Combat Service Support
Of CA Operations

CA units are part of the TA and depend on the TA CSS system to sustain their operations. In some theaters, CA units may instead depend on the CSS system of another service. This chapter describes how the internal CA unit logistics system interacts with the TA CSS system to meet unit requirements. When being sustained by another service, CA unit commanders and logisticians must adjust to the CSS procedures existing in the theater.

THE THEATER ARMY

The TA is responsible for supporting assigned U.S. Army forces and, if directed, other U.S. services and allies in a theater. The TA is a planning and coordinating headquarter that manages its support functions through a flexible combination of area oriented support commands: TAACOMs and TA functional commands.

Theater Army Area Commands

TAACOMs provide most of the DS and GS CSS activities to the TA organizations located in the COMMZ, thereby permitting the functional commands to support tactical operations. TAACOMs also provide CSS (less medical) and designated CS on an area basis to forces passing through or located in their areas. They have area responsibility for rear operations.

Theater Army Functional Commands

TA functional commands provide specialized support (such as personnel, engineer, transportation, and medical) to forces throughout the TA's AOR.

See FM 100-16 for a detailed description of TA organization and support operations.

The TAMMC provides centralized management of most supply and maintenance operations. It serves as the primary TA link with the CONUS sustaining base. The TAMCA provides theaterwide movement management and control of transportation assets.

The TASOSC plans and coordinates CSS and designated CS to assigned ARSOF. CA units work in direct support of other headquarters. CA commands and staffs identify CSS requirements and coordinate them with supported headquarters. Unsupported requirements are coordinated with the TASOSC. The TASOSC staff then plans and coordinates with the other TA subordinate commands to meet those requirements by a combination of—

- Earmarking TA (or other service) resources for support of or attachment to CA units.
- Arranging for FNS.
- Arranging for contract officer support.
Command relationships dictate early coordination for CSS. The CA unit’s logistics and administrative staffs are responsible for coordinating all required support. Support planning and aggressive follow-up at every level are vital to ensuring a unit’s needs are met.

**Areas of Support**

Areas of support required from the supported unit include all maintenance, materiel, transportation, facilities, medical, legal, and personnel support a unit requires to be fully mission capable. CA staffs coordinate CSS in the following areas:

- Requisition, receipt, storage, and distribution of all classes of supply.
- Procurement of nonstandard supplies and items.
- Bath facilities, laundry, and clothing exchange.
- GRREG service.
- Production and/or distribution of potable water.
- DS maintenance for all wheeled vehicles, power generating equipment, signal equipment, small arms, and similar items.
- Airdrop equipment rigging, supply and repair, if any.
- Salvage collection.
- Transportation support.
- Health service support.
- Contracting officer support and/or HNS.
- Fixed facilities.
- Personnel administration and replacement support beyond the unit’s capability (to include any unique postal requirements).
- Staff judge advocate support.
- Finance support.

**Phases of Logistics Coordination**

Logistics coordination is cyclic and depends on mission requirements. Coordination must ensure support for joint, combined, and contingency operations, multiple and follow-on missions, and collateral activities. Logistics coordination is conducted in four phases.

**Routine and/or Peacetime Phase**

Routine and/or peacetime coordination requires CA logistics and administrative staffs to determine, in detail, the external support requirements for their units. These requirements are then expressed in the standard USASOC SOR format. The completed SOR is then forwarded to the USASOC DCSOPS (plans and policies) through S3 and/or operations channels because the SOR contains information determined by different staff sections. The USASOC DCSOPS ensures the appropriate staffs in USASOC and in the supported units and theaters are provided the SOR. Needed resources can then be programmed to be available upon deployment.

**Alert and/or Deployment Preparation Phase**

During the alert and/or deployment preparation phase, the CA S1s and S4s must—

- Confirm the availability of needed resources.
- Request resources that are not available but will be needed for sustainment.
- Apprise the commander regarding the impact of logistical shortages.

**Deployment Phase**

Upon deployment, CA commanders ensure their units are effectively and quickly “plugged into” the CSS structure of the units and/or theaters they are supporting.

