Training Support Brigades:
Providing Engineer Support to Reserve Components

By Major Shawn Howley, Captain Paul Baker, and Captain Joseph E. Staton

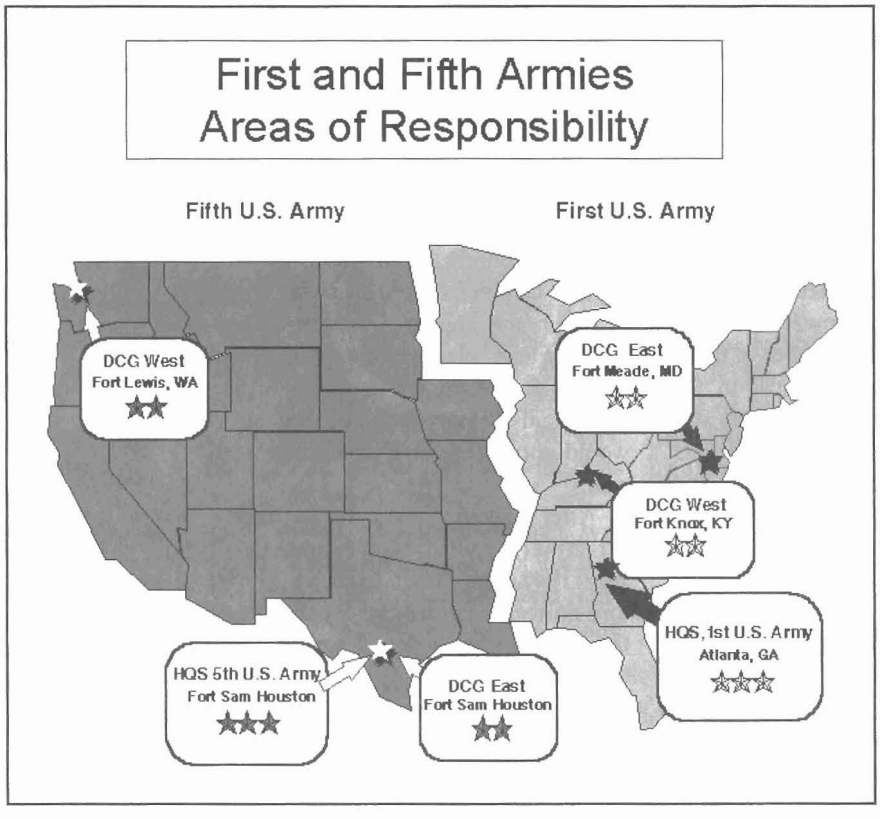
In October 1997, the Army's two Continental U.S. Armies (CONUSAs)—First and Fifth—restructured many of their subordinate commands to enhance support to Reserve Component (RC) training—U.S. Army Reserve (USAR) and Army National Guard (ARNG). The resulting force structure and mission change eliminated overlapping efforts of the Regional Training Brigades and Readiness Groups. The Regional Training Brigades formerly focused on annual training (AT) and inactive duty training (IDT), including lanes training and evaluation. The Readiness Groups supported the RC units with training assistance and Training Assessment Models (TAMs). The new organizations, called Training Support Brigades (TSBs), provide RC units with a "one-stop shop" for branch and functional training assistance, TAMs, AT, and IDT lanes training and evaluation.

FORSCOM is the major Army command responsible for ensuring that both active and reserve forces are capable of responding rapidly to any crisis worldwide. For RC forces, this responsibility is executed within the United States by the two CONUSAs, which train, mobilize, and deploy RC units within FORSCOM. Each CONUSA executes FORSCOM missions within its geographic area of responsibility. The figure below shows the Army areas of responsibility within the respective headquarters.

This article describes the engineer support structure of two TSBs: First Army's 174th Infantry Brigade at Fort Drum, New York; and Fifth Army's 479th Field Artillery Brigade at Fort Sill, Oklahoma.

First U.S. Army

First Army organized the TSBs as infantry, armor, cavalry, or support brigades. A typical TSB consists of about 250 personnel with military occupational specialties (MOSs) tailored to best support the client units within each organization's area of responsibility.



174th Infantry Brigade

The 174th Infantry Brigade has five battalions located in New York and New Jersey.

- Fort Drum, New York—1st Battalion (Infantry), 3rd Battalion (Field Artillery), and 4th Battalion (Forward Support).
- Syracuse, New York—2d Battalion (Infantry) (offers direct support to the 27th Separate Infantry Brigade, an Enhanced Brigade).
- Fort Dix, New Jersey—5th Battalion (Combat Support/ Combat Service Support [CS/CSS]).

