and BOS, as depicted in Figure D-1, which presents a completed assessment worksheet for BF 18.

BF 18 Outcomes (extracted from the function analysis):

1. Complete, concise, feasible, suitable, acceptable, and tactically sound brigade orders that conform to doctrinal standards are issued.
2. Brigade orders are received in no more than 1/3 of the available time and understood by key participants and subordinates.
3. Sufficient hard copies of the brigade order and all key accompanying documents are provided to key personnel in accordance with TSOP.
4. Brigade operations, command, and control continue during planning process.

Mission Essential Tasks	CURRENT TRAINING STATUS					Overall METL Status
	BOS: Command and Control					
	BF: 18- Plan for Combat Operations					
	Outcomes	1	2	3	4	
Defend		<i>P</i>	<i>P</i>	<i>T</i>	<i>P</i>	<i>P</i>
	<p><i>Outcome 1: OPORD generally very good; need more detail on control measures (excessive risk of fratricide).</i></p> <p><i>Outcome 2: Too slow getting information to supporting battalions--FSB especially needs support requirements earlier.</i></p> <p><i>Outcome 3: Dissemination is very smooth.</i></p> <p><i>Outcome 4: Weak communications between main CP and adjacent units.</i></p>					
Attack; Movement to Contact		<i>P</i>	<i>U</i>	<i>T</i>	<i>P</i>	<i>P</i>
	<p><i>Outcome 1: Accuracy of graphics questionable--MCOO inaccurate or unclear--not sure which, may be both.</i></p> <p><i>Outcome 2: Adjacent units never received initial WARNO.</i></p> <p><i>Outcome 3: OPORD distribution continued to be a strength.</i></p> <p><i>Outcome 4: Rear CP: SITMAP and information displays of tactical situation were not current.</i></p>					
Overall BF Status: BF 18 = <i>P</i>					BOS Status = <i>P</i>	

Note: Italics indicate entries made by hypothetical commander.

Figure D-1. Assessment worksheet for heavy brigade performance of BF 18.

2. Plan Training Events

The BF FA supports four steps related to planning a training event. The use of BF FAs to perform each of these tasks is described below.

a. Selecting Tasks and Supporting Tasks To Be Trained

1) Selection of tasks by outcome or battle phase. When the training assessment identifies outcomes to be achieved, trainers can focus their attention on particular tasks that support the outcome. This process can be streamlined by referring to the Tasks Organized by Outcomes component of a BF FA. The tasks relevant to each outcomes for the BF 18 FA are shown in Figure D-2. While many of the tasks are required by more than one outcome, the supporting tasks will usually vary between the outcomes.

If trainers have no basis for identifying an outcome within the BF or if the training is to focus on a single battle phase, they can select tasks from the Task List Summary component. For most BFs, this component is organized by the battle phases--plan, prepare, and execute--supported by the Flow Chart. The exceptions to that organization are BFs 1 through 4, which cover the Intelligence BOS, and BFs 18 through 20, which cover the command and control BOS by battle phase. The Intelligence BFs reflect the continuous nature of the intelligence cycle.

BF 18 Outcomes (OC):

1. Complete, concise, feasible, suitable, acceptable, and tactically sound brigade orders that conform to doctrinal standards are issued.
2. Brigade orders are received in no more than 1/3 of the available time and understood by key participants and subordinates.
3. Sufficient hard copies of the brigade order and all key accompanying documents are provided to key personnel in accordance with TSOP.
4. Brigade operations, command, and control continue during planning process.

Tasks (from the Task List)	OC 1	OC 2	OC 3	OC 4
1. The brigade commander and staff direct and lead the brigade during planning for the battle.				X
2. The brigade receives an order initiating a new mission from higher headquarters.	X	X		
3. The brigade commander and staff conduct mission analysis.	X	X		
4. The brigade executive officer directs the staff in the preparation and issuance of a brigade warning order.	X			
5. The brigade commander issues initial planning guidance.	X	X		
6. The brigade commander and staff prepare estimates.	X			
7. The brigade commander and staff develop course(s) of action.	X			
8. The brigade commander and staff analyze course(s) of action.	X			
9. The brigade staff compares course(s) of action.	X			
10. The brigade commander announces decision.	X			
11. The brigade staff prepares the operations order.	X	X	X	
12. The brigade commander and staff issue the operations order.	X	X	X	

Figure D-2. Overview of tasks by outcomes for BF 18 FA.