**Redeployment Phase**

CA commanders must maintain positive control and visibility of all their resources. This control is critical during combat operations where the “fog of war” obscures “who” and “what” are “where” and “when” they are there. Without this disciplined control, it will
not be possible to reconcile resources on hand upon redeployment. CA commanders must ensure their units are prepared to redeploy with accurate accounting of their personnel and material resources.

**CSS PLANNING PRINCIPLES FOR CA UNITS**

CA units are responsible for development and timely updating of SORs. These SORs will include all anticipated external logistics requirements.

CA unit S1s and S4s must coordinate for external logistics and/or administrative support through administrative and/or logistics channels. The G5s and/or S5s of supported units are not administrative and/or logistics channels.

CA command and/or unit commanders must follow through with SORs to ensure external requirements are programmed for and resourced. Operational commanders cannot absorb a significant increase in last minute CSS requirements.

**PRE-POSITIONED MATERIAL**

Some CA units may require HQDA authorization to receive POMCUS equipment when they deploy from CONUS to their theaters of operation. The TA usually stores and maintains this equipment as operational project stocks near the unit's proposed war base.

Deploying units must determine existing POMCUS shortages before deployment and deploy with those items as well as those items not authorized for pre-positioning. Units should update their deployment plans upon receipt of their annual POMCUS authorization document.

**OPERATIONAL PROJECT STOCKS**

Some units use operational project stocks to obtain required supplies and equipment above their normal allowances (MTOE, supplemental TDA, levels authorized by AR 11-11, and special letters of authorization) to support contingency operations and war plans. Commanders must determine required operational project stocks for their unit missions and begin coordination through their logistics staffs to ensure the stocks are filled and maintained at acceptable levels.

The TASOSC establishes and maintains non-POMCUS operational project stocks to support ARSOF operations.

The theater CINC may also establish and maintain operational project stocks to support joint SO activities. Operational project stocks are restricted to the minimum essential types and quantities of supplies and equipment required to execute the total plan or a prescribed portion of the plan. Stocks normally include only standard items listed on the WRSL. The commander must justify the inclusion of nonstandard items in project stocks. AR 710-1 delineates the procedures for requesting and establishing operational projects.

**WAR RESERVE MATERIEL STOCKS**

The TASOSC commander, in coordination with the CA commander, should attempt to obtain adequate PWRMS in the theater and fill shortages in existing WRMS. PWRMS include theater war reserves and DA-approved operational project stocks.

Alternatives include—

- Foreign nation support.

- PWRMS afloat adjacent to the theater of operations.

- PWRMS in a third country support base.

- WRMS in tailored packages for deployment with the unit.
FOREIGN NATION SUPPORT

FNS is the preferred means to meet unresourced CSS requirements within acceptable risk limits. It can include almost every aspect of CSS. Foreign personnel and organizations can perform many CSS functions as well as or better than their U.S. counterparts. The CA commander, in coordination with the TASOSC commander, determines the functional types and levels of FNS he can accept without unduly jeopardizing OPSEC and mission accomplishment. The TASOSC provides the CA commander’s S5 with POCs of specific FN agencies or organizations providing support in the theater. See Chapter 10 for a detailed discussion of FNS.

DEVELOPED THEATER LOGISTICS

In a developed theater, the theater sustainment base is established, PWRMS and operational project stocks are in place, and FNS agreements exist. The following paragraphs outline how logistics support is provided to a developed theater.

Supply

The CA units’ S4 requests, receives, and stores standard class I, II, III, IV, VI, and VII supplies (Figure 7-1) from the supporting DS S&S company in the TAACOM ASG. All these classes of supply (except bulk class III) are demand items. The using unit submits a request through the service detachment to the DSU. The DSU either fills the request from its existing stocks or forwards the request to its supporting GSU. When fixed or mobile post exchanges are unavailable, the supply and transportation section requests and receives class VI ration supplement sundry packages the same way it does class I supplies.

