

CHAPTER 5

ARMY TRANSFORMATION

References

The United States Army Modernization Plan, 13 April 1998

Handbook for Army Logistics Automation, 4th Edition, 2001

Objective

- The objective of this chapter is to provide an overview of the FORCE XXI Division structure, the Initial/Interim Force, the Objective Force, and the Army After Next (AAN), and a selection of logistics enabling systems being fielded.

The NEW ARMY

The end of the Cold War has seen the Army shift its intellectual and physical focus from a predominately forward-deployed force to a CONUS-based force projection Army. Eight active component divisions, one corps, and associated support units have been inactivated since the end of the Cold War. While the size of the Army has been substantially reduced, the tempo of current operations remains high. The imperative for a smaller, better, high tempo Army is to increase its capabilities through modernization.

The Army's senior leadership is convinced that FORCE XXI is the right course of action to successfully develop the structure of America's land force of the future. Warfare will change radically during the 21st Century and America's Army must focus on staying ahead and capitalizing on those changes. The FORCE XXI Campaign Plan is the concept that the Army will use to manage and exploit anticipated revolutionary changes in technology. A balanced, stable force structure offers flexibility and focus during modernization efforts throughout the transition period and provides a stable launching platform for the transition to FORCE XXI.

FORCE XXI will bring about a transformation of the entire Army, from the way it defines requirements, to the way it acquires material from the industrial base, how it organizes, trains, and fights. This force, first and fundamentally, will be designed around information. While FORCE XXI will exploit other modern technologies to the fullest extent possible, information systems will drive the Army's quantum leap in effectiveness. These systems will tie organizations together with an unprecedented level of shared situational awareness, precision, and speed in order to create high levels of synergy – both on and off the battlefield.

The United States is moving from a threat-based to a capabilities-based Army. It will be more lethal, mobile, and survivable. It will be information dominant, modular, and tailorable, enabling an efficient response to a variety of contingencies and challenges around the world. Army XXI will enhance the army's ability to orient forces by linking command and control, communications, and intelligence means. These enhanced capabilities resulting from application of superior information and digital technology will influence the doctrine and design of the future force.

The FORCE XXI Army Design

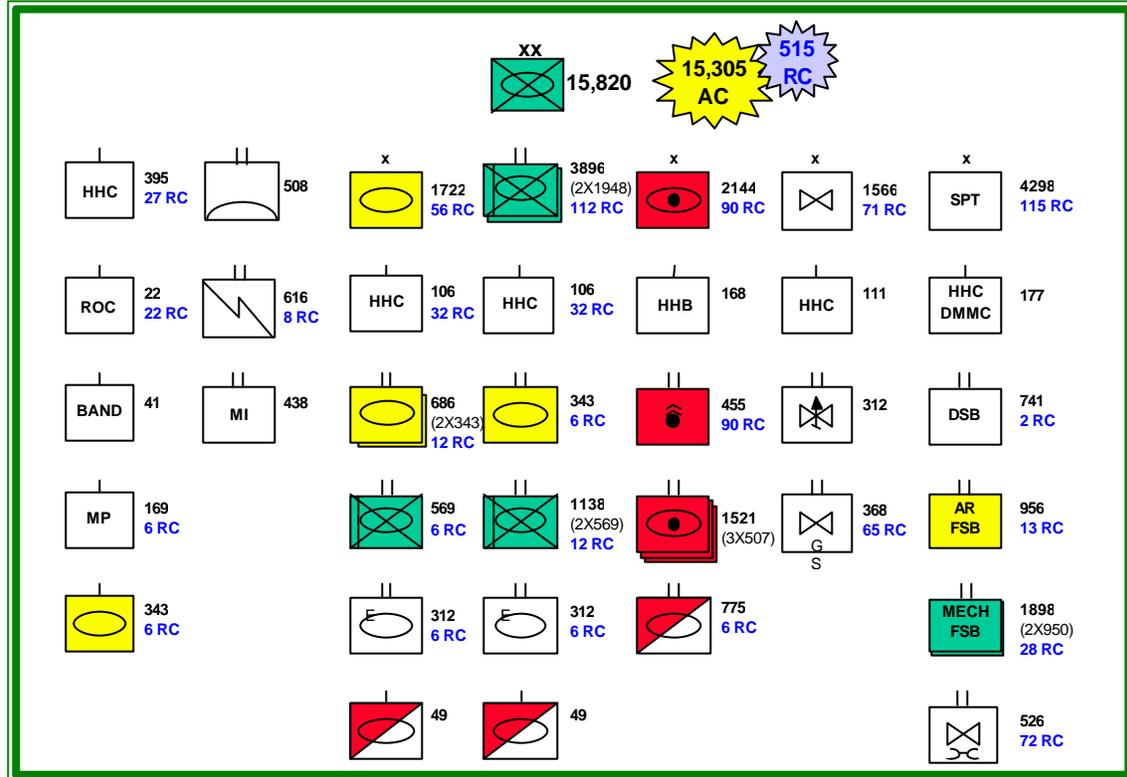


Figure 5-1. Force XXI Division

A New Division for a New Century

The new Force XXI division, approved in June 1999, will comprise 15,305 active duty soldiers. (Figure 5-1.) There are another 515 soldiers, from the reserve component, integrated into the division when it's deployed. This means the new division will have about 3,000 less soldiers than the current Army of Excellence (AOE) structure. Smaller and more maneuverable, the division uses digital communications and enhanced intelligence gathering and weaponry, including upgraded *Abrams* tanks, *Bradley* fighting Vehicles and the *Apache Longbow* and *Comanche* helicopters.

The Army FORCE XXI division will have three maneuver brigades – one armored and two mechanized infantry. The armored brigade will have two armored battalions and one mechanized; mechanized brigades will be two mechanized battalions and one armored. A battalion will have three companies versus four in the AOE division. Each armored battalion will be equipped with 45 modernized M1A2 Abrams tanks and mechanized battalions will have 45 new M2A3 Bradley Fighting Vehicles. Both systems are due for delivery in the fiscal year 2000. Today's battalions have 58 M1A1 Abrams and 58 M2A2 Bradleys respectively.

The new division is designed to operate in a variety of scenarios. This includes not only full-scale conflicts but also Stability Operations and Support Operations. While

this design is for a HEAVY division, work is progressing on the development of FORCE XXI for light divisions.

CSS Support to the FORCE XXI Division

The Force XXI Army will require a seamless CSS system capable of providing responsive, effective support for America's Army in any scenario. The system will embody a support continuum consisting of soldiers, civilians (DOD and contractors), organizations, modular support forces, and an integrated, intelligent, networked information system. It will establish a CSS pipeline providing all CSS from the sustainment base to meet the requirements of the battle commander throughout the full range of Army operations. Command, control, and coordination headquarters responsible to the battle commander will be in the area of operations. These commands will direct the flow of support through the pipeline to meet operational needs and Commander in Chief (CINC) priorities. To achieve such a system will require a cultural change in how the Army views CSS.

Multi-functional, modular units in direct support of the combat, combat support, and combat service support units form the cornerstone of this concept. FORCE XXI battlefield CSS operations will provide support as close to the point of need as possible. A common, relevant battlefield picture coupled with information from Global Combat Support System – Army (GCSS-A) will allow the FOCE XXI CSS commander to anticipate requirements and project support further forward than ever before. Division CSS organizations will be modular, mobile, and multifunctional. They will be adaptable to support force projection and the velocity of combat operations in both linear and non-linear environments.

The creation of multi-functional logistics companies with the FOCE XXI Forward Support Battalion (FSB) consolidates CSS organizational elements currently embedded within the maneuver battalion with the DS capability currently in the FSB. Consolidation will only happen where it will enhance efficiencies and/or effectiveness. For this reason Personnel Service Support (PSS) functions, including manning, sustaining soldiers through religious, legal, and command information support, and funding through finance and resource management support are generally unaffected.

Consolidation of all classes of supply and maintenance within the support company serves as an example of enhanced efficiency and effectiveness, because it makes the support company an efficient "ship-to address" for modern battlefield distribution. Modular multi-functional logistics companies and logistics command and control in direct habitual support allow the maneuver commander to focus on his core mission.