2) Selection of supporting tasks. Trainers must also select supporting tasks. Supporting tasks are blocks of performance required by the task. Each task and supporting task is structured to describe actions to be performed (e.g., steps) or the end states of the task (i.e., aspects of the standard). The detailed description for each task and supporting task is contained in the Task List component. An excerpt from that component of the BF 18 FA is shown in Figure D-3.

5. **The brigade commander issues initial planning guidance.** [FM 101-5, Chap 4, p. 4-15]
- a. The brigade commander develops planning guidance: [FM 101-5, p. 4-16; FM 71-3, p. 3-3]
 - 1) Using the results of his own mission analysis and his METT-T assessment. [FM 101-5, p. 4-16]
 - 2) Using the results of the brigade staff's mission analysis. [FM 6-20-40, p. 2-1; FM 6-20-50, p. 2-1; FM 6-20-10, p. 1-5; FN-JRTC; FN-194 AR]
 - b. The brigade XO prepares the brigade staff to receive the brigade commander's guidance. [FM 101-5, p. 4-15; ARTEP 71-3 MTP, Task 71-3-0001/2]
 - 1) Determines who must be present at the commander's guidance briefing, if not SOP (e.g., engineer battalion Cdr, FSCoord, MP platoon leader).
 - 2) Ensures staff is prepared to take notes on guidance issued (depending on the level of detail and specificity of guidance).
 - c. The brigade commander issues planning guidance to the brigade staff, which may include: [FM 101-5, p. 4-17; FM 6-20-40, p. 2-1, 2-3; FM 6-20-50, p. 2-1, 2-3; FM 6-20-10, p. 1-7; ARTEP 71-3 MTP, Task 71-3-0001/3]
 - 1) Enemy COA. [FM 101-5, p. 4-17]
 - 2) Restated mission. [FM 101-5, p. 4-18]

Figure D-3. Example of supporting tasks extracted from the Task List of BF 18 FA.

3) Identification of references. As Figure D-3 also illustrates, the doctrinal source (publication number and task number or page number), in brackets, is included with the listing of each task and supporting task. Trainers can refer to the References component to determine the doctrinal publication title and publication date. They can then refer to doctrinal source material for further detail and context, if desired. Figure D-4 provides examples taken from the References component of BF 18.

Field Manuals (FMs)	
6-20-40	Tactics, Techniques, and Procedures for Fire Support for Brigade Operations (Heavy)
6-20-50	Tactics, Techniques, and Procedures for Fire Support for Brigade Operations (Light)
71-3	The Armored and Mechanized Infantry Brigade
101-5	Command and Control for Commanders and Staff (Draft)
Army Training and Evaluation Program (ARTEPs)	
71-3 MTP	Mission Training Plan for the Heavy Brigade Command Group and Staff

Figure D-4. Excerpt from References component of BF 18 FA.

4) Identification of techniques and useful training information. As part of the task selection process and the planning of the training event, trainers can refer to the Lessons Learned component. This component identifies lessons learned extracted from the CALL publications. This component also provides information not necessarily contained in the applicable doctrinal references but determined to be relevant to training of the function based on performance history of brigades at the CTCs. In other cases, lessons learned at CTCs may provide a clearer definition of how tasks should be performed and the conditions under which they must be performed. An excerpt from that component of the BF 18 FA is shown in Figure D-5.

5. **The brigade commander issues initial planning guidance.**
- LL - Determine the amount of planning guidance the staff requires to develop the plan. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 9]
 - LL - Do not suppress the staff's ability to plan by providing excessive planning guidance. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 9]
 - LL - Sketch the initial concept of the operation for the staff. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 9]

Figure D-5. Excerpt from Lessons Learned Integrated into the Task List component of BF 18 FA.

b. Selecting the Training Audience. After determining which tasks must be trained, trainers should next identify the training audience. The Key Participants by Task component of the BF FA supports that analysis. This component, based on the unit's TO&E, specifies the participants required to perform the tasks selected for training. One potential result of this review is that trainers may have to coordinate (through the appropriate commanders) with external units to have a specific special staff member participate in the training event. Figure D-6 depicts an example of that component of the BF 18 FA.