<table>
<thead>
<tr>
<th>SUPPLY CLASS</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Subsistence items and gratuitous-issue health and welfare items.</td>
</tr>
<tr>
<td>II</td>
<td>Items of equipment, other than major end items, that are prescribed in authorization and allowance tables, such as individual equipment, military clothing, tools, tentage, and housekeeping supplies.</td>
</tr>
<tr>
<td>III</td>
<td>Petroleum, oils, and lubricants.</td>
</tr>
<tr>
<td>IV</td>
<td>Construction and barrier materials.</td>
</tr>
<tr>
<td>V</td>
<td>Ammunition, including chemical and nuclear ammunition.</td>
</tr>
<tr>
<td>VI</td>
<td>Personal demand items that are normally sold through the exchange system.</td>
</tr>
<tr>
<td>VII</td>
<td>Major end items that are ready (assembled) for intended use, such as vehicles, aircraft, and weapon systems.</td>
</tr>
<tr>
<td>VIII</td>
<td>Medical supplies and equipment.</td>
</tr>
<tr>
<td>IX</td>
<td>Repair parts and components, including kits and assemblies.</td>
</tr>
<tr>
<td>X</td>
<td>Material required to support nonmilitary programs.</td>
</tr>
<tr>
<td>MISCELLANEOUS</td>
<td>Items that do not fit into one of the ten classes above, such as water, maps, captured enemy materiel, and salvage material.</td>
</tr>
</tbody>
</table>

Figure 7-1. Classes of supply.
Bulk class III supply is a scheduled item. Based on input from the subordinate units, S4s forecast unit requirements through logistics channels to the TAMMC. CA command S4s request and receive nonstandard items of equipment through the TAMMC. The TAMMC fills the request from theater or TA operational project stocks or (in the case of certain non-DOD items) obtains the items through the SOC J4.

The unit S4 draws and stores conventional class V supplies from the supporting ASP. The ASP is operated by an ordnance conventional ammunition company of the TA ammunition group. It uses supply point distribution. Class V supply is scheduled, not demanded. Based on input from the battalions, the S3 determines the unit’s operational requirements (primarily the UBL and RSR) and submits them through operational channels for approval and allocation by the TA DCSOPS. Based on guidance from the TA DCSOPS, the TA DCSLOG and TAMMC allocate scarce class V items by computing a CSR.

Once a CA commander receives his class V allocation, he suballocates it among his subordinate elements based on S3 recommendations.

The CA command’s medical officer requests normal class VIII supplies from the supporting DS MTF of the TA MEDCOM. The MTF uses a combination of unit and supply point distribution. The using unit submits its request through medical channels to the MTF. The MTF either fills the request from its existing stocks or forwards the request to its supporting MEDLOG unit. For bulk issue of class VIII supplies to fill unit operational requirements, the MEDCOM normally authorizes direct requisitioning from the MEDLOG unit.

The CA unit’s maintenance officer requests, receives, and stores class IX supplies from the supporting DS maintenance company in the ASG. The DSU uses supply point distribution. Class IX resupply is based on demand. The using unit’s mechanical maintenance section forwards requests to the DSU. The DSU either fills the requests from its existing stocks or forwards the requests to the TAMMC.

As is the case with all other types of units, CA units receive and store class X supplies from the CA brigade supporting the TAACOM. The CA brigade uses a combination of unit, supply point, and throughput distribution. The using unit submits its request through the base and/or unit S5. He forwards the request through CA channels.

The unit S4 obtains potable and nonpotable water from local sources using organic equipment. When water requirements exceed the local supply, the unit requests and draws water from a water supply point established by the supporting DS S&I company. The DSU uses supply point distribution.

The unit S4 requests and receives unclassified maps from the supporting DS S&I company. The DSU obtains its unclassified maps from the appropriate TA map depot. Using units submit their requests to the S2, who consolidates them and forwards the request through supply channels. The S2 requests and receives classified maps and other classified intelligence products through intelligence channels.

