

CHAPTER 2

Orchestrating the Combat Service Support Effort

CONTENTS	PAGE
SITUATIONAL AWARENESS	2-1
REQUIREMENTS DETERMINATION	2-9
ACQUISITION OF RESOURCES	2-10
DISTRIBUTION	2-11

Components of the CSS system can be categorized in a number of ways. One way is to look at the functional areas of supply, transportation, maintenance, personnel support, combat health support, and field services. Another approach is to analyze the CSS activities performed at each level of war. Alternatively, the discussion could also be organized by the functions performed during each stage of a force projection operation or by the activities ultimately associated with the tactical-level functions of manning, arming, fueling, fixing, moving, and sustaining soldiers and their systems.

Any such system of categorization results in some arbitrary, imperfect grouping of elements of the system. The CSS system is one system consisting of many interrelated components. This manual is organized by functions in the annexes and by other means in other sections only to facilitate discussion. The intent of this chapter is to introduce how the different elements of the system must come together to make CSS happen.

SITUATIONAL AWARENESS

The goal of CSS is to enable the commander to execute his mission by providing the right resources at the right time and place. Resources include trained personnel, ready equipment, supplies, and the services required to get them where they are needed and to sustain them through all stages of the operation. Providing those resources is a complex process; it is only possible through extensive coordination and management. The CSS effort begins with the translation of potential Army missions into resource requirements. It continues with the acquisition and distribution of those

resources to ensure required resources will be available to support anticipated operations. (See Figure 2-1, page 2-2.)

These activities are integrated in the situational awareness of support personnel. They must determine what the commander requires to support operations, what resources are available to meet the requirements, and how to control CSS activities to bring those resources to bear on the situation. Beyond that, they must anticipate changes in any of these situational aspects and be able to adjust to them.

