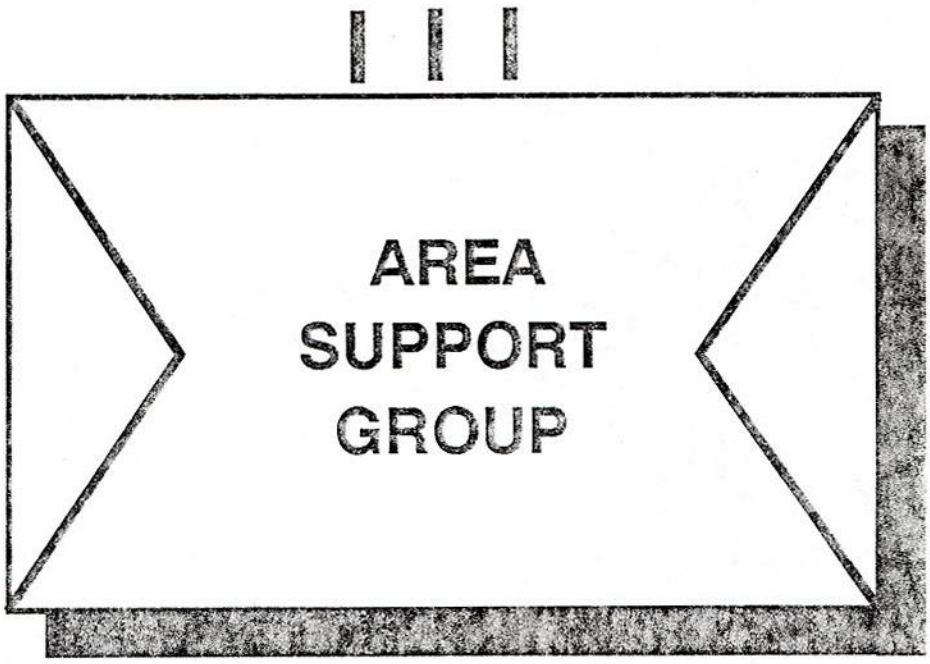
HEADQUARTERS, DEPARTMENT OF THE ARMY

FM 54-40



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FIELD MANUAL
No. 54-40

HEADQUARTERS
DEPARTMENT OF THE ARMY
Washington, DC, 3 October 1995

AREA SUPPORT GROUP

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***This manual supersedes FM 54-40, 29 July 1987.**

Preface

PURPOSE AND SCOPE

This manual describes the missions, functions, organization, and operations of an area support group. The basic functions of all ASGs are standard. ASGs perform maintenance and supply support operations for most of the items in the theater. However, each has a unique, tailored organization and set of responsibilities. The capabilities and resources associated with each ASG are tailored to the needs of the local area supported and to the theater.

This manual serves as a basis for understanding the support role of an ASG. It is intended to serve as a guide. It does not attempt to describe all of the possible variations of the ASG mission. It should not be construed as limiting commanders' freedom of action. Commanders should apply the doctrine and information presented in this manual in any manner appropriate to their particular situation and mission.

AUDIENCE

This manual is intended to assist commanders and staffs assigned or attached to an ASG. It delineates ASG headquarters staff responsibilities and their relationships with staff officers and subordinate battalions. Interrelationships and interdependencies between the ASG and other organizational elements in the theater are identified. Personnel assigned to other organizations can use this manual to increase their understanding of ASG missions.

RELATED DOCTRINE

This manual is based on doctrine in FMs 100-5, 100-10, and 100-16. FM 100-5 is the Army's keystone doctrinal manual on Army operations. FM 100-10 is the Army's keystone logistics support manual. FM 100-16 describes army operational logistics.

To plan for support arrangements when ASG elements are attached to a corps support group's multifunctional corps support battalion or to a rear corps support group's functional battalion, refer to FMs 54-30 and 63-3.

ARTEPs 63-622-MTP and 63-622-30-MTP provide a mission-oriented training program for ASG headquarters staff. They provide guidance on how-to train staff to perform ASG critical wartime missions.

PROPONENT AND RECOMMENDED CHANGES

The proponent for this publication is HQ TRADOC. Submit changes for improving this publication on DA Form 2028 and forward it to Commander, US Army Combined Arms Support Command, ATTN: ATCL-AL, Fort Lee, Virginia 23801-6000.

Unless this publication states otherwise, masculine nouns and pronouns do not refer exclusively to men.

Chapter 1

Operational Environment

The range of military operations encompasses operations in peacetime, conflict, and war. ASG units support operations across the range of military operations. The basic principles addressed in FM 100-10 apply across the operational continuum. Though ASG elements function in a peacetime environment, they must be ready to quickly transition from peace to operations other than war and war.

ASG units may provide support to combat-ready forces in their crisis support or power projection role. Selected ASG elements may augment the COSCOM or DISCOM when support requirements exceed their support capabilities. They may deploy from a forward presence site in response to a crisis or remain at that forward site to receive and process follow-on forces. ASGs may tailor a slice of support to set up a forward support base or provide support at an intermediate staging area. ASG units may also locate in a friendly nation outside the supported CINC's region or operate a support base from amphibious shipping or mobile sea bases.

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ASG EMPLOYMENT ACROSS THE CONTINUUM

Conflicts can prompt US intervention. Even nonhostile situations can require the use of military forces in some form. Operational level support is required when the size of the force exceeds the capability of the deployed force's logistics support structure. OLS is also required when a significant support structure is required offshore, in a lodgment area, or in a third country support base. If prestock supply points or facilities are located in a third country or afloat, ASG elements may deploy during the initial stage of deployment.

ASGs, through the Logistics Support Element, connect the nation's industrial base to its combat power. ASG staffs must plan to meet the requirements across the range of military operations of conflicts that span the continuum of military operations noted on Figure 1-1, see page 1-2. They must maintain the ability to respond globally to contingencies across the scope of military operations.

LEVELS OF LOGISTICS

ASGs establish and coordinate logistics support at the operational and strategic level of war. This allows the tactical commanders to focus on the conflict, rather than on support requirements. Figure 1-2, see page 1-3, depicts the levels of war and the corresponding overlaps.

Three levels of logistics support, tactical logistics, operational logistics, and strategic logistics, correlate to the three levels of war: tactical, operational, and strategic.

Tactical Logistics

The tactical logistician focuses on sustaining soldiers and their systems and manning, arming, fueling, fting, and moving the force to win tactical battles in the combat zone. He is concerned with getting the right support, at the right time and place, to the soldler in the field. Depending on the size of the deployed force and the environment, tactical commanders may assume responsibility for logistics functions performed at both operational and strategic levels.

Operational Logistics

Operational logistics provides the tactical commander staying power. It encompasses activities required to support the force in theater in support of campaigns and major operations. When more than one corps is deployed, operational logistics is normally provided by the Army component command.

Operational logisticians focus on those areas listed on Figure 1-3, seepage 1-4. FM 100-16 describes operational logistics. Because they must support extended operations, operational logisticians require longer planning time. They need to balance current consumption requirements with the requirement to extend LOCs and build up support for subsequent major operations. The

fundamental logistics support doctrine, tactics, and techniques remain unchanged. Whenever possible, they must take advantage of available HN infrastructure and contracted logistics support.



Figure 1-1. Employment of ASGs across the continuum.