- Tasks
5. **The brigade commander issues initial planning guidance.**
- Participants
 Bde Cdr, Bde XO, Bde CSM, Bde S2, DS MI Co Cdr, Bde S3, Bde S3-Air, Bde S3 Opns Sgt, CMLO, FSCOORD, FSO, Engr Bn Cdr, ABE, ADLO, AVLO, ALO, Bde S1, Bde Chaplain, Bde Surgeon, MP Plt Ldr, Bde S4, BSO, Bde HQ Co Cmdt, Bde S5 (if assigned)

Figure D-6. Excerpt from Key Participants by Task component of BF 18.

c. Identifying Task Training Sequences and Products To Support Training. Unit trainers must also decide which products and information sources must be replicated or emulated to introduce external stimuli to the training events. The Flow Charts and Key Inputs and Outputs components help determine that information.

The flow charts are used to determine: (a) the flow of tasks during each battle phase; (b) vertical task linkages (to higher and lower echelon units); (c) horizontal task linkages (to tasks in other BFs for the echelon being analyzed); and (d) information input and output which affect relevant tasks. The flow charts provide a graphical description of tasks as they are sequenced within the framework of the battle phases. Although the sequencing of tasks throughout each battle phase is intended to reflect the flow of tasks, tasks may be performed concurrently or may interact with preceding or subsequent tasks.

The Inputs section of the Key Inputs and Outputs component contains critical information, organized by the doctrinal product or means used to communicate it, required by participants to achieve the purpose of the BF. The information and products described must be replicated to drive training events. The Lessons Learned Integrated into the Task List component can also support identification of conditions to be replicated.

The Outputs section of the Key Inputs and Outputs component describes information which results from the performance of the BF tasks. The Outputs should be covered by performance standards and should usually be covered during the after action review (AAR). An excerpt from the Key Inputs and Outputs component of the BF 18 FA is shown in Figure D-7.

KEY INPUTS	
D - 4	<p>GUIDANCE AND INFORMATION FROM THE DIVISION COMMANDER AND STAFF.</p> <ul style="list-style-type: none"> a. Division commanders verbal or written guidance. b. Operational situation reports (OPSITREPs). c. Periodic personnel report (PPREPT). d. Periodic intelligence report (PERINTREP). e. Periodic operation report (PEROPRPT). f. Periodic logistics report (PERLOGRPT). g. Periodic civil affairs report (PERCARPT). h. Engineer reports. i. Field artillery reports. j. Air defense artillery reports. k. Other reports of planning or critical combat information of interest to the brigades.
KEY OUTPUTS	
Bde - 3	<p>BRIGADE WARNING ORDER</p> <ul style="list-style-type: none"> a. Mission, intent, and CCIR of brigade commander. b. Graphics. c. Types of fire support munitions available, including CSR and RSR. d. Enemy situation. e. Assets available for collection of information and intelligence. f. Task organization.

Figure D-7. Excerpt from Key Inputs and Outputs component of BF 18 FA.

d. Determining Prerequisite Training Tasks. If units are to obtain full benefit from training, participants must have previously achieved a level of proficiency in the individual and collective tasks required to enable safe and effective training of the selected tasks. Identification of such prerequisite tasks is accomplished by analyzing the Gate Tasks component. Trainers use this information to provide focus for individual training, subordinate echelon collective training, and staff training. An excerpt from the Gate Tasks component for the BF 1 FA contained in this research product is shown in Figure D-9.

5. The brigade commander issues initial planning guidance.**S2**

[STP 34-35II-MQS, Intelligence]

- Conduct situation development [01-3381.01-4016].

Officer Common Tasks:

[STP 21-II-MQS, Common Tasks]

- Brief to Inform, Persuade, or Direct [01-9007.01-0250]
- Communicate effectively as a commander or staff officer [03-9001.12-0003]

NCO Common Tasks for: All Primary and Special Staff NCOs

[STP 21-24-SMCT, Common tasks]

- Prepare situation report [SITREP] [071-332-5022].
- Prepare a strip map [551-721-3359].
- Prepare an operation overlay [071-332-5000/ 71-3-3002[2] MTP 71-3].
- Conduct operations security [OPSEC] procedures [113-573-0002].
- Integrate risk management into mission [850-001-4001].