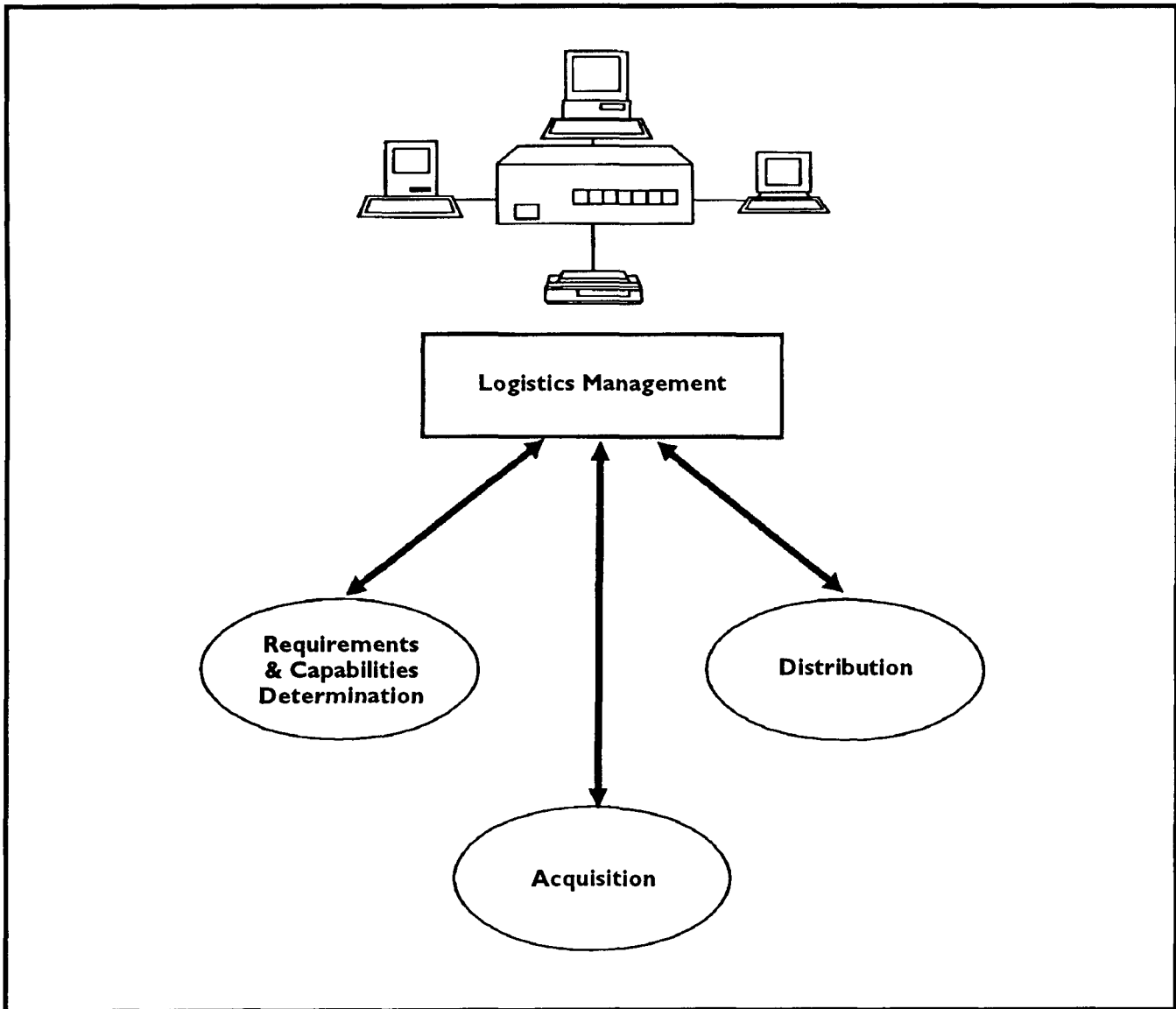


Figure 2-1. Orchestrating logistics activities

METT-T FOR CSS PERSONNEL

The situational awareness for support personnel is developed through an analysis that is analogous to the mission, enemy, troops, terrain and weather, and time available (METT-T) process (Figure 2-2). The mission of CSS personnel is to provide support required by the force to enable it to achieve *its* mission. Hence, support requirements vary with the mission of the supported force. Considerations for defensive, offensive, and retrograde operations in war are in Annex G.

In MOOTW, the CSS effort may *be* the force's mission. In all cases, support planners must work with operation planners. They must clearly designate what the supported force consists of as well as the specific support functions to be provided so that they can prepare for the total requirements. As discussed in Chapter 3, supported elements may include multinational forces, forces of other services, and US or foreign civilians.

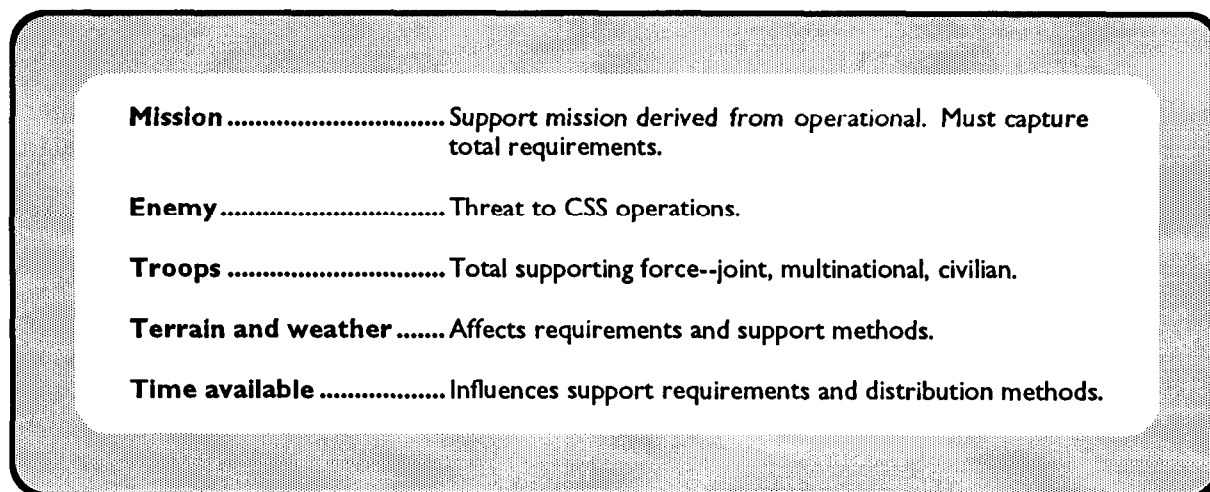


Figure 2-2. METT-T for CSS personnel

CSS personnel at all levels must consider the enemy. CSS facilities are easy to detect, limited in mobility, and difficult to protect. Hostile elements may target support facilities and transportation networks. Support personnel take such threats into account, whether they are strategic logisticians building prepositioned stocks or tactical CSS personnel planning the security of a support area. In addition, because the intensity of operations may place extraordinary demands on CSS systems, supported personnel can expect an unprecedented risk of accidental loss. For success, they anticipate the risk and determine how to best manage it. They identify key CSS assets and provide them greater risk protection. In any case, they must understand what they must do to prepare for and overcome threats which may restrict or disrupt their ability to support the commander's intent.