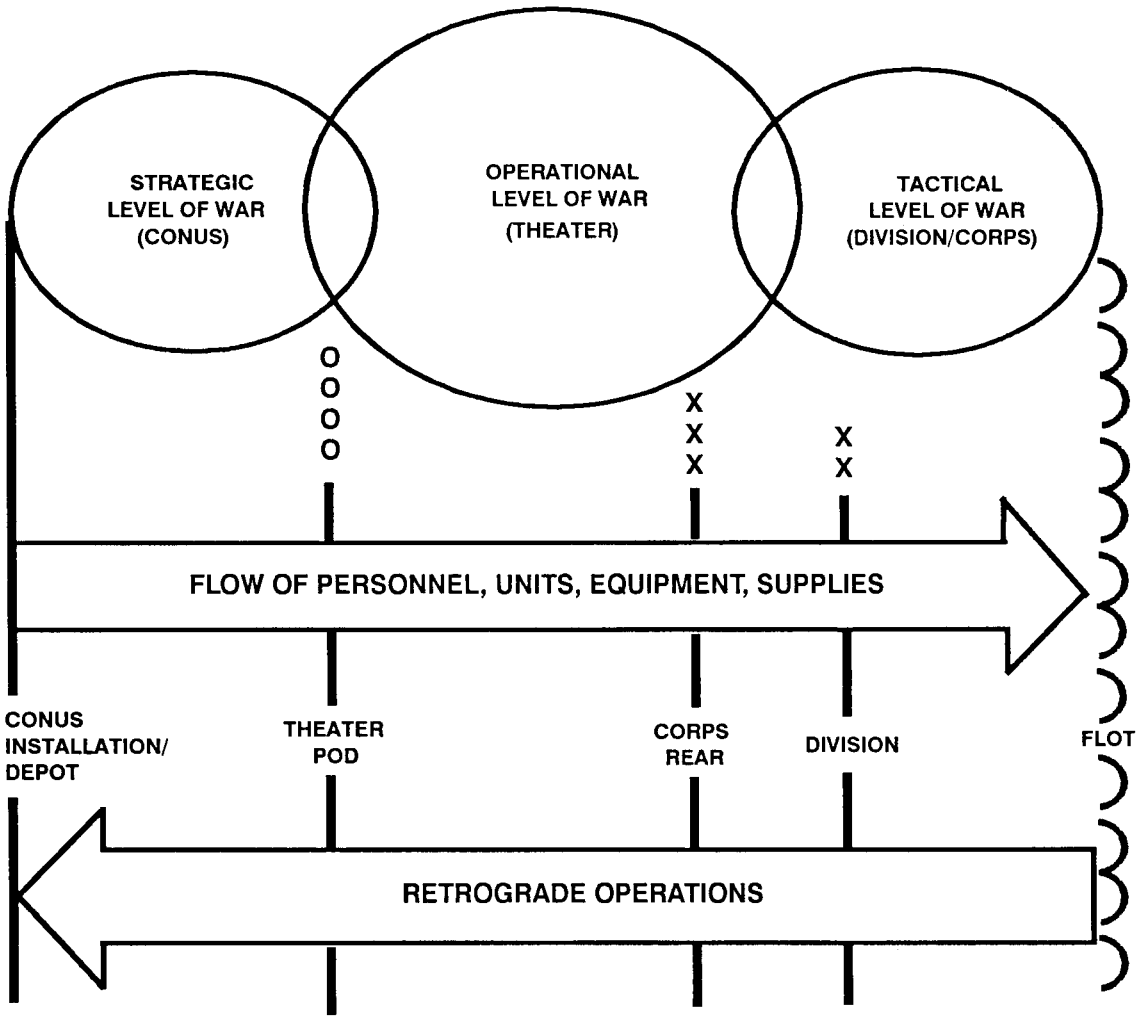


Figure 1-2. The levels of war.

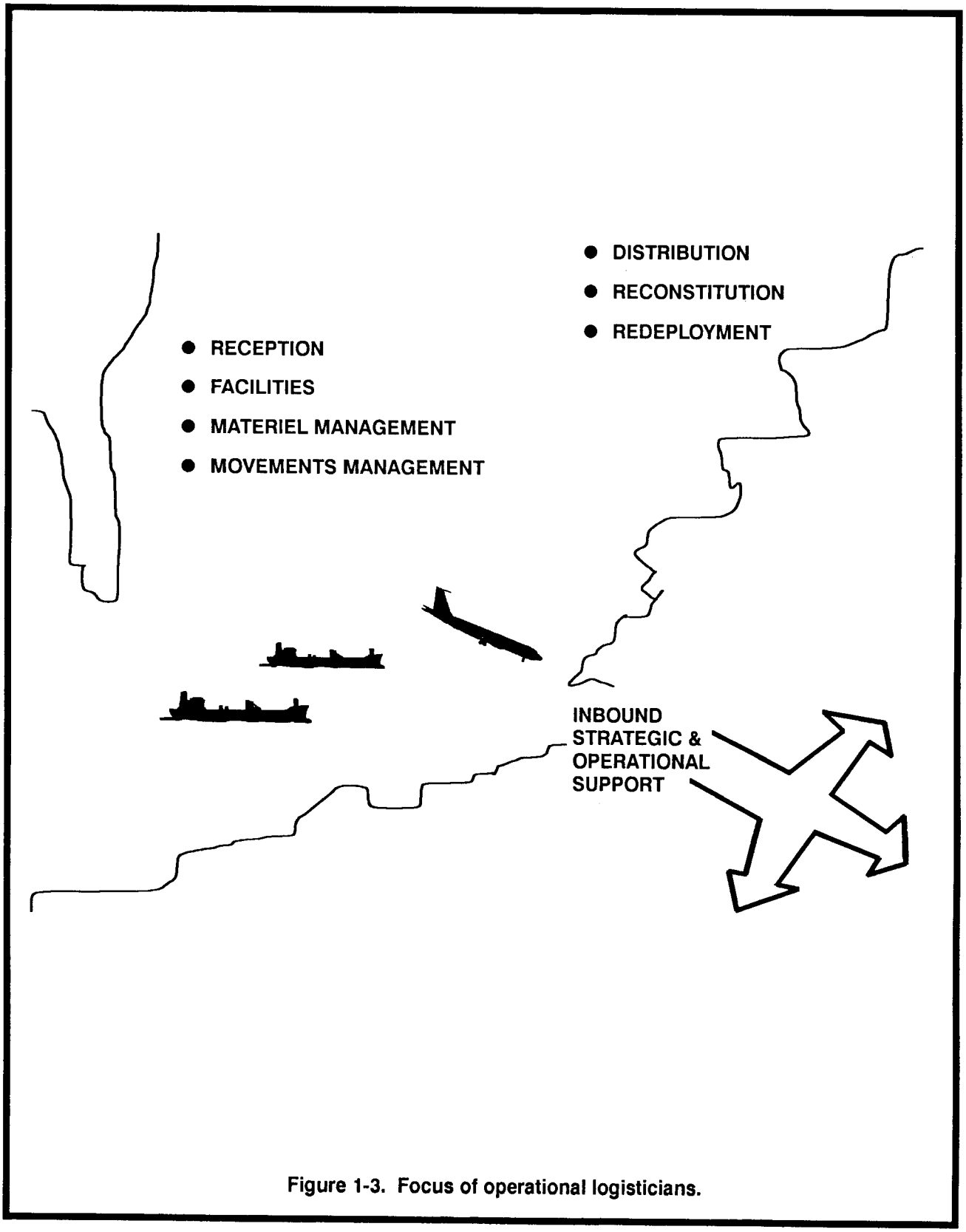


Figure 1-3. Focus of operational logisticians.

Strategic Logistics

Strategic logistics supports national objectives and the strategic theater war plan. Strategic logistics is directed toward attainment of goals in NCA national security policies. Those goals may require political, economic, informational, and military measures supported by industrial base mobilization. Contractors and civilians provide support within as well as from outside the AO.

The strategic logistics system includes activities under: DA control and NICPs; national maintenance points; and USAMC, DLA, and GSA depots, arsenals, plants, and factories. Strategic logisticians focus on those areas listed in Figure 1-4, see page 1-6.

FUNDAMENTAL PRINCIPLES OF LOGISTICS SUPPORT

The fundamental principles of logistics support listed in Table 1-1, see page 1-7, apply across the spectrum of conflict. They need to be adapted based on the AO, existing indigenous facilities, indigenous support, and interservice support.

FORWARD PRESENCE AND POWER PROJECTION

ASG units are among the forward presence forces remaining in USAREUR and KOREA to support alliances. They are nationally oriented and augment tiled battle commands. They often have a unique organization that meets the needs of their alliance structure. For example, the ASGs base support battalion may have close EOD support to respond to terrorists improvised explosive devices.

The Army can project power from forward presence locations in response to requirements from the National Command Authority. Because of their forward presence employment, units attached to the ASG's base support battalion can be among the initial forces available to an OCONUS CINC to counter potential threats and support initial responses to crisis situations. A contingency force may require a strategic airlift and/or sea lift of resupply from ASG units in CONUS or OCONUS sites.

The redueed size of the Army may require forward-presence ASG units to deploy to other regional areas to support national defense policies. An example of forward presence operations is during Operation Provide Comfort, ASG units deployed from a forward-presence site OCONUS to support the supply, maintenance, and field services requirements of a deployed task force, Considering requirements, an area support battalion was formed. The battalion was placed under the operational control of the deployed task force. Resupply operations focused on providing Class II, packaged III, IV, VII, and IX.

CRISIS RESPONSE

A commander may use ASG elements to help reduce human suffering and curtail loss of property. Attached civil affairs public health teams, public safety teams, public welfare teams, public works teams, and dislocated civilian teams provide liaison between military forces and local government officials and agencies responding to natural disasters. The ASG's base support battalion provides a crisis response through its NEO mission support.

If required, ASG units must be able to mobilize, deploy, and support a erisis-response force and reinforcing forms. The ASG airdrop supply unit could rig supply loads in readiness for crisis response scenarios. Using a task organized ASB allows the ASG to tailor the support slice to the force mixture and conditions of METT-T, to include support in an austere area of the world.

FORCE TAILORING

The composition of the logistics support force is tailored to the crisis situation and to the specific force being supported. METT-T and the theater of operation infrastructure influence support requirements. Force tailoring evolves at the strategic level from logistics preparation of the theater plan – considering such things as METT-T, available lift, prepositioned assets, contracted support, and host or foreign nation support. As required, the CSS slice of support accompanying a division or smaller elements could include ASG elements. For example, CA teams assigned to the ASG's CA battalion (GP) could be attached to the slice to assist in acquiring foreign nation assistance and controlling dislocated civilians.

ASGs may be tailored to support operations in either a mature or immature theater. Initially, the EAC support command may form a tailored support package and deploy it as soon as possible to assist in supporting the corps and offset initial shortages in support provided by late deploying reserve component units. Reconfiguring a task organized ASB occurs after receipt of a mission to deploy. This tailored element provides support that exceeds the corps'capability. It may include elements such as platoons from a heavy materiel supply unit for deproeessing Class VII or CA teams.

