

ANNEX G

Supporting Close, Deep, and Rear Operations

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Tactical and operational CSS involves support to the three elements of the battle--close, deep, and rear. Just as the commander is responsible for conducting operations throughout the depth of his area of responsibility, the CSS commander is responsible for supporting the battle in those three areas. While principles remain the same in supporting the various forms of maneuver, CSS personnel use different techniques in each. Complicating the support mission is the possibility of simultaneous operations. In addition to simultaneous operations within a campaign, forces may conduct more than one campaign at the same time within a theater. CSS personnel must be prepared to support a wide range of synchronized operations and shift support operations to meet the needs of current and future operations.

SUPPORTING CLOSE OPERATIONS**OFFENSE**

A commander may launch an offensive operation at any time and with minimum advance warning. Therefore, support planners continuously keep informed of operation plans. They anticipate offensive operations even while supporting other types of operations. Similarly, they keep the combat operations planner apprised of the CSS situation to ensure plans are supportable. The G1, G4, and G5 are the principal links between operations planners and CSS operators. The objective of CSS in support of offensive operations is to maintain the momentum by supporting as far forward as possible.

To prepare for an attack, CSS elements ensure that all support equipment is ready and that supplies are best located for support. They also ensure that enough transportation is available to support the tactical and

support plans. Commanders ensure that all support elements understand their responsibilities.

The fundamental principle of supply support in the offense is responsiveness to the user. Supply is typically more difficult in the offense than in the defense because of the ever-changing locations of units and their support areas. The concept of forward support becomes even more important and increasingly difficult. Likewise, CSS planners must coordinate preparations with deception plans to avoid giving away the element of surprise.

Man

As advancing combat formations extend control of the battle area, manning elements meet the increased challenge of reconciling and reporting command and

control strength information, reporting casualty information, and sending replacements.

Arm

Ammunition expenditure is typically less in offensive operations than in heavy defensive combat. However, responsive support for offensive operations is critical. It is also more difficult due to the lengthening of supply lines and the need for user resupply vehicles to stay close to firing elements. In preparing for the attack, planners consider the following:

- Placing ammunition close to the user.
- Preparing ammunition supply points and ammunition transfer points to rapidly move forward as the attack advances.
- Stockpiling artillery ammunition at designated firing positions.
- Moving ammunition forward with advancing elements to ensure that basic loads can be replenished quickly.
- Fully arming weapon systems before the attack.

Fuel

Offensive operations use large quantities of fuel. As a result, logisticians prepare for the attack by building up stocks in forward sites--while avoiding signaling intentions to the enemy. They also ensure that fuel supply elements can move forward as the attack develops. Managers intensely control bulk transporter assets throughout the theater. This is particularly true if the attack is highly successful and results in exploitation or pursuit.

Fix

Planners ensure maintenance operations support momentum and massing at critical points. Maintenance personnel maximize momentum by fixing at the point of malfunction or damage. They enhance momentum by keeping the maximum number of weapon systems operable and mobile. Therefore, repair and recovery personnel perform their mission in the forward area.

There is an increased demand on unit and DS maintenance resources. Unit mechanics accompany or

follow the most forward attacking elements. DS maintenance elements in the form of maintenance support teams (MSTs) may also operate with the spearhead of the attack. Plans include recovery and evacuation of systems and components which repairers cannot quickly fix on the spot. Maintained use battle damage assessment and repair to rapidly return disabled equipment to the commander by expeditiously fixing essential equipment.

MSTs and other elements need the right people (skills and numbers), equipment (transportation, tools, TMDE, and communications), and supplies (components, assemblies, and repair parts). As discussed in Annex C, highly trained mechanics make hasty, but informed, decisions as to--

- What they can fix on the spot.
- What they should evacuate.
- What is not repairable and they should use for cannibalization.
- What they should abandon after making it useless to the enemy, if operational necessity and damage require it.

If repairers cannot fix equipment on the spot, they arrange to evacuate it or leave it for following units to repair. MSTs report the location of items left in the field to their parent maintenance control element. That element coordinates recovery and evacuation.

Move

Movement requirements heavily tax transportation resources. There may be a wide dispersion of units and lengthening lines of communication. There may also be an increased requirement for personnel replacements and some classes of supply, for example, fuel and weapon systems. These factors demand close coordination and planning for the use of transportation assets. Resources which may be secure in the more stable environment of defense may not be reliable in the offense.

The mobility of offensive operations requires reliance on motor and air transport. When considering the air transport mode, the planner also considers airdrop. Movement control personnel set priorities in

accordance with the CINC's or joint force commander's priorities to ensure that transportation assets meet the most critical needs.