To meet their operational requirements during the transition to active operations and during unanticipated breaks in normal resupply operations, units maintain UBL of class I, II, III, IV, V, VIII, and IX supply items. CA unit commanders should review these UBLs at least annually to ensure they adequately address current operational requirements. They should also inspect their UBLs periodically to ensure they are being properly maintained, rotated, and secured and that shortages have been identified and requests for replacements submitted. (See Figures 7-2 through 7-4, pages 7-6 and 7-7.)

**Field Services**

Field services include GRREG, airdrop, clothing exchange and bath, laundry, bread baking, textile and clothing renovation, and salvage. GRREG and airdrop are primary field services because they are essential to sustaining combat operations. All others are secondary field services.

Whenever possible, units sustaining fatalities identify the human remains and place them in human remains pouches. They then evacuate the remains to the service detachment for further evacuation to the supporting GRREG collecting point. If the remains are contaminated, the remains and the pouches should be so marked. When a unit cannot evacuate its dead, it conducts an emergency burial and reports the burial to
Figure 7-2. General requisition and distribution flow (surface).

Figure 7-3. General requisition and distribution flow (air).
its chain of command. The S4 submits a record of internment through GRREG channels. Whenever possible, a chaplain or the commander conducts an appropriate service to honor the dead.

The TAACOM airdrop supply company will service air delivery missions required by CA units. This support will usually be supplied as GS on a mission basis. CA units may not have fixed facilities or civilian contractors to provide secondary field services. The supporting DS supply and service company provides these services as soon as the situation permits.

**Maintenance**

CA commands and brigades do not have organic maintenance capabilities. These units rely on the supported headquarters to provide maintenance support to their operation. CA battalions do have organic maintenance sections and are responsible for their own unit level maintenance. Any higher level of maintenance that may be required is performed through the maintenance channels of the supported headquarters.

CA assets that provide support to small units, for example, maneuver brigades, must depend on the maneuver brigade for maintenance support. The attachment order should specify this support. If the support is not specified, maintenance delays will occur because the maintenance requirement will be processed to the CA battalion.
PSS consists of five related areas: personnel management, PA, legal services, finance services, and religious support. CA units plan and conduct most PSS activities using standard Army systems and procedures (Figure 7-5). CA unit S1s deal directly with their supporting PSS.

<table>
<thead>
<tr>
<th>MAJOR FUNCTION</th>
<th>COMMAND SUPPORT</th>
<th>SOLDIER SUPPORT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Service Support</td>
<td>Casualty Management</td>
<td>Enlisted Evaluations</td>
</tr>
<tr>
<td></td>
<td>Strength Management</td>
<td>Officer Evaluations</td>
</tr>
<tr>
<td></td>
<td>Replacement Operations</td>
<td>Enlisted Promotions</td>
</tr>
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<td></td>
<td>Enlisted Accessions</td>
<td>Officer Promotions</td>
</tr>
<tr>
<td></td>
<td>Officer Procurement</td>
<td>Personal Mail</td>
</tr>
<tr>
<td></td>
<td>Official Mail</td>
<td>Awards and Decorations</td>
</tr>
<tr>
<td>Finance Service</td>
<td>Commercial Accounts</td>
<td>Military Pay</td>
</tr>
<tr>
<td></td>
<td>Operational Funds</td>
<td></td>
</tr>
<tr>
<td>Religious Support</td>
<td>Chaplain’s Advice</td>
<td>Pastoral Counseling</td>
</tr>
<tr>
<td></td>
<td>UMT Management</td>
<td>Administering Sacraments</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Conduct of Worship Services</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Combat Stress Treatment</td>
</tr>
<tr>
<td>Public Affairs</td>
<td>Command/Public Information</td>
<td>Hometown News Release</td>
</tr>
<tr>
<td>Legal Service Support</td>
<td>Contract Law</td>
<td>Legal Assistance</td>
</tr>
<tr>
<td></td>
<td>Operational Law</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Criminal Law</td>
<td></td>
</tr>
</tbody>
</table>

**Figure 7-5. Personnel service support.**

**Military Personnel Activities in Support of CA Operations**

Three critical military personnel activities directly support CA operations: strength management, casualty reporting, and replacement operations.

