

## APPENDIX E

### SUSTAINING THE DIVISION

The primary mission of combat service support (CSS) units is to sustain our forces in battle. CSS planners analyze force requirements for all phases of the division's operation. Combat and combat support (CS) planners help to determine the best tactical course of, action. Once the division commander determines his concept of operation, CSS planners focus on supporting and anticipating force needs. CSS operations, like combat operations, use the basic Army tenets:

- **Initiative.** The division aggressively denies the enemy continuous logistics support.
- **Depth.** The division ensures distribution of support so that close and deep operations do not depend on one facility only to continue the fight. The division plans for alternate support and is prepared to shift the support without interrupting the main effort.
- **Agility.** The division anticipates, plans, and reacts to any rear threat and moves the necessary forces to meet and defeat the threat throughout the width and depth of the rear area.
- **Synchronization.** The division sustains CS and CSS forward and coordinates combat assets simultaneously to neutralize the rear threat without degrading support forward.
- **Versatility.** The division employs versatile soldiers and units to sustain deep, close, and rear operations.

Within the division, sustainment is detailed in the concept of support, developed by the G1 and G4 in coordination with the G3. To develop the concept, the G4 uses the CSS estimate, the commander's intent and guidance, unit priorities, the higher headquarters' concept of support, lessons-learned data, unit battle books, and the concept of operation. The division's concept of support addresses manning, arming, fueling, fixing, moving, and sustaining the soldier and his equipment. The DISCOM commander is the division commander's and ADC-S's principal player in executing combat service support plans.

Planners consider the impact of both joint and multinational support. In today's environment, divisions are often part of joint or multinational forces. CSS planners must understand and integrate joint and multinational assets and requirements into the division's sustainment operations. They—

- Understand the commander's intent and the priorities.
- Track and monitor the battle.
- Anticipate requirements and use initiative to meet them.
- Pre-position supplies and equipment.
- Actively push support forward.
- Seek windows of logistics opportunity.
- Consider the impact of rear area threats.

Division logistics depends on an effective distribution system. Distribution is the heart of logistics at all levels of command. The distribution system relies on movement control to make it truly effective.

Chapter 1 discusses the missions and functions of the DISCOM. Chapters 2 and 3 highlight sustainment along with other aspects of division rear operations. Additionally, FMs 100-10, 63-2, and 63-2-1 detail sustainment of division operations. The following paragraphs address CSS to division operations only.

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## CONCEPT OF SUPPORT FOCUS

### Manning and Sustaining Soldiers

Manning the force includes all the provisions to maintain healthy, fit soldiers. The division G1 section coordinates this personnel service support for the division. This support includes—

Personnel operations (including replacement operations, strength accounting, and casualty reporting, as well as other personnel services).

- Religious support.
- Legal services.
- Finance services.
- Morale support activities.
- Postal services.
- Coordination of public affairs.

The combat health support (CHS) system of the division sustains and protects the health of the soldier in war and operations other than war. Consistent with tactical operations, CHS operates at both unit and division levels. It provides continuous medical management, patient care, and evacuation. CHS functions are performed by unit-level medical platoons and sections (treatment echelon I) and DISCOM medical companies (treatment echelon II). CHS functions include—

- Advanced trauma management.
- Patient evacuation.
- Surgical resuscitation.
- Emergency dental care.
- Limited laboratory and x-ray services.
- Mental health services.
- Preventive medicine services.
- Medical logistics and blood management and class VIII distribution.

Patient evacuation from unit-level medical treatment facilities (MTFs) and provisions for “seamless” medical care and treatment and health service logistics characterize division CHS. DISCOM medical companies operate in all brigade support areas (BSAs) and the division support area (DSA). Each medical company operates a division clearing station in its respective support area and uses its

ambulance platoon, augmented with corps ambulances, to evacuate patients from MTFs. Clearing stations focus on—

- Triaging, treating, and immediately returning those soldiers who are fit for duty.
- Treating and holding those patients expected to return to duty within 72 hours.
- Performing urgent surgery (when properly augmented), and stabilizing and evacuating critical patients out of the division.

