

CHAPTER 1

Fundamentals of Army Combat Service Support

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“Combat Service Support: The essential capabilities, functions, activities, and tasks necessary to sustain all elements of operating forces in theater at all levels of war. Within the national and theater logistic systems, it includes but is not limited to that support rendered by service forces in ensuring the aspects of supply, maintenance, transportation, health services, and other services required by aviation and ground combat troops to permit those units to accomplish their missions in combat. Combat service support encompasses those activities at all levels of war that produce sustainment of all operating forces on the battlefield...”

Joint Publication 1-02..

The fundamental role of the Army has not changed. Its mission is to operate across the full range of military operations to deter war, and if deterrence fails, to provide land forces to joint force or combatant commanders to achieve decisive victory. However, the dynamic and uncertain strategic security environment in which it operates and the resources available have transformed it into a force projection Army predominantly based in the continental US (CONUS).

THE EVOLVING ROLE OF CSS

Events in the closing years of the last decade and the first years of the 1990s changed the world and will affect the Army into the 21st Century. The collapse of the Soviet Union, the proliferation of conflict between and within Third World nations, and the Gulf War have all had an impact on the missions of the Army. Events in the 1980s and 1990s contributed to a change in the

focus of the Army and highlighted the importance of developing and maintaining the Army's capability for rapid deployment.

A changing environment has diminished the probability of a prolonged, large-scale conventional war. However, the potential for numerous global actions on a smaller, regional scale has increased. At the same

time, available resources are declining. Such changes in the national environment drive changes in national strategy.

In responding to those changes, the Army has become a force projection, rather than a forward deployed, Army. Though its focus has been, and will continue to be, on warfighting, it requires greater versatility and flexibility. Military operations other than war will consume much of the Army's resources and energy. Nevertheless, the Army must remain ready and able to accomplish its traditional mission of prosecuting land warfare as part of a joint team and, where applicable, a multinational force. Our national

values also require that Army operations are environmentally sustainable. They must meet current needs without compromising the integrity of the environment for future generations.

Such an Army demands more of its CSS system. A force projection, multi-missioned Army will be largely CONUS-based and must be able to operate around the globe, often on short notice. Supporting that Army requires support personnel to work faster and smarter. They must take advantage of current and developing technology and of all possible resources. Their mission is to ensure that operations succeed.

CSS CHARACTERISTICS

The tenets of Army doctrine--agility, initiative, depth, versatility, and synchronization--are basic to successful operations. They also establish the framework for organizing CSS. An effective and efficient CSS system allows the Army to operate in accordance with these tenets. Such a system has several fundamental characteristics as discussed in FM 100-5.

These characteristics are anticipation, integration, continuity, responsiveness, and improvisation. They are closely related to the logistics principles as outlined in Joint Publication 4-0. Table 1-1 lists these principles, but, in reality, this entire manual relates to how the Army's CSS system applies these precepts across all levels.

Table 1-1. Joint Principles of Logistics

JOINT LOGISTICS PRINCIPLE	RELATED CSS CHARACTERISTIC(S)	COMMENTS
Responsiveness	Responsiveness	This principle relates to providing the right support at the right time. As discussed in the text, it requires the ability to anticipate requirements as well as the flexibility to adapt to changing situations.
Simplicity	Anticipation, integration	Simplicity leads to efficiency at all levels whether it involves streamlining the acquisition process at the national level or establishing concise standing operating procedures at the tactical level. Integration of all support activities simplifies operations by avoiding duplication. Integration of CSS and operations planning leads to clearly understood priorities which facilitate the support system's ability to anticipate requirements.

Table 1-1. Joint Principles of Logistics (continued)

JOINT LOGISTICS PRINCIPLE	RELATED CSS CHARACTERISTIC(S)	COMMENTS
Flexibility	Improvisation, continuity	Like improvisation, flexibility involves the ability to adapt CSS structures and procedures to meeting changing requirements. It involves positive command and control over CSS operations. Concepts associated with continuity, such as alternative planning, reserve assets, and redundancy, are also central to the support system's ability to adapt to evolving situations.
Economy	Integration	In a world of constrained resources, economy is critical. It involves providing support at the least cost. As discussed throughout this text and particularly in Chapter 3, economy requires assembling the most effective and efficient mix of active and reserve components, DOD civilians, and private sector personnel to provide support.
Attainability	Anticipation, integration	Attainability is the ability to provide the minimum essential supplies and services required to begin operations. This requires close coordination between the operations planners and their CSS counterparts at all levels. It relates to anticipation, that is, the ability to identify and accumulate the resources required to initiate an operation. The logistics preparation of the theater discussed in Chapter 2 is especially relevant to this principle.
Sustainability	Continuity, anticipation	The CSS system's ability to maintain support to the entire force throughout the duration of an operation is sustainability. All the notions talked about under continuity apply. However, so do the characteristics of anticipation and improvisation. Maintaining support requires both anticipating changing requirements as well as the ability to come up with innovative solutions to unexpected support challenges.
Survivability	Continuity	Survivability is the ability of CSS elements to prevail in the face of potential destruction. The METT-T and rear operations discussions in Chapter 2 and Annex G expand on this principle.

Anticipation rests on the ability to foresee future operations and to identify, accumulate, and maintain the assets, capabilities, and information required to support them. At the strategic level, anticipation ensures that CSS capabilities are versatile and mobile enough to accommodate potential operational and tactical events. Accurate forecasts are essential in acquiring and properly positioning required materiel. Accurate predictions of potential future operations are also necessary to develop a force that is both strategically deployable and fully capable of performing the missions it is likely to receive. Maintaining an industrial base is fundamental to anticipation. Also, anticipation enables CSS planners to provide input on the CSS forces required and the proper sequencing of these forces in the time-phased force and deployment data (TPFDD) process. At operational and tactical levels, CSS leaders and staffs anticipate future events and requirements by understanding the commander's intent and by foreseeing events as operations develop. While continuing to support current operations, they plan for future operations and attempt to foresee and prepare for changes in the course of operations.