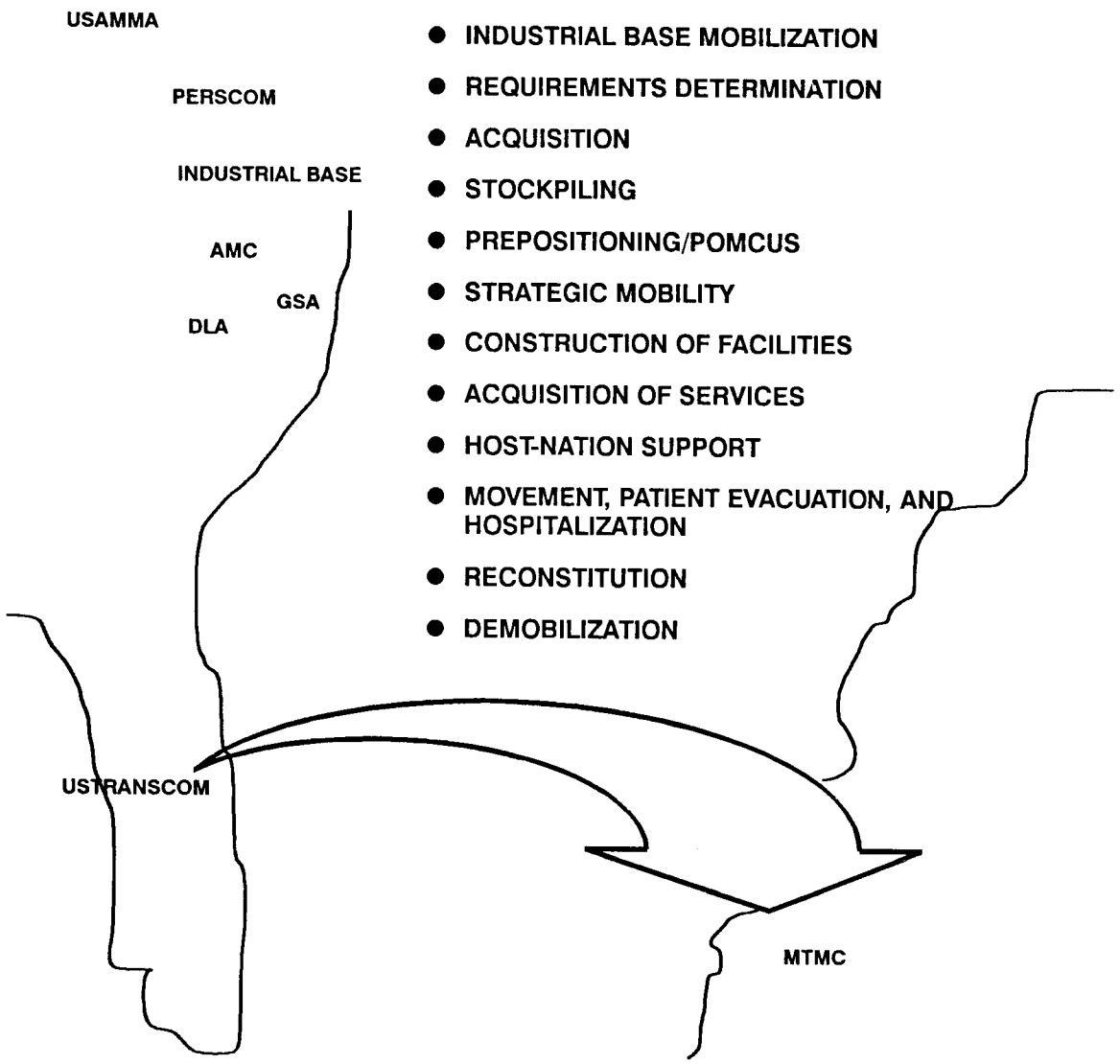


Figure 1-4. Focus of strategic logisticians.

Table 1-1. Fundamental principles of logistics support.

- Task organize to requirements.
- Exploit local resources, within the limits of the political and social context of the conflict.
- Identify significant time-phased materiel requirements and other resources necessary to support the OPLAN.
- Eliminate duplication of facilities and overlapping of support functions.
- Plan and tailor resupply push packages.
- Plan on reasonably assured HN resources.
- Plan on reasonably assured contracted support.
- Maximize the use of existing fixed facilities, to include ports, airfields, buildings, and communications nets.
- Establish priorities to reduce competition for strategic lift and theater airlift until surface transportation can accommodate deployment.
- Secure line of communications.
- Maximize reliance on CONUS supply activities or existing regional support bases.
- Minimize handling of supplies.
- Concentrate maintenance efforts on returning major weapon systems to the battle.
- Protect logistics bases from unexploded ordnance (FM 21-16 describes UXO procedures).
- Provide force protection and risk management for the CSS structure.

CONUS BASED FORCE PROJECTION

The US Army has reduced its forward-based presence abroad by adopting a strategy of force projection operations. Force projection relies on flexible logistics support.

Force projection usually begins as a contingency operation. Typically, the support organization will be austere at the outset and gradually develop over time. For example, a forward support battalion may need to be augmented by ASG elements as well as by elements from the DISCOM, COSCOM, HN, or contracted agencies.

Force projection may require development of forward bases, intermediate staging bases, and a lodgment in theater with allocated over-the-shore or air resupply requirements. ASG units can deploy from CONUS to support US forces in conjunction with allies or coalition forces. The ASG units or elements deployed will depend upon the –

- Size of the force to be supported.
- Maturity of the theater.
- Availability of in-theater stockage.
- HNS capabilities.
- Mix of logistics functionality to be included.

INTERMEDIATE STAGING BASE

When distances prevent a smooth flow of support, an ISB may have to be established to assure continuity of support. A task force or task organized ASB could be tasked to operate an ISB. ISBs allow supported tactical and operational commanders time to gather additional intelligence on the AO and finalize plans following briefings and rehearsals. They also provide time during which units may redistribute and finalize their accompanying loads. Deploying soldiers can recuperate after long trips from their home station. ISBs may also be used as a staging area from which to deploy NEO evacuation forces. They can also serve as a safe haven for evacuees until further evacuation can be arranged to the US. ASG organizations may be tasked to deploy to, set up support facillities at, and operate an ISB.

ASG units may employ at an intermediate staging base near airfields. Depending upon how long forces are to remain at the intermediate staging base —

- Field feeding personnel could provide hot meals.
- DS supply unit Class III supply point personnel could provide limited transport of fuel from HN sources.
- Other DS supply unit supply personnel could issue from pre-positioned items.
- MSTs may provide emergency repairs to unit equipment before the units depart the airfield.
- AVUM/AVIM teams may be required to provide required maintenance on aircraft.
- MCTs could commit truck assets to line-haul unit basic loads of ammunition for plane side issue to units deploying by air to the lodgment area.

Circumstances and plans to enable mutually supporting elements to linkup cause forces to deploy and remain at the staging base for several days. A platoon or a complete Force Provider Company may be assigned or attached to an ASG to setup force provider modules to provide soldier support, such as feeding, showers, and rest and relaxation support.

SPLIT BASED OPERATION

During the initial stages of establishing a logistics base, it maybe necessary to perform support operations simultaneously in two or more areas. Given assured communications, logistics support that cannot be initially provided in the AO can be accomplished in a third country support base, in a lodgment area, at CONUS installations, or afloat. Refer to Figure 1-5.

Split based logistics operations reduce the burden on the deployment flow. Preventing unnecessary stockage in theater reduces the inhibiting effects of the logistics tail. Instead of relying on prepositioned war reserve stocks in a potential theater or at a port of embarkation, stocks may be maintained in third country support bases or maintained afloat. The bulk of the ASG may remain in CONUS to push required supplies. Propositioning stocks enables operational forces to rapidly resupply tactical forces until SEALOC can be established.

FOLLOW-ON REINFORCEMENT

ASG units may serve as follow-on reinforcement units trained and deployed for protracted operations. These reinforcement units replace or augment CSS forward-presence units that have deployed to other regions for protracted operations. This frees forward corps support groups to follow the division that they habitually support. Elements from ASG units may operate near arrival airfields to receive and facilitate the onward movement of troops and equipment to holding areas where incoming personnel link with representatives from their parent unit. ASG support operations staff officers coordinate support with the arrival airfield control