The CHS system optimizes the return-to-duty (RTD) status of the maximum number of skilled and combat-experienced soldiers at the lowest possible treatment echelon. RTD and non-RTD patients are identified early in the evacuation chain. Patients requiring evacuation out of the division are transported to a corps-level hospital (treatment echelon III) for definitive treatment. In split-based operations and in OOTW, patients may be evacuated directly from a corps-level hospital to CONUS.

The division CSS structure does not provide for mortuary affairs (MA) and laundry field services. Augmentation normally comes from platoons or sections of a COSCOM field service company placed in support of a division below division level. The quantity and variety of services that can be made available will depend on the augmentation available to the division.

The COSCOM normally operates a MA collection company in the rear corps support group (CSG) and employs MA platoons in BSAs and the DSA on an area support basis. Collection platoons collect, assist with identification, and evacuate remains to the rear. Collection points are isolated from other activities, but are located near a main supply route (MSR). Deceased personnel are identified as early and as completely as possible and evacuated with their personal effects from forward areas. The intensity of combat, coupled with a lack of MA capability, will result in requirements that far exceed capabilities. Division personnel must be trained in peacetime to handle MA tasks during the initial days of hostilities.

The field service company (FSC) provides shower, laundry, limited clothing repair, and delousing support to the DISCOM. The FSC is normally assigned to a corps support battalion and located in the division rear area. The FSC is a

modular unit that may provide support as far forward as METT-T allows.

Water supply points are established as close to the using unit as possible considering the location of a water source and the commander's tactical plan. The most forward water points are normally located in the BSA, even if it requires establishing a dry point and transporting water from a suitable source. Using units draw water from the supply point using organic transportation. Preventive medicine personnel are responsible for approving water sources.

The division stocks limited supplies and equipment, ranging from clothing to tools. Supporting units normally stock items such as MOPP gear and environmental protection items (boots, overshoes, parkas, helmets). Distribution plans for this type protective clothing and equipment must consider service life of the overgarments and filters, as well as the threat. Unit priorities for equipment issue must be established.

### Arming

Arming is the provision of munitions to weapon systems. It encompasses all types of ammunition to include mines and demolition munitions. Class V is a scheduled supply that the COSCOM ammunition distribution system provides the division based on known requirements and forecasted needs. The division ammunition officer (DAO) manages class V. Ammunition is managed in combat loads (the amount of class V a unit can carry on its weapon systems) and basic loads (the amount of ammunition a unit can carry which is designed to sustain them in combat until they can be resupplied). Units designate a required supply rate (RSR) of ammunition items indicating their needs to sustain tactical operations for a specific period. Within the corps-established constraints, the division establishes its own internally controlled supply rate (CSR) which is passed down to each subordinate commander.

The ammunition transfer point (ATP) is normally located in the brigade support area. It is staffed by the FSB and aviation support battalion (ASB) supply company's class V section. A DAO representative supervises its operations.

Forward CSGs distribute approximately 25 percent of the division's ammunition from ammunition supply points located in the division's rear area. The

bulk of the division's ammunition (approximately 75 percent) is throughput from the corps storage area (CSA) to ATPs. Recently approved munitions concepts for support are found in FM 100-10.

### Fueling

Fueling provides required fuels to weapon systems and other equipment. In modern battle, fuel is as important as ammunition. Fuels are furnished to the division based on long-range forecasts and daily usage factors. Functional petroleum units assigned or attached to the CSG provide the distribution system that brings fuels to the division area. Division units report their fuel status through brigades to the division materiel management center (DMMC). The DMMC passes on the consolidated report to the corps materiel management center (MMC) and the division G4.

Fuel may have to be allocated to meet tactical requirements. The G4, with input from the G3, recommends allocation of fuels. Allocation instructions are then passed to the fuel issuers in the division main support battalion (MSB), ASB, and FSBs.