Mission

Each battalion focuses on teaching and coaching the reserve unit's leadership to enhance individual and unit mission training, which equates to unit readiness. Special emphasis is placed on training assistance, training management, leader development, lanes development, and evaluations to priority and nonpriority RC units in New York and New Jersey.

During the AT period, which is between May and September, the brigade's primary mission is lanes training and training support to RC units. Observer-controller teams within each battalion synchronize and evaluate priority RC units on collective, leader, and individual tasks. Coordination for the AT begins 24 months before it is performed and includes synchronizing actions between the engineer observer-controllers, the CSS observer-controllers, the TAM evaluator, the client unit, and the opposing forces.

Additionally, each TSB provides a staff and operations structure for Annual Training Evaluation Headquarters and/ or Active Component Control Headquarters at selected training sites and Mobilization Assistance Teams (MATs) to selected sites. The TSB also provides military support to civil authorities (MSCA) as part of the Department of Defense's (DoD's) response to national or regional emergencies.

Engineer Structure

The brigade engineer establishes and manages the engineer support structure for the TSB. Managing this structure requires a working knowledge of combat support and combat service support operations and a broad understanding of RC engineer support to the Corps of Engineers structure. The brigade engineer helps units plan, coordinate, and evaluate training for engineer units ranging from engineer teams to engineer brigades. Examples of the types of supported units are—

- Light—827th Engineer Company
- Mechanized Combat—479th and 152d Engineer Battalions
- Combat Heavy—306th Engineer Company and 204th Engineer Battalion
- Asphalt—770th Combat Support Equipment Company
- Real Estate Team—305th Engineer Team

In the 174th Infantry, engineer support focuses on designated RC priority units (force support package, roundout/roundup units, enhanced brigades, and units with a latest arrival date less than 30 days [LAD 30]) and nonpriority units. The brigade's two engineer companies provide training assistance and evaluations for RC engineer units within its area of responsibility. If additional assets are required, the brigade engineer coordinates for external resources. For example, the 2d Battalion (Engineer), 15th Support Brigade, provides general combat engineering training assistance and lanes support to select force support package combat engineer and bridge units in an 18-state area, which includes the 174th's area of responsibility.

Training Support

Training support focuses on improving the proficiency of RC units in individual, leader, and collective tasks during home-station training. Proficiency varies based on the type of unit: combat arms units train to platoon-level standards; CS and CSS units train to company-level standards. The brigade engineer orchestrates assistance visits from the two engineer companies, provides additional support from the 2d Engineer Battalion when required, and ensures that training objectives, a mission, and an end state are developed for each visit. Assistance may range from "training the trainer" to evaluation of a collective task. The brigade engineer analyzes the mission based on mission, enemy, terrain, troops, and time available (METT-T). This tool allows him to manage resources (unlimited requests versus limited dollars and personnel) and focus the assistance visit on the units' mission essential task list crosswalk. External lanes evaluations of collective unit skills are performed during both a weekend drill and the summer annual training period. Lanes evaluations are planned, constructed, and executed by observer-controllers from the 2d Engineer Battalion.

Mobilization Assistance Teams

During a federal call-up of RC units, the 174th establishes a mobilization assistance team to assess the training status of the unit, help the RC commander refine his "post-mobilization plan," and support mobilization training. Engineer units leaving the mobilization center must be operationally ready and able to provide adequate engineer support.

Military Support to Civil Authorities

During MSCA operations, the 174th Infantry Brigade assists the Federal Emergency Management Agency (FEMA) in New York and New Jersey. The brigade engineer provides