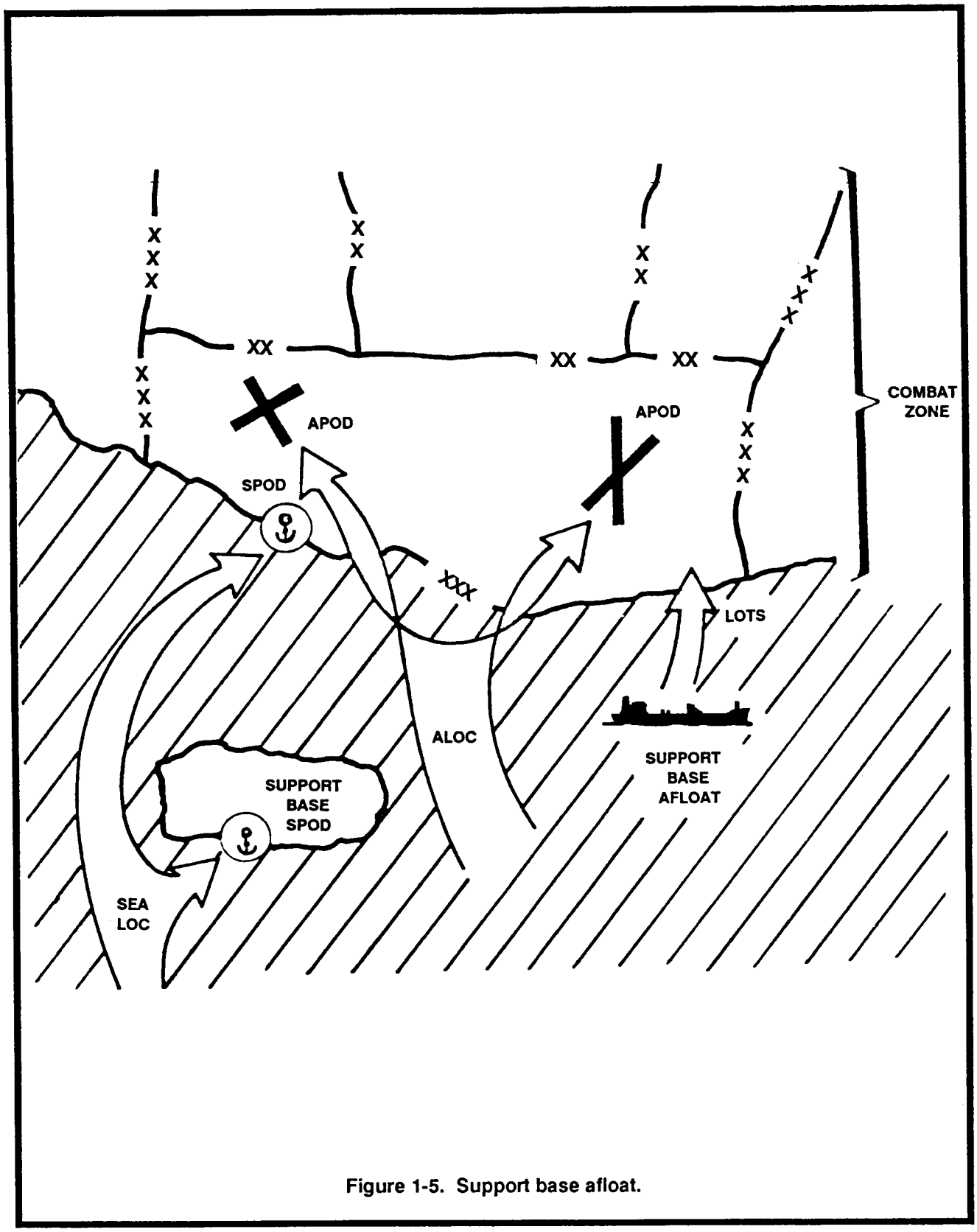


Figure 1-5. Support base afloat.

group. Depending upon requirements, they may need to arrange for tank and pump units to refuel equipment near the airfield. They may need to have water purification equipment set up to provide potable water or arrange to have bottled water delivered. They may also need to provide life support to port support activity personnel.

ESTABLISHED THEATERS

In established theaters, the theater can reach full development relatively fast. Pre-positioned army reserve stocks and operational project stocks are already in place. Industrial property, utilities, and local vendor services may be available. CA teams may have arranged for foreign nation support. As the theater matures, logistics support requirements escalate. Any assumptions about facilities upon which planning is based must be well documented.

AREA OF OPERATIONS

EAC support commands normally subdivide their area and assign geographic responsibilities into ASGs. Depending on the geographic area and the number of subordinate units required, one or more ASGs are assigned to an EAC support command. Refer to Figure 1-6. The ASG's AO is that geographical area wherein the ASG commander is assigned the responsibility and authority to conduct logistics support operations. Table 1-2, see pages 1-12, 1-13, and 1-14, lists areas which impact on force selection and logistics support operations. The limits of the AO are those geographical boundaries specified in the OPORD, operations overlay, or contingency plan from the EAC support command that defines the command's mission. Normally, ASGs locate along lines of communication in order to take advantage of the transportation networks behind the corps rear boundary.

AREA OF INTEREST

The ASG's AI extends beyond the physical boundaries imposed by the AO. It is that area from which information and intelligence are required to permit planning ASG support missions. Establishing an AI that exceeds the limits of the ASG AO allows ASG staffs to anticipate significant developments. The geographical locations of other support activities and the ability of the threat to project power or interject forces into the ASG AO affect the limits of the AI.

The limits to the AI are based on threats to mission accomplishment. AIs will vary significantly according to the level of war which ASG units are supporting. For example, the ASG's AI might include political developments in a neutral country that could provide a base of support for threat forces that could impede ASG providing supplies in support of peacekeeping operations.

SUPPORTING OPERATIONS OTHER THAN WAR

The use of CS and CSS elements is more effective than the use of force in achieving political, economic, and psychological goals. A logistics structure supporting operations other than war may be austere or it may be the leading and primary element of the operation. In operations other than war, logistics elements often precede combat and CS forces into the AO. In fact, CSS elements may be the only forces deployed.

Conventional levels of CSS support elements are often bypassed. CSS elements from corps or OLS are often deployed first. OLS elements may be preferred because they are not tied to a scenario or to a habitually supported division. In addition, they have already established direct contact with the industrial base. Attached CA teams may have assured foreign nation support.

TAILORED/MODULAR SUPPORT

The requirement for ASG support depends on the nature of the operation, its duration, and the environment. An ASG may tailor an ASB to support peacetime contingency operations. It can deploy subordinate elements in crisis avoidance or crisis management situations to provide support to both military and civilian personnel and allied nations. FM 63-6 describes logistics support in OOTW.

The ASG support operations directorate prepares plans keyed to potential contingencies. Support operations staff officers need intelligence reports on the –

- Size of the supported population.
- Resources available in the AO.
- Extent of support to be provided to non-DOD agencies, sister Services, or allied forces.
- Environmental factors that may alter planning based on usage and consumption factors.
- Availability of local facilities to support logistics operations.

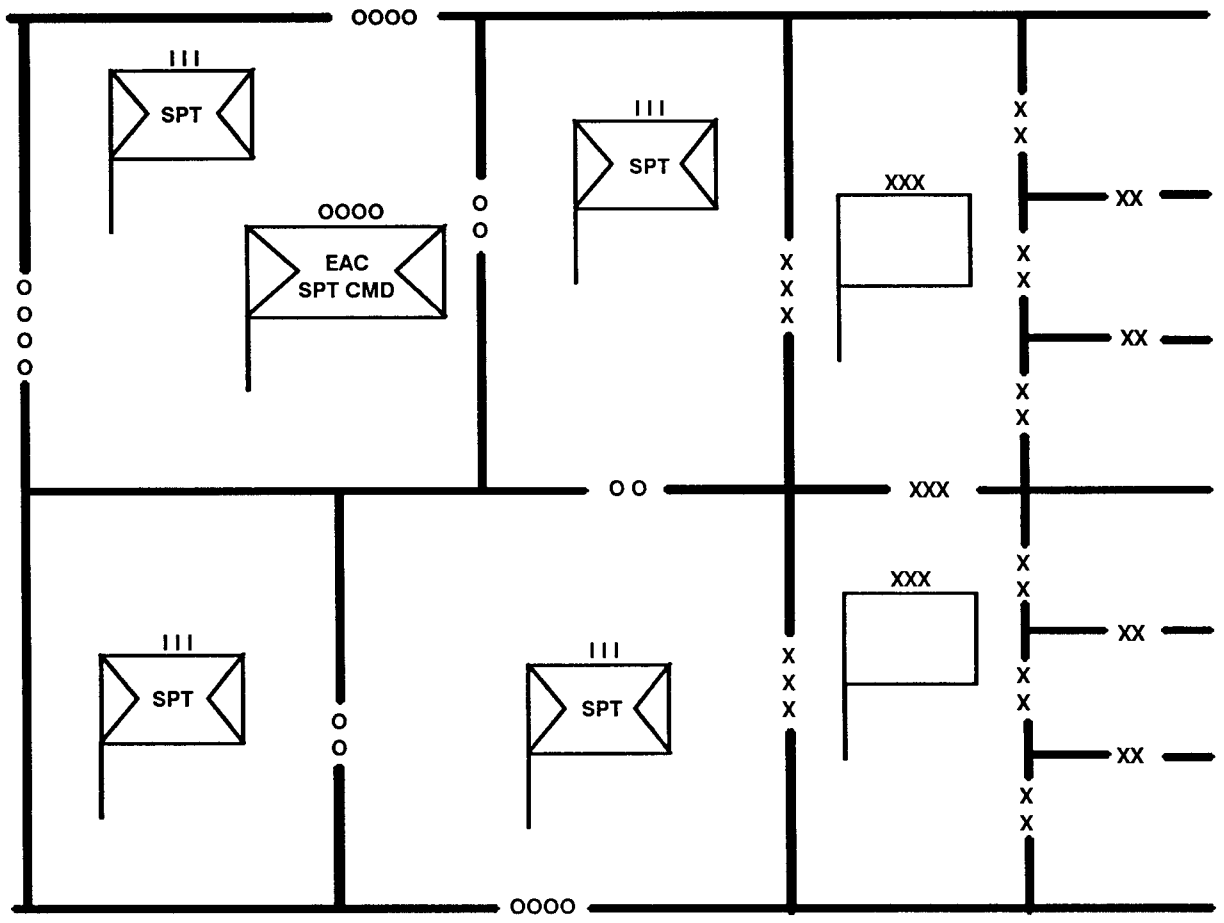


Figure 1-6. EAC support command and ASG areas of operations.