[ARTEP 71-3-MTP]

- Perform duties in a tactical operations center or admin/log command post [7-1-3904/3036].
- Analyze tactical mission statement [ARTEP 71-3 MTP, Task 71-3-3001].
- Prepare plans/orders/annexes IN ACCORDANCE WITH FM's 71-2 and 101-5 [7-1-3904[9] / 71-3-3002].
- Prepare operational journals [ARTEP 71-3 MTP, Task 71-3-2006[2]].
- Advise and assist staff on elements of BOS that support/impact their staff function [ARTEP 71-3 MTP, Task 71-3-0001].
- Maintain the current situation (71-3-3003).

Figure D-8. Excerpt from Gate Tasks component of BF 18 FA.

Training Developers

The TRADOC service schools (proponents) develop training materials to guide individual and collective training. Training development is conducted within the framework of the systems approach to training. The BF FAs support the systems approach for collective training by identifying not only the tasks for each type of unit, but also horizontal and vertical relationships within each BOS, relationships among BOS, and relevant details about the relationships. The descriptions of interrelationships, which describe the scope of required synchronization plus details about tasks and supporting tasks, provide training developers with information about the content of training which they are supporting.

Within TRADOC, current training development supports Force XXI. The BF FAs are especially germane to the WARFIGHTER XXI (collective) emphasis. The information in each BF FA can be applied within each of the five WARFIGHTER XXI components:

- Standard Army Training System (SATS)
- TSPs
- TADSS
- Standard After Action Review System (STAARS)
- Army Training Digital Library (ATDL)

1. Standard Army Training System

SATS is a computer-based software system that automates training management doctrine. The most direct connection of BF FAs to SATS is through the Combined Arms Training Strategy (CATS). This is the mechanism for establishing long-range and short-range unit training strategies. Each CATS identifies tasks, drills and exercises, TADSS, and resources to support training for each unit type. BF FA components help developers identify tasks to be addressed by the strategy; the FAs are especially useful for identifying staff tasks that are not currently included in ARTEP-MTPs. In addition, BF FAs directly support two elements of the CATS--Training Unit Audience and Prerequisite Training Gates. Training developers can extract information about the audience for training from the Key Participants by Task component. They can find prerequisites for the tasks in the Gate Tasks component. Figure D-9 shows extracts from the CATS for the Armor Battalion Task Force that were based on the BF FAs for the battalion task force.

Training Unit Audience	Prerequisite Training Gates
MOVEMENT TO CONTACT	
Full TF, including Slice (includes FSO/FSE, CEWI Assets, Engineer, ADA, TACP, TF Combat/Field Trains (BSA))	TF Command Posts, Staff and Slice (Attached units, staff elements, and LNOs) - Assessed at "T" level task proficiency in the performance of BOS functions and supporting tasks: 7-1-3003, 4, 5, 6, 7, 8, 9, 14, 15, 18, 19, 21, 22, 23 24, 27. . .

Figure D-9. Extract from CATS for battalion task force.

2. Training Support Packages

A TSP for collective training integrates training products, materials, and information necessary to train one or more tasks. BF FAs support development of unit preparation materials, tactical materials, and trainer materials. Examples of how the components can contribute to development of TSPs include:

- The Task Lists component or Tasks Organized by Outcomes component can be a useful first draft for a training and evaluation outline. Since both lists may include tasks that are not explicitly described in ARTEP-MTPs, they are especially valuable in designing staff training.
- Training developers can augment the training and evaluation outline by providing tactics, techniques, and procedures drawn from Lessons Learned Integrated into the Task List component.
- Several components work together to specify conditions that must be replicated for realistic training. The Flow Charts and Key Participants by Task components show the type of horizontal and vertical interactions that should be built into the scenario. The Task Lists and Key Inputs and Outputs components describe the scope of those interactions. The inputs and outputs can be especially useful in packaging required information to train particular tasks.
- In addition to setting out the conditions, the Purpose and Outcomes and Key Inputs and Outputs components can be the basis for building “A Way” demonstrations of how the various units, sections, and individuals are synchronized during the operation and what results the event/exercise should produce.
- The Purpose and Outcomes component can be a guide for organizing an AAR. Once an OC identifies an outcome to be sustained or improved, the Tasks Organized by Outcomes component can be used to identify particular tasks and supporting tasks to address in the AAR.