Engineer Points of Contact

First U.S. Army

Training Support Brigade	Telephone	Address/e-mail
3rd Support Brigade	Commercial (978) 796-3013 DSN 256-3013	Fort Devens, Massachusetts e-mail: maddend@devens-emh3.army.mil
174th Infantry Brigade	Commercial (315) 772-7815 DSN 341-7815	Fort Drum, New York e-mail: howleys@drum-rgrtb.army.mil
15th Support Brigade	Commercial (717) 770-5989 DSN 923-5989	Fort Meade, Maryland e-mail: westfalr@tsbncpa-ex1.army.mil
4th Cavalry Brigade	Commercial (502) 626-2204/2235 DSN 536-2204	Fort Knox, Kentucky e-mail: leatherl@ftknox-emh9.army.mil
157th Infantry Brigade	Commercial (803) 751-4372 DSN 734-4372	Fort Jackson, South Carolina e-mail: tsbjen-s3@rgj.army.mil
205th Infantry Brigade	Commercial (317) 532-4064 No DSN	Fort Benjamin Harrison, Indiana e-mail: wrayr@harrison -emh1.army.mil
12th Support Brigade	Commercial (608) 388-3696/3555 DSN 280-3696	Fort McCoy, Wisconsin e-mail: rielandb@server1-tsb.mccoy.army.mil
158th Infantry Brigade	Commercial (407) 494-3145 DSN 854-3145	Patrick AFB, Florida e-mail: perryb@rgpat.pafb.af.mil
177th Armor Brigade	Commercial (601) 558-4337 DSN 921-4337	Camp Shelby, Mississippi e-mail: bickell@rgred.redstone.army.mil
189th Infantry Brigade	Commercial (910) 396-5284 DSN 236- 5284	Fort Bragg, North Carolina e-mail: sullivanp@rgbragg.bragg.army.mil

Fifth U.S. Army

Training Support Brigade	Telephone	Address/e-mail
5th Armor Brigade	Commercial (719) 526-9339/0188 DSN 691-9339/0188	Fort Carson, Colorado e-mail: barnettm@tsb-carson.army.mil
21st Support Brigade	Commercial (510) 466-4442/4267 DSN 859-466-4442/4267	Oakland Army Base, California e-mail: guren@lewis-5Awest.army.mil
120th Infantry Brigade	Commercial (210) 221-9019/2699 DSN 421-9019, 471-2699	Fort Sam Houston, Texas e-mail: hyattj@samhou-usafive.army.mil
166th Aviation Brigade	Commercial (785) 239-3510/8672 DSN 856-3510/8672	Fort Riley, Kansas e-mail: drucem@riley-emh1.army.mil
191st Infantry Brigade	Commercial (206) 967-6357/3279 DSN 357-6357/3279	Fort Lewis, Washington e-mail: berry@5army-lewis.army.mil
479th Field Artillery Brigade	Commercial (580) 442-2419/3503 DSN 639-2419/3503	Fort Sill, Oklahoma e-mail: alcone@doimex1.sill.army.mil



Sappers of B Company, 479th Engineer Battalion, conduct breaching drills during engineer annual lanes training.

engineer information, communication linkages, and DoD resource support to FEMA. He provides information on the DoD engineer capabilities and resources and must be familiar with activities described in Field Manual 100-19, Domestic Support Operations.

Fifth U.S. Army

Fifth Army assists, evaluates, and synchronizes all training support activities of RC units west of the Mississippi, excluding Minnesota. It also directs mobilization and deployment planning and, on order, executes mobilization operations. Since 8 December 1995, Fifth Army has helped train and mobilize 3,130 RC soldiers to support peacekeeping operations in Bosnia. In addition, the command has mobilized 219 individual soldiers to fill vacant U.S. Army Europe positions.

The TSBs are vital to Fifth Army's ability to execute such diverse and critical responsibilities. Of the six brigades within Fifth Army, three are combat service/combat service support, one is aviation, and two are combat arms.

479th Field Artillery Brigade

The 479th Field Artillery Brigade—which consists of about 200 officers, noncommissioned officers (NCOs), and civilians—has five battalions on military installations and USAR Centers in Oklahoma, Texas, and Kansas.

- Fort Sill, Oklahoma—1st Battalion (Field Artillery/Multiple-Launch Rocket System [MLRS])
- Fort Riley, Kansas—2d Battalion (Field Artillery/MLRS)
- Oklahoma City, Oklahoma—3rd Battalion (CS/CSS)
- Dallas, Texas—4th Battalion (CS/CSS)
- Houston, Texas—5th Battalion (CS/CSS)

Mission

The 479th Field Artillery Brigade's mission includes training assistance and evaluation, pre- and post-mobilization assistance, and MSCA during federal disasters. The brigade assists units throughout the region to improve readiness and apply doctrinal theory to real situations. The brigade assists engineer units and also mobilizes RC soldiers from other branches for various types of contingencies.

Engineer Structure

The rank, branch, and MOS structure within the 479th Field Artillery Brigade is diverse. A field artillery colonel currently commands the brigade, and a variety of branches and MOSs fill the brigade staff sections. Most officer positions are coded as branch immaterial. Each brigade has a different MOS mix depending on its client base. Numerous positions are available to engineers within the brigade. Almost any position in the S3 is open to engineer officers and NCOs. While the table of distribution and allowances for the CS/CSS

battalions is not finalized, each battalion will have at least one engineer officer and possibly as many as three. One company (sometimes two) of each battalion is engineer-based, with two engineer officers and four NCOs from career management field 51.