Table 1-2. AO characteristics which impact on support force selection and logistics support operations.

LOGISTICS INFRASTRUCTURE

- Terrain that can support CSS mission operations.
- Departure and arrival facilities.
- Airfields and their state of repair.
- Natural resources.
- Civilian industries and technologies.
- Sources of potable water.
- Existence of bulk fuel pipelines.
- Bulk fuel storage and production areas.
- Local sources of barrier material.
- Agricultural areas.
- Commercial sites.
- Government or commercial communications networks.
- Local transportation networks, road and rail, and their state of repair.
- Ability of local road network to support anticipated traffic.
- Transloading facilities and transshipment hubs.
- Local infrastructure required to support threat resupply operations.
- Construction, power generation/distribution, warehousing, material/container handling equipment, and infrastructure repair.

POLITICS (formal and informal political structure)

- Local politics.
- Insurgent political structure and its relationship to the military elements.
- Political affiliations.
- Political grievances.
- Government systems and administrative competence of the bureaucracy.
- Treaties, agreements and history of political violence in the country.
- Origin of the incumbent government.
- Profile of key target decision makers and their support bases.
- Security of key leadership and threats to their power base.
- Political affiliations.
- Political crises.
- Unofficial power systems, such as rebel factions and gangs.
- Special interest groups.
- Press coverage and threat propaganda.
- Probability of military intervention by third-party nations.
- Terrorist threat.
- Safety and environmental factors.

Table 1-2. AO characteristics which impact on support force selection and logistics support operations. (continued)

LEGAL ASPECTS (treaties or agreements and legal restrictions that might regulate interaction between support activities and local businesses or organizations)

- Legal mandate.
- Local legal system.
- Legal limits on friendly use of force in the AO.
- Legal restrictions or constraints (to include environmental regulations) of friendly terrain use.
- HN status of forces agreements.
- HN or local restrictions (to include environmental regulations) on terrain use.
- HN restrictions on signal frequencies.
- Independence of the mass media.
- Independence of the judiciary.
- Unfriendly partisans in the AO.
- Extended family ties of suspected drug traffickers.
- Activist student organizations in universities.
- Discord within groups.
- Issues motivating political,economic, social or military behaviors of groups.

Table 1-2. AO characteristics which impact on support force selection and logistics support operations. (continued)

POPULATION DEMOGRAPHICS (density and distribution of population groups sympathetic, neutral, or hostile to US operations)

- Cultural distinctions and bias.
- Religious beliefs.
- Education levels.
- Diplomats and American citizens.
- Migration and settlement patterns.
- Pro-government and pro-insurgent areas.
- Identity of leaders, trainers, opportunists, and idealists.
- Residences of key leaders or sympathizers.
- PSYOP directed against the population — propaganda and intimidation.

ECONOMICS

- Local economic infrastructure.
- Possible sources of financial support for threat activity.
- Living conditions and social status.
- Standard of living.
- Economic programs that can cause desired changes in population behavior.
- Nation assistance projects such as building roads, school houses, or other public buildings.
- Medical assistance programs.
- Food distribution efforts to support the local populace.
- Transportation, shelter, and care of displaced persons.
- External support of sophisticated weaponry.

- Local transportation networks.
- Terrorists threats.

When tasked to provide support to operations other than war, ASG elements may find themselves providing support for —

- US governmental agencies.
- US civilian agencies and personnel.
- US military forces.
- US-based personnel and organizations.
- Allied or indigenous governmental agencies.
- Allied or indigenous civilians.
- International civilian and governmental agencies.

The support operations officer may recommend changes in the deployment sequence of ASG units to the contingency force commander. Initially, ASG staff officers should focus on the areas listed on Table 1-3, see page 1-16.

HUMANITARIAN ASSISTANCE AND DISASTER RELIEF

Humanitarian assistance programs attempt to lessen the results of natural or man-made disasters or other endemic conditions. They are usually limited in scope or duration. Army CSS units may respond to requests for immediate help from foreign governments or international agencies.

ASG elements could be tasked to provide logistics support to humanitarian assistance efforts. Logistics efforts may be focused toward helping to reduce human pain, disease, suffering, hunger, hardship, accidents or privation. For example, ASG units may rig supplies for airdrop to remote areas. Attached CA teams listed on Table 1-4, see page 1-17, may support refugee assistance, food programs, and civilian welfare programs.

SPO plans and operations branch personnel need to consider —

- Potential sources of assistance from outside the disaster area.
- Movement of homeless and displaced persons into the AO.
- Present and potential extent of the disaster.
- Further threats from severe weather patterns.

Intelligence staffs need to view weather and environment as potential threats to relief operations. Waterborne diseases may threaten the health of supporting soldiers.

SJA section personnel need to identify the limits of the ASG commander's authority. For example, can he assist law enforcement agencies? Can he financially obligate the government?

The ASG may place disaster relief resources (technical specialists, teams or elements, equipment, and supplies) under the OPCON of the military commander in charge of relief operations. Attached CA teams could organize a humanitarian depot to receive, store, and distribute relief supplies. A platoon or a complete Force Provider Company can set up force provider modules to establish "life support centers" that provide shelter, medical care, bath, laundry, counseling, and recreation activities. ASG soldiers may provide relief services, prepare meals, clean and haul debris, produce and distribute water and meals, restore power, and construct life support centers.

ASG engineer branch personnel could provide technical support relative to —

- Temporary construction of access routes.
- Restoration of critical public services and facilities.
- Clearance of debris.
- Demolition or stabilization of damaged structures.

DOMESTIC SUPPORT OPERATIONS ASSISTANCE

The national shift from forward deployed to a force projection strategy has resulted in a refocus on the use of Army resources for domestic support operations. Civil authorities have the primary authority and responsibility for disasters and domestic emergencies. The National Guard has primary responsibility to provide military assistance in its state. When state and National Guard resources require supplementation, and when requested by the governor, the Army will assist civil authorities. The Army plays a subordinate and supporting role to lead civilian agencies.

FM 100-19 provides guidelines and operational principles for the conduct of domestic support operations and guidance on how to integrate operations with those of supported civil authorities. It also describes legal considerations and constraints limiting the use of Army persomel in domestic support operations. Military commanders may act before a Presidential declaration, using immediate response authority to assist in the rescue, evacuation, and emergency treatment of casualties; in restoring emergency medical capabilities in providing essential public services and utilities, and in safeguarding public health.

Table 1-3. Initial tasks to be accomplished.

ASG Directorate	Tasks to be Accomplished
HNS Log Dir	• Coordinate and manage HNS negotiated or obtained by CA teams. • Integrate HNS into U.S. Army logistics support system.
Support Ops Dir	• Analyze arrangements for unloading aircraft and ships. • Assess possible sites for logistics facilities. • Assess the potable water situation. • Establish bulk fuel resupply. • Establish field services support — Airdrop, shower, laundry, clothing repair, and MA. • Provide follow-up on repair parts requisitions. • Analyze terrorist threat and capability. • Assess risk.
SPO Dir	• Establish a communications network. • Establish security for logistics support facilities.
P&A Dir	• Assess initial personnel support operations in the AO. • Report on combat health support that includes patient evacuation. • Coordinate public affairs teams for command and public information purposes.

Table 1-4. CA team support of humanitarian assistance, disaster relief, and domestic civil authorities.

PUBLIC WELFARE TEAM
- Determine the type and amount of welfare supplies needed for emergency relief.
- Plan and coordinate the use of welfare supplies.
- Establish and supervise emergency centers.
- Distribute welfare supplies.

CIVILIAN SUPPLY TEAM
- Determine the availability of local supplies.
- Arrange for distribution of emergency supplies.
- Determine emergency supply needs of the populace.
- Coordinate the movement of essential civilian supplies.
- Plan and supervise rationing programs.
- Direct civilian supply activities.

UTILITIES TEAM
- Coordinate public works and utilities operations.
- Advise and assist in the construction, operation, and maintenance of public works and utilities.

PUBLIC HEALTH TEAM
- Estimate requirements for medical support of civilians.
- Coordinate acquisition of medical support from voluntary agencies or US government sources.
- Aid in the prevention, control, and treatment of diseases.
- Provide guidance for delivering emergency services by US personnel.
- Analyze, survey, supervise, and direct civilian public health and sanitation services.

DISLOCATED CIVILIAN TEAM
- Estimate the number of dislocated civilians and their anticipated direction of movement.
- Plan movement control measures and emergency care during movement.
- Supervise the operation of temporary camps for dislocated civilians.
- Coordinate preventive medicine measures, sanitation, potable water, and food procurement to support dislocated civilians in temporary camps.
- Resettle or return dislocated civilians to their homes.