Fuel is brought forward to the division and brigade support areas in large-capacity corps and division tankers. (Division 5,000-gallon tankers are routinely exchanged between the MSB and FSBs.) Railway tank car, barge, and pipeline or flexible hoseline are also used to deliver to the brigade area, bypassing the division main class III supply point and eliminating double handling of the fuel. Fuel is either pumped into the tanks of the fuel system supply point or transferred into division tankers for distribution within the division. In some cases, full semitrailers may be exchanged for empty ones.

The aviation brigade uses large quantities of JP8 (aviation turbine fuel). It provides fuel supply to all division aircraft through fueling points at the division airfield and FARPs throughout the division area. The COSCOM resupplies the aviation brigades's ASB in heavy divisions or the support platoon in light divisions, although the division main fuel supply point maintains some aviation fuel stockage. The aviation brigade reports fuel status to the DMMC.

## Fixing

Fixing is more than simple maintenance. Fixing includes repair parts provided at the right time and place and all the action taken before, during, and after battle to keep equipment operational. Maintenance, battle damage repair procedures, and the other fixing tasks are combat multipliers.

The maintenance system in the division area repairs damaged weapon systems and other equipment as far forward as possible. This increases their combat time and reduces or eliminates recovery and evacuation time. Maintenance support teams (MSTs) implement this fix forward support maintenance concept and repair major weapon systems in the MBA. The exposure of the MSTs is a risk factor the commander must consider when applying the "support forward" concept.

Weapon systems or items of equipment that cannot be repaired on site must be recovered, or evacuated to the lowest level at which they can be repaired. The using unit is responsible for recovering damaged equipment. Once an item is in maintenance channels, evacuation to a higher maintenance level becomes a maintenance responsibility.

Decisions concerning the disposition of damaged weapon systems and equipment must be made on site, if possible. Items that cannot be repaired on site must be recovered to the maintenance collection point in the battalion trains area or the BSA to await repair. Repair time limits are outlined in FM 43-11 and usually disseminated in the appropriate SOP at each successive level.

Damaged and unrepairable equipment is evacuated to salvage collection points. They are normally collocated with maintenance collection points. The DISCOM has the organic ability to operate salvage collection points in the BSAs and the DSA.

DISCOM maintenance units provide DS maintenance, reinforcing maintenance, and repair parts supply for all equipment, except crypto material, ADP, medical, textile, airdrop, and individual and organizational. Because of its many organic aircraft and their high-maintenance requirements, the air assault division is authorized an aircraft maintenance and supply battalion. It provides repair parts supply and DS maintenance of aircraft, aircraft armament, avionics, and ground control approach equipment. The aviation intermediate maintenance

(AVIM) battalion provides organic aviation maintenance to the division.

## Moving

The moving function transports equipment and personnel via the most efficient means from their origin to final destination. Transportation activities include mode operations, movement control, and terminal operations. Transportation is the vital link in moving all classes of supply and services to division units.

Divisions have limited motor transport capabilities and rely on corps assets to deliver most supplies and equipment. Corps truck companies are normally employed in general support roles. They are committed by the movement control center (MCC) and movement control teams (MCTs) directly through their battalion headquarters. Corps transportation assets deliver to both division and brigade support areas.

Movement control is performed at corps to support the division. The corps MCC provides management services and highway traffic regulation to the division in the form of movement control teams and air terminal MCTs.

The move function also includes terminal operations. A terminal is any facility in which cargo or personnel are loaded, unloaded, and handled in transit. Terminals are usually established at origin, destination, and in-transit transfer points. The goal of terminal operations is to transfer cargo only when absolutely necessary in order to expedite delivery to the user.

## SUSTAINING THE OFFENSE

The concept of support for offensive operations normally results in CSS units positioned well forward. They sustain the attacking units with priority of support to the main effort. Forward support battalions or forward logistics elements normally follow closely the attacking brigades where they can support without interfering with maneuver units. The remainder of the DISCOM is positioned to best support the FSB and weight the main effort.

The DISCOM displaces forward as required to shorten the supply lines as the tactical situation dictates. In the event of rapidly advancing division

attacks, rear DISCOM elements support on the move or by bounds. In the latter case, the DISCOM units must take only mission-essential items.

The division must plan and coordinate for disposition of disabled equipment, casualties, and transportation of excess supplies. DISCOM elements establish refuel points in forward assembly areas to facilitate and maintain the momentum of the attack. The support plan must ensure that ground and air maneuver units arrive on their objectives with enough supplies to continue the attack without loss of momentum, should the need arise. Different types of offensive operations require different logistics tailoring.

During offensive operations, primary manning concerns are monitoring unit personnel status and conducting replacement operations.

Arming is always critical. Extended supply lines create problems ensuring that ammunition (class V) is available when needed. The division positions

ATPs as far forward as possible, moving them forward as the attack advances. Artillery ammunition is stockpiled at predesignated firing points. Other arming considerations include monitoring unit basic loads and required and controlled supply rates, and preparing for emergency resupply procedures.

Offensive operations use much more fuel (class III) than defensive operations, although terrain may significantly affect the fuel consumption. Estimated consumption versus basic load refuel capability is assessed. Shortfalls are fixed with prestocked facilities, increased fuel-carrying capacity, or refuel on the move or forward arming and refueling point operations. Additional fueling considerations include distribution plans, reallocation of fuels, and displacement of fuel and refueling assets.

Extensive vehicular movement in the offense increases maintenance needs, especially in rough or slow-going terrain. All PLL stockage levels will be at required levels, with increases in items such as tires, gauges, and shock absorbers. Recovery,



Division support command elements establish refuel points in forward assembly areas to facilitate and maintain the momentum of the attack.

evacuation, and roadside repairs have priority. Other maintenance considerations include:

- Establish and secure maintenance collection points.
- Institute battle damage assessment and repair.
- Allow controlled substitution or cannibalization of equipment.
- Attach MSTs to combat units.
- Provide security of LOC for recovery operations.

Offensive operations also increase resupply time lines and turnaround times. Longer supply lines increase vehicle maintenance and decrease available transportation assets. Available convoy security forces and the consolidation of convoys for security increase turnaround times. CSS commanders and staff also consider using alternate MSTs, requesting additional throughput from the higher supporting headquarters, and using captured vehicles.

Requirements for medical and MA support increase in offensive operations. The division's main attack normally receives the highest number of casualties and is weighted appropriately. Commanders and staff also consider medical evacuation procedures, EPW evacuation procedures, refugee movement, casualty collection points, and ambulance exchange points. Following are other CSS planning considerations:

- Position forward at night essential support (such as ammunition, fuels, and maintenance).
- Use preplanned and preconfigured push packages of supplies.
- Maximize throughput distribution when feasible.
- Echelon support forward and initiate operations at the new sites before ceasing operations at the old sites.
- Make CSS mobile and upload as much as possible.
- Use captured enemy supplies.
- Plan adequate communications between CSS and assets and units.
- Coordinate for use or future use of terrain.

- Plan for transition to an exploitation or to the defense.

## SUSTAINING THE DEFENSE

The aims of CSS in the defense are to support defensive battles and facilitate rapid transition to the offense. These operations require tactical logistics tailoring. In the defense, logistics support must adapt to changing situations.

CSS units are tailored similarly for mobile and area defenses. Support to the striking force in a mobile defense, however, may resemble support to the offensive, as described earlier. (The striking force in a mobile defense is discussed in Chapter 5.) CSS support is normally stockpiled and cached to support the division's forces. The following paragraphs highlight personnel and logistics considerations during defensive operations.

Unit personnel readiness (strength accounting), replacements, and casualty management continue to be critical functions. Overall casualty rates usually decrease in the defense as opposed to the offense; however, the casualties from NBC and artillery attacks may increase.

Ammunition expenditures are higher in the defense with expenditures two or three times the basic load amount. Forward stockpiling and caching help meet projected needs. Preconfigured ammunition loads such as push packages are sent forward regularly during the engagement. Commanders make specific plans for the emergency resupply of their units.

The need for class III supplies decreases significantly for a relatively static defense. In a mobile defense, however, consumption may equal that of offensive operations. Following are other defensive considerations:

- Send forward push packages of critical supplies regularly. Continue resupply until the receiving unit issues instructions to the contrary.
- Move logistics support during limited visibility to reduce enemy interference.
- Secure collection points and pre-position stocks of critical supplies.
- Air deliver supplies where feasible.

- Plan for increased demand for barrier materials.
- Coordinate with civil affairs concerning refugee control and host nation support.

## SUSTAINING RETROGRADE OPERATIONS

Providing CSS for retrograde operations is complex because various maneuver units may be attacking, defending, or retrograding at the same time and often near the enemy. CSS units support all these activities. Retrograde considerations are as follows:

- Echelon support in depth and to the rear.
- Limit the flow of supplies forward to only the most essential.
- Evacuate supplies and equipment early, preferably during limited visibility.
- Keep supply and evacuation routes open.
- Repair forward under hostile conditions and use combat systems to evacuate inoperable combat systems rather than risk loss to the enemy.
- Implement the division commander's policy of controlled exchange.
- Most important, maintain full knowledge of the current tactical plan and contingency plans.

## RECONSTITUTION

Reconstitution is extraordinary action that commanders plan and implement to restore units to a desired level of combat readiness. It transcends normal daily force sustainment actions. No resources exist solely to perform reconstitution, rather it is done by existing systems and units.

Reconstitution decisions belong to commanders. They control assets and decide whether to reorganize or regenerate a unit. Normally, the decision to reconstitute is made two echelons above the unit which must be rebuilt. The commander two echelons above, with his staff's assistance, is in the best position to assess a subordinate unit's effectiveness. His assessment includes—

- His knowledge of the soldiers and units involved.

- The condition and effectiveness of subordinate commanders and leaders.
- Previous, current, and anticipated situations and missions.

These factors form the foundation for reconstitution decisions. FM 100-9 is the doctrinal reference for reconstitution. It discusses the commander's assessments in detail.

**Reorganization** shifts resources within a degraded unit to increase its combat effectiveness. Commanders reorganize before considering regeneration. Reorganization may be immediate or deliberate. **Immediate reorganization** quickly, and usually temporarily, restores degraded units to minimum levels of effectiveness. Normally a commander implements it in the combat position or as close to that position as possible to meet near-term needs. **Deliberate reorganization** is conducted when more time and resources are available. It usually occurs in brigade rear areas. Procedures are similar to those of immediate reorganization; however, some replacement resources may be available. Also, equipment repair is more intensive, and more extensive cross-leveling is possible.

**Regeneration** involves the rebuilding of a unit through the large-scale replacement of personnel, equipment, and supplies; reestablishment of command and control; and mission-essential training for the rebuilt unit. Because regeneration is so intensive, it occurs at specific planned sites after the unit to be regenerated disengages from the enemy. A division can regenerate combat units through reorganization. Regeneration requires help from higher echelons. The commander directing the regeneration normally forms a regeneration task force.

## Responsibilities

The following paragraphs highlight general responsibilities in the conduct of reconstitution.

The commander includes reconstitution considerations in all operational planning. Further, he—

- Ensures regeneration SOPs and plans exist.
- Ensures the unit's training program includes regeneration training.

- Sets priorities that align with operational and tactical objectives when more than one unit requires regeneration.
- Activates regeneration assessment teams to evaluate attrited units when required.
- Determines the follow-on missions for reconstituted forces.
- Decides whether or not to regenerate an attrited unit. If he decides to regenerate, he sets the unit effectiveness goals while keeping in mind the time available.
- Determines the specific actions required for the regeneration.

The **G1 and S1** manage strength accountability and determine replacement availability for current and upcoming operations. They identify soldiers with required qualifications and develop personnel replacement plans in the OPLAN process. In addition, the **G1 and S1**—

- Determine the expected unit losses for specific missions.
- Coordinate casualty reporting with the medical system.
- Coordinate support for increased battlefield stress casualties.
- Anticipate increased needs for battlefield promotions and impact awards.
- Coordinate the RTD program with supporting medical elements.
- Coordinate personnel actions for contingency manning standards.
- Advise the commander and operations staff on the personnel services for support.

The **G2 and S2** advise commanders on the threat situation facing candidates for regeneration. Further, they—

- Assess the threat for prospective regeneration sites.
- Obtain medical intelligence on the site for the command surgeon to evaluate.
- Advise the commander and operations staff on the intelligence elements for the regeneration task

force, coordinating intelligence with these elements during the process as required.

The **G3 and S3** include regeneration in OPLANs on the basis of expected losses and future missions. The **G3 and S3**—

- Recommend to the commander the assessment of an attrited unit.
- Recommend, based on the formal assessment, whether or not to regenerate a unit and, if so, the extent of regeneration. They recommend priorities to the commander, advising him on availability of personnel and equipment.
- Identify critical shortfalls and plan for employment options to meet contingency needs.
- Advise the commander on the need for, composition of, and functions of the regeneration task force, and coordinate these with all other staff sections.
- Recommend regeneration sites after coordinating with the logistics staff, CSS commanders, and others with relevant information.
- Advise commander on security measures for the site. These include the recommended role of the attrited unit.
- Coordinate with the rear operations commander to integrate a unit undergoing regeneration into the rear operations security plan.
- Advise commander on training needs in units undergoing regeneration, identifying required resources, and help execute the training.

The **G4 and S4** provide logistics input for the regeneration part of the OPLAN. Further, they—

- Identify logistics resources needed to carry out regeneration if required.
- Recommend, based on command priorities, the allocation of critical items of supply. (This excludes medical and cryptographic items. They are handled by the medical and signal officers respectively.)
- Coordinate transportation plans and policies, and identify movement control needs and the element to provide support.



- Determine, as appropriate, host nation support requirements and help secure available host-nation support.
- Recommend to the operations staff, in coordination with CSS commanders, the general location of the regeneration site.
- Plan for prestocking of supplies and equipment for support of the commander's priorities.
- Plan for services essential to the regeneration process and ensure the expeditious handling of remains and personal effects. They also plan for clothing exchange and bath and laundry operations.
- Recommend logistics elements for support of reconstitution actions.
- Recommend the extent to which the attrited unit's CSS activities can support reconstitution.

The **G5 and S5** coordinate and collate host nation facility and resource requirements identified by the staff. The G5 and S5 also—

- Plan and recommend procedures to minimize civilian interference with division combat operations.
- Plan and recommend procedures to minimize effect of division combat operations on civilian population.
- Plan, recommend, establish, and supervise the operation of the division CMOC.
- Coordinate host nation support. They advise the commander and staff and the regeneration task force on host nation support availability. (Civil affairs elements help conduct area surveys.) They help contracting personnel plan for and obtain support from local sources.
- Coordinate the temporary augmentation of language-qualified host nation personnel.
- Plan and coordinate operations for dislocated civilians.

The **engineer staff officer** recommends to the commander and operations staff the allocation and redistribution of engineer units, personnel, and equipment. In addition, he—

- Participates in site and terrain reconnaissance and helps in site selection. He also determines needs to prepare the site.
- Coordinates engineer efforts at the regeneration site. Engineers may support actions concerning area damage control; mobility, countermobility, and survivability; and sustainment.

The **signal staff officer** recommends employment of signal units and resources to support regeneration. This includes all assets involved in the five disciplines of the information mission area as defined in AR 25-1. In addition, he—

- Recommends allocation of critical communications and cryptographic equipment.
- Coordinates the communications for liaison elements.
- Advises the operations staff on any signal considerations for reconstitution site selection.

The medical staff officer and surgeon recommend, in coordination with the medical command, allocation and distribution of medical personnel, materiel, and units. This includes the composition of medical support elements, treatment and evacuation assets, preventive medicine personnel (veterinary personnel to inspect class I if required), class VIII, and medical equipment. Further, they—

- Advise commanders on preventive medicine aspects of regeneration. This includes the availability and use of combat stress or mental health teams.
- Advise commanders on the effects of accumulated radiation exposure and possible delayed effects from exposure to chemical or biological agents. They identify resources required for patient decontamination.
- Advise commanders on the disposition of personnel exposed to lethal, but not immediately life-threatening, doses of radiation or chemical and biological agents.
- Coordinate with personnel staff on evacuation policy and return to duty.
- Advise the operations staff on any CHS considerations for site selection. These may include proximity to medical facilities.

The **provost marshal** coordinates MP area security needs, reconnaissance, battlefield circulation control, and MP assets required at regeneration sites with the rear CP or rear area operations center. He coordinates host nation military and civil security implications with the civil-military operations as required. The provost marshal also—

- Coordinates to adjust existing, or to establish, battlefield circulation control, concentrating on route reconnaissance and traffic control points. He coordinates straggler and dislocated civilian control as planned by the G5 or civil-military operations.
- Advises commanders and movement managers on route and area security considerations for selecting and moving to regeneration sites.
- Advises commanders on EPW considerations unique to the regeneration site. He ensures units selected for regeneration are relieved of any EPW responsibility as soon as possible.

The **public affairs (PA) officer** recommends the PA policy to the commander. He also—

- Provides a PA team to advise and assist in dealing with public information and press requirements.
- Ensures information flows to the team at the regeneration site.
- Monitors the flow of information out of the regeneration site through media operations, to include press pools if used.

The **chemical officer** coordinates decontamination needs and use of chemical support elements. Further, he—

- Plans for and coordinates the establishment of a linkup point and decontamination site on the route to the regeneration site if required.
- Coordinates nuclear or chemical route and regeneration site reconnaissance.
- Coordinates use of battlefield obscurants to assist regeneration effort.
- Coordinates with the logistics staff for resupply of chemical defense equipment.
- Maintains radiation exposure data and status.

The **chaplain** provides unit ministry support, particularly for cases of battle fatigue. He coordinates

worship and memorial services, sacramental acts, and pastoral counseling.

The **rear CP** integrates the units being regenerated into rear area defense plans and provides appropriate liaison. The rear CP also supervises regeneration actions.

The **DISCOM, COSCOM, and theater Army air defense command**—

- Coordinate with the logistics staff of the directing headquarters on the availability and applicability of logistics elements for the regeneration task force. They also provide the supply and equipment status of these units.
- Coordinate the integration of higher-level logistics elements into the regeneration task force.
- Recommend, with the logistics staff of the directing headquarters, regeneration sites. They also advise on the availability and mobility of support facilities.
- Coordinate the move to the site for subordinate elements in the regeneration task force. They support their operations at the site as required.
- Provide a materiel management capability for the regeneration task force. They also provide a means for it to link up with the supporting MCC. The MCC ensures materiel is distributed according to the priorities set by the commander directing the regeneration. The support command also provides a movement control capability.

### Instructions and Guidance

Unit SOPs should address reconstitution. They establish the means to maintain a continuous combat presence and the methods to shift to more extensive efforts. A template for a reconstitution SOP is in Appendix B, FM 100-9. The SOP covers—

- Information needed to make reconstitution decisions, and reporting procedures.
- Assessment procedures and responsibilities. For an organization that may direct a regeneration, the SOP also covers contingency manning standards.
- Critical tasks for the unit's overall mission accomplishment.
- Procedures to reestablish or reinforce command and control systems.

- Procedures, criteria, and priorities for reorganization.
- Techniques to maintain unit cohesion.
- Procedures for personnel and equipment replacement procedures.
- Procedures for transition to regeneration.

The OPLAN for a specific mission should include guidance or instructions for reconstitution. Planners consider—

- The unit's current condition.
- The unit's assigned mission.
- The guidance from higher headquarters.
- The expected intensity of the conflict levels of losses.

- The anticipated future missions.

These considerations may affect the extent of reconstitution and the speed or priority of the effort.

The OPLAN includes enough details to enable staffs and supporting units to prepare for rapid restoration of units within command priorities. While it cannot meet all the contingencies of Army operations, it must be one that commanders can adapt to the situation. In addition to addressing reconstitution for a specific mission, the staff may have to write a separate OPLAN for regeneration operations. The more fully developed a unit's reconstitution SOP, the easier for it to develop a reconstitution plan.