Sustain Soldiers and Their Systems

The forward movement of maneuver units may decrease or temporarily curtail PSS elements' ability to support the force. PSS elements provide support on a direct or unit basis.

Offensive operations also increase the burden on medical resources. Planners can expect the deliberate attack particularly, to result in high casualty rates. Therefore, medical treatment and evacuation resources may be extended to their limits. Corps hospitals move forward in preparation for offensive operations to provide maximum treatment and holding facilities. When organic medical resources are insufficient, evacuation may require use of nonmedical transportation assets.

During the offense, medical facilities usually move forward by echelon. Forward locations are operational before personnel close rear locations. Also, medical facilities maintain close communications with personnel elements to verify and report casualty information.

The main CSS effort in the offense is to provide only the most critically needed support to the attacking force. Therefore, most field service support functions play a minor role. Commanders suspend some until the situation stabilizes. Mortuary affairs is a major exception. It continues and may intensify. Mortuary affairs units maintain close communications with personnel elements to verify and report casualty information. They also aid in the identification of remains. Airdrop may also be in greater demand.

While Classes III and V are the most important supplies in the offense, planners consider all classes. For example, while the need for barrier and fortification material decreases, the requirement for obstacle breaching and bridging material may increase. Weapons system requirements may also be higher

since weapon systems exposure to fire during offensive operations is greater.

DEFENSE

Supply activity is greatest in the preparation stage. Stockpiles should be far forward and at successive defensive positions. While many supplies--especially munitions and barrier material--must be far forward, they must also be as mobile as possible. This allows continuous support as combat power shifts in response to enemy attacks.

Facilities should be far enough in the rear to be out of the flow of battle and relatively secure. However, they should not be so far back that they make the support effort less effective. CSS units locate, where possible, out of the reach of potential penetrations in protected and concealed locations. They have access to good road nets and make maximum use of built-up areas. Dispersion is consistent with support requirements, control, and local security. Commanders emphasize passive security measures. CSS elements routinely operate at night.

Man

Maneuver forces may have to rapidly displace while simultaneously carrying current command and control strength management data to the rear. Linking replacement activities and equipment issue points requires close coordination among medical, supply, transportation, maintenance, and personnel managers. This is especially critical for soldiers returning to duty from hospitals who may need uniforms, personal equipment, and weapons. Further discussion of system replacements is in Annex E.

Arm

Logisticians position ammunition supply and transfer points to facilitate rapid and responsive support. Using units may stockpile Class V supplies in excess of their basic loads. Class V supplies may also be placed at successive defensive positions. This provides easy access and lessens transportation problems during the withdrawal to those positions. The defense

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usually requires a greater volume of Class V supply than does the offense. Class IV and V supply requirements, especially for mines and barrier materials, are heaviest during the preparation for defense.

Fuel

The form of defensive operation influences fuel requirements. An area defense typically requires less fuel than an offensive operation. Mobile defenses, on the other hand, generally involve greater fuel consumption than the more static-oriented area defense. However, in either case, forward stockpiles of fuel may be appropriate.

Fix

The primary thrust of the maintenance effort in the defense is to maximize the number of weapon systems ready. Once the defensive battle begins, the thrust is to fix the maximum number of inoperable systems and return them to the battle in the least time. This requires forward support at, or as near as possible to, the intended area of operation of the systems. Maintenance teams locate well forward. Likewise, critical components are placed forward to overcome the effects of combat wear and damage. Planners also consider augmenting the maintenance support to covering force elements when they return to the main battle area. Such support may allow them to return more rapidly to fighting condition.

Move

Transportation resources are most critical in the preparation stage of the defense. Stockpiling supplies requires extensive transportation. So does shifting personnel, weapon systems, and supplies laterally or in depth to meet the probable points of enemy attack.

Sustain Soldiers and Their Systems

The depth and dispersion of the defense may create significant time and distance problems in PSS. Enemy action and the initial direction of maneuver may complicate forward area acquisition of information. Increased work load among exposed PSS elements reduces their support capability.

The task of front-line medical units is to stabilize the wounded, sort them, and evacuate patients. Priorities for evacuation depend on the location of the probable enemy main effort. Clearing facilities locate away from points of possible penetrations. Peak loads may require additional helicopter evacuation capability.

The field service functions of laundry and shower operate routinely where the tactical situation permits. Such facilities locate out of the way of tactical units. Mortuary affairs units evacuate the dead quickly. Feeding of A- and B-rations tends to increase, and airdrop may be critical for cut-off units.