CIVIL DEFENSE TEAM
- Advise, assist, or supervise local police, firefighters, rescue agencies, and penal institutions.
- Supervise enforcement of laws and ordinances.
- Locate and control arms, ammunition, and contraband items.
- Plan and implement activities to prevent human rights abuse.

Support to US civil authority includes those activities provided in support of federal and state officials. FM 100-19 describes assistance to US civil authorities. ASG units may provide support to combat and CS units providing support to US civil authorities confronted with–

- Disasters.
- Civil disorder.
- Illegal immigration.
- Customs violations.
- Dislocated civilian personnel.
- Drug trafficking.
- Threats to federal property.

Following a Presidential declaration of disaster or emergency, the Director of Military Support could task the Army to provide support. The Director of Military Support is an Army general officer appointed by the Secretary of the Army to be the DOD primary contact for all federal departments and agencies during domestic emergencies. ASGs could tailor elements in response to requests from civil authorities or agencies at local, state, or federal levels for —

- Disaster assistance. ASG supply, field service, and maintenance elements and CA teams listed on Table I-4 can respond to natural catastrophes such as hurricanes, floods, tidal waves, typhoons, tornadoes, droughts, earthquakes, landslides, or volcanic eruptions. ASG elements may be tasked to provide disaster assistance to US civilians. Supply elements may provide food, water, and shelter. Attached fire fighting teams and utilities teams may help contain natural disasters and restore civilian services. The Federal Emergency Management Agency has the lead for coordinating federal disaster assistance.
- Environmental assistance. ASG petroleum battalion elements can assist in cleaning up hazardous petroleum or chemical spills, restoring contaminated land and water, preserving wetlands, and fighting wild land fires. The Department of Energy has the lead for civil radiological emergencies. The Environmental Protection Agency and the Coast Guard share responsibility for chemical contamination and oil spills.
- Law enforcement. CA teams and MP elements attached to an ASG and supporting EOD elements can assist civil law enforcement authorities quell civil disturbances, counter drug operations, combat terrorism, and perform explosive ordnance disposal. Refer to FM 100-37. During civil disorders, intelligence staffs identify the populace's political sympathies. They depict the general political stance of the major population centers on a population status overlay. During riot control assistance to civil authorities, intelligence officers need to assess the possible influence of gangs or other unofficial political elements on operational support. ASG units could also provide support to military forces participating in missions to detect, disrupt, interdict, and destroy illicit drug operations.
- Community assistance. Attached CA public welfare, public works, public health, and public safety teams can support civilian organizations.

ASG elements may coordinate with the state's Office of Emergency Services or similar agency or with control elements operating from a state activated Emergency Operations Center. Following requirements assessment by emergency response teams, the ASG could tailor a logistics support force to deploy to an affected area. As required, ASGs cross level response equipment among units.

In addhion to supply, maintenance, and field services elements, ASGs could deploy "other" elements if attached to ASGs. For example:

- Utilities teams can reestablish power supply and perform utilities repair or reconstruction. They can also construct life support centers, perform structure repairs, and use heavy construction equipment to assist with clearing and hauling debris.
- Prime power platoons can provide temporary electrical power to key locations to help restore electrical services to crucial civilian disaster support agencies.
- Military intelligence elements can assist in collecting, analyzing, and disseminating information in support of law enforcement efforts in accordance with AR 381-10 and AR 381-20.
- Chemical company personnel can provide assistance in dealing with the movement or spills of toxic chemical munitions and substances. Chemical staffs can direct surveys to determine the type and extent of toxic contamination. They can assist civilian agencies with personnel and

equipment decontamination. They can also provide assistance in the use of defoliants and the employment of riot control agents.

- Property disposal teams can assist in assessing and classifying damaged equipment for repair or scrap.

Without FEMA tasking, Army units lack authority to provide domestic disaster assistance. The support operations officer needs to seek reimbursement guidance early. It is imperative that accountability be maintained throughout the domestic support operation. All directorate personnel must track the cost of equipment and supplies and determine costs that may be absorbed as related to training or normal operating expenses.

SHOW OF FORCE

Contingency forces may deploy as a show of force to reassure a friendly nation or ally or to influence another government or political-military organization to respect US interests. This show of force may be organized as a combmed training exercise. Required logistics and logistics infrastructure must be available. ASG elements may deploy to the show of force exercise site to help sustain the deployed force.

COMBATTING TERRORISM

Antiterrorism includes those measures that reduce the vulnerability of personnel, facilities, and equipment to terrorist acts. Terrorists may attempt to steal or sabotage major weapon systems in army reserve stocks. MP elements attached to forward presence base support battalions secure CSS facilities at OCONUS installations. They perform crisis management and respond to terrorist incidents.

Supporting EOD elements attached to the base support battalions provide explosive ordnance support to forward presence forces. Supporting EOD elements provide training in ordnance recognition, bomb threat and search procedures. They respond to terrorists bomb threats and terrorist incidents.

Avoidance and self-defense measures should include monitoring vendors and contractors who provide supplies and services to forward presence forces. Systematic checks on the receipt and distribution of supplies and equipment can help prevent contamination of food, water, and bulk fuels.

NONCOMBATANT EVACUATION OPERATIONS

The demographic situation may prompt NEO. Evacuation may occur in three environments: permissive, uncertain, and hostile. The operational time may be sensitive. FM 90-29 describes planning for NEO. Plans and operations branch personnel and support operations staffs need to identify–

- Assembly areas or evacuee consolidation points.
- Facilities equipped with power, water, rest rooms, and heat to include: football or soccer stadiums, government buildlngs, gymnasiums, auditoriums, and recreation centers.
- Relative position to NEO sites and US installations to places suited for anti-US demonstrations, such as embassies and US citizen population centers and US business areas.
- Major thoroughfares and secure evacuation routes.
- Public transport systems available for evacuation effort.
- Available sources of food and potable water.

The ASGs intelligence staffs need to identify groups that might unintentionally or intentionally interfere with evacuation efforts. These may include —

- HN law enforcement agencies.
- Military forces.
- Student demonstrators.
- Religious factions.
- General HN population.
- Terrorists.
- Rioters.
- Radical extremists.

PEACEKEEPING OPERATIONS

PKOS are military operations that maintain peace already obtained through diplomatic efforts. A peacekeeping force, such as a United Nation multinational noncombatant force, supervises and implements a negotiated truce. The peacekeeping force operates strictly within the terms of reference. Refer to Joint Pub 3-07 and FM 100-20.

ASG units or modular elements may deploy as part of a coalition force to support PKOs in austere, harsh environments or where the infrastructure has been destroyed. Their mission may be to support US and United Nation coalition forces, to provide support to foreign nationals and allies, and to develop the HNs capability to provide support. ASGs may form forward logistics bases using prepositioned afloat assets or

assist in preparing initial bases of operation. FM 100-23 discusses logistics support of PSOs.

After the initial period of deployment, logistics support for most United Nation operations is the responsibility of the United Nation's civilian Field Operations Division. Though the United Nations has stockpiled essential equipment, it purchases goods or contracts for services to support PSOs. DA Pamphlet 700-15 covers support specitkdly to United Nations operations.

Depending upon the area, the peacekeeping force may rely heavily on contractors for fresh food supplies and dining facility support. Preventive medicine personnel are needed to approve water quality horn local sources. Veterimuy personnel are needed to approve food supplies horn local purchase activities. The need for individual rations and other operational rations exist for personnel assigned to remote patrols. ASG elements can receive and issue these rations as well as ration supplements. Contractors need to take into account the cultural or religious preferences of the multinational peacekeeping force. Table 1-5 lists other possible areas of support.

Depending upon the economic base, civilian contractors can provide custodial support at bases. Civilian contractors may provide fresh produce, water, and ice. They may also maintain vehicles.

Services at the base camp may be included in the general custodial contract. That contract may include provision for —

- Electrical power.
- Showers.
- Laundry.
- Barber support.
- Post exchange services.
- Engineer functions.
- Fire fighting.
- Trash disposal.
- Sewers.

ASG elements may remain in an AO to provide long-term logistics support for United Nations peacekeeping operations. Support operations staff planners need to assess the interoperability and compatibility of US assets with those of coalition forces.

Article 55 of the Geneva Convention states that the host country, as the territorial sovereign, is responsible for refugees on its territory. However, in the event that its resources are strained by an influx of refugees, the host country may request assistance from US forces.

US forces have a legal responsibility to provide refugee care where they have occupied enemy territory and have established a military government. This would include providing food supplies and water to the population.

SPECIAL OPERATIONS FORCES

Army SOF have limited organic sustainment capabilities. Much of the support for SOF is procured locally. Equipment to be supported may be one-of-a-kind items. SOF depend on the logistics system to support their operations.

The special operations support command may arrange habitual support relationships between the special operations task force and ASG elements providing support on an area or unit basis. When conventional logistics support is unavailable or inappropriate, the EAC support command tasks a special operations support battalion to provide dedicated DS-level logistics support in remote and denied areas. Refer to FMs 63-24 and 100-25. The supporting battalion or ASG elements must have a deployability posture. Even if CONUS based, they still must be incorporated in the TPFDL.

SOF units require few critical supplies and may be supported through normal supply channels, to include ASG DSUS or a bare base support system. However, SOF units require special operations peculiar or low-density foreign, nonstandard, interagency items. The type and density of SOF peculiar equipment may require the use of nonstandard methods of support. Most resupply is by airdrop or helicopter support.