As with all other operations, the number and type of troops available affect the support plan. However, "troops" has a broader meaning for CSS personnel. First, the proper mix of active and reserve component elements is necessary. Reserve component elements make up a significant portion of CSS forces. Such factors as mobilization times are considerations in planning the CSS force. The supporting force may also include joint and multinational support troops, DA civilians, contractor, and host nation support (HNS) assets. CSS planners must integrate all these elements

into the support plan to maximize the efficiency of the system. Strategic mobility assets are limited; use of these other resources can often enhance deployability of the required force. Chapter 3 discusses the various resources that may be available to perform CSS activities and some specific considerations involved in integrating them.

Terrain and weather affect the CSS effort in two ways. First, as described later in this chapter, they influence the operations of the supported force and the requirements for certain categories of support. Terrain and weather also influence how those who execute the support plan operate. For instance, such factors as snow, rain, and rough terrain slow down CSS activities. Use of fixed facilities in urban terrain may increase the efficiency and effectiveness of support operations.

Generally, time available to plan support operations decreases as one moves across the continuum from the strategic to the tactical level. However, at each level it may vary substantially. CSS planners carefully evaluate the time available in each situation since it has a major impact on resources available and support methods employed. For example, time constraints may dictate use of air movements, reliance on contingency contracting, use of prepositioned war reserves, dependence on exchange of components rather than repair, and other methods of expedited support.

LOGISTICS PREPARATION OF THE THEATER

One of the processes associated with the situational awareness for CSS personnel at each level is the logistics preparation of the theater (LPT). This process includes all the actions taken by CSS personnel to maximize the means of supporting the commander's plan. These actions include identifying and preparing bases of operations and LOCs, forecasting and building reserves forward and afloat, and improving the theater infrastructure. It involves anticipating requirements, identifying resources available to meet requirements, and taking the steps necessary to ensure the CSS system will be able to provide required resources at the right time and place and in the proper condition. LPT involves two closely related types of activities--infor-

mation gathering and management and activities required to prepare the theater to receive and sustain forces (Figure 2-3).

Information Gathering and Management

CSS personnel require several types of information to develop theater support plans. This information includes all the factors which influence support requirements and the conduct of CSS operations. As discussed elsewhere in this chapter, these factors include terrain and climate. They also include any theater-specific agreements to provide support to joint or multinational forces.