Training Support

The 479th is responsible for lanes training for all Army National Guard MLRS units in the Fifth Army area. The CS/CSS battalions assist the 75th Division (Exercise) Training Brigades (USAR), executing lanes training exercises for high-priority CS/CSS units in Oklahoma, New Mexico, Texas, Arkansas, and Louisiana. Engineers assigned to the CS/CSS battalions have a direct impact on unit readiness, lanes execution, and branch assistance. Engineers make up 25 percent of the high-priority units in the 479th's client base, with each unit conducting lanes training and receiving a Training Assessment Model every year. The CS/CSS battalions not only coach, mentor, and assist units, they also provide Combat Training Center quality evaluations (observer-controller/trainer). Beginning in FY99, they will provide TAM evaluations to all high-priority client units.

Mobilization Assistance Teams

TSBs are responsible for mobilization assistance to both the unit being mobilized and the installation commander. All Bosnia mobilizations currently occur at Fort Benning. Deployment does not begin until the installation commander verifies the unit's readiness, based on feedback from the Mobilization Assistance Team and the installation staff.

The S3 section is the doctrinal proponent within the brigade for mobilization training. This section trains brigade personnel to provide courtesy file reviews and trains unit leaders on mobilization responsibilities. The S3 section also helps develop the unit's mobilization plan. The purpose is to improve the quality and completeness of the unit's mobilization files and determine if the unit's plan is both workable and executable. During an actual mobilization, teams deploy to the unit's home station to provide assistance before moving to the mobilization station. The team officer in charge normally deploys to the mobilization station and remains with the unit until it deploys to the assigned theater.

Military Support to Civil Authorities

The 479th provides MSCA by keeping soldiers trained to deploy as part of a Defense Coordinating Element anywhere in FEMA Region VI (Oklahoma, New Mexico, Texas, Arkansas, and Louisiana). A presidential declaration is required to activate the element, which provides a supporting operational staff for the Defense Coordinating Officer (DCO). As the focal point of the DoD response to a presidentially declared disaster, the DCO coordinates the MSCA effort with the Federal Coordinating Officer (FEMA official) and the federal response community. The DCO ensures that military support requirements are mission essential and supplied as efficiently as possible. The Defense Coordinating Element validates, coordinates, tracks, and reports the progress of all DoD assets tasked to conduct MSCA operations.

One Army, One Standard

Within the Training Support Brigades, numerous challenging opportunities offer engineers professional development and allow them to directly impact RC readiness. The new TSB concept was established to provide effective assistance and evaluations to Reserve Component units. Active Component soldiers assigned to the TSBs have the opportunity to teach and coach while learning how the Reserve and National Guard soldiers train to one Army standard. By understanding the linkages between Reserve Component units and how they work hand-in-hand with the Active units, we will build a more cohesive Army. We have one Army and one standard. We stand together as the world's best army, a full-spectrum force trained and ready for victory. A total force of quality soldiers and civilians.



Major Howley is the executive officer of the 4th Forward Support Battalion, and brigade engineer, 174th Infantry Brigade, Fort Drum, New York. Previous assignments include: chief of Doctrine Division, U.S. Army Engineer School; brigade observer-controller, Hohenfels, Germany; commander, A Company, 10th Engineer Battalion, Schweinfurt Germany; executive officer and platoon leader, 41st Engineer Battalion, Fort Drum, New York. He holds a bachelor's degree in mathematics from West Virginia State College.

Captain Baker is the operations officer, 2d Training Support Battalion (Engineer), 15th Support Brigade, Fort Meade, Maryland. Previous assignments include: commander, E/1-28 Infantry, Fort Jackson, South Carolina; commander, A/3-13 Fort Jackson, South Carolina; executive officer and platoon leader, 54th Engineer Battalion, Wildflecken Germany. He holds a bachelor's degree in civil engineering from the U.S. Military Academy.

Captain Staton is the Assistant S3, Plans Section, 479th Field Artillery Brigade, Fort Sill, Oklahoma. He was previously the engineer advisor, U.S. Army Readiness Group, Fort Sill. Other assignments include commander, 47th Engineer Company (C)(H), Special Troops Battalion, Fort Wainwright, Alaska; and A/S3 Construction, 555th Combat Engineer Group, Fort Lewis, Washington. CPT Staton holds a bachelor's degree in chemical and petroleum refining engineering from the Colorado School of Mines.