EAD transportation assets move Class IV and V barrier supplies as close to the barrier sites as possible. Materiel managers take action to increase the flow of these materials as soon as they know of the intention to defend.

RETROGRADE

A retrograde operation is rarely an end in itself. Normally retrograde operations culminate in the establishment of the defense in a new area. The retrograde is usually a phased operation. When planning support for a retrograde, the CSS staff officer plans support for three phases.

While planning for the actual retrograde, support elements continue to support the current operation. Next, CSS elements continue to support the retrograde delaying forces and the forces out of contact moving to the rear. Finally, the CSS elements support units at the new position as they arrive. The CSS staff officer plans for support of the old defense and the transition to and conduct of new operations.

Multiple missions, the movement of large forces, and time and space phasing all require effective centralized control. Within the support area this control first involves detailed planning and then precise management of plan execution. The support staff and distribution managers supervise priority skills. Units and materiel must move in strict compliance with established schedules. Medical support-allocation of

hospitals and evacuation policy--is tied closely to the retrograde plans to ensure preservation of support capabilities for succeeding operations.

Supporting elements maintain communications with supported units. CSS personnel are continuously aware of the changing situation and the requirements of the supported elements. The personal involvement and 'on-the-scene' appraisal of the situation by CSS leaders is just as important to mission accomplishment as the personal involvement of combat leaders and staff.

Supply efforts during the retrograde concentrate on the most critical supplies: Classes III, V, and IX. The key to providing responsive supply support is to project force supply requirements throughout the operation and to distribute these forecasted supplies. The system pushes forward only critical supplies.

Distribution managers also divert supplies entering the area to the new positions. To minimize the movement of supplies that must move from the forward areas to the new rear supply areas, managers may use a technique of "drying up" the forward supply points. They arrange to move supplies to forward points until the forward stocks consist only of requirements for delaying forces. When they achieve this level, they divert supplies to the rear areas.

Arm and Fuel

Planners consider having limited, mobile supply forward to support the covering force. However, this puts a strain on limited transportation resources. They may arrange to position fuel forward on fuel trucks or rail tank cars to avoid last minute evacuation of empty fuel bladders. If sufficient tractor trailers are not available for mobile Class V supply points, they place ammunition throughout the delaying or covering force area so that forces can fall back on a continuous supply.

Fix

Continuous maintenance support throughout the retrograde operation is essential to keep the maximum number of weapon systems operational. Maintenance

planners concentrate on providing essential support forward while moving the bulk of the maintenance units to the rear. They organize teams to provide support to essential weapon systems in the forward areas. Maintenance efforts concentrate on the "quick fix" items using assemblies brought forward to facilitate the rapid turnaround of weapon systems. Battle damage assessment and repair and fixing equipment take priority. Maintained maximize use of controlled exchange and cannibalization.

Move

Retrograde operations severely strain the transportation system. Assets move essential supplies, materiel, and personnel rearward. They also support elements which are not fully mobile with organic vehicles. It is therefore essential that movement control personnel maximize use of all available transportation assets--watercraft, railroads, air assets, and trucks. They program all movements throughout the entire retrograde to eliminate unnecessary surge periods. They ensure units adhere to set priorities. Highway movements are regulated (transportation function) and then controlled (provost marshal function) to avoid highway congestion. Planners carefully design traffic circulation, identify evacuation routes, and publish movement schedules.

Sustain Soldiers and Their Systems

While hospitals move, they temporarily lose their bed capacity. Thus, during the retrograde period there may not be enough beds. If temporary facilities (civilian facilities) are not available, additional patients are evacuated to COMMZ or CONUS hospitals. Medical managers may have to request nonmedical transportation to move less severely wounded personnel. They take advantage of HNS transportation when possible.

Commanders identify essential field services. Personnel and facilities to perform other services evacuate early and set up in the new area. Commanders may also use those resources to support a deception operation or aid other units in movement. Field feeding relies on operational rations.

SUPPORTING DEEP OPERATIONS

Commanders execute deep operations in two ways--deep fires and deep maneuver. Support to the former is similar to that described above in the close operations discussion. Deep maneuver demands especially detailed planning because of its great risks. There are two ways to support deep maneuver. The force can carry with it all the resources needed throughout the mission, or it can be supported over a line of communications. Both methods have strengths and weaknesses. In each case, early in the planning, CSS personnel describe for the commander the assets available, their likely usage and replenishment prospects, and likely consequences for the supported force. Such information assists the commander in assessing the risks involved.