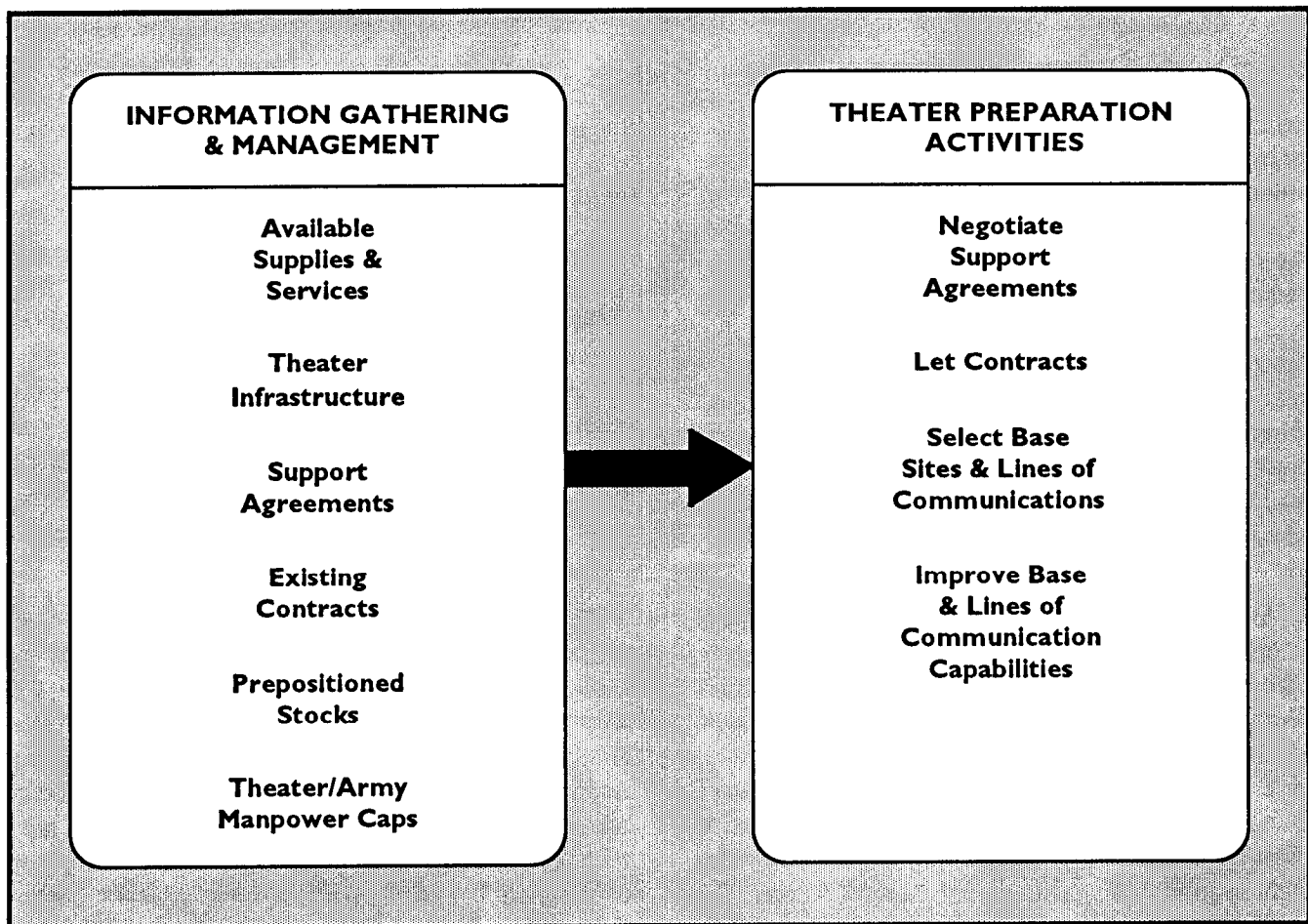


Figure 2-3. Elements of the logistics preparation of the theater

Critical information also includes all information on available resources in the operational area. This includes actual available support assets such as supplies (particularly such items as food, water, fuel, construction material, and repair parts), service capabilities (such as medical, laundry, shower, or baking services), transportation assets (such as trucks, buses, and aircraft), and labor. Resource availability information also includes data on the area's infrastructure. This encompasses a wide-ranging set of considerations including--

- Seaport and airport capacities.
- Transportation networks.
- Communications networks.
- Fuel storage and distribution facilities.
- Utility systems.
- Medical facilities.
- Hotels.
- Financial institutions.
- Postal systems.
- Other fixed facilities.

CSS personnel must also know any factors which may influence access to local resources, such as political or economic conditions.

Another critical category of information relates to any arrangements already in place which affect support to theater operations. These may include HNS; foreign national (third country) support agreements; interservice support agreements; multinational force compatibility agreements; security assistance agreements; the Logistics Civil Augmentation Program (LOGCAP); and prepositioned stocks.

Sources of all this information vary. They may include automated CSS management systems as well as intelligence and civil affairs elements, and State Department or local government officials. They may also include Central Intelligence Agency and Defense Intelligence Agency country studies, country team products, and J2 staff products. Other sources may be as informal as the local telephone directories or chambers of commerce. Coordination with the intelligence

system is particularly important. CSS leaders use intelligence to anticipate support requirements, locate routes and sites for CSS operations, and focus and protect their resources. Intelligence preparation of the battlefield provides weather and terrain information to the LPT process. Intelligence also identifies the vulnerability of CSS sites and operations to enemy action, in both forward and rear areas. FM 34-130 discusses the intelligence preparation of the battlefield.

CSS personnel carefully manage information flows. They need to know what information is available and clearly identify their information requirements. They must also know with whom to share the information they have acquired. For example, they may have acquired information which may be useful to those developing the intelligence preparation of the battlefield.

Theater Preparation Activities

LPT also includes actions taken to enhance the theater's capability to receive, move forward, and sustain the force. Part of this process consists of making arrangements to gain access to the resources identified in the information-gathering stage. This may include negotiating specific host nation support agreements and letting contingency contracts. It also includes coordinating with CSS managers at the strategic level to gain access to prepositioned stocks or assets received through national-level agreements.

Preparation also includes establishment of the theater base through the selection of base locations and facility improvements. The initial lodgment or support base requires adequate port facilities that can support the throughput requirement identified in the operations plan. The base should include container-handling capabilities. It should also include secure facilities for maintenance operations, soldier support functions, and storage of all commodities including fuel and ammunition. Transportation networks from potential base locations to forward areas must be capable of handling the theater onward movement requirements. Network

elements include roads nets with adequate capacities, bridges, rail nets, inland waterways if applicable, and materials-handling equipment.