Logistics Enabler – the HEMMT

The FORCE XXI DISCOM

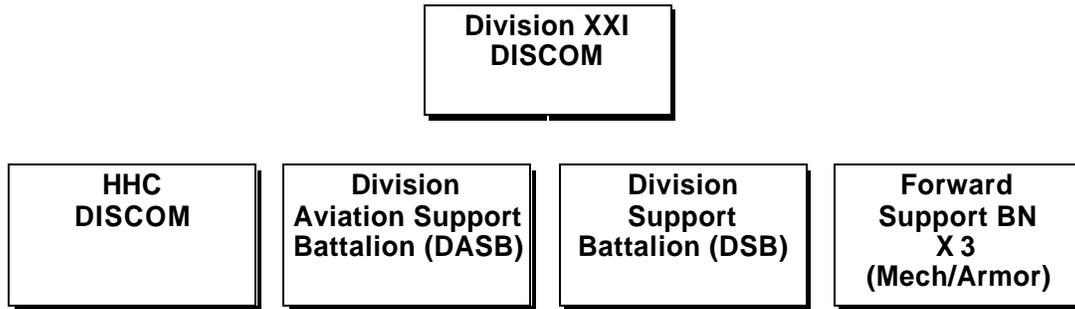


Figure 5-2. Division Support Command (DISCOM)

The Force XXI Division DISCOM (Figure 5-2) still consists of the HHC, Div Avn Supt Bn (DSAB), and the FSBs (one per maneuver brigade). **The main change is the Main Support Battalion (MSB) being replaced by the Division Support Battalion (DSB). Also, the Supt Ops Sect, and the Movement Control Officer (MCO), moving out from the DISCOM S-3 to form its own staff section in the DISCOM (Figure 5-3). The Division Materiel Management Center will now become part of the Support Ops section. Also created under the Support Ops is the Distribution Management Center (DMC) which centralized distribution management and logistics support.**

The DISCOM Supt Ops Sect manages materiel, transportation coordination, operations planning and execution for the division. All horizontal and vertical logistics coordination within the division converge on the Supt Ops Sect. The Distribution Management Center (DMC), a vital cell in this section, provides total asset visibility (TAV) and in-transit visibility (ITV) of all commodities, movements of units within, assigned or inbound to the division AO. The DMC serves as the “logistics fusion center” to collect and analyze TAV/ITV information. All Supt Ops Sects channel information to this section to improve the total distribution “pipeline” visibility.

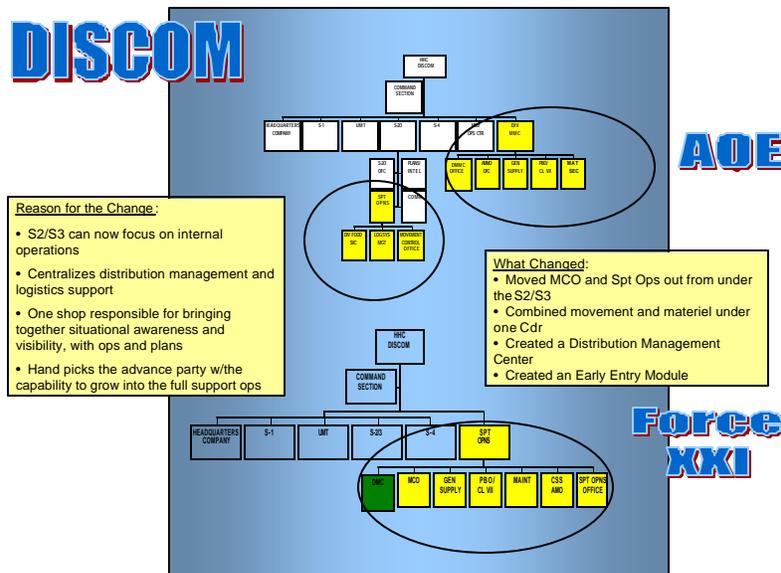


Figure 5-3. DISCOM Headquarters

Division Support Battalion (DSB)

The DSB (Figure 5-4) replaces the AOE Main Support Battalion (MSB). The DSB provides medical support on an area basis to division rear area troops, transportation support to the entire division, as well as direct support (DS) supply and maintenance support to the Division Headquarters, DSB, DISCOM Headquarters, DIVARTY, Headquarters, MLRS Battalion, ADA battalion, MI Battalion, Signal Battalion, and MP Company. Like the MSB, the DSB also provides Class III (bulk) reinforcing and resupply support to the FSBs. Unlike the MSB, the DSB no longer provides umbrella support to the FSBs for the other classes of supply.

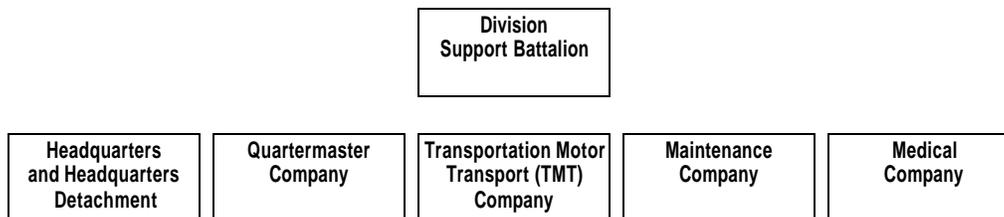


Figure 5-4. Division Support Battalion (DSB)

The DSB consists of the following units:

- **Maintenance Company** providing dedicated Direct Support (DS) ground maintenance to division troop units, DIVARTY Headquarters, and DSB CSS elements operating in the division rear area.
- **Quartermaster Company** provides DS supply (less Class V and VIII) to the division troops not supported by the DASB. This includes Division Headquarters, DSB, DISCOM Headquarters, DIVARTY Headquarters, MLRS battalion, ADA battalion, MI battalion, Signal battalion and MP company. Mortuary affairs and water support requires augmentation from corps.
- **Transportation Motor Transport (TMT) company** provides transportation support, to include tactical and operations relocation, evacuation lateral distribution, and area distribution to the division.
- **Medical Company** provides level I and II support, to include medical supply, treatment teams and evacuation, for the elements operating within the division rear area. This unit provides the same functions as that of the FSB medical company. Additional capabilities that the DSB medical company does include are; optometry, Division Medical Supply Office (DMSO), and three additional treatment teams.

Forward Support Battalion (FSB)

The FSB (Figure 5-5) is a multifunction organization that provides direct support (DS) to a brigade level task force. The FSB may function in a highly dispersed manner, with some elements close to the maneuver unit and others near the brigade rear. The FSB commander is the brigade commander's battle logistician. His staff provides sustainment through an array of digital information systems and other technological innovations. The FSB provides all logistical support, and ties together the entire

spectrum of supplies and services for the maneuver brigade. **For the FORCE XXI brigade, all CSS for a maneuver unit has been consolidated into the new FSB design.** This new FSB, with "centralized" CSS, frees the maneuver brigade commander from the complex logistical support and task organization decisions. This provides him greater flexibility and mobility.

The FSB contains forward support companies (FSCs), a brigade support company (BSC), a medical company, and a headquarters and distribution company. The FSC provides multifunctional support directly to a maneuver battalion task force. The BSC provides DS supply and maintenance support to the Artillery Battalion, organizational and DS support to the Engineer Battalion, Brigade HHC, and the Brigade Reconnaissance Troop. It also provides limited reinforcing/back up support to the FSCs. The medical company provides echelon I and echelon II medical support to include medical supply, treatment teams and evacuation, for the elements within the FSB support area. Corps maintenance plugs may augment the FSB in order to provide back-up support capability forward.

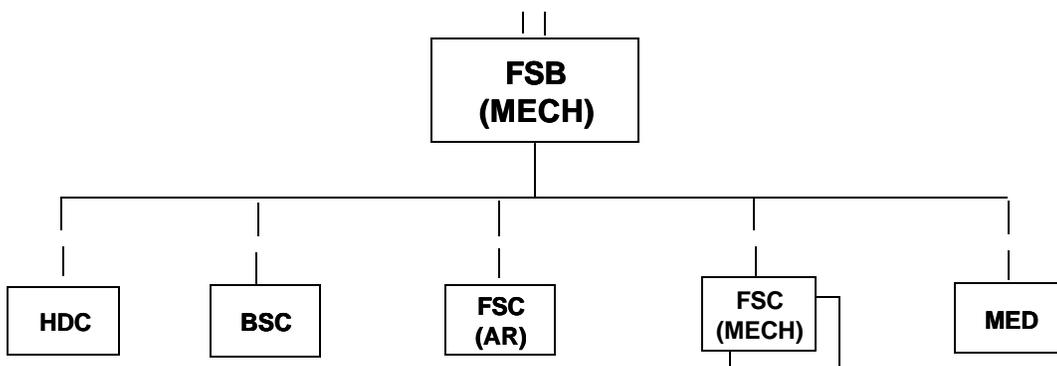


Figure 5- 5. Forward Support Battalion (FSB)

Forward Support Company (FSC)

For FORCE XXI, CSS elements organic to the maneuver units were combined with direct support (DS) CSS elements under the "centralized CSS concept" to form the FSC (Figure 5-6). This new FSC is as mobile as the unit it supports. This mobility provides greater flexibility for the maneuver commander. The FSCs also gains increased efficiency and effectiveness through centralized support. Centralized support allows the FSB commander to cross-level between FSCs and weight the battle logistically as required. The FSB's multifunctional FSC includes an S&T platoon and a maintenance platoon organized to provide habitual support to a maneuver battalion. The FSC provides all classes of supply (less Class VIII), food service, and tactical field maintenance (DS/Unit) to itself and the battalion it supports.