CSS *integration* has two aspects. One is the integration of the CSS and operational efforts. The other is the integration of Army CSS with the support operations of other services, nations, and agencies. The higher the level of war, the more interwoven CSS and operations become. At the national and theater strategic levels, they are inseparable as planners and combatant commanders ensure that deployable and sustainable Army capabilities are available. At the operational and tactical levels, support planners and operators must understand the commander's intent and work closely with operations planners. They develop a support plan and structure CSS forces to give the commander the greatest possible freedom of action. As discussed in Chapter 3, this integrated planning can result in enhanced CSS capabilities and greater combat power and flexibility by ensuring that combat support assets appropriately support the CSS effort.

Army forces frequently operate in unified actions as part of a joint, multinational, and interagency team.

Integrating the CSS operations of the various components at all levels of support--

- Takes advantage of particular CSS competencies of each component.
- Allows for efficiencies through economies of scale.
- Ensures the highest priorities of the total force are met first.
- Avoids duplication of effort and wasteful competition for the same scarce resources.

Successful Army operations depend on *continuity* of support. Though other Army elements may encounter periods of relatively low levels of activity, CSS requirements never cease. In fact, a number of support functions require peak activity during lulls in combat operations to prepare the force for the next battle or engagement. Planning for support continuity involves providing for multiple sources and means of support. At the strategic level, it may mean setting priorities and arranging for more than one source of supply. Operational planners consider factors such as multiple lines of communication (LOCs), ports, and modes, and cross-leveling of theater assets. At the tactical level, continuity may involve such considerations as security of support areas and echeloning the functional capabilities of a support organization. At all levels, the focus is on ensuring that an interruption in CSS does not jeopardize the Army's mission.

Responsiveness is the ability to meet changing requirements on short notice. Though the CSS system is based on anticipation of support needs, no planner can accurately predict the course of all future operations. At the national level, we live in a dynamic global society that places shifting demands on our military. At the operational and tactical levels, operations often evolve in unexpected directions as commanders constantly seek to exploit fleeting opportunities. Support personnel at all levels must be ready to rapidly tailor available capabilities to meet changing priorities and types and quantities of support requirements. This requires visibility of all available resources and flexible CSS organizations that leaders can quickly restructure to efficiently satisfy the new demands on the system.

Improvisation is often necessary to provide continuous and responsive support. CSS personnel try to anticipate all support requirements and build a CSS structure capable of responding to any eventuality. However, it is inevitable that situations will arise in which even tailored resources will not be available to meet requirements if leaders apply them as outlined in doctrine or support plans. Therefore, support personnel must be prepared to seek innovative solutions to

problems. If established support procedures are not providing the support required by the force, CSS personnel must be willing and capable of rapidly devising new ones that meet the needs. If required assets are not available through the normal system, they must be creative in acquiring them. Extraordinary means may be necessary to get things done. This is especially true at the tactical level where short time frames often require greater use of improvisation.

DIRECTIONS IN CSS SYSTEMS DEVELOPMENT

In order to more fully develop the characteristics discussed earlier, as the Army's role evolves, the CSS system must develop or improve capabilities in several areas. This section discusses specific attributes the system must possess. Elements of the current CSS system are at various stages of developing these attributes. Some have already been attained; others are goals.

To meet all these goals, the system must not be constrained by traditional paradigms of functional and organizational boundaries. It will have to provide capability-based CSS to meet the anticipated needs of any joint force projection scenario. It must also be resilient, taking advantage of all available resources. The system must be efficient as well as effective. Support for a force-projection operation will begin with a nucleus of established CSS fictional capabilities. As the deployed force grows, the CSS structure will gain required fictional capabilities and expand. Additionally, it will effectively use technology whenever possible to synchronize global resources into a disciplined and seamless projection of soldiers and their weapon systems.

The CSS system will have to anticipate requirements to create a predictive push and a responsive pull of resources to meet joint and multinational needs. Support to and from other services and other nation's forces will be a key facet of planning and resourcing. A thorough logistics preparation of the theater, coupled with enhancements in CSS war-gaming simulations and artificial intelligence decision modeling, will improve the formulation of CSS force projection

requirements. Strategic stocks of initial entry force equipment and supplies, sustainment materiel, and equipment repair capability will be prepositioned on land and afloat in likely force projection areas. The CSS system will deliver them under a coordinated sea and air movements strategy. Operational support personnel will link these stocks with deploying forces in accordance with the theater commander's priorities and his need to strategically concentrate forces and their support.

The CSS system will have to be resilient. Incorporating the total range of CSS resources, it will balance the need for CONUS-based projection and sustainment against a reduced military structure to support forcible entry into bare-based operational areas. There will be a shifting of certain support tasks from the uniformed services to Department of Defense (DOD) civilians and the private sector, as discussed in Chapter 3. The use of contractors for technical support will be widespread. Contingency contracting will take full advantage of available resources in the theater base. The CSS system will capitalize on host nation and multinational support, but only when available and reliable.

The CSS system will place a premium on efficiency without compromising effectiveness. It will assemble and deploy the most effective mix of active and reserve components, DOD civilians, and private sector contracted personnel to sustain the force. The logistics support element discussed in Chapter 3 is one example of a means to achieve this mix. CSS units will be flexible and, in many cases, modular and multipurpose in design. They will be more agile and better trained to

perform the support mission. The combination of all these elements will be capable of performing support missions at the strategic, operational, and tactical levels. DOD civilians and civilian sector contract technicians will often be present throughout the area of operations. When appropriate, host nation and contingency contracted resources support or augment military operations, freeing soldiers to perform other missions.

Further, the CSS system must be seamless. Real-time automated CSS information will provide CSS commanders timely and relevant information on support requirements and capabilities. Total asset visibility will expand beyond materiel and transportation into the personnel and finance arenas. Centralization of routine accounting functions will make the system more responsive to the military forces it supports. Total asset visibility, combined with in-transit visibility and communications, will produce a CSS system that is disciplined, reliable, and responsive to the soldier and his weapon systems. With such a system, the supported commander can confidently expect to receive support within established timelines.