It is unlikely that all required facilities are available at potential base locations. In some theaters, facilities with adequate capacities have never been developed; in others, hostilities may have seriously damaged the existing infrastructure. In such cases, maintenance, engineering, and terminal operations can restore or improve the capabilities of the theater base. CSS personnel synchronize activities of all available resources--host nation, contractors, other services, and Army capabilities--to ensure improvements are accomplished in accordance with CINC-established priorities. As indicated in FM 100-5, when forces are entering into an area requiring infrastructure enhancement, CSS elements must be early in the flow, with a resulting decrease in the number of combat units arriving early. In some cases, the first elements to deploy should be terminal operators or engineers to enhance the base's capability to receive additional forces. However, their capability to augment the capacity of the support base is limited, and in the case of a lodgment area with an austere infrastructure, operation planners must understand that significant deployment of CSS personnel will typically be required early on. The requirement for adequate CSS capability is especially critical in the early stages of operations. In addition, support planners consider opportunities for training which also serve as nation-building activities in austere environments. Such environments may be the best locations for realistic training conditions for activities such as building or repairing airstrips, piers, and roads, and preparing marshaling sites. Engineering considerations are discussed in Chapter 3, and terminal operations in Annex B.

Responsibilities

The primary responsibility for LPT is at the theater strategic and operational levels with the CINC's and Army service component commander's (ASCC's) support staffs. The CINC's staff considers available resources and requirements across all the services. It ensures limited resources go to the organizations most essential to mission accomplishment. The ASCC's

staff performs LPT activities in accordance with the CINC's priorities. These staffs thoroughly coordinate LPT activities with support personnel at the national strategic and tactical levels. At the national strategic level, planners need information on all theaters to be able to build national-level capabilities to meet potential requirements. Specific programs to meet theater shortfalls include security assistance, prepositioned stocks, and nation-building programs. Also, strategic mobility is closely connected to establishment of the theater base and selection and improvement of LOCs.

Tactical CSS planners depend on information gathered in the LPT process. Support personnel at the tactical level employ LPT methods as the logistics preparation of the battlefield (LPB). The LPB is a conscious effort to identify and assess the factors which facilitate, inhibit, or deny support to forces at the tactical and sometimes operational levels. LPB is a subset of the LPT process that refines the LPT products. It involves support planners using IPB products; personnel, supply, and movement planning factors; and planning guidelines to develop CSS estimates. Thorough information-gathering in the early stages of LPB ensures that adequate information is available to expeditiously complete estimates and develop a feasible concept of support. A sound LPB process ensures non-CSS personnel know what information and data they need to provide to allow support planners to develop a concept of support. LPB also includes establishment of bases including any forward logistics bases required to reduce distances supported elements must travel. Many of the factors listed above for LPT in general apply to LPB. Table 2-1 lists some of the basic factors particularly applicable to the LPB process.

DISTRIBUTION

Distribution is inherent in the LPT process and continues throughout CSS activities at all levels of operations. Distribution includes the receipt, storage, maintenance of equipment in transit, movement, and control of resources between the receipt of materiel and personnel into the system until final delivery to the user. Distribution is the key to CSS operations. The ultimate goal of both requirements determination and

acquisition of resources is the provision of personnel, materiel, and services to the supported force. Identification of available resources (and in some cases,

requirements for certain types of support) depends on the capability of the distribution system. The system is discussed in depth later in this chapter.

Table 2-1. Logistics Preparation of the Theater/Battlefield Planning Factors (not all inclusive)

FACTOR	EXAMPLES
Type of operation	Movement to contact Hasty/deliberate attack Exploitation Peacekeeping Disaster relief
Priority of support	
Policies	Repair Cannibalization Theater mortuary affairs
Geography	Climate Terrain Water sources
Facilities	Warehouses Cold storage facilities Fuel storage tanks Utilities Sanitation assets Bathing/shower facilities Administrative facilities
Transportation	Road nets Rail nets Bridges/tunnels Available trucks Container-handling equipment and MHE available Traffic flows/choke points
Supply	Bulk fuel Barrier and construction materials
Maintenance	Maintenance facilities
General	Language Religion Labor pool

DISTRIBUTION MANAGEMENT

All the CSS activities involved in preparing for or sustaining Army operations depend on effective management, which in turn relies on timely and accurate information flows. At each level, managers must be able to provide commanders with information on the location and status of resources. They must have visibility over personnel, maintenance operations, medical assets, supplies and services, and movements. They must also know the location and status of support units. Moreover, visibility must cross CSS operations at the various levels. For example, supply managers in the materiel management element at the operational level must know the status of supplies at the tactical level to anticipate requirements. They must also know what supplies are planned to be available at the strategic level to meet the needs. This knowledge includes an understanding of the CINC's priorities.

However, management does not end with knowledge of resource status. Managers must also be able to control the systems to make resources meet requirements. This almost always involves integration of several fictional areas. As a simple example, it is not enough for the Class VIII manager of a corps or division to anticipate a requirement or receive a request for medical materiel and to know what is currently available in the area of operations (AO), at the supporting activity, and in transit to the AO. He must also know how to interface with the transportation system to make sure the materiel gets moved where and when it needs to be.