3. Training Aids, Devices, Simulators, and Simulations

BF FAs support TADSS development by defining requirements in terms of tasks which should be performed. In other words, the BF FAs describe the “what” of training so that TADSS developers can develop the “how.” The FAs are especially valuable for specifying interactions between echelons and among units. Three components give such information: Flow Charts, Tasks Linked to Other BFs/Units, and Key Participants by Task.

4. Standard After Action Review System

STAARS will be linked to live, virtual, and constructive exercises and operations with the intent of translating lessons learned into leader development and collective training concepts, methods, and strategies. Since BF FAs structure assessments at successively precise levels (mission, BOS, BF, outcome, and task), they would be well suited to an automated feedback system. The BF FAs can also provide a useful level for aggregating CTC-based lessons learned between the task and BOS levels. In the same way that the Purpose and Outcomes component can facilitate AARs by CTC OCs, the information in that component can structure lessons learned.

5. Army Training Digital Library

The Army Training Digital Library (ATDL) is a repository of digital information related to training. BF FAs are compatible with ATDL formats and some FAs have been partially formatted into

the Automated Systems Approach to Training. ATDL makes it possible to share the information from BF FA components with commanders in the field through the interactive electronic “library without walls” that provides digitized access to training information. In addition, the BF and outcome structure could be useful in organizing task-related information within ATDL.

Appendix E

ACRONYMS AND ABBREVIATIONS

This component identifies the acronyms used by the authors in the function analysis. Acronyms were derived from relevant doctrinal publications.

A	ABCS	Army battle command system
	AD	air defense
	ADA	air defense artillery
	ADC	area damage control
	ADW	air defense warning
	AGM	attack-guidance matrix
	AI	air interdiction
	A/L	administrative/logistics
	AN	author note
	AO	area of operations
	ARI	Army Research Institute
	ARTEP	Army Training and Evaluation Program
	ASP	ammunition supply point
	ASR	alternate supply route
	ATDL	Army Training Digital Library
	ATO	air tasking order
	ATP	ammunition transfer point
	AXP	ambulance exchange point
B	BAS	battalion aid station

	BCC	battlefield circulation control
	BCOC	base cluster operations center
	BCTP	Battle Command Training Program
	BDAR	battle damage assessment and repair
	Bde	brigade
	BF	Battlefield function
	BMO	battalion maintenance officer
	Bn	battalion
	BOS	battlefield operating system(s)
	BSA	brigade support area
C	C2	command and control
	C2W	command and control warfare
	C3	command, control, and communications
	C3I	command, control, communications, and intelligence
	CALL	Center for Army Lessons Learned
	CAS	close air support
	CCF	critical combat function(s)
	CCIR	commander's critical information requirements
	Cdr	commander
	CEB	clothing exchange and bath
	CHS	combat health support
	CI	counterintelligence
	CL	class

CL I	subsistence items
CL II	individual equipment, clothing, tool sets, house keeping supplies
CL III	petroleum, oils, lubricants
CL IV	construction and barrier material
CL V	ammunition
CL VI	personal demand items
CL VII	major end items
CL VIII	medical material
CL IX	repair parts and components
CMO	civil-military operations
Co	company
COA	course of action
CP	command post
CSM	command sergeant major
CSR	controlled supply rate
CSS	combat service support
CTC	combat training center
D DAO	division ammunition officer
DISCOM	division support command
DMMC	division material management center
DMOC	division medical operations center
DP	decision point

	DS	direct support
	DSA	division support area
	DST	decision support template
	DTDD	Directorate of Training Development and Doctrine
	DTTP	doctrine, tactics, techniques, and procedures
E	EC	electronic combat
	EEFI	essential elements of friendly information
	EMP	electromagnetic puluse
	EPW	enemy prisoner(s) of war
	EW	electronic warfare
F	FA	function analysis
	FFIR	friendly forces information requirements
	FLE	forward logistics element
	FM	field manual
	FN	field note
	FORSCOM	U.S. Army Forces Command
	FRAGO	fragmentary order
	FSB	forward support battalion
	FSCM	fire support coordinating measure
	FSCOORD	fire support coordinator
	FSE	fire support element
	FSO	fire support officer