Implementation of an Army single stock fund will consolidate wholesale and retail stock funds under one organization at the national level for inventory and financial management. Installation supply activities will operate as forward storage activities managed by the national inventory control point (NICP). Consumer finds will reimburse the Defense Business Operating Fund for supplies sold to the direct support supply support activities (SSAs) or customers. In addition to transactional efficiencies, the system will enhance the NICPs' vertical asset visibility of stocks.

This will help achieve a seamless supply system and provide a broader base of assets from which to fill requests from users.

The CSS system will exploit technology. Emerging technology applied to operations requirements will enhance the capability to generate, project, and sustain military forces. Distributed communication networks and enhanced command, control, communications, and automation will increase the ability to conduct dispersed operations over greater distances without degrading effectiveness. Satellite communications capabilities will allow increased utility of our automated systems by providing near real-time CSS data. Lightweight composite materials and increased microelectronics applications will increase fuel economy and lessen strategic mobility requirements. Space systems offer the Army new or enhanced capabilities to achieve land force dominance. They are particularly important where the area of operations lacks the infrastructure to support Army operations and the US has no forward presence. The effect of digitization on CSS is discussed in Annex H.

Improvements in the capability of rapid strategic airlift, strategic sealift, and mobility will facilitate the global projection of military power. Enhanced vision technology will provide our CSS forces with the ability to conduct support operations at night and in periods of low visibility. In addition, emerging technology in the man-machine interface will allow higher productivity and better use assets. Robotics and artificial intelligence systems will further enhance CSS capabilities in materiel handling, planning, maintenance efficiency, and automated resupply operations.

ENVIRONMENT

Though the primary focus of the Army is to fight and win the nation's wars, it is also a frequent participant in military operations other than war (MOOTW). The CSS functions described in this manual must be performed in all environments as the Army operates across the full range of military operations.

WAR

The primary role of Army CSS is to support Army forces in combat operations. The CSS effort is successful only if it concentrates and supports forces as required to meet the commander's intent. Its focus is the mobilization, deployment, sustainment, reconstitution, redeployment, and demobilization of military forces.

Though many of the functions are the same in war as in MOOTW, the scope of operations is much broader during war and involves more risk. Modern warfare consumes massive quantities of resources. The CSS system must provide those resources in such a way that it minimizes constraints on the commander. The characteristics of a system that effectively meets these requirements and the principles on which such a system rests are the focus of this manual.

MILITARY OPERATIONS OTHER THAN WAR

The types of CSS required during MOOTW are very similar to those required during combat. Support personnel perform many of the same functions they do in wartime. They provide supplies, they purify water, they transport materiel and people, they repair equipment, they house people, and they treat injuries and disease. They manage materiel and movements, receive forces, select and improve LOCs, and so on.

However, the situational analysis discussed in Chapter 2 typically identifies different support requirements and leads to different support relationships than those applicable during war. The environment in which support personnel perform their tasks may be different. They may or may not be at risk from hostile forces. Their chain of command may be different; they may work for a non-DOD department of the US or a local civil authority. The complexity of support may vary from traditional combat CSS due to continuous inter-

action with private volunteer organizations (PVOs), nongovernmental organizations (NGOs), and United Nations (UN) organizations such as the UN High Commission on Refugees (UNHCR). The supported population may also be somewhat different. Whereas in war CSS personnel focus on supporting the force, in MOOTW they may provide direct support to civilians in the area while continuing to support soldiers who are performing both CSS and non-CSS functions. Further, in some MOOTW situations, CSS may be the primary mission of the Army. The senior Army CSS commander in theater may also be the commander of a joint or multinational CSS task force. Maneuver forces may be in a supporting role as CSS personnel assume the lead in many MOOTW activities. However, support personnel still anticipate hazardous conditions requiring continual risk management. Also, environmental (ecological/cultural) considerations during MOOTW may be more prominent than in war. US and host nation environmental laws may pose stringent compliance requirements on CSS operations.

In many MOOTW situations, the Army provides support only temporarily until it can transfer the mission to the appropriate civil agency. The Army and supported civil authorities must agree on exactly when and how the Army will transfer responsibility for specific support functions. Other important factors in CSS during MOOTW include resource management, early deployment of CSS command and control cells, interagency coordination, and legal implications. FMs 100-19 and 100-23 cover these considerations.

CSS THROUGHOUT THE LEVELS OF WAR

The levels of war are the strategic, operational, and tactical levels. The levels are defined by the intended outcomes, authorities, scopes, responsibilities, and concepts. The strategic level has two components. The national strategic level deals with the attainment of national security objectives. It involves the integrated efforts of the National Command Authorities, the Joint Chiefs of Staff, and several national agencies, DOD being only one. The theater strategic level involves a theater strategy and campaign plan that achieve national military objectives. The theater combatant

commander's perspective is theater strategic in nature. He provides strategic direction to his principal subordinates. His unified efforts in the theater integrate joint, multinational, interagency, nongovernment and private voluntary, and United Nations activities. The operational level normally consists of the armed services conducting supporting campaigns and major operations. The Army service component commander usually operates at this level. The tactical level involves organized mission forces fighting battles and engagements. Corps and lower commanders are

typically responsible for conducting operations at tactical levels.

However, in today's international environment, it is difficult to determine with certainty the level at which an organization is operating. For example, a battalion commander may be the senior commander in an area of operations. As such, he is certainly involved with tactical operations. However, he may also have to perform tasks (such as interfacing with other services or the host nation) which are normally associated with the operational level. In many cases, organizations require augmentation to assist them in performing such functions. In addition, the effects or results of military actions at one level can simultaneously achieve objectives at higher levels.