INSURGENCY AND COUNTER INSURGENCY

US security interests may be best served by the incumbent government or by support of an insurgency. The military role is principally to augment US Security Assistance programs or Foreign Internal Defense programs.

Logistics support may consist of small teams deployed to assist indigenous tactical forces. ASG elements may provide support to insurgents, to resistance forces, or to special operations forces. Whenever possible, this support is provided from locations outside the AO. If US presence increases, teams may deploy into the AO.

The size of the ASG support element deployed depends on the host country's ability to provide support. Initially, ASG units could employ small teams in support of host country national development efforts. As the US

Table 1-5. Logistics support of peacetime operations.

Subsistence	• Unitized group meals versus individual meals. • Powdered milk. • Local purchase of fresh fruit, vegetables, and meats. • Local purchase of juices and canned soft drinks. • Medical B Rations meals. • Local purchase of bread products. • Chill and freezer or reefer vans.
Water	• Packaged water provided through contract.
OCIE	• OCIE issued to filler and replacement personnel before deployment.
Bulk Fuels Packaged Products	• Maximum use of local sources. • Contract through HNS, LOGCAP, or commercial sources.
Barrier Fortification & Construction Mat	• Local resources or early Class IV supply.
Munitions	• Prepositioned stocks or wartime stocks in friendly countries.
Personal Welfare and Comfort Items	• Local purchases to support extended operations.
Replacement Weapon Systems	• Prepositioned stocks.
Repair Parts	• ALOC resupply from CONUS or regional support base.
Economic Aid	• Controlled by the state department.

presence increases beyond small teams, ASG units may provide security assistance supplies to the host country to enable it to improve military and civil organizations. Additional transportation assets may be needed to move cargo for civic action projects. The ASG HNS logistics directorate coordinates and manages HNS negotiated or obtained by CA teams and integrates HNS into the US Army logistics support system.

Insurgency and counterinsurgency operations often require deep penetration and temporary establishment of LOCs in a hostile environment. In that case, CSS units must be sequenced early to provide for the physical needs of the force. Selected CSS units should deploy along with or soon after the first forces land.

The down trace identifies a pool of units to provide support for a contingency force. Teams and detachments could be deployed during the buildup phase to maintain equipment, provide services, and receive and distribute supplies. ASG elements could arrive in country or in an adjacent country before the actual deployment. An ASB headquarters can provide the command and control structure for logistics elements deployed without a parent headquarters.

ASG elements providing support must operate within the environmental, political, and legal constraints governing US involvement. As directed by the State Department representative, CSS elements may provide clothlng and equipment to the HN military, paramilitary, and police. US forces may enable the embassy to provide a limited amount of personal welfare and comfort items.

Intelligence staffs assess areas shown on Table 1-2. They refer to these areas in their reports on the analysis of the AO and in the intelligence estimate. Plans and operations branch personnel and support operations staff then assess the impact of those areas on mission support.

Depending upon requirements, a task organized ASG slice accompanying a contingency force may consist of —

- Force Provider personnel to operate force provider equipment.
- Class I supply sections issue rations.
- Perishable subsistence platoon with reefer vans to maintain fresh fruit, vegetables, and meat supplements.
- Water purification teams with ROWPUs, if potable water is not available in the AO.
- MA personnel.
- Shower and laundry teams, depending on the duration of operations and availability of resources in the area.
- MSTS or DS maintenance unit (-) with a customized ASL of repair parts.
- Attached EOD detachment or response teams with a section from the control team.
- Attached engineer support teams.
- Attached airdrop support elements for resupply when other means are not feasible.
- Accompanying LSE or AMC contract personnel.
- NBC LB (Reconnaissance) teams.

SUPPORT OF JOINT AND COMBINED OPERATIONS

The US Army has fought alongside allied forces in a wide variety of operational situations. It must be prepared for combined operations with land, air, and naval forces of allied governments. ASG elements may provide support to —

- Military forces of Sister services.
- Allied or indigenous military forces.
- Allied or indigenous governmental agencies.
- Allied or indigenous civilians.

JOINT OPERATIONS

In theory, each military Service provides logistics support for its own forces. Each service performs its own requirements forecasting. Each service establishes priorities and computes requirements for storage. In practice, to avoid unnecessary duplication and redundancy, the joint task force commander tasks the Service that is the dominant user to provide or coordinate support for all service components. However, the army provides the largest share of common logistics support of joint, combined, or coalition forces. The CINC issues directives to transfer logistics functions between Service components.

ASGs may provide support to the military forces of Sister services. Its base support battalion or a task organized ASB provides for force reception and the onward movement of multiple forces. Forward presence base

support battalions coordinate joint Service use of base facilities in overseas theaters.

The support operations directorate needs to be aware of interoperability requirements with other Services. The EAC MMC should maintain a file of materiel commonality among the Services. Each Service normally maintains and ASL of service peculiar repair parts and deploys unique maintenance teams to maintain unique equipment.

Whenever possible, shower, laundry, and clothing and light textile repair should be performed by the HN or cxmtractors. MA support may be provided by one Service as a result of interscrvice or cross-service agreements. The MA collection company could operate collection points that process the remains of all Services personnel and provide temporary internment until provisions are made for subsequent custody.

The ASG SPO directorate needs to obtain intelligence on the number of troops to be supporte~ the rate of buildup, and possible requirements to support HN civilians and allies.

For more information, refer to Joint Pub 3-0 that describes joint operations interfaces. Joint Pub 4-0 describes logistics support of joint operations. Joint Pub 6-04 prescribes the exchange of supply support requests and responses with other Services.

COMBINED/COALITION OPERATIONS

Logistics support must be coordinated in a combined effort to permit properly synchronized employment of the various allies' combat formations. Combined commanders form a combined logistics staff section as early as possible.

ASGs play a key role in the logistics support of combined operations. Facilities controlled by other US Services and by allied nations will be located in the ASG's AOR. The ASG will be tasked to provide some degree of area support to these organizations. In essence, they are "tenants" and receive assistance just as US units do, to the extent expressed in formal agreements. Materiel to support combined operations will be stored in and distributed from ASGs.

Assistance provided by ASGs to allied forces must be consistent with support relationships established. Allied commanders normally coordinate the use of facilities, such as highways, rail lines, ports, and airfields. They usually regulate the CSS available in the AO from HNs. ASG commanders and staff officers will have to deal with the problems of liaison, language, and compatibility of equipment inherent in multinational military operations.

Chapter 2

ASG Mission and Organization

An ASG is a logistics headquarters in the COMMZ that commands and controls assigned and attached units. Its mission is determined based on assessment of the logistics requirements of supported units or agencies. The ASG supports units in and passing through its AO. It helps absorb the logistics requirements that are beyond the capability or capacity of the corps. Some ASG elements may augment a COSCOM or DISCOMs.

The organization and specific missions of an ASG vary over time as the situation or battlefield changes. It is not likely that any two ASGs will he identically organized. This chapter describes a notional ASG.

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ASG SUPPORT MISSION

The ASG is a key logistics organization in the COMMZ that supports the Army's combat power. The success of any type of combat operation with any combination of light and heavy units depends on the availability of logistics support. Operational maneuver and exploitation of tactical success by combat units are directly affected by the adequacy of the logistics support system.

The basic missions of the ASG are instrumental in the overall support of theater operations. The EAC support commander delineates the specific mission of each ASG.

The senior medical unit commander located within the geographical boundaries of an ASG will normally provide medical staff advice for the ASG commander. Standing operating procedures will normally be developed by the MEDCOM and the ASG to govern the relationship between each ASG commander and the senior medical unit commander in his area. Combat health support is provided to the ASG on an area basis. Medical units are not subordinate to the ASG but do provide CHS on an area basis. See Chapter 9 for a discussion of CHS provided the ASG.

The ASG is a subordinate group of the EAC support command. As depicted by Figure 2-1 on page 2-2, the ASG mission functions are to provide –

- Support at an intermediate staging base.
- NEO support.
- Initial reception of units and equipment at aerial ports of debarkation or sea ports of debarkation.
- Maintenance and issue of theater war reserves.
- Coordination of real property maintenance activities with the Area Wartime Construction Manager (AWCM).
- Supervise the establishment and operation of cantonment-type facilities through an assigned base support battalion.
- DS supply, DS maintenance, and field services on an area support basis to units located in or passing through the ASG AOR. The ASG provides this support to other forces and activities in the COMMZ when directed by the theater commander. The ASG does NOT provide medical supply, COMSEC logistics, classified maps, and centralized personnel and administrative services support.
- Reinforcing DS maintenance to the corps.
- Coordination and management of HN support negotiated or obtained by CA teams to replace or augment portions of the ASG support mission. The ASG integrates HNS into the US Army logistics support system through its attached civil affairs battalion and CA teams.
- Out-of-sector support for US Army units deployed out of sector in support of another nation, an alliance, or sister service.
- GS supply to corps and EAC support command DS supply units.
- GS maintenance in support of the theater supply system under the work load direction of the theater through the EAC MMC.
- Ammunition support, if not provided by a theater level ammunition group, will be provided by functional ammunition battalions assigned to ASGs.