	FXXITP	Force XXI Training Program
G	GRREG	graves registration
	GS	general support
H	HET	heavy-equipment transporter
	HHC	headquarters and headquarters company
	HN	host nation
	HPTL	high payoff target list
	HSS	health service support
I	IEW	intelligence and electronic warfare
	IFF	identification, friend, or foe
	INTSUM	intelligence summary
	IPB	intelligence preparation of the battlefield
	IR	information requirements
	ITTBBST	Innovative Tools and Techniques for Brigade and Below Staff Training
J	JSEAD	joint suppression of enemy air defense
K	KIA	killed in action
L	LADW	ocal air defense warning
	LAN	local area network
	LL	lessons learned

	LLTR	low level transit route
	LP	listening posts
	LRP	logistics release point
M	M/CM/S	mobility/counter-mobility/survivability
	MCO	movement control officer
	MDMP	military decision-making process
	MEDEVAC	medical evacuation
	METT-T	mission, enemy, terrain, troops, and time available
	MI	military intelligence
	MIJI	meaconing, intrusion, jamming, and interference
	MJREP	meaconing, intrusion, jamming, and interference report
	MMC	material management center
	MOPP	mission-oriented protective posture
	MOS	military occupational specialty
	MP	military police
	MSB	main support battalion
	MSR	main supply route
	MST	maintenance support team
	MTP	mission training plan
	MWR	morale, welfare, recreation
N	NAI	named area of interest
	NBC	nuclear, biological, and chemical

	NBCWRS	NBC warning and reporting system
	NSF	naval surface fires
	NTC	National Training Center
O	OC	observer-controller
	OEG	operational exposure guide
	OI, O&I	operations and intelligence
	OP	observation post
	OPORD	operations order
	OPSEC	operations security
	OPSITREP	operational situation report
P	PERCARPT	periodic civil affairs report
	PERINTREP	periodic intelligence report
	PERLOGRPT	periodic logistic report
	PEROPRPT	periodic operation report
	PERSTAT	personnel status
	PIR	priority intelligence requirements
	PLL	prescribed load list
	PM	provost marshal
	POC	point of contact
	POL	petroleum, oils, and lubricants
	POW	prisoner of war
	PPREPT	periodic personnel report

	PRF	pulse repetition frequency
	PSYOP	psychological operations
R	R&S	reconnaissance and surveillance
	RACO	rear area combat operations
	RCPOC	rear command post operations center
	ROE	rules of engagement
	ROM	refuel-on-the-move
	ROZ	restricted operations zone
	RSR	required supply rate
	RTF	reconstitution task force
S	S1	adjutant/personnel officer, brigade and battalion staff
	S3	operations and training officer, brigade and battalion staff
	S4	supply/logistics officer, brigade and battalion staff
	SALUTE	size, activity, location, unit, time, equipment
	SCATMINE	scatterable mine
	SIDPERS	standard installation/division personnel system
	SITMAP	situation map
	SITREP	situation report
	SJA	Staff Judge Advocate
	SMCT	soldier's manual of common tasks
	SO	signal officer
	SOF	special operations forces

	SOI	signal operating instructions
	SOP	standing operating procedures
	SOR	specific orders and requests
	SPO	security, plans, and operations
	SPOTREP	spot report
	STP	soldier's training publication
	SYSCON	systems control
T	TA	task analysis
	TAC	tactical; tactical command post
	TAC CP	tactical command post
	TACSOP	tactical standing operating procedure
	TAI	targeted area of interest
	TCF	tactical combat force
	TF	task force
	TOC	tactical operations center
	TOE/TO&E	tables of organization and equipment
	TPL	time-phase line
	TRADOC	U.S. Army Training and Doctrine Command
	TSOP	tactical standing operating procedures
	TSS	target selection standards
	TTP	tactics, techniques, and procedures
U	UAV	unmanned aerial vehicle

USAARMC United States Army Armor Center

USAARMS United States Army Armor School

V

W WARNO warning order

WCS weapons control status

WSRO weapons system replacement operations

X XO executive officer

Y

Z