CSS activities are performed at all levels of war. There is no definitive line distinguishing activities at one level from those at another. The distinction lies in the intent, not type, of the activity. For instance, establishment of CSS facilities may be an activity at any level. A support battalion setting up a brigade support area to sustain troops conducting a battle represents a tactical CSS function. Establishing a base in support of Army forces conducting a major operation is an operational function, while establishing the theater base itself is a theater strategic activity. Building a permanent base or CSS facility in CONUS represents a support function performed at the strategic level since it supports the national strategy in general and not just one operation or even theater campaign plan.

However, the distinction is not always clear. The CSS system in which the Army operates is a continuous one; one level meshes with another so that demarcation lines are blurred. This is especially true in MOOTW where CSS personnel do not support forces fighting battles in the traditional sense. The level at which a commander is executing his mission has very little relevance when support personnel are providing life support to victims of a natural disaster in the United States. The following paragraphs deal primarily with CSS in war. Figure 1-1 depicts the overlapping nature of CSS across the levels of war.

CSS AT THE STRATEGIC LEVEL

CSS at the national strategic level is largely the purview of the CONUS industrial and civilian sector. National political and military-strategic leaders, as well as civilian and military suppliers and contractors, effectively combine efforts to provision US forces. CSS at this level links the nation's economic base (people, resources, and industry) to its military operations in theaters. The focus of support personnel at the national strategic level is forward to meet the needs of the combatant commanders.

CSS at the strategic level is global and regional; it supports all commanders-in-chief (CINCs). It is this level of CSS that enables the nation, and particularly its armed services, to execute its aims. The Army, DOD, other government agencies, civilian contractors, and combatant commanders execute strategic CSS. It is the realm of the Defense Logistics Agency (DLA), the General Services Administration (GSA), the US Army Materiel Command (AMC), the US Transportation Command (USTRANSCOM), other agencies, and the largely civilian industrial base. It also involves service CSS elements accomplishing theater strategic tasks for the theater commander and his campaign plan. The integrated effort of all segments of the strategic CSS system enables the combatant commanders and services to project and sustain forces. (See Figure 1-2, page 1-10.) Strategic support personnel closely coordinate these activities with CSS elements at the operational level as discussed in Chapter 2. Strategic and operational CSS normally interface in a theater.

CSS personnel at the strategic level focus on--

- Determining resource requirements.
- Acquiring resources.
- Integrating personnel and resource management information systems of all components of the Total Army and other services and governmental agencies.
 - Providing base support and services.
 - Maintaining national-level medical systems and facilities.
 - Stockpiling resources and positioning them around the world.
 - Deploying and maintaining assigned and forward presence forces in peacetime.

- Identifying mobilization requirements and mobilizing resources.
- Providing strategic mobility.
- Establishing the theater base and communications zone.
 - Concentrating forces and CSS assets prior to the campaign.
 - Reconstituting the nation's military capability.
 - Demobilizing forces.

Strategic agility depends on deployment capability and the deployability of Army strategic forces as described in FM 100-17. Deployment begins at posts, camps, and stations, continues over routes to ports of embarkation, includes strategic movement, and culminates with the discharge, reception, and onward movement of forces in a theater. As discussed in

FM 100-22, posts, camps, and stations must become launch platforms for force projection. Installations with deployable units treat deployment as their primary mission. They must be as capable of quick response as the force they support. Installations serving as reserve component mobilization stations must be able to rapidly provide the forces required by the theater commander. Deployment capability also depends on the ability of the national infrastructure to move forces to and through ports of embarkation to theater staging areas. This capability requires an adequate national infrastructure and efficient use of both government assets (such as the Air Mobility Command's air assets and the ready reserve fleet) and commercial resources (such as the Civil Reserve Air Fleet) as discussed in Annex B.