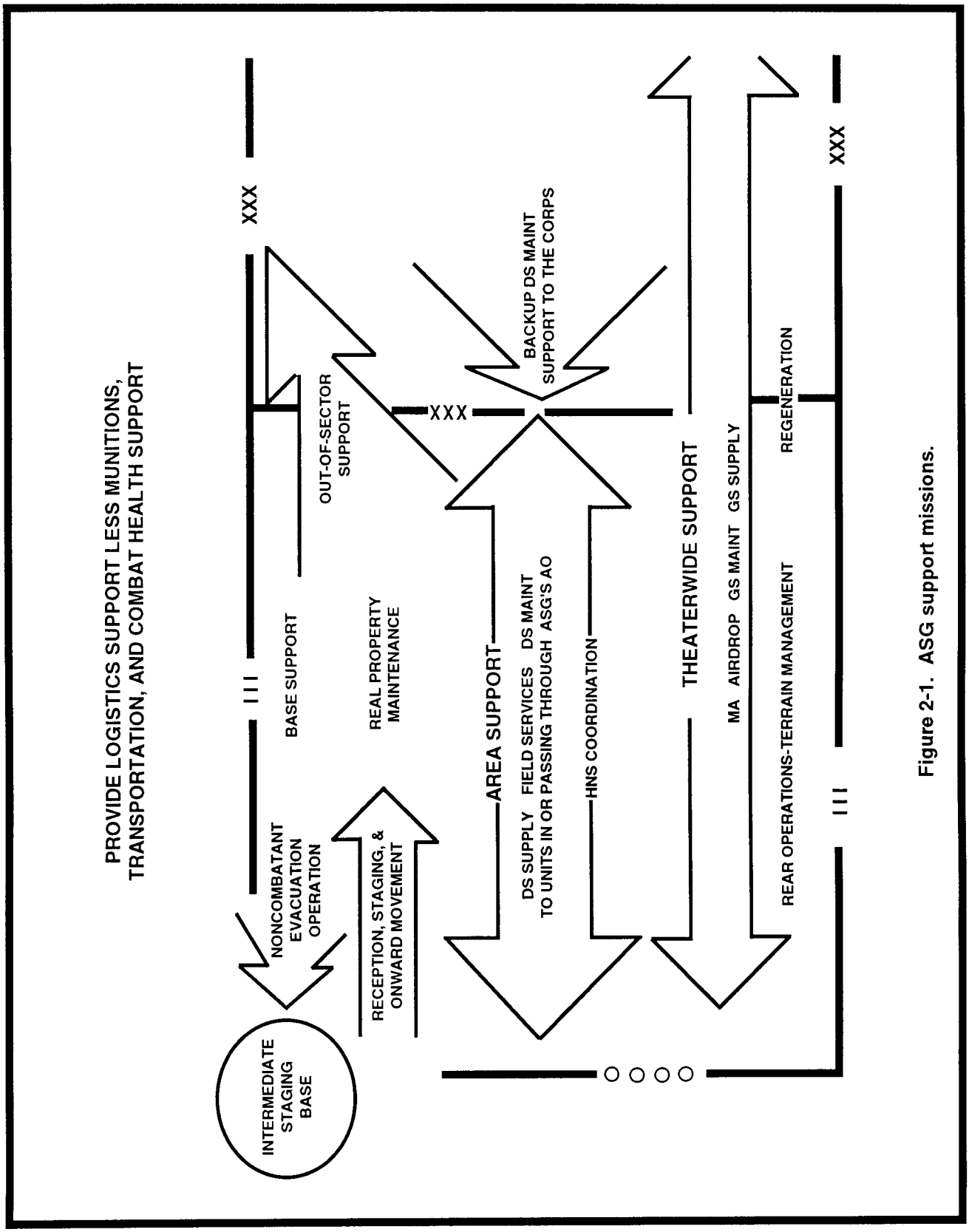


Figure 2-1. ASG support missions.

- Terrain management, with attachment of a ROC (ASG) to include the location or relocation of units within the ASG AOR.
- Control and coordination of physical security and rear operations within its assigned area.
- Support of reconstitution operations, either in the corps rear area or at a regeneration site in the COMMZ

COMMAND AND CONTROL

An ASG HHC typically commands and controls a CA battalion (GP), an area support battalion, supply and services battalion(s), maintenance battalion(s), a petroleum supply battalion, and theater organizations as determinedly MOA or MOU. Depending upon theater requirements and work force, it may also command a ROC and an AVIM battalion. Theater dependent, the ASG may also command and control a base support battalion. Refer to Chapter 3 for more information.

INTERMEDIATE STAGING BASE

An ASG could task an ASB to provide logistics support at an intermediate staging base from which a JTF may deploy an NEO advance party, evacuation force, and reaction force. The intermediate staging base provides an area for JTF forces to redistribute and finalize their loads. The requirement for an intermediate staging base depends on the distance from home base, the political situation, the size of evacuation and reaction forces, and the likelihood of hostilities.

The ISB must have adequate facilities to accommodate the billeting, feeding, and sanitation requirements of the evacuation force and evacuees, if the site is used as the safe haven. If required to establish a tent city, the safe haven force must arrive early enough to accomplish this and to contract for local labor and sanitation facilities. In addition to a maintenance unit/MSTs and petroleum supply platoons to repair and refuel aircraft or other transportation assets used in the evacuation, a force provider company could be attached to the ASB to provide feeding, shower, and laundry support. Supply elements could be attached to the ASB to operate the MHE and storage facilities for rations, jet fuel, oils and lubricants, ammunition, and medical supplies. A safe haven may be required when long-range transportation is unavailable to move all evacuees from the HN to the US at one time.

NONCOMBATANT EVACUATION OPERATION

NEOs are conducted to evacuate civilian noncombatants and nonessential military personnel from a hostile environment or natural disaster site. The requirement for NEO mission support depends on the locality and the threat assessment. Theater dependent, subordinate BSBs perform the NEO mission. In theaters where there are forward-deployed US forces in peacetime, there are substantial numbers of noncombatants present. For example, the ASG may have civilian government employees assigned to it. Military dependents and other noncombatants can be expected to be located in the vicinity of the ASG.

ASG Role

The ASG may be the central processing point and assembly area for NEO in the COMMZ. It may be tasked to assist the Department of State in the event of imminent or actual hostilities, significant civil disturbances, or natural and man-made disasters. At the same time, other countries could be conducting NEOs independent of the US, using limited local evacuation resources and facilities. It may, therefore, be politically or militarily expedient that combined and coalition forces jointly conduct the NEO.

The ASG should maintain an NEO annex for coordinating with embassy and JTF personnel to effect NEO. Embassies keep emergency evacuation plans on file that specify how it would evacuate US citizens in the area. CINCs develop an OPLAN for the emergency evacuation of citizens from each country in their AO. FM 90-29 provides guidance for planning, coordinating, and executing NEO when full mobilization has not been authorized. AR 525-12 provides policy on noncombatant evacuations.

The ASG HNS logistics directorate maintains liaison with CA teams, with an ISB, and with HN embassy personnel and HN agencies that provide support for NEO. The ASG's HNS logistics directorate facilitates and monitors the execution of HNS agreement.

The ASG support operations directorate arranges for shelter and field services for evacuees passing through the area. HN assets should be used for NEO when available and dependable. The support operations directorate's transportation branch personnel coordinate with the servicing MCT for transportation assets.

The ASG P&A directorate assists with required documentation and record processing. Additional unit ministry team personnel may be attached to comfort evacuees and related service members to relieve psychological stress.

In coordination with the ASG, the BSB controls and manages the assembly of all noncombatants. The EAC support command chooses noncombatants holding areas. The SJA section should be consulted concerning the protection or evacuation of enemy civilians. The BSB houses, feeds, and provides community service support; arranges for combat service support

Forward Presence Sites and BSB

In theaters where there is a forward presence, a base support battalion may provide the nucleus and staff to conduct NEO for civilian and military personnel and dependents who are authorized evacuation assistance; and protects the assembled noncombatants. It may contract for the use of hotels to billet evacuees. The BSB controls and supervises the complete administrative processing and logistical support of evacuees. It also maintains their accountability throughout the evacuation process.

The BSB executes the NEO notification plan. It ensures that NEO is planned, rehearsed, and accomplished. Extensive, detailed planning and active participation in rehearsals are necessary to minimize evacuation time and to ensure the safety of noncombatants. NEO plans should contain information on –

- Security coordination.
- Assembly areas
- Document requirements (birth certificates, marriage certificates, immunization records, identification cards, and passports).
- Priority of movement.
- Evacuation routes.
- Transportation procedures.
- Communication support.
- Food, clothing, and emergency Class II items.
- Services to be provided.
- Financial assistance.
- Emergency medical care from MEDCOM teams.
- Destinations.
- Methods of accounting for the noncombatants involved.
- International laws relative to evacuation of noncombatants.

The requirement for supplies and services depends on the duration of the operation. For example, the BSB may provide male and female sundry packs to evacuees and infant formula and baby food for infant dependents while they remain at comfort stations prior to boarding evacuation aircraft. For longer waits resulting from bad weather and inadequate transportation, the BSB may need to provide sufficient food, cots, blankets, and sanitary supplies and facilities to make the evacuees comfortable. Lengthy operations maynecessitate the provision of clothing, showers, