

- As areas of casualty density move forward, the routes of evacuation lengthen, requiring forward movement of medical assets.
- Heaviest patient loads occur during disruption of enemy main defenses, at terrain or tactical barriers, and during assaults on final objectives.
- Medical elements of the regiments and CSSEs treat indigenous and displaced persons that become sick or wounded as a result of military operations. In coordination with the MEF G1, these people are moved to civilian treatment facilities immediately after being treated.
- The main attack normally receives the greatest medical support.

**Services**—The main CSS effort in the offense is to provide only the most critically needed support to the attacking force. Most Service functions play a minor role. Commanders suspend some services until the situation stabilizes. Laundry, clothing exchange, and field showers may be temporarily suspended. Mortuary affairs/graves registration is a major exception. It continues and may intensify. Adequate MA/GR supplies must be on hand. Mortuary affairs detachments maintain close communications with personnel elements to verify and report casualty information. They also aid in the identification of remains.

General - While Classes I, III, and V are the most important supplies in the offense, planners consider all classes of supply. While the need for barrier and fortification material decreases, for example, the requirement for obstacle, breaching, and bridging material may increase. Weapons system requirements may also be higher since weapon systems exposure to fire during offensive operations is greater.

**Defense.** The role of the CSSE in the defense is to support defensive battles while maintaining the capability to shift to the offense with little notice. Facilities and CSSAs should be far enough in the rear to be out of the flow of battle and relatively secure. They should not be so far back that they make the support effort less effective. CSS units locate, where possible, out of the reach of potential penetrations in protected and concealed locations without sacrificing support and out of the movement routes for retrograding units. They should have access to good road nets and make maximum use of built-up areas. Dispersion should be consistent with support requirements, control, and local security. Air defense coverage should be planned and emplaced. Commanders

emphasize passive security measures. CSSEs must dig-in as much as time and equipment allow, including positions for all personnel and equipment. CSS elements routinely operate at night for self-protection and to not expose prepared positions and routes to enemy observation.

Personnel – Maneuver forces may have to rapidly displace while simultaneously carrying current command and control strength data to the rear. Linking replacement activities and equipment issue points requires close coordination among medical, supply, transportation, maintenance, and personnel managers. This is especially critical for Marines returning to duty from hospitals who may need uniforms, personal equipment, and weapons.

Ammunition – Logisticians position ammunition supply and transfer points to facilitate rapid and responsive support. Using units may stockpile Class V supplies in excess of their basic loads. Class V supplies may also be placed at successive defensive positions. This provides easy access and lessens transportation problems during the withdrawal to those positions. The defense usually requires a greater volume of Class V supply than does the offense. Class IV and V supply requirements, especially for mines and barrier materials, are heaviest during the preparation for defense.

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

Maintenance – The primary thrust of the maintenance effort in the defense is to maximize the number of weapon systems available at the start of the operation. Once the defensive battle begins, the thrust is to fix the maximum number of inoperable systems and return them to battle in the least amount of time. This requires forward support at, or as near as possible to, the intended AO of the systems. Maintenance support and contact teams locate well forward. Typically, supported units are not as widespread as in the offense. Critical components are placed forward to overcome the effects of combat wear and damage. Planners also consider augmenting the maintenance support to covering force elements when they return to the main battle area. Such support may allow them to return more rapidly to fighting condition. Inspections and technical assistance are emphasized. An area defense has less overall movement. A mobile defense has many of the same implications as offensive operations.

Supply - Supply activity will be the most intensive during the preparation stage. Stockpiles should be far forward and at successive defensive positions, especially critical supplies (fuel, ammunition, barrier materiel). While many supplies—especially munitions and barrier material—must be far forward, they must also be as mobile as possible. This allows continuous support as combat power shifts in response to enemy attacks. Throughout the defense, Class V expenditures are likely to be high. The CSSE must position the ASPs or transfer points to maximize responsiveness. Requirements may be higher for chemical filters, MOPP gear, and decontaminates. In many defenses, however, fuel consumption will be lower than during offensive operations, notwithstanding the requirements of a mobile defense. Plans must be made to destroy stockpiles or supply dumps should events necessitate.

Transportation and Distribution – Transportation resources are most critical in the preparation stage of the defense. Stockpiling supplies requires extensive transportation. So does shifting personnel, weapon systems, and supplies laterally or in depth to meet the probable points of enemy attack. Transportation assets move Class IV and V barrier supplies as close to the barrier sites as possible. Logisticians take action to increase the flow of these materials as soon as they know of the intention to conduct a deliberate defense.

Medical – Medical support of defensive operations is more difficult than in the offense. Casualty rates are lower, but forward access is complicated by enemy action and the initial direction of maneuver to the rear. The task of front-line medical units is to stabilize the wounded, sort them, and evacuate patients. Priorities for evacuation depend on the location of, and will be complicated by, the probable enemy main effort. Enemy activities may inhibit evacuation as well as increase the casualties among medical personnel and damage to medical and evacuation equipment. Heaviest casualties, including those caused by enemy artillery and NBC weapons, may be expected during the initial enemy attack and in the counterattack. The enemy attack may disrupt ground and air communications routes and delay evacuation of patients to and from aid stations. Clearing facilities must be located away from points of possible penetration. Locations must not interfere with reserve force positioning. The depth and dispersion of the mobile defense create significant time and distance problems in evacuation support to security and fixing forces. Security forces may be forced to withdraw while simultaneously carrying their patients to the rear. Peak loads may require

additional helicopter evacuation capability. Non-medical transportation assets may not be available to assist in casualty evacuation.

Services – The services of laundry and shower operate routinely where the tactical situation permits. Such facilities locate out of the way and should not interfere with tactical operations. Mortuary affairs detachments evacuate the dead quickly. This can be a huge morale factor in a deliberate defensive position. Feeding of A and B rations tends to increase and aerial delivery may be critical for cut-off, screening, or guarding units.

**Retrograde.** A retrograde operation is rarely an end in itself. Retrograde operations usually terminate in the establishment of new defensive positions. CSS planners usually plan for a three-phased operation. While planning for the actual retrograde, CSS elements continue to support the current operation. Next, CSS elements support the retrograde of delaying forces and the forces out of contact moving to the rear. Finally, the CSSEs support units at the new position as they arrive. Logisticians plan for support of the old defense and the transition to and conduct of new operations. Supporting units maintain communications with supported units. CSSEs and their commanders must maintain constant situational awareness. Maneuver elements may at any given time be defending, delaying, attacking, or withdrawing. CSS elements must be echeloned to continue to support the delaying force at an old defensive position while establishing support to withdrawing elements moving rearward. Any CSS personnel and equipment not essential to supporting forward combat forces should be moved as soon as feasible.

Ammunition and Fuel – Planners consider having limited, mobile combat service support forward to support the covering force. This will strain the transportation system. Helicopter and aerial delivery should be considered for these forces. Planners may arrange to position fuel on fuel trucks or rail cars to avoid the last minute evacuation of empty fuel bladders. If sufficient rolling stock is not available for mobile Class V supply points, place ammunition throughout the delaying or covering force area so that forces can fall back on a continuous supply.

Maintenance – Continuous maintenance support throughout the retrograde operation is essential to keep the maximum number of weapon systems operational. Maintenance planners concentrate on providing essential support forward while moving the bulk of the maintenance effort to the rear. Time for repairs is limited. Organize MSTs/MCTs to

provide support to essential weapon systems in the forward areas. Maintenance efforts concentrated on the “quick fix” using assemblies brought forward to facilitate rapid turnaround of weapon systems. Battle damage assessment and repair of equipment take priority. Maintainers maximize use of controlled exchange and cannibalization. Evacuation assets forward will be scarce. Repair to transportation assets is critical. HET support should be coordinated by the senior movement control organization. Priority of support is determined by the commander but is usually given to units that have completed the move and are preparing new positions.

Transportation and Distribution – Retrograde operations severely strain the transportation system. Assets move essential supplies, materiel, and personnel rearward. They also support elements that are not fully mobile (movable but not mobile). It is essential that movement control personnel and agencies maximize the use of all available transportation assets—watercraft, railroads, air assets, and line haul. They program all movements throughout the entire retrograde to eliminate unnecessary surge periods and ensure LOCs stay open. They ensure units adhere to set priorities. Highway movements are regulated (a transportation function) and then controlled (a provost marshal function) to avoid highway congestion. Planners carefully design traffic circulation, identify evacuation routes, and publish movement control schedules. No transportation asset should go forward with cargo and return empty, each asset should be accounted for and used in the retrograde plan.

Supply – Supply efforts during the retrograde concentrate on the most critical supplies: Classes I, III, V, and IX. The key to providing responsive supply support is to project force supply requirements throughout the operation and to distribute these forecasted supplies. The logistics system pushes forward only critical supplies. Logisticians divert supplies entering the area to new positions. To minimize the movement of supplies that must move from the forward areas to the new rear supply areas those forward stocks are “dried up” at the forward supply points. Supply detachments will begin their retrograde movement before combat units to minimize interference with maneuver. This allows supply point/tailgate distribution points to be set-up on the evacuation route. Non-critical classes of supply (Class I, II, IV, VI, and VII) will be identified and moved. Guidance on civilian property should come from the MAGTF or JTF commander. Supplies that cannot be moved should be destroyed.

Medical – Medical support—allocation of hospitals and evacuation policy—is tied closely to the retrograde plans to ensure preservation of

support capabilities for succeeding operations. While hospitals move they temporarily lose their bed capacity. During the retrograde period there may not be enough beds. If temporary facilities are not available (civilian sites) patients may be evacuated straight out of the Combat Zone to sites in the Communications Zone or to CONUS. Medical regulators may have to request non-medical transportation to move less severely and ambulatory personnel. HNS would be used when possible.

Evacuation routes may be congested with withdrawing forces. Evacuation assets will be required to move patients that would normally be treated at BAS, RAS, and CSSE STP sites. Locations of successive treatment sites must be predetermined. Factors to consider:

- Time available for medical operations is likely to decrease.
- Patient evacuation will be complicated by movement of troops and materiel on evacuation routes and by enemy disruption of C4. Unit SOPs should address evacuation plans under such conditions.
- Sorting patients becomes more critical.
- When patient loads exceed the means to move them, the MAGTF or JTF commander must decide whether to leave patients behind. Medical personnel and supplies must be left with patients who cannot be evacuated.
- For continuity of support, the next rearward aid locations must be operational before the forward sites are closed.

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

## **Other MAGTF Tactical Operations**

### **Retrograde**

Retrograde operations rely on logistic support. Logistics planners advise commanders and operational planners on the status, capabilities, and limitations of the logistic support for retrograde operations. The ability to conduct a timely withdrawal is especially dependent on sufficient transport. Logisticians assist in formulating COAs, adjusting support operations to conform to the commander's decisions. Logistics unit