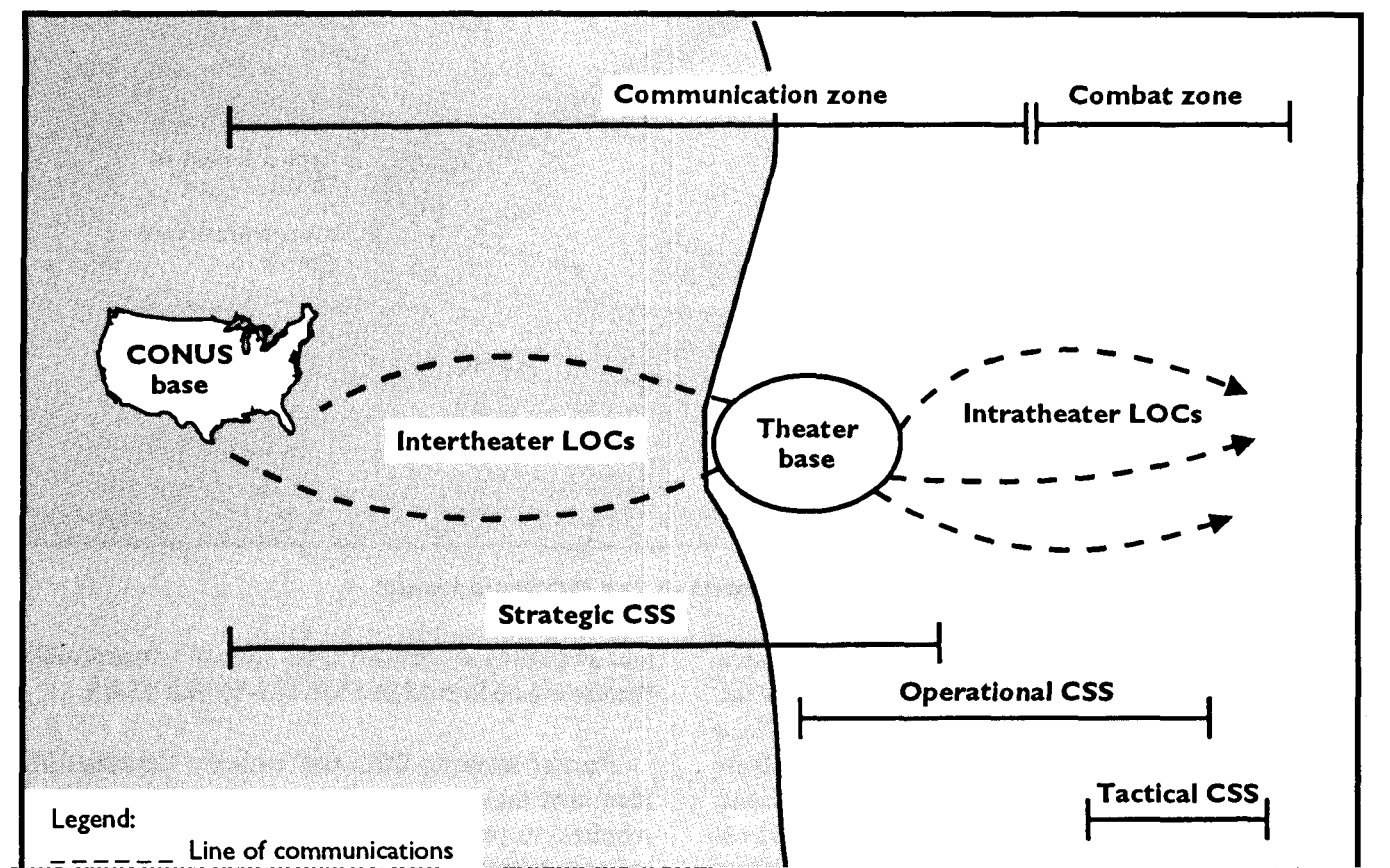


Figure 1-1. CSS across the levels of war

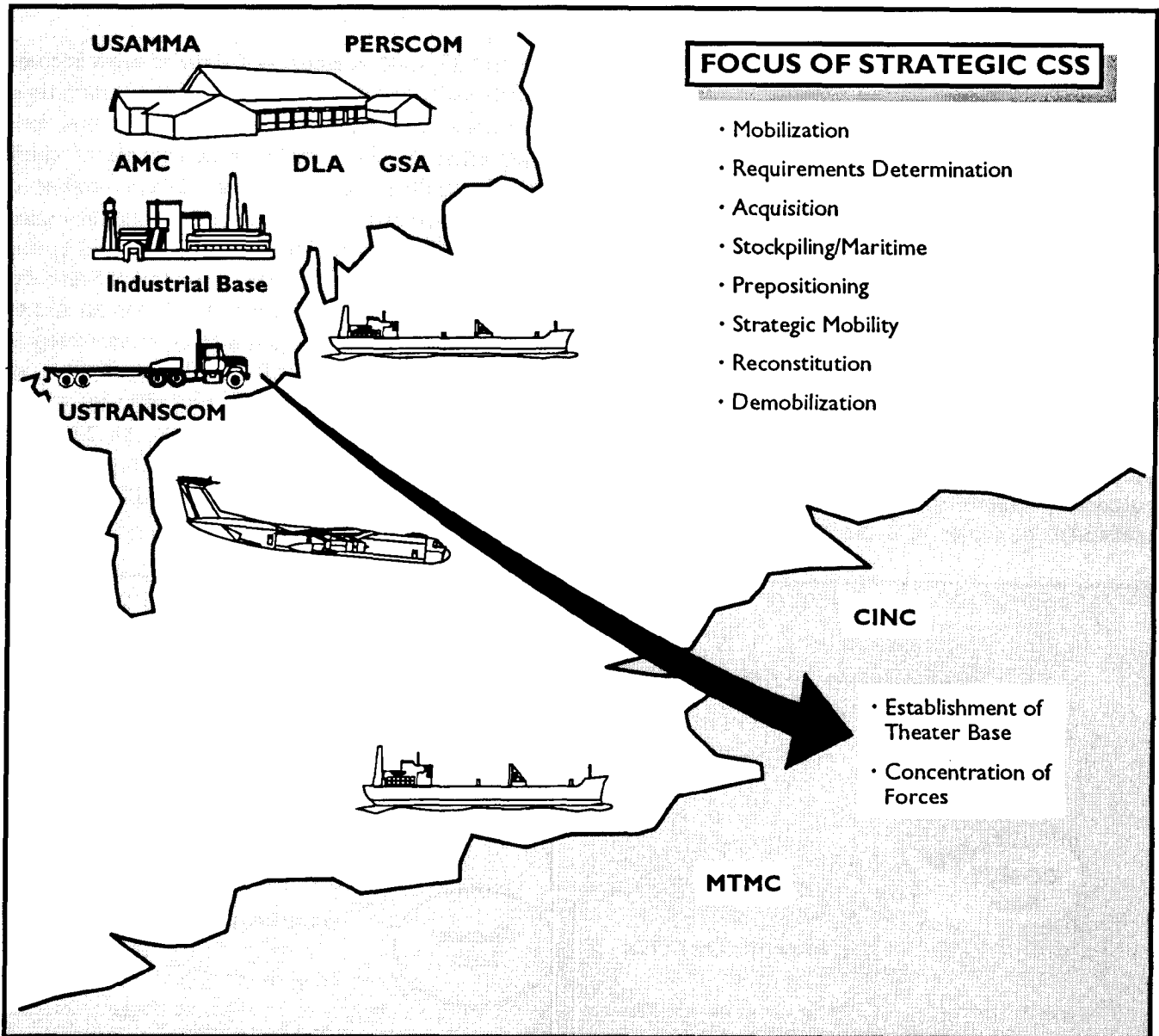


Figure I-2. CSS focus at the strategic levels

A force-projection Army's strategic agility also depends on the capability to receive troops into the theater and to move them forward. Reception in a theater includes air and sea port reception and clearance to process forces and sustainment supplies and equipment through the port of debarkation (POD). It also involves moving personnel and equipment from PODs to marshaling areas and linking them up. The types of elements required to perform these services

and when they are needed in the flow of forces into the theater are addressed in FMs 100-17 and 55-65.