A somewhat more sophisticated example is the CSS component of weapons system replacement operations (WSRO). WSRO involves personnel, equipment, and training. Weapon system managers (WSMs) at each command level maximize the number of operational weapon systems in accordance with the commander's priorities. They must coordinate with materiel managers, Class VII supply units, transportation managers, maintenance elements, personnel managers, and the operations staff. Supply units deprocess weapon systems arriving in theater and make them ready to issue. They install all ancillary equipment and ensure that basic issue items are on board and that equipment is

fueled. Ready-to-issue weapon systems then move forward, typically via rail or heavy equipment transporter. Tactical-level weapon systems managers provide for receipt of the systems. They also coordinate receipt of weapon systems returning from the maintenance system. The commander provides personnel elements with guidance on crew replacements. He also tasks qualified personnel to provide required training and ensure that established training standards are met. In coordination with the operations staff and personnel elements, WSMs link weapon systems with trained crews and ensure they have been fueled and boresighted. They also make sure systems have received their basic loads of ammunition. Such systems are now ready to fight, and the WSMs coordinate delivery to the unit on the basis of the commander's priorities.

COMMUNICATIONS AND AUTOMATION

The situational awareness of support personnel and their ability to manage CSS operations depend on effective communications and automated systems that will interface with all the services' automated CSS systems, global transportation network, global positioning system, and theater command and control systems. This requires voice and data communications. Nodes within the distribution system must be able to communicate with each other within specified time and design parameters. Data transfer must be accomplished in near realtime and at a rate not less than the maximum possible for any of the systems with which the system interfaces. More details on the signal support required by CSS personnel are in Chapter 3. Annex H discusses digitization.

CSS also depends on support requirements generated by and managed through the respective Standard Army Management Information Systems (STAMISs). Future developments will bring together fictional STAMISs into an integrated CSS system. CSS automation management offices in support commands serve as system integrator for CSS STAMIS support. In addition, the Combat Service Support Control System (CSSCS) component of the Army Battle Command System (ABCS) provides critical CSS information for

theater and force-level commanders. Details on the STAMISs at each echelon are in the related support organization manual. For instance, FM 63-3 covers the role of CSS STAMISs at corps, and FMs 63-2 and 63-2-1 detail STAMISs at division level.

INTERRELATIONSHIPS OF FUNCTIONS

The annexes to this manual discuss the fictional areas of CSS. However, though the functions are covered in separate annexes, they are all elements of a single system. As such, they are closely related in two ways. First, as described above and later in this chapter in the distribution section, CSS personnel must coordinate several of the functions to make support happen. For example, they integrate the Class IX and II supply, maintenance, and transportation systems to effect equipment repair. Shower and laundry support depends on water supply. Mortuary affairs elements coordinate with the personnel responsible for casualty reporting.

However, beyond such interdependence is the notion that fictions may in some cases represent alternative options. For instance, component replacement may be an alternative to repair of components if time is a critical consideration, components are readily

available, and/or maintenance assets are scarce. Other examples of interrelatedness are the key roles that soldiers returned to duty from the medical system can play in replacement operations and the use of air and airdrop in the transportation plan. Understanding of such interrelationships ensures efficiency of CSS operations and enhances the ability of CSS personnel to improvise when necessary.

CSS THROUGHOUT LEVELS OF WAR

Chapter 1 associates CSS activities with levels of war. However, this association is not intended to indicate that any activity is exclusively within the domain of a single level. The CSS system is a single system which requires integrating activities of all system components. There is no clear-cut boundary which separates activities at different levels. Similarly, there is no clear relationship between CSS organizations and levels of war. Elements of the sustainment base may deploy to an AO and help provide support at the tactical level. Conversely, in a small-scale MOOTW, an augmented support battalion may perform CSS activities typically associated with the operational level such as reception of forces and CSS management.

REQUIREMENTS DETERMINATION

CSS personnel at all levels must anticipate and understand support requirements as the first step in ensuring the capability to support the commander's plan. This is part of their situational awareness. They can apply a CSS METT-T analysis to help develop requirements. The process begins with development of the CSS mission. This requires a thorough understanding of the commander's intent, whether the intent involves the strategic role of the Army or a battalion's role in a battle. Support planners must be able to translate a mission or role into CSS requirements. They must understand what actions the supported force is likely to take and how such actions affect requirements for specific support functions.

The mission analysis also includes careful identification of the supported force itself. CSS planners must

capture all stated and implied requirements. As described in more detail in Chapter 3, requirements may include those generated by special operations forces (SOF), supported multinational forces, other US services, other agencies, civilians, and even enemy prisoners of war. Such requirements are influenced by interoperability considerations. Support planners must understand the specific types and quantities of support required by each element of the supported force. CSS management information systems support the CSS planner in the mission analysis.

Support planners also consider the enemy and his effect on requirements. For example, a significant potential disruption to the CSS effort may result in a requirement for development of more LOCs or dispersion of CSS assets. At the operational and tactical

levels, the capabilities of the enemy in an operation or battle obviously influence consumption of resources such as fuel, ammunition, and maintenance. In all cases, the capacity of the CSS system is finite with critical nodes that constrain throughput capacity. Though effective management can maximize the system's capability, at some point additional requirements demand expanded CSS structure.

As mentioned previously, terrain and weather have a major effect on support requirements. For instance, environmental conditions may affect consumption rates or aviation maintenance requirements. High temperatures increase heat injuries and engine wear. Open terrain increases fuel and transportation requirements. Arid environments require large capabilities for water, maintenance, and medical support. Cold weather operations increase the need for some specific Class II items such as parkas and sleeping bags. Rugged terrain creates a large requirement for clothing and tires since they tend to wear faster.

The time associated with an operation also influences support requirements. In a very short-duration operation, commanders may suspend some support functions. For instance, morale, welfare, and recreation (MWR) may not be required for a domestic support operation expected to last only one or two weeks. Short time frames limit support to meet only the most critical requirements. However, the system must be flexible enough to adapt to a situation where the operation expands beyond originally anticipated time frames.

At the strategic level, requirements determination involves the identification of resources required to

support the Army's role in the national military strategy, theater strategies, and campaign plans. The Army's participation in joint strategic planning is the basis for identification of materiel requirements. These include both the need for new equipment and systems and the need to stock and preposition supplies to meet operational needs given the industrial base's capability to provide materiel. Strategic planners also determine manpower requirements on the basis of the required force structure. Requirements include active and reserve component personnel and DA civilians. Strategic requirements also cover service capabilities, strategic mobility, and CSS force structure.

Operational-level requirements are the resources required to conduct a supporting campaign or major operation. A major part of the process of determining requirements at this level is the METT-T analysis. Planners use it to compute the supply, maintenance, transportation, medical, personnel, and field service support required to sustain the force, which is likely to be a joint/multinational/interagency composite. Support staffs use planning factors to compute requirements for soldiers. Many factors, such as food, water, and services, also apply to supported civilians. (Specifics on support to civilians are in Chapter 3.) Extensive liaison activity is necessary to determine support requirements for SOF, other services, and supported multinational forces. In addition, operational planners consider capability requirements for force reception, base development, materiel management, movement control, and other operational activities. Tactical requirements determination involves much of the same analysis as at the operational level, but it is likely to involve a smaller scale and shorter time period.

ACQUISITION OF RESOURCES

In this context, acquisition refers to activity at all levels to gain access to the support resources identified in the requirements determination. The process is closely related to requirements determination in two ways. Not only is acquisition aimed at attaining the resources identified in the determination, but also

barriers to acquisition may influence the support requirements. For example, if weapon systems are not available, maintenance requirements may increase. Acquisition is also associated with distribution. What is acquired and where and how it is acquired may depend on distribution capabilities. At all levels, CSS

personnel are aware of and exploit all possible sources of support.

At the strategic level, acquisition of resources involves such varied activities as--

- Procuring materiel.
- Ensuring adequate production capacity for required commodities.
- Negotiating interservice and international support agreements at the national level.
- Arranging LOGCAP (Chapter 3 has details) and host nation support agreements.
- Recruiting of military and civilian personnel.
- Conducting mobilization activities.

Planners must understand the availability of support capabilities from all possible sources to most efficiently acquire them. They need to understand the requirements and assets available in all theaters, as identified in LPTs, to ensure arrangements are in place to acquire additional required resources.

The LPT ties together requirements and acquisition at the operational level. The LPT process ensures CSS

personnel have considered all possible sources of support. As detailed in Chapter 3, they consider such sources as joint and multinational capabilities, host nation support, and LOGCAP and contingency contracting. They are also the link to the support capabilities available in the sustainment base. As such they coordinate their acquisition activities with strategic-level support elements.

Gaining control of required support capabilities at the tactical level involves the link to operational and strategic sources. In many operations, the primary source of supplies and other resources is from the sustainment base as coordinated through the support managers at the operational level. However, CSS personnel at the tactical level, as part of the LPB process, identify resources that may be available through such sources as local purchase, support agreements developed at their command echelons, and foraging. Cross-leveling of assets is also part of the process of determining what resources are available to meet the needs of the supported force.