The FSC consists of the following sections/platoons:

- **Headquarters Section** provides C2 to all CSS elements.
- **Supply & Transportation Platoon** provides supply (Class I, II, III, IV, V, VI, VII, and IX) and transportation support to the maneuver battalion.

- Maintenance Platoon** provides dedicated tactical field maintenance, Class IX support and recovery to itself and a maneuver battalion. This platoon's capabilities rely heavily on the combat repair team (CRT), which provides dedicated tactical field maintenance support at company level.

Forward Support Company

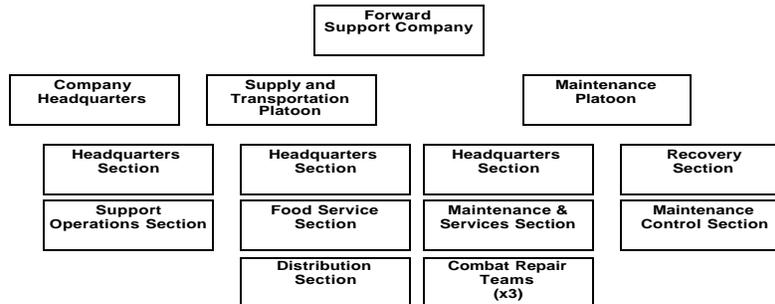


Figure 5-6. Forward Support Company (FSC)

Medical Company, FSB

The FSB Medical Company (FSMC) provides division and unit-level Combat Health Support (CHS) to all units operating in the supported brigade's area. The company consists of an HQ, preventive medicine sect, treatment pl, and an ambulance pl.

Brigade Support Company (BSC)

The multifunctional BSC (Figure 5-7) provides logistics support to the brigade rear area (less medical and Class VIII) and limited backup and reinforcing support to the FSCs.

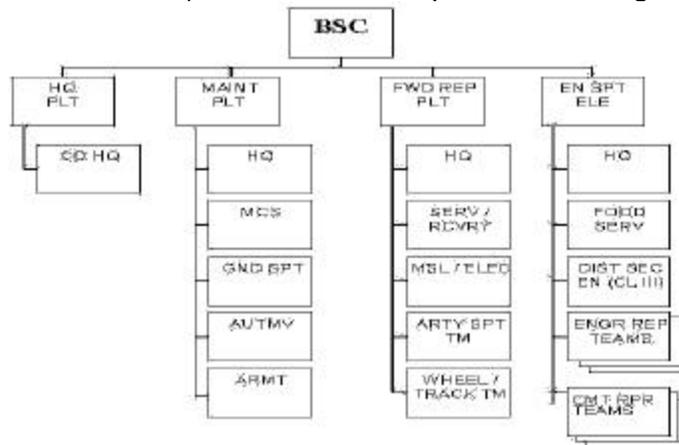


Figure 5-7. Base Support Company (BSC)

Key elements of the BSC are the:

- Base Maintenance Platoon** provides tactical field maintenance to the Bde HQ, Bde Recon Tp, FSB HQ, Med Co, and Base Supt Co. It provides DS base shop commodity specific maintenance to the brigade task force. On an

area basis, it provides DS maintenance to task force units in the BSA, and limited reinforcing support to the FSCs. The key sections are Automotive Maintenance, Armament Maintenance and Ground Support Equipment (GSE) Repair.

- **Forward Repair Platoon** provides on site DS maintenance to divisional units that are not covered by the FSCs on an area basis. The key sections are the Service and Recover Section, Missile/Electronic Maintenance Support Team, and the Artillery Support Team. The platoon can provide limited reinforcing and back up support to the FSCs.
- **Engineer Support Platoon** includes a distribution section, maintenance section and food service section organized to support an engineer battalion. The platoon provides all classes of supply (less Class VIII), food service, and tactical field maintenance (DS/Unit) to itself and the supported battalion.

Headquarter and Distribution Company

The functional HDC provides command & control for the entire battalion from the BN HQ section that includes the BN staff sections (S1, S2/S3, S4 from the old FSB), an S6 signal officer, the support operations section, and the unit ministry team (UMT). The S&T platoon handles all classes of supply that flow to the brigade. Key elements of the S&T platoon are:

- **Class I and General Supply Section**
- **Petroleum Section (Class III Bulk)**
- **ATP Section (Class V)**
- **Class IX Support Section**
- **Distribution Section.**

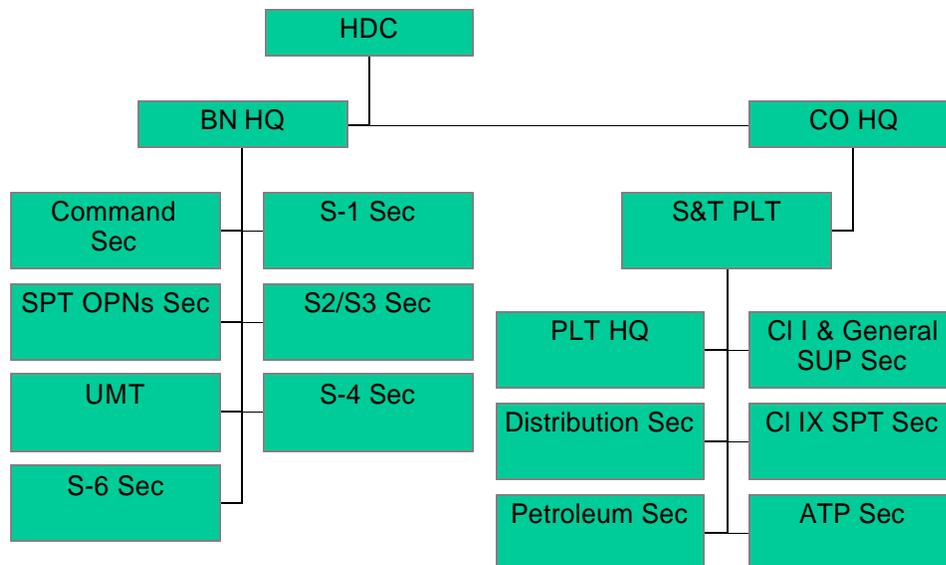


Figure 5-7a. Headquarters and Distribution Company.

Division Aviation Support Battalion

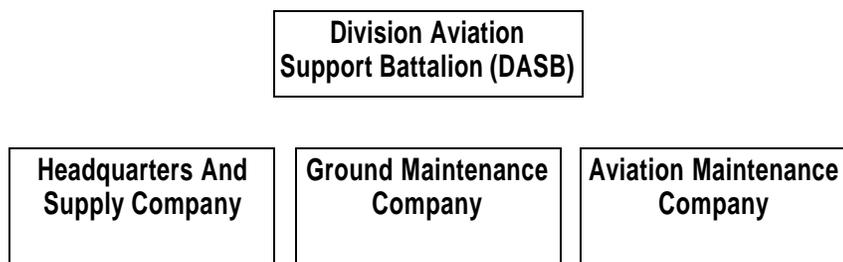


Figure 5-8. Division Aviation Support Battalion

Division Aviation Support Battalion (DASB)

The DASB (Figure 5-8) provides direct support (DS) to the Aviation Brigade and the division cavalry squadron. The DASB supports them by providing or coordinating all classes of supply and maintenance. The DASB can function in a dispersed manner to support the cavalry squadron or attack battalion when they are operating forward. The DASB may attach aviation and ground maintenance teams and fueling assets forward to augment the FSBs, who then provide the area support to the division cavalry. The DASB does not have any CHS capabilities. Based on METT-TC, medical support is provided by either the DSB or FSB medical companies. The DASB maintains one day of operational fuel requirements for the aviation brigade, cavalry squadron, and the DASB.