PLANNING AND EXECUTION

Deep operations involve a high degree of risk. However, commanders may have to take the risk; often the advantages obtained by successful deep operations far outweigh the risks. The CSS commander, in concert with the tactical commander, devises the best support plan possible and executes it to the best ability of his command. Since deep operations are risky and so dependent on the factors of METT-T, support personnel take bold, innovative approaches. They identify risks and convey them to the commander in terms that are meaningful to him. They reduce risks to the minimum by careful planning and bold execution.

SELF-SUSTAINMENT

The situation determines whether deep operations forces can sustain themselves. Planners analyze the depth and duration of the operation, the size and organization of the force, the enemy situation, and the weather and terrain.

The division is generally the smallest force which can conduct deep operations. The division can sustain itself for only a few days without external support. It can carry little other than its basic load. Therefore, the depth and duration of the operation determine if it can sustain itself. While the force may be able to forage for

some supplies (principally fuel and water), in most cases planners cannot rely on foraging to sustain the force.

A technique to enhance self-sustainment capabilities is the attachment of a support task force to the maneuver force. It is feasible, for example, to task-organize a CSS force comprised of corps assets to accompany a division force on a deep operation. While this technique enhances support, it may slow down the maneuver force. The support force does not have the cross-country mobility or the survivability of the combat force.

SUSTAINMENT OVER A LINE OF COMMUNICATIONS

Either surface or air LOCs may sustain a force conducting a deep operation. Both offer advantages and disadvantages. The preferred option depends on the situation. These same considerations may apply to providing support to an isolated friendly force.

A surface LOC can handle large tonnages of supplies and equipment to specific destinations. It is also less subject to the vagaries of weather than air LOCs. However, the LOC extends far beyond the forward line of own troops into territory that is subject to enemy influence and control. Therefore, it requires either temporary or continuous security. Providing such security ties up scarce combat and combat support resources. Sustainment over a surface LOC can be enhanced by staging supplies near the forward line of own troops. Supply vehicles directly supporting the force have shorter distances to traverse. However, the staging element is at risk. It usually requires combat elements to protect it.

Sustainment over an air LOC has the advantage of being fast and responsive. However, it also requires either temporary or continuous security. This implies a requirement for temporary or continuing air superiority or, at least, parity. These conditions require closer interservice cooperation because much of the airlift

capability is Air Force. The operation requires priority for use of tactical aircraft providing security and for CSS aircraft carrying cargo. Army aircraft is used intensively, but Army assets have less tonnage capability than Air Force airlift. Air LOC sustainment involves air-landing, airdrop, or a combination of the

two. Air-landing requires secure landing fields. Airdrop for such an operation requires large quantities of airdrop and ground support equipment. Army airlift is more flexible. It requires no airfields, involves less rigging equipment, and gives faster response to emergency requirements.

SUPPORTING REAR OPERATIONS

Forces conduct rear operations in the rear area of all echelons to ensure freedom of action in close and deep operations. The functions of rear operations are:

- Security.
- Sustainment.
- Movement.
- Terrain management.

The goal is to provide security of rear area facilities, installations, and forces to ensure unimpeded operations in the rear area. Without that security and freedom of action in the rear, the CSS system cannot support the force conducting close and deep operations.

Doctrine for rear operations focuses on avoidance, dispersion, self-defense, and mutual defense. Control and coordination of rear operations concentrates on three areas: the division rear, corps rear, and COMMZ. The rear command posts at division and corps control rear operations in those areas. Normally area support groups from a major command are responsible in the COMMZ. Rear operations centers (ROCs) at the theater and corps levels plan, coordinate, and direct rear operations with the assistance of rear area operations centers (RAOCs).

The rear operations officer needs tasking authority within the entire area. Depending on the factors of METT-T, the rear operations officer may need, for example, to task MP and engineer forces operating in the area to provide assistance. Coordination and clear lines of authority are crucial to rear operations success. ROCs, in conjunction with the RAOCs, analyze the IPB and threat analysis to determine the placement of units in bases and base clusters as well as their positions during follow-on movements. Terrain management is the key to knowing the status of friendly operations in the rear area.

CSS organizations are normally the units least capable of self-defense. They are also often the targets of enemy action. Time and effort used to defend themselves and to support the total rear operations effort degrade their ability to perform their primary mission. However, all units must be able to defend against Level I activities (sniper or terrorist activities). They should be able to impede Level II attacks until assistance arrives. Assistance may come from an MP unit as a response force or a combat unit located in the rear acting as a tactical combat force (TCF). No CSS unit can sustain a defense against a determined Level II or III attack, but it should attempt to protect itself until the TCF arrives to repel the enemy attack.