Theater strategic CSS also includes the establishment and maintenance of the theater base (or bases) required to provide all the supplies and services to support reception and onward movement as well as those to sustain forces executing the theater campaign plan. Related functions include setting theater stockage

levels, identifying and managing critical items, and coordinating joint and multinational support.

Many of the same considerations involved in mobilizing and deploying the force apply to redeployment and demobilization. These stages of a force-projection operation require extensive CSS management and coordination across the operational and strategic levels.

Details on the stages of force projection and many of the functions at the strategic level are in FM 100-17. FM 100-17-1 discusses how the Army will preposition a brigade set of equipment afloat.

CSS AT THE OPERATIONAL LEVEL

CSS at the operational level links the strategic and tactical levels. Support personnel at the operational level identify requirements to strategic CSS personnel and coordinate distribution of resources with them. However, they also look forward to the tactical level to ensure that requirements are met. Operational CSS encompasses the support required to conduct supporting campaigns, major operations, and other military operations within an area of operations. Operational CSS personnel attempt to balance current requirements with the needs of subsequent operations. They sustain the force in theater consistent with the CINC's strategic priorities. Military units augmented by DOD civilians, contractor personnel, and available host nation resources comprise the organizational structure of elements which operate at this level.

CSS at this level differs from tactical CSS in that a longer planning and preparation period is normally involved and the supported operation lasts longer. Its effects are measured over weeks and even months rather than hours and days. Yet, like CSS at the tactical level, it deals with the entire area of operations. The operational commander conducts operations to defeat the main enemy force. He also deals with deep targets and activities in order to thwart the enemy's future plans. In addition, he must protect his rear support bases. CSS personnel must support those three aspects of operations (close, rear, and deep), which are covered in Annex G.

As discussed in Chapter 2, CSS personnel focus on bringing together the separate functions and activities associated with this level. (See Figure 1-3, page 1-12.)

Their main concerns are:

- Reception of Army forces and onward movement of units, personnel, and equipment.
- Distribution of materiel.
- Allocation, management, and redeployment of units and soldiers.
- Reconstitution of capabilities when operations demand and the situation allows.
- Establishment and management of medical facilities, and medical materiel management.
- Planning, coordination, management, and supervision of the positioning and security of CSS activities.

The commander's concept for the campaign or other major operation is the basis of CSS planning. It proceeds concurrently with operations planning. Lest commanders and operations officers develop plans that available resources cannot support, CSS planners must consider a host of factors and variations to plans. Their goal is to ensure operations succeed. Army operational and theater strategic support personnel work closely with each other. For instance, operational CSS personnel focus on reception and onward movement of Army forces in the theater of operations. That role is closely related to theater reception and onward movement.

Like theater strategic CSS, operational CSS is almost always a joint effort. It is also often a multinational effort. Therefore, Army support forces should establish and practice support agreements with services and allies in peacetime to facilitate wartime CSS. Chapter 3 covers considerations for joint and multinational CSS.

Theater strategic and operational CSS begins with the logistics preparation of the theater (LPT) for potential operations. LPT encompasses all the planning and preparation activities taken to ensure the CSS system can provide the resources required to enable the commander to achieve his mission. Chapter 2 has a detailed discussion of LPT. It also discusses the management activities required to coordinate and direct the support efforts throughout the operation.