Echelon Above Division (EAD) Redesign

The Combined Arms Support Command (CASCOM) is currently reviewing corps level logistics operations. The CSS base organizations according to FM 63-3, Corps Support Command, will remain the same. There will be a Corps Support Group (CSG) (Forward) per division with multifunctional battalions (CSBs) and functional companies in the forward area of the Corps and in the Division Rear boundary. The Corps Support Group (CSG) (Rear) will continue to consist of several functional battalions in the rear area along with a multifunctional Corps Support Battalion (CSB).

Other key considerations are the following:

- The Ordnance community is developing a Support Maintenance Company (SMC) and a Component Repair Company (CRC).
- The Quartermaster community is developing a Quartermaster Support Company to gain efficiency and effectiveness of effort in maintaining the overall readiness.
- The creation of a hub in the forward and rear area of the Corps. If required to maximize throughput and follow-on sustainment, it is conceivable that a hub will be established at the Division Rear boundary. Additionally, there will be consolidated Supply Support Activities (SSAs) to improve efficiency and effectiveness of operations.

- Standardization of the truck company and the trailer transfer point (TTP) and the development of a Multi-capable Transportation battalion. This battalion will combine the mode operator with the movement controller/coordinator (MCT).
- The creation of the Distribution Management Center (DMC) to serve as the fusion center for managing CSS as part of battlefield distribution. The DMC is essential as it will integrate and synchronize materiel and movements to meet the needs of the Warfighter. This will be executed through the collocation of the CMMC, elements of the CMCB, and the External Support Division. The External Support Division will be resourced through reorganization options.

The Initial/Interim Force

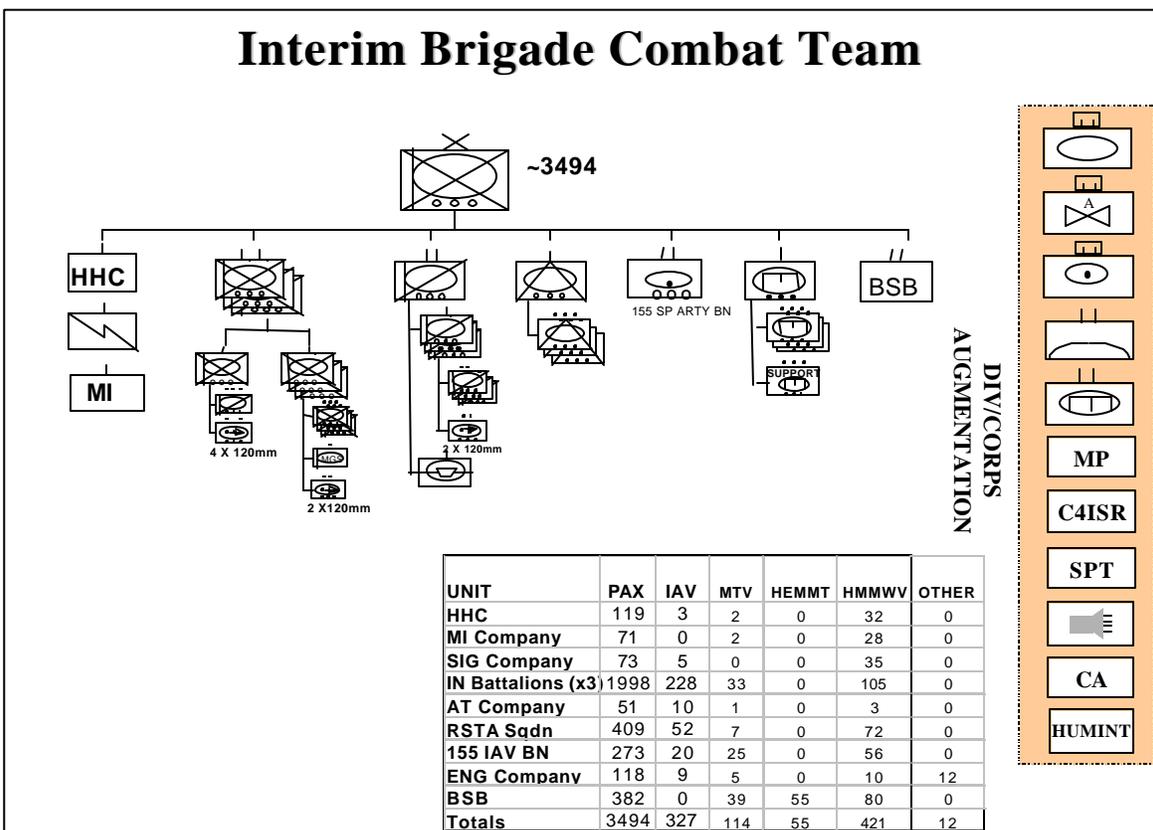


Figure 5-9. The Interim Brigade Combat Team (IBCT)

The Army's responsibility to satisfy 21st Century requirements for effective full spectrum strategic responsiveness demands an improved capability for the rapid deployment of highly-integrated, combined arms forces possessing overmatching capabilities, exploiting the power of information and human potential, and combining the advantages of both light and mechanized forces, across the full range of military operations.

Meeting this requirement and providing warfighting CINCs with an important new option for (decisive) contingency response is the central near-term objective of the Army's decision to develop full spectrum medium weight brigades, known as the Interim Brigade Combat Teams (IBCT).

Mission of the Interim Brigade Combat Team

The Interim Brigade Combat Team is a **full spectrum, combat force**. It has utility, confirmed through extensive analysis, in all operational environments against all projected future threats, but it is designed and optimized primarily for employment in small scale contingencies (SSC) in complex and urban terrain, confronting low-end and mid-range threats that may employ both conventional and asymmetric capabilities (as described in Chapter 2). Fully integrated within the joint contingency force (under command and control of a division) the IBCT deploys very rapidly, executes early entry, and conducts effective combat operations immediately on arrival to prevent, contain, stabilize, or resolve a conflict through shaping and decisive operations. The IBCT participates in major theater war (MTW) as a subordinate maneuver component within a division or corps, in a variety of possible roles. The IBCT also participates in stability and support operations (SASO) as an initial entry force and/or as a guarantor to provide security for stability forces by means of its extensive combat capabilities.

Interim Brigade Combat Team Overview

The IBCT is a divisional brigade. It is designed to optimize its organizational effectiveness and balance the traditional domains of lethality, mobility and survivability with the capabilities required for responsiveness, deployability, sustainability and a reduced in-theater footprint. **Its core qualities are high mobility (strategic, operational, and tactical) and its ability to achieve decisive action through dismounted infantry assault, supported by organic direct and indirect fire platforms, and enabled by situational understanding.** The major fighting components are its motorized infantry battalions. The IBCT also has a unique Reconnaissance, Surveillance and Target Acquisition (RSTA) Squadron to enhance situational understanding.

Pre-configured in ready-to-fight combined arms packages, the entire IBCT can deploy within 96 hours of "first aircraft wheels up" and begin operations immediately upon arrival at the aerial port of debarkation (APOD). In essence, the APOD is the tactical assembly area (TAA). The IBCT cannot conduct forced entry, but it provides the joint force commander an improved capability to arrive immediately behind forced entry forces and begin operations to shape the battlespace and expedite decision. Once committed, the IBCT can sustain operations for up to 180 days without relief.

IBCT organization is expandable through either augmentation or scalability in accordance with the factors of mission, enemy, troops, terrain, time, and civilians (METT-TC) in any given contingency. The IBCT is **scaleable** in terms of its ability to accept like-type additional forces to expand core tasks and functions already resident within the IBCT (e.g., adding additional infantry or RSTA organizations). The IBCT is also capable of accepting **augmentation**, consisting of units or elements that execute tasks or functions not resident within the Brigade (e.g., adding armor, field artillery, air defense, additional engineers, military police, or aviation elements). In both cases, added units will execute their normal mission essential task list tasks and therefore will not require extensive training in order to deploy and operate with the IBCT. In parallel with IBCT development, The Army is undertaking Transformation efforts to implement C4ISR redesign for Army corps and divisions to enhance strategic responsiveness and readiness.

The Interim Brigade Combat Team Organization

Given its orientation on SSCs in urban/close terrain and its core capabilities of high tactical mobility and robust dismounted assault, the IBCT is organized primarily as a combined arms, mounted infantry organization. Major sub-elements include:

- Three Infantry Battalions.
- Reconnaissance, Surveillance, and Target Acquisition (RSTA) Squadron.
- Anti-tank (AT) Company.
- Field Artillery Battalion.
- Engineer Company.
- Signal Company.
- Military Intelligence (MI) Company.
- Brigade Headquarters and Headquarters Company.
- Brigade Support Battalion (BSB).