DISTRIBUTION

The goal of all the requirement determination and acquisition activity is the ultimate provision of materiel, personnel, and services to the commander. The key to this process is distribution. The distribution system is the complex of facilities, installations, methods, and procedures designed to receive, store, maintain, move, and control the flow of materiel, personnel, and services between the point of receipt into the military system and the point of provision to using activities and units. Distribution relates to the CSS pipeline activities associated with sending, moving, and receiving resources. All of these require effective automation and communication. The supply and transportation systems described in Annexes A and B are critical components, but the system relates to all CSS functions, including maintenance, personnel, field service, and combat health support operations.

An effective distribution system depends on the synchronization of these various components. One of

the critical elements in effecting this synchronization is the meshing of materiel management and movement control through all levels to create a seamless system and provide total asset visibility. Total asset visibility is the capability to provide timely and accurate information on the identity, status, and location of DOD materiel from the source of production to delivery to the user and ultimate disposal.

At the strategic level this capability allows the Army to acquire, position, and move materiel to the theater when required to meet the needs of the force according to the theater commander's strategic priorities. The CINC/JTF commander coordinates with the National Command Authorities to prioritize strategic movement of assets to the theater. He may create a joint materiel priorities and allocation board to recommend priorities for allocation of resources to meet theater requirements. Joint Publication 4-0 discusses the duties of this and other joint logistics boards, while

the 5- series of joint publications addresses planning for joint operations. The link with the theater distribution system allows operational support forces to prepare to receive and move materiel forward as well as retrograde assets.

A principal goal of the Army's theater distribution system is to move critical supplies and other resources as rapidly as possible under positive control through a distribution system from the port of debarkation (or in-theater source) to the using unit. They will bypass routine warehousing and supply activities as appropriate. Such a system depends on centralized distribution management. The Army's theater distribution management relies on the coordination of the materiel management and movement control functions of the Army from brigade through echelons above corps. These functions are described in the annexes. Distribution management also integrates the activities of other theater CSS managers including the personnel management elements. It involves the distribution of supplies, personnel, equipment, and mail, as well as resources to be retrograded. Finally, effective distribution requires close coordination between the distribution managers and the leaders of the operating elements who must execute the support activities to effect distribution.

Materiel managers will have visibility of all resources in the supply and maintenance systems. Their integration with the movement control system will also give them visibility of assets in transit. In-transit visibility is the capability to identify the location of resources at any moment in the distribution pipeline. It will allow distribution managers to reroute supplies in the pipeline to different units or locations. This will enhance the capability to support shifts in operations. Visibility will allow cross-leveling of assets throughout the theater and provide status of supplies in transit to reduce the need to requisition supplies through the strategic system. It will also eliminate the need to build up large stockpiles of supplies in the theater. This capability will depend on synchronized CSS information management systems, communications, and automated identification technologies.

Army distribution elements deploy early to manage initial reception of personnel, supplies, and equipment, and to assess available distribution assets, such as container-handling equipment. The Army's distribution system for sustainment supplies is a container-based system. Managers consider HNS, contracted equipment, and multinational capabilities. Distribution managers are also responsible for the development of any distribution overlays to be included in operations plans or orders. Overlays may include locations of management cells, receiving and shipping points, supply support activities, main supply routes, and trailer transfer points. They should also specify road conditions, bridge classifications, and alternate routes.

The preferred distribution method is throughput from the port of debarkation to the supply support activity or even the using unit if possible. Distribution managers at the theater strategic and operational levels will manage the assets required to accomplish this throughput. Movement managers are responsible for the tasking of all theater transportation assets available to the Army. These include common user land transportation, host nation support, and contracted vehicles, watercraft, aircraft, and rail resources. If cargo requires sorting before shipment to the supply point, managers will direct it to a supply facility to perform that function and prepare it for forward movement.

Theater managers will also anticipate when a new supply support activity (SSA) becomes responsible for supporting units moving around within a theater. If a unit moves into an area supported by a different SSA, materiel managers at theater level should have visibility of the new servicing SSA. The SSAs and managers coordinate customer list changes. Timely updating of address codes will enhance continuous support to units moving rapidly within a theater. Materiel managers must also ensure that the unit's supply requirements requested through the old supporting SSA are routed to the new one. This will minimize units reordering supplies and burdening the distribution system with duplicate requests.

The distribution system deals with all assets entering, leaving, and moving within the theater. Therefore, distribution management elements also coordinate with

personnel and postal activities to manage the receipt and movement of personnel replacements and mail to and within the theater. Mail that requires sorting will be shipped to a general support (GS) postal unit. Depending on the volume of personnel moving into and within the theater, dedicated transportation may move replacements from the aerial POD to the personnel replacement organization.

CSS managers at the tactical level must be linked to the management systems at the operational level to make the system work. They must prepare to receive support from higher levels. In addition, as mentioned above, managers and leaders of the distribution components at the tactical level must coordinate to manage and execute the activities required to provide supplies, personnel, and services to the supported force.