Strength management determines personnel replacement requirements and influences personnel cross-leveling and replacement distribution decisions. The unit S1s use the deliberate Army personnel accounting and strength reporting system to maintain the unit’s personnel data base. They forward their daily personnel summaries and personnel requirements reports to the supporting PSC. The battalion S1s provide copies of their reports through the chain of command so that they can prepare a consolidated report for the CA commander and forward information copies to the SOC J1 and TASOSC S1. The supporting PSCs use these reports to submit requests for individual replacements to the TA PERSCOM.

The Army’s casualty management system provides HQDA with information used to notify next of kin and supports appropriate casualty and survivor assistance programs. By-name casualty accounting and reporting has far-reaching effects on the morale of the military and civilian populace and the Army’s image. Casualty reporting must be 100 percent accurate, even at the expense of speed in reporting. Nevertheless, reporting should be as rapid as the situation permits. The losing unit submits casualty feeder reports and, if required, witness statements to the battalion S1 or CA command G1. The S1s consolidate casualty reports and forward them to the supporting PSC. They manage open cases
Postal Operations
Postal operations move, deliver, and collect personal and official mail. ADS postal platoon normally collocates with the supporting PSC. Unit S1s establish internal procedures to collect and deliver mail and redirect the mail of deceased, missing, and evacuated personnel. The S1s must also make previsions for deployed personnel who cannot receive or send mail for operational reasons.

Finance Operations
Finance operations provide normal finance support to CA personnel. They also provide the operational funds that CA specialty teams may require to execute their missions. An FSU normally collocates with the supporting PSC. Unit S1s appoint class A agents and establish internal procedures to meet the personal financial needs of their soldiers. The unit budget officer establishes procedures for specialty teams to obtain and account for operational funds. Each officer appointed as a class A agent must fully understand what payments are authorized and how to account for each transaction.

DEVELOPED THEATER HEALTH SERVICE SUPPORT

Each CA commander must ensure his unit is serviced by a dispensary. This dispensary will provide routine and emergency level II medical and dental treatment to assigned and attached personnel.

*NOTE:* Class II medical treatment is routine and emergency care designed to return the patient to duty or prepare him for evacuation to the supporting MTF for resuscitative surgery (class III) or to a hospital for definitive and restorative care (class IV).

Supporting dispensaries must be able to provide preventive medicine service. These services include pest control, water quality surveillance, immunization and drug prophylaxis, and the general surveillance of military environments to identify actual or potential health hazards. Preventive medicine specialists train and provide technical supervision of unit field sanitation teams. They can also participate in MCA programs. These programs are discussed in greater detail in Chapter 10.

Supporting dispensaries must be capable of providing veterinary services. These services include food quality-assurance inspections, dining facility sanitary inspections, and health services to military animals. Veterinary specialists assist in the preventive medicine programs. They can also participate in MCA programs. The TASOSC medical plans officer can help the CA commander’s S1 coordinate hospital support for CA units. The TA MEDCOM designates supporting MTFs and provides the supporting dispensaries with—

- Hospitalization.
- Medical evacuation capability.
- Additional preventive medicine, veterinary, and dental support.
- Medical laboratory services.
- Medical intelligence.
- Medical supply and equipment maintenance.
UNDERDEVELOPED THEATER CSS

An underdeveloped theater does not have a significant U.S. theater sustainment base. PWRMS, in-theater operational project stocks, and FNS agreements are minimal or nonexistent. When a CA unit deploys into an underdeveloped theater, it must bring sufficient resources to survive and operate until the TA establishes a bare-base support system.

CSS Options

Deployed CA units in an underdeveloped theater may have to bypass normal CSS echelons. They may maintain direct contact with their parent units in CONUS, or they may submit requests directly from the CONUS wholesale logistics system. They may rely on TASOSC contracting and other CA units to obtain FNS. In practice, the solution may be some combination of all three options.

Support Relationships

The TASOSC commander should arrange habitual support relationships between the CA unit and the TA elements providing the support package. It should be provisionally organized as a composite support battalion or company so the CA unit does not have to deal with a collection of teams, detachments, and companies without a parent control headquarters.

Supply

Normal basic loads are inadequate for CA operations in an underdeveloped theater. For example, a unit may have to deploy with 30 days of supply (15-day order-ship time, 10-day operating level, 5-day safety level). Because this quantity of supplies usually exceeds the unit’s capacity to move and store, the unit S4s normally divide these loads into accompanying supplies and preplanned follow-on supplies. Accompanying supplies are normally limited to the unit’s basic and prescribed loads, plus additional class I, III, and V supplies critical to the operation. The unit S3s must include accompanying supplies in all their predeployment load planning.

Supply procedures for most classes of supply vary in an underdeveloped theater. Except for field rations, units may rely heavily on local contract support for fresh class I supplies and dining facility operation. To reduce demand on the CSS system, the unit may purchase class II, III, IV, and VI supplies locally or from third party contractors. The unit normally receives class V and IX supplies through the standard U.S. system, but with greater reliance on ALOC. The unit may be authorized to stock low-density, high-dollar repair parts not normally authorized at unit-level maintenance. Class VII supplies may include a combination of military and commercial equipment from U.S. and foreign sources. Replacement of unserviceable U.S. military equipment depends on the—

- Loss rates.
- Duration of the operation.
- Theater GS repair capability.
- Availability of ORF or PWRMS.

The unit may obtain its water supply from local sources, U.S. water supply points, or sources contracted for overall facilities support.

Field Services

A CA unit will normally receive appropriate support to perform the primary field services on an area basis. The unit may contract for general custodial services, to include laundry, barber, and other services. If laundry services are unavailable, the unit S4 must arrange for clothing exchange through the standard U.S. system.

Maintenance

The CA commander must emphasize preventive maintenance checks and services in the extreme (tropical, arid, or arctic) environments that typically exist in undeveloped theaters. He may adjust the frequency of periodic services to assist in equipment readiness.

The unit may deploy with attached TADS maintenance support. The unit may also contract for supplemental maintenance support of its Army and commercial equipment.

In an underdeveloped theater, fixed repair facilities may not be available. The unit may then be authorized to perform repairs not normally performed at unit level. The commander should review the MTOE to determine
what items he needs to meet increased maintenance demands caused by dispersed operations in an underdeveloped theater. Items may include—

- Repair parts.
- Additional tools.
- Special tools.

### RECONSTITUTION

In contrast to sustainment operations, reconstitution operations are specific actions taken to restore units that are not combat effective to the desired level of combat effectiveness. Reconstitution involves more than a surge in normal sustainment operations.

The reconstitution decision is heavily influenced by unit and individual training, unit organization, and human factors that build cohesion and esprit. The commander two levels above the attrited unit makes the reconstitution decision.

#### Reconstitution Options

Commanders have two reconstitution options: reorganization and regeneration. A commander can execute them separately but most often executes them in combination.

Reorganization involves the measures taken within an attrited unit to restore its combat effectiveness. These measures include—

- Reestablising command and control.
- Cross-leveling resources between subunits.
- Matching surviving team assets.
- Combining two or more attrited subunits to form a composite combat-effective subunit.

#### Redistribution

A CA commander may determine that he cannot obtain the resources to restore an attrited unit to combat effectiveness. He may have to resort to redistribution as an alternative to reconstitution. Redistribution reduces an attrited unit to zero strength and transfers its remaining resources to other units. Redistribution is the least desirable option.

If the commander decides that he cannot immediately restore the operational effectiveness of a subordinate CA unit, he must assign its mission to another CA unit until the unit can be regenerated or replaced. Surviving assets of the attrited unit may move the unit assuming its mission to aid the transition.

### JOINT SUPPORT

When the TA cannot satisfy a requirement, the TA commander forwards it to the theater CINC. The theater CINC determines if another service (AF or Navy) has the resources to provide the required support. In certain portions of a theater, the AF or Navy may be the dominant service. These services may have fully developed capabilities where the Army has none. Through interservice support agreements and prior coordination, these services can support CA units with common-use materiel and services.