The IBCT organization consciously excludes other unit-based capabilities often provided in a division slice. Among these excluded capabilities are aviation, air and missile defense, combat and construction engineers, and military police. Embedding these kinds of sub-units would certainly enhance the overall organizational effectiveness of the IBCT, but they would also introduce unacceptable challenges with respect to the IBCT's requirement to meet a 96-hour deployment timeline as a strategically responsive, early entry force. If the contingency environment requires these capabilities, they will be mission tailored to the IBCT in augmentation packages.

Logistical Environment

The Brigade Support Battalion (BSB) provides distribution-based, centrally-managed combat service support (CSS) to the Interim Brigade Combat Team (IBCT) to sustain its operational employment in SSCs. The BSB executes a unique, **execution-focused** concept of support that is fully integrated with the brigade concept of operations and scheme of maneuver. In accordance with its focus on execution, BSB support operations are characterized by continuous adaptation and creative tailoring, based on unit operational tempos, commander-designated priorities for support, and the frequently changing requirements of the battlespace. Through centralized management and CSS situational understanding (SU), the BSB combines distribution to unit level with area supply points to insure that services and supplies are delivered when and where they are needed, fully synchronizing logistical rhythm with the IBCT battle rhythm. Logistical flexibility and dynamic re-tasking of BSB support elements typify CSS operations. Logistical effectiveness depends on: continuous integration of operational and logistical planning; employment of the latest advances in CSS command and control; enhanced CSS situational understanding; information fusion; and the exploitation of regionally available resources through joint, multinational, host nation, or contract sources.

The CSS structure of the IBCT is purposefully austere to increase force mobility. It does not provide the same level of support that divisional forward support battalions typically provide to divisional brigades. Widely distributed operations will require the IBCT to rely on intra-theater airlift as a key component of transportation and sustainment. Commanders and staffs at all levels must anticipate sustainment requirements and cooperate closely to insure timely, effective combat service support.

Brigade Support Battalion

The BSB organization, training, and equipment has the following core capabilities:

- Integrated deployment of the BSB and initial sustainment packages within the IBCT's 96-hour deployment timeline.
- After deployment, sustains BCT operations 7-10 days, including 72 hours of combat action, using organic assets in conjunction with additional sustainment flow.
- Continuous, effective support in the AO (50x50 km) for up to 180 days, with minimal augmentation.
- 100% tactical mobility for all elements including CHE/MHE equipment (less down-loaded flatracks and palletized containers)
- Establishment, maintenance, and dissemination of a common logistical picture and CSS situational understanding across the entire IBCT, integrated as appropriate with the IBCT common operating picture (COP).
- C4ISR and planning sufficient to integrate horizontal and vertical logistical operations across the AO on a 24 hour basis. Can integrate and employ augmenting elements.

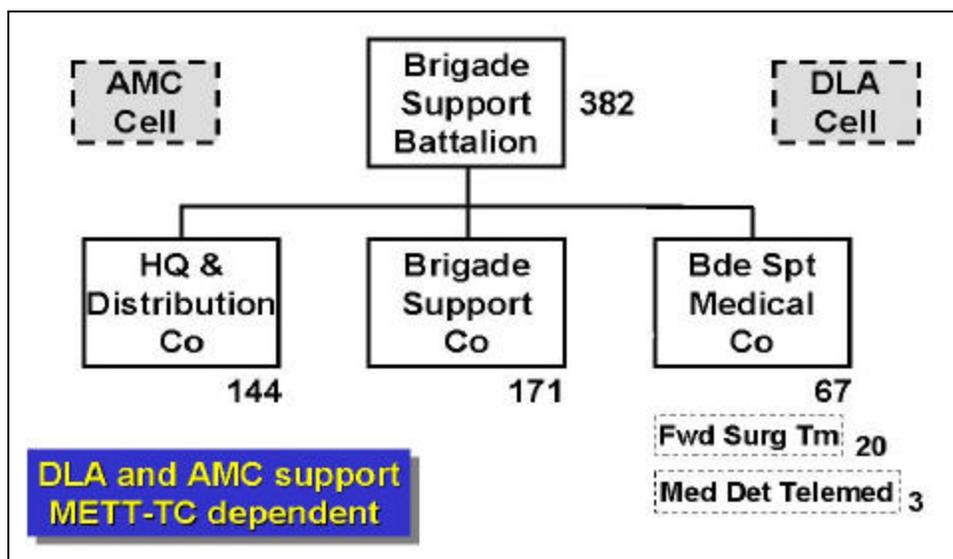


Figure 5-10. The BSB Organization

BSB Organization

The BSB (Figure 5-10) consists of the headquarters and three companies: the Headquarters and Distribution Company (HDC), the Brigade Support Company (BSC), and the Brigade Support Medical Company (BSMC). Although the organization, capabilities, and functions of these units are not defined in detail, their fundamental capabilities are described below (Figure 5-11).

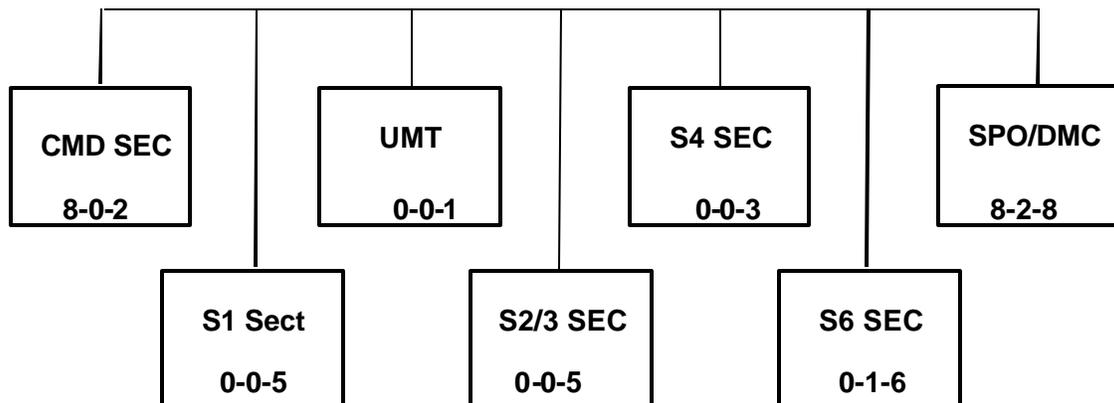


Figure 5-11. Organizational Capabilities of the BSB HHC

The headquarters of the BSB provides command and control of the BSB's execution-based logistical operations IAW the commander's intent and the IBCT concept of operations. It includes a multi-functional staff organized on traditional doctrinal lines, but executing a set of staff procedures unique to the BSB and IBCT mission requirements.

- The support operations section provides technical management for critical items of supply in support of maintenance or other critical supply missions and requirements. It establishes and manages the daily logistics support plan and synchronization matrix, planning both current and future logistics operations. The section serves as the single point of coordination for supported units to resolve logistical support issues, and conducts continuous logistic preparation of the battlefield. Additionally, the section provides a mortuary affairs NCO to facilitate planning and training of units in mortuary affairs operations and collection of remains. The section coordinates Class VII forecast and replacements with the Brigade S4 and provides sustainment priorities for inclusion into the time-phased force deployment data (TPFDD).
 - The combat health support (CHS) cell of the support operations team provides and manages Class VIII supplies and equipment, conducts medical planning, and prepares the CHS portion of estimates and BSB operation plans (OPLANs).
 - The distribution management team maintains visibility of the distribution pipeline, strategic to tactical, in order to conduct centralized, integrated and automated command and control for all distribution management operations. The BSB's distribution manager synchronizes delivery schedules with IBCT units to minimize the offload/upload time.

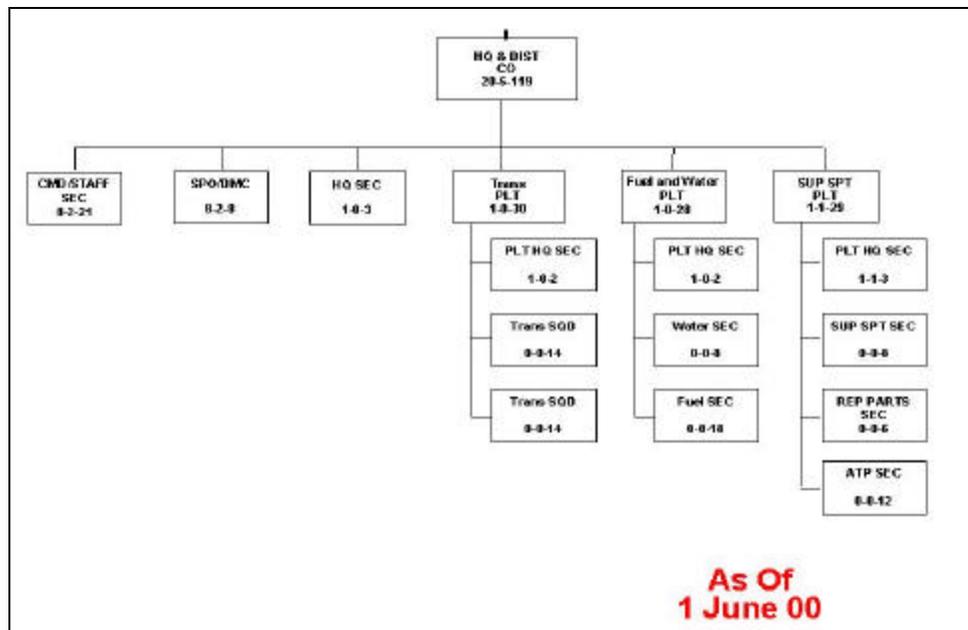


Figure 5-12. Headquarters & Distribution Company

Headquarters and Distribution Company (HDC)

The HDC, shown in Figure 5-12, supports all transportation for the IBCT, all classes of supply receipt, storage, or issue, and has a water section. The company headquarters section commands and controls company units, provides basic supply support for the HDC, issues movement orders, and organizes the company for movements. The HDC contains:

- Transportation Platoon
- Fuel & Water Platoon
- Supply Support platoon
 - Supply section
 - Repair parts section
 - Ammunition Transfer Point (ATP) section

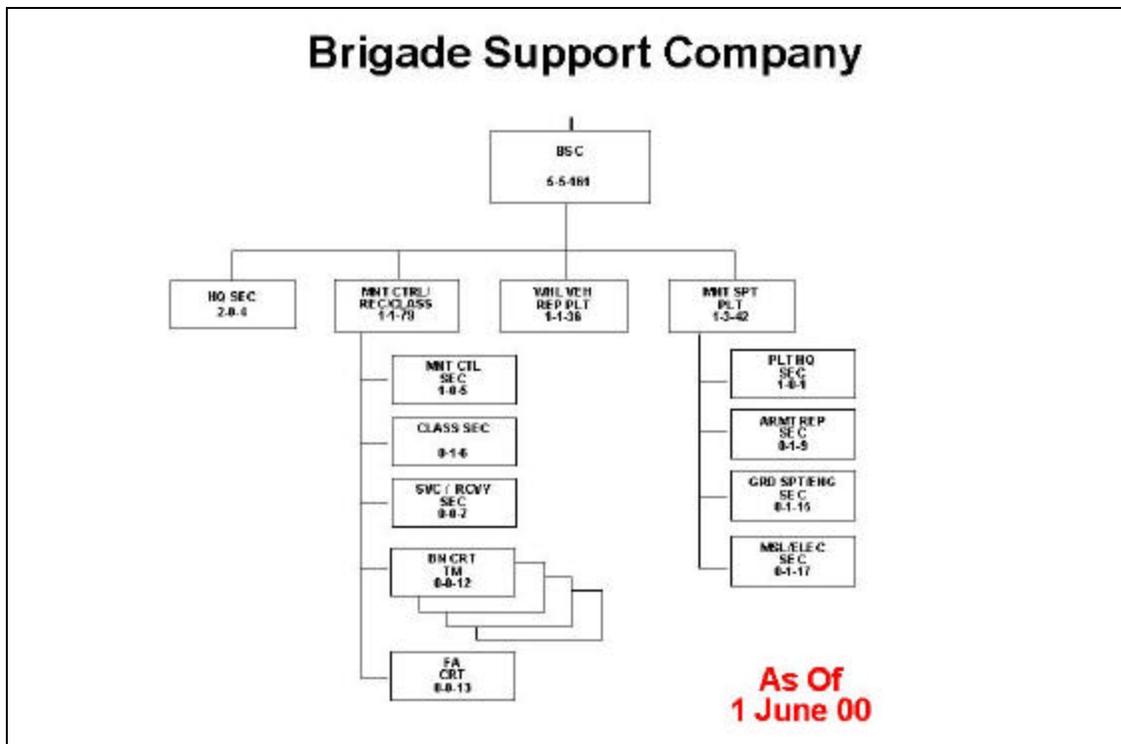


Figure 5-13. BSC Organization

Brigade Support Company (BSC)

The Brigade Support Company, (Figure 5-13), provides all field maintenance (formerly organizational and DS) to all elements operating in the IBCT area of operations. The company headquarters section is located in the BSA and provides C2 to all assigned and attached personnel. The BSC contains:

- Maintenance control, recovery, and collection and classification section
 - Maintenance control section
 - Classification section
 - Recovery section
 - Five combat repair teams
 - 3 x Combat Battalion CRT
 - RSTA CRT
 - FA battalion CRT
- Automotive Repair platoon
- Maintenance Support platoon

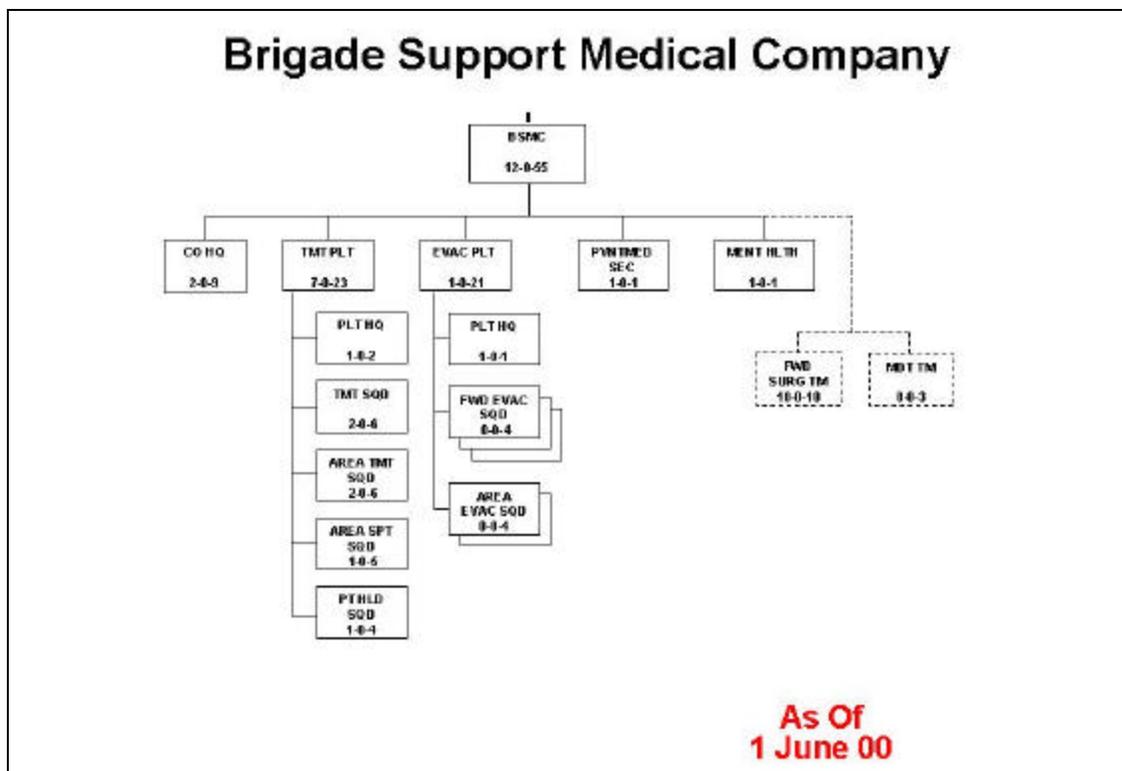


Figure 5-14. Brigade Medical Support Company Organization

Brigade Support Medical Company (BSMC)

The BSMC, shown in Figure 5-14, provides level II CHS to those IBCT elements with organic medical support. It also provides, on an area basis, both level I and level II CHS to units operating in the BSA not having organic CHS assets. The BSMC provides treatment of wounds, injuries, and disease; ground evacuation; dental care; Class VIII resupply to medical platoons; blood management; patient holding services; combat stress control (CSC) support; and reconstitution/regeneration of supported medical platoons. Preventive Medicine (PVNTMED) services provided include field hygiene and sanitation oversight and coordination, deployment medical surveillance of disease and non-battle injury as well as environment hazards, including presence and effects of NBC toxic industrial material hazards. The BSMC contain:

- Treatment platoon
- Evacuation platoon
- Preventive Medicine (PVNTMED) section
- Mental Health section
- Forward Surgical Team (FST)
- Medical Detachment, Telemedicine

Functional Areas of Support

Supply. The Brigade will deploy with 3 days of supply (DOS) of Class I, Class III(p), Class IV (barrier), Class V and some Class IX.

- ◆ *Food Services.* The IBCT has no hot feeding capability. For initial operations, units will rely on meals-ready-to-eat (MRE) until contracting or other means are arranged.
- ◆ *Water.* Units deploy with 3 DOS (bottled). Until bulk distribution is established, units will subsist on bottled water or regionally available contractor supply (bulk). Once bulk water production is available, six cargo HEMTTs (four w/HEMAT) augmented with bottled water go forward from the BSA to refill unit containers on an area basis.
- ◆ *Fuel.* Fuel distribution will be accomplished with 14 x 2500 gallon HEMTT fuel trucks with 14 trailers holding 2x500 gallon drums. It deploys with zero stock. Once Class III (bulk) supply has been initiated by DLA, the platoon conducts resupply based on operational tempo and unit TTP. The scenario and the range of IBCT operations away from the BSB will drive the daily frequency of deliveries.
- ◆ *Ammunition.* The IBCT ammunition section is capable of receiving 62 STONs, issuing 62 STONs and maintaining storage of 14 STONs of ammunition per day. The section operates the ammunition transfer point with a very limited ability to reconfigure loads.
- ◆ *Major End Items.* Major end item replacement is based on losses reported through command channels via automated reporting. The IBCT is dependent on end item resupply for maintenance as well as catastrophic damage replacement.
- ◆ *Repair parts.* The IBCT deploys with sufficient authorized stockage list items and combat spares to sustain austere maintenance operations for approximately 96 hours. Critical requirements will be delivered by airdrop as far forward as possible.

Maintenance. Most maintenance is performed in the BSA in accordance with the principle of centralized management. Forward repair is focused exclusively on quick-fixes to critical items of equipment. The primary methods of returning systems to a mission capable (MC) status are through the use of combat spares, battle damage assessment repair, controlled substitution, and **end-item floats**.

Transportation. The transportation platoon has 14 HEMTT trucks and 14 PLS trailers, giving a lift of 308 STONs. Flatracks are included to enhance delivery and trans-loading. Changes in OPTEMPO will be accommodated by using the flexibility of the LHS/PLS system to surge transport operations to the main effort.

Field Services. There is no organic field service support in the Brigade. Field services will be provided by military augmentation or contract after closure of sea and/or ground LOCs.

Combat Health Support (CHS). Combat health support to the IBCT is focused on the stabilization of wounds and injuries and early evacuation of casualties out of the AO.

Overall, successful sustainment requires: advance notification and activation of the national sustainment system; exploitation of pre-positioned/in-theater assets;

contingency contracting; LOGCAP services for long-duration operations; air resupply; flexible TTP; networked operations; high levels of CSS situational understanding; and effective leadership at all levels.

Increasing CSS Capability of the IBCT

Definitions:

Scaling: Scaling is defined as the addition in quantity or capacity to a previously existing capability. [The addition of HEMTT-LHS systems to an already existing transportation platoon.

Augmentation: Augmentation is defined as the addition of a capability not previously existing within an organization. For example, the addition of cooks to the IBCT.

*Reach:*¹ Reach operations are defined as the ability to obtain capabilities from non-BSB (EAB) assets. For example:

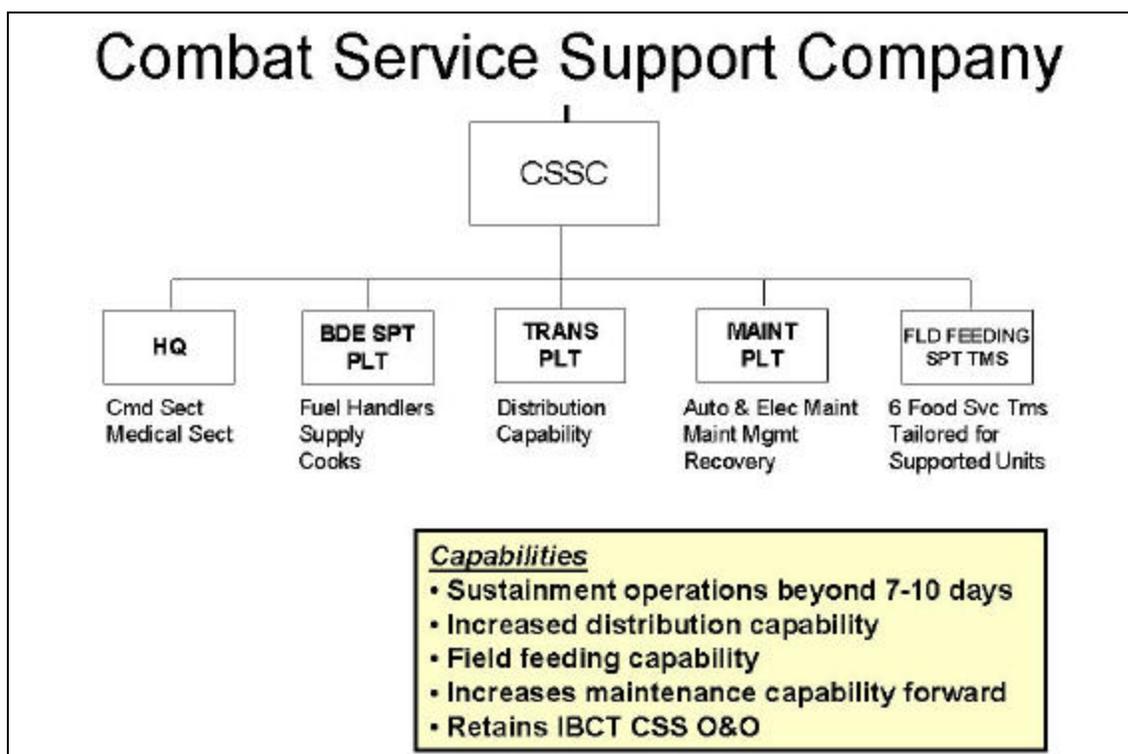


Figure 5-15. Combat Service Support Company Organization

Combat Service Support Company Mission and Function:

The Combat Service Support Company (CSSC) provides augmentation and scaling in the form of direct support level logistics to the IBCT. This capability resides in the form of additional fuel and general supply support, motor transport support,

¹ *Reach*, as opposed to *Reach-Back*, indicates that the BSB will reach in any direction for support, not just back. Hence the change in terms.

organizational and direct support maintenance (field maintenance), field feeding support and combat health support.

The CSSC is allocated one per IBCT and is assigned to the Main/Division Support Battalion. It is habitually employed, both while deployed and in garrison, as augmentation and scaling to the BSB to support the IBCT, in accordance with METT-TC considerations.

The CSSC is designed to facilitate the modular employment of any/all of its elements. When, but when fully deployed in support of the IBCT, the CSSC provides:

- Command and control for units organic or assigned to the CSSC
- Supply support augmentation to include Classes III(B) and IX
- Food service support to personnel assigned or attached to the CSSC and BSB
- Transportation platoon scaling to increase distribution capability of the BSB
- Field maintenance scaling to increase the maintenance capability of the BSC and CRTs
- Field feeding augmentation to the IBCT

CSSC Organization and Structure (Figure 5-15)

- The headquarters section provides command and control; personnel accounting/strength reporting for units organic or assigned to the CSSC. Upon deployment, it provides to the BSB: Augmentation of a vehicle driver as the BSB commander's driver; Augmentation to the BSB S1 section with a personnel administration sergeant and a personnel administration specialist; Augmentation of a mail delivery clerk to the BSB S1 section; Augmentation to the BSB S6 Section with a Signal Support System Maintainer and a LAN Manager; Augmentation of a Medical Treatment Team for internal BSB support.
- The brigade support platoon augments the HDC to increase Classes I, II, III, IV, VII, and IX support. When employed with the BSB, the brigade support platoon provides additional follow-on sustainment for POL, supply, and repair parts operations of the HDC. It provides a full range of sustainment support after the IBCT initial deployment to include: Distribution and storage capability for Class III(B); Supply support augmentation to the supply support section of the HDC; Augmentation of Class IX (repair parts) to the HDC, to expand repair parts ASL from 500 lines to 1500 lines; Field feeding to BSB, Combat Service Support Company (-), and the Engineer Company; Augmentation to the HDC with packing and crating capability in the supply support and repair parts sections of the company.
- The CSSC transportation platoon provides scaling to the motor transportation platoon of the HDC for the distribution of all Classes of supply to the Interim Brigade Combat Team (IBCT). This unit is designed to increase the distribution capability of the BSB. This platoon is modular allowing individual truck squads to operate independently for short periods of time. The actual number of trips per day will depend on METT-TC.

- The maintenance platoon provides follow-on maintenance support to augment the BSC in providing organizational and direct support (field maintenance) to the IBCT. When employed, the maintenance platoon augments the maintenance capability of the BSC by: Providing scaling maintenance capability forward to support the maneuver CRTs; Provides scaling to the automotive, armament, electronics and ground support sections; Provides scaling recovery capability to the BSC.
- The field feeding platoon provides field feeding for the Interim Brigade Combat Team (IBCT), less the Brigade Support Battalion and the Engineer Company. The Field Feeding Support Platoon consists of six field-feeding teams that are collocated with and specifically tailored for the units they are designated to support. Each team is capable of preparing the full range of rations and is equipped to provide service down to company level. Equipped with the KCLFF-E, teams are able to provide limited food preparation in the company area. All heat and serve rations, coffee/beverages, soups, etc. may be prepared as well as selected raw or other unprepared foods.

Augmentation for Major Theater War

Combat Service Support. For MTW, the BSB will require comprehensive augmentation from division and corps across all functional areas of support. Particular challenges that the CSS augmentation package will have to overcome include: sustainment requirements for a variety of new systems and vehicles not resident with the organic structure; an expanded area of operations; potentially higher operational tempo; and probable requirements to establish direct support with maneuver elements.

Augmentation for Support And Stability Operations

Combat Service Support. The same circumstances that require IBCT augmentation by engineers and military police, largely humanitarian concerns and support to local infrastructure, could introduce significant demands on the BSB that it will not be capable to execute without substantial augmentation. Any requirement to expand the BSB's support beyond its existing IBCT responsibilities will require augmentation.

The Objective Force

The objective force is what the Army will look like in the next 15 -25 years or so. It will most likely consist of multiple types of units including digitized heavy forces (Legacy Force), medium weight interim brigades/divisions (Interim Force), and some form light or initial entry force (airborne and air assault) forces. The Objective Force will rely heavily on the Science & Technology (S&T) communities, Research & Development (R&D), and procurement. The current window will review all progress made between now and the year 2003 to develop the composite materials needed to build the combat systems that meet these objectives:

- **Responsive** – It must be able to respond to any crisis
- **Deployable** – It must be able to get into any theater quickly using strategic lift aircraft and must transportable within the theater using tactical aircraft.
- **Agile** – It must be agile

- **Versatile** – It must be able to conduct operations across the military spectrum: offense, defense, stability, and support.
- **Lethal** – It must be able to defeat any threat.
- **Survivable** – It must be able to survive direct and indirect fires from any adversary with minimal loss to the U. S.
- **Sustainable** – It must be supportable with a significantly reduced logistics footprint over that currently required to support a force today. Emphasis on reducing support requirements is focused on decreasing battlefield consumption of water, fuel and ammunition. Emphasis on this reduction is placed on assets required to transport these commodities.

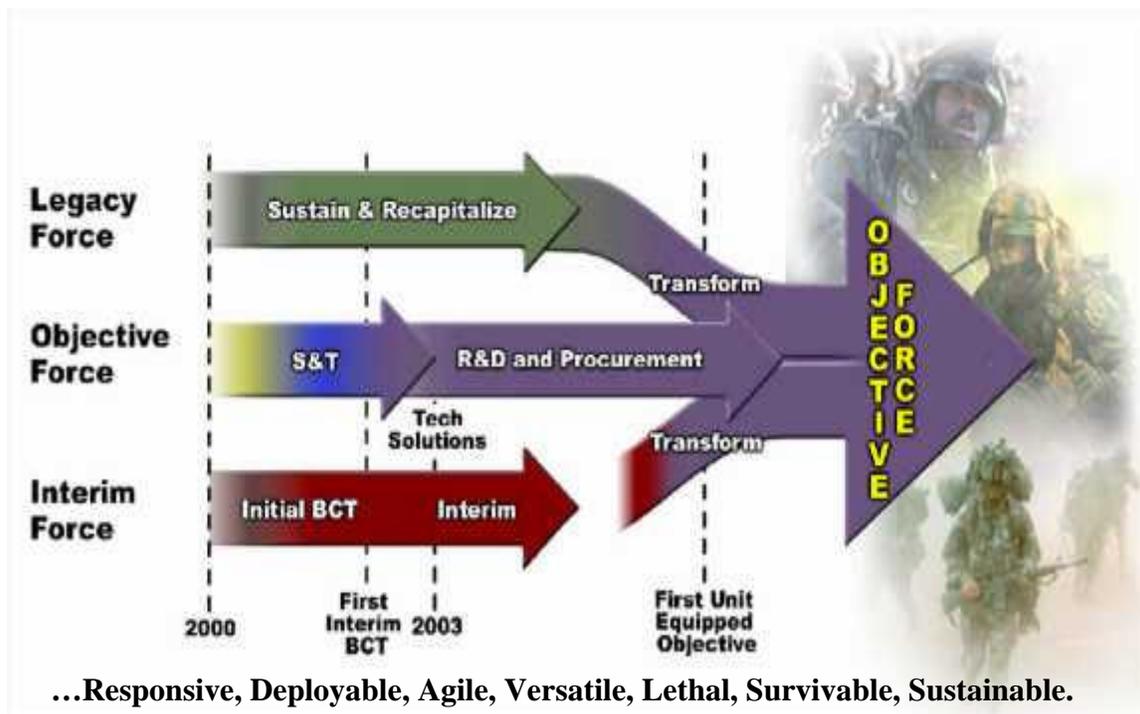


Figure 5-16. The Army Transformation

ARMY AFTER NEXT (AAN)

The Army Chief of Staff established the Army After Next (AAN) Program in 1996 to provide the Army leadership with a mechanism to study future Army forces, technologies, and operational concepts in a process suitable to make investment decisions. As executive agent for AAN, the Training and Doctrine Command (TRADOC) was tasked to conduct broad studies of warfare to about the year 2025 to frame issues vital to the development of the U.S. Army after about 2010, and provide those issues to senior Army leadership in a format suitable for integration into TRADOC combat development programs. TRADOC primarily executes its AAN mission through “franchises” which provides a unique body of expertise to focus on specific critical issues. There are currently seven AAN franchises including Space, Combat Service

Support (CSS), Special Operating Forces (SOF), Information Operations (IO), Urban/Complex Terrain, Homeland Defense, and Medical.

Envisioning the support of forces 30 years from now is as difficult as envisioning the forces themselves. There are a large number of assumptions that have been made throughout the AAN process as a whole. One of the most important aspects of the AAN process is the mission to identify technologies for the future for research and development today. Many of the assumptions made in this process are based on technologies deemed theoretically possible 30 years from now. Using the record of recent history which shows computer speed doubling every six months along with the equivalent increases in storage space and computer power, it is easy to extrapolate that certain technologies which are currently impossible may be assumed in the future. Many of the concepts contained in the process rely heavily on technologies not yet available, but which may be 30 years from now.

The TRADOC CSS franchise encompasses traditional support to warfighter's on the battlefield as well as innovative distribution and force projection concepts. It is focused on six broad foundation areas or "pillars" of CSS support. These are Global Precision Deliver, Power and Energy, Ultra-Reliability, Soldier Support, CSS Command and Control, and National and Strategic Processes. These six pillars compliment and are supportive of the Revolution in Military Logistics. The emergence of these focus areas was driven by the realization that to adequately support AAN requirements, improvement in four critical areas was necessary. These are to streamline and speed force closure and sustainment, lighten the force, reduce fuel and energy requirements, and enhance support to the soldier.

The Army After Next Program provides a broad road map for Army concept development to the year 2025, and is supportive of our Army XXI and Strike Force efforts.



Notes