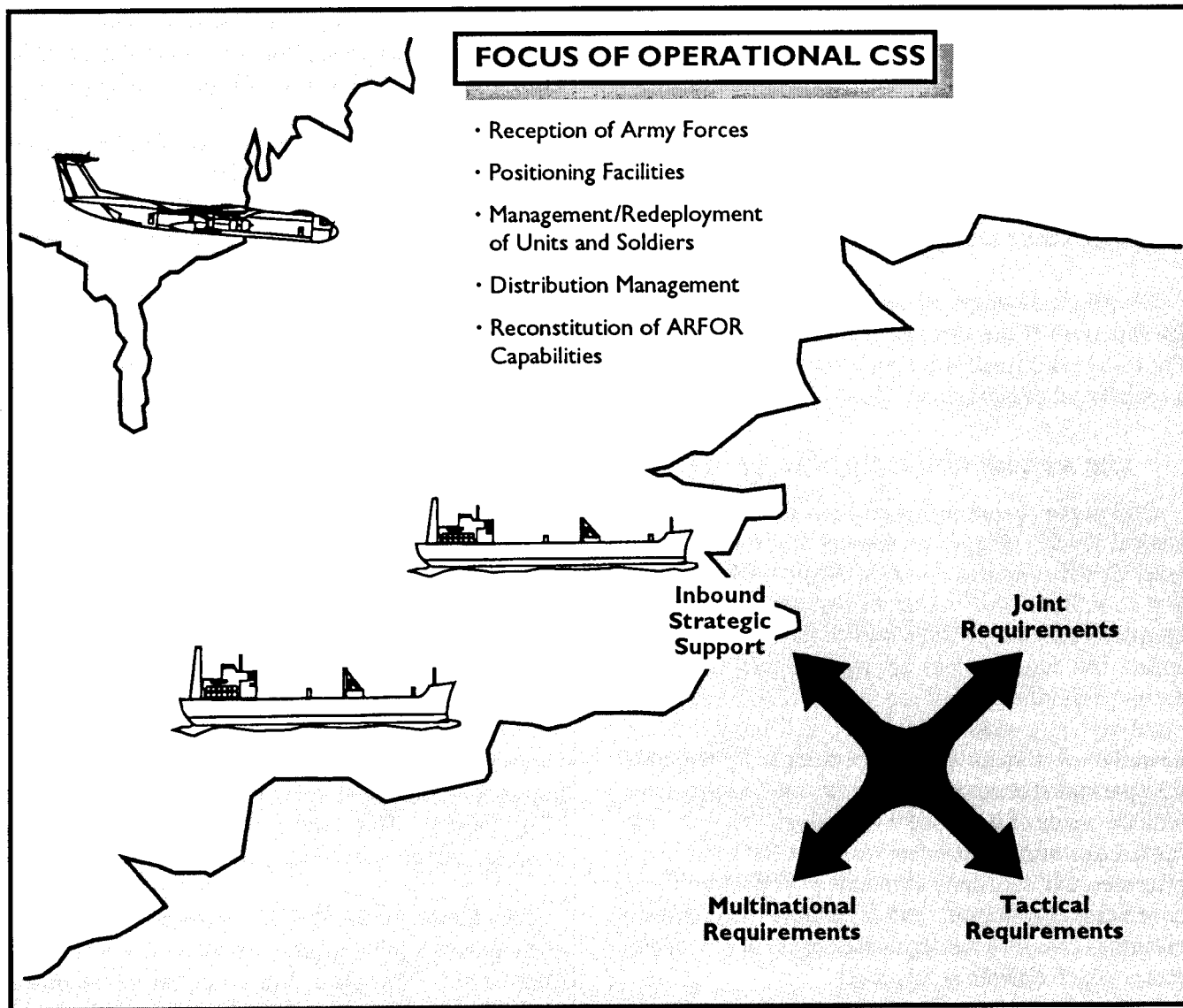


Figure I-3. CSS focus at the operational level

Initially, CSS efforts concentrate on making the force ready for the supporting campaign. The personnel system ensures that qualified soldiers man units and weapon systems. Medical organizations work toward returning sick and wounded-soldiers to duty. Maintenance elements ensure the force begins operations with operational equipment. Transportation organizations deploy early to best support the movement requirements of the force. Supply elements marshal required supplies both in the theater and, at the strategic level, globally in anticipation of theater demands.

As the campaign unfolds, CSS leaders and planners stay ahead of the situation. They remain ready to reinforce successes with priority of support. They plan for forward logistics bases as the force advances and extend lines of support accordingly. As earlier support plans become obsolete as a result of tactical developments, planners formulate new ones. The CSS system remains flexible enough to support the commander's revised guidance. When it appears that existing support systems may inhibit a commander's options, CSS leaders take extraordinary and innovative measures to

limit the inhibiting conditions. FM 100-16 has additional details on operational support.

CSS AT THE TACTICAL LEVEL

CSS at the tactical level comprises activities required to support the conduct of battles and engagements. It involves the synchronization of all support functions required to sustain soldiers and their weapon systems. (See Figure 1-4.) It normally involves support to corps and smaller formations. CSS at this level is more immediate than operational CSS. While battles may last for weeks, they are normally measured in days or even in hours.

Military units organic to or supporting the deployed tactical force make up the bulk of the CSS organizations at this level. However, support may also come

from the host nation, joint and multinational sources, Department of the Army (DA) and DOD civilians, and civilian contractors, as discussed in Chapter 3. In any case, flexibility and innovation are crucial. CSS organizations at battalion and higher level are largely multifunctional; one organization can deliver nearly total support. This allows supported units to deal with a single point of contact for support. CSS leaders form and revise task organizations to support the tactical commander's plans. The execution of tactical CSS should enhance the commander's momentum. The CSS system must fuel, arm, fix, and man weapon systems at the place and time most supportive of force operations. The aim of tactical CSS is the removal of inhibitors to the tactical commander's scheme of operations. This includes taking action to ensure the survivability of scarce CSS assets at the tactical level.

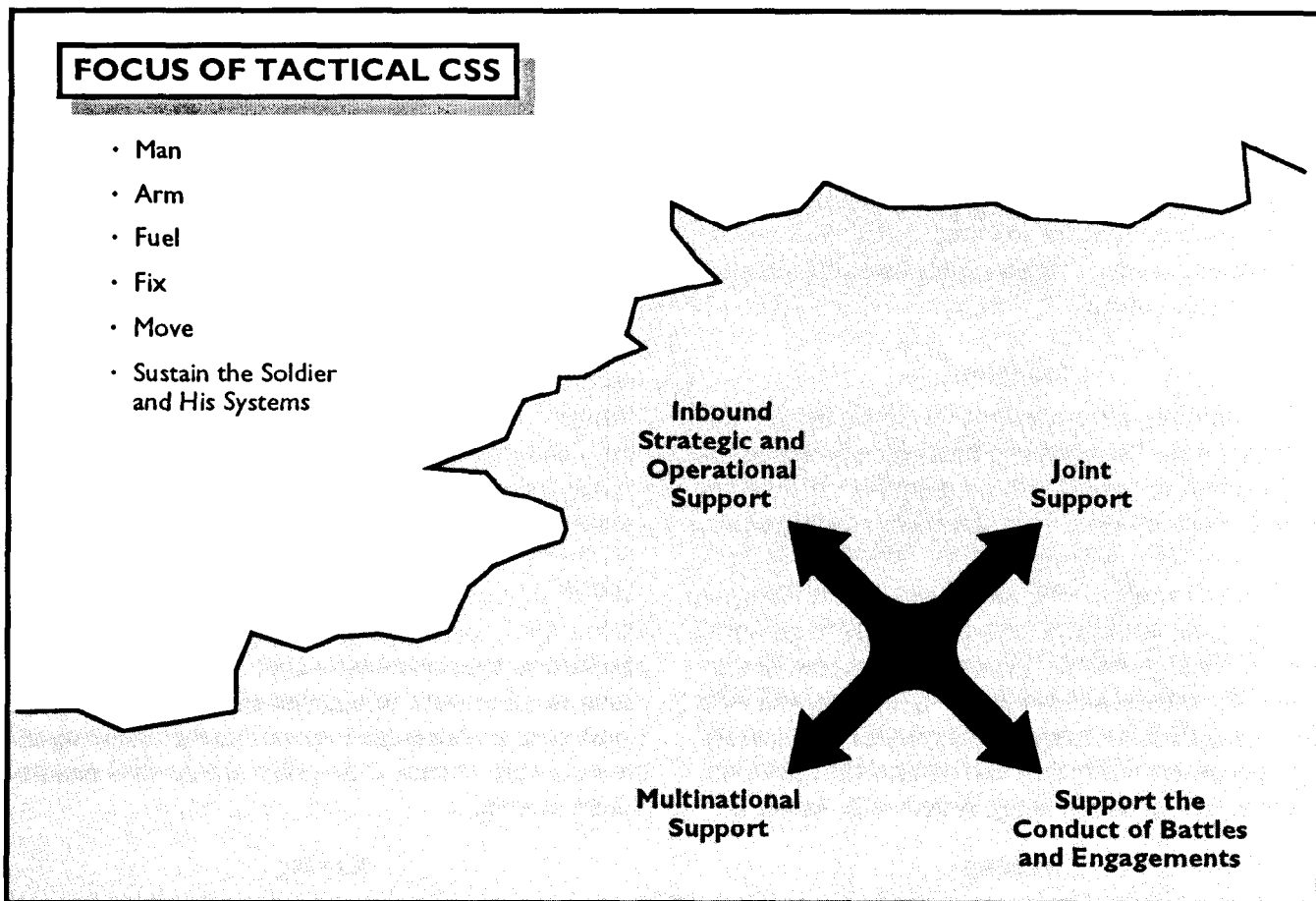


Figure I-4. CSS focus at the tactical level

At the tactical level, support personnel focus most of their attention forward while maintaining proper links with the operational level of CSS. They must also take steps to ensure survivability of support assets. Tactical CSS, like operational CSS, includes support to the three elements of the battle--close, deep, and rear. Just as the tactical commander conducts operations throughout the depth of his area of responsibility, the CSS commander is responsible for supporting the battle in those three areas. While CSS principles remain the same in supporting the various forms of maneuver, different techniques are used in each. Annex G covers support to close, deep, and rear operations.

The goal of CSS at all levels is to deliver combat power at the tactical level. The focus of the support system is ultimately on the functions of manning, arming, fueling, fixing, moving, and sustaining soldiers and their systems. These functions all depend on distribution and the effective management of CSS operations, which in turn rely on a highly refined command, control, and communications (C3) system. Distribution is not a separate function; it is the integrated system which pulls together all the CSS activities required to deliver required capabilities to the tactical commander. Chapter 2 discusses the distribution system in depth.

Manning

Manning the force involves the personnel support activities which ensure the commander has the personnel required to accomplish his mission. It involves management of personnel readiness, replacements, and casualties. Managers must take into account civilian personnel as well as soldiers. Also, the manning systems must be able to interface with joint and multinational systems. Personnel managers coordinate with materiel and movement managers, and with the medical and mortuary affairs systems to ensure the right people are where they need to be at the right time. An overview of the manning system is in Annex E.

Arming

During intense combat, arming the force is a critical, demanding, and time-sensitive logistics function. Army

forces use a wide variety of sophisticated weapon systems that consume high tonnages of ammunition during combat. The arming system must be able to meet these needs through integration of supply, transportation, and maintenance functions. The system must be flexible enough to provide a surge capability to meet the high requirements of combat. Supply considerations are in Annex A, and Annex C describes maintenance aspects of the arming function.

Fueling

Like arming, fueling the force is demanding and requires a surge capability during combat operations. The mobility so critical to tactical success depends on the provision of large quantities of fuel. However, the routine requirements for fueling are significant throughout all Army operations, not just combat. All operations depend on movement of personnel, equipment, and supplies, as well as the operation of equipment. Such activities are only possible if logisticians are able to accurately forecast and effectively provide the fuel to meet these needs when required. Measures to reduce the varieties of required fuels greatly reduce the complexity of fueling the force. Annex A has details on the fueling function.

Fixing

Fixing the force is a vital component of ensuring maximum availability of scarce equipment to the commander. It involves maintaining, recovering, repairing, and replacing equipment. Such activities require managers to integrate several CSS systems. The personnel system provides soldiers and civilians with the required skills. The supply system ensures repair parts as well as tools and equipment are available. Transportation assets must be effectively controlled to move maintenance personnel and equipment, parts, and equipment needing work to maintenance sites. Typically, these sites are positioned forward to facilitate responsive support. Annex C describes the Army's maintenance system.

Moving

Movement is inherent in the operations of all Army elements. The tactical logistics function of moving the

force specifically relates to planning and executing movements of personnel, equipment, and supplies in the performance of CSS functions. It also involves assisting in the execution of tactical movements. The long distances potentially involved in an operation, high volume of movement requirements (tactical as well as CSS), and limited transportation networks require extensive coordination and control. Annex B discusses the transportation role in moving the force in terms of mode operations, movement control, and terminal operations.

Sustaining Soldiers and Their Systems

Sustaining soldiers and their systems involves provision of a wide range of services and supplies. Quality of life for the soldier is a command responsibility. It has a considerable effect on the soldier's readiness and willingness to fight. It is associated with all the services which directly ease his personal concerns. These include personnel service, combat health, field service, and general supply support. Quality of life also depends on the knowledge that a soldier's family is being taken care of.

Personnel service support (PSS) enhances soldier performance by providing services which enhance his

morale and sense that he is being cared for. It also includes support to promote efficient management of funds. Specific functions include personnel services, religious support, legal service support, finance services, and resource management. Annex E includes a discussion of PSS.

Combat health support provides a continuum of health care from all locations throughout a theater to the CONUS base. It provides state-of-the-art medical evacuation, treatment, and preventive care. The medical system is critical in establishing the soldier's sense that his welfare is important to the Army. It is also a significant source of replacements. Annex D describes the combat health support system.

Field service support consists of a variety of capabilities designed to provide essential services and enhance a soldier's quality of life during operations. It includes food preparation, water purification, mortuary affairs support, airdrop support, laundry and shower services, and clothing and light textile repair. Details on field services are in Annex F.

General supply support refers to supply of subsistence, clothing, water, barrier material, and major end items. Annex A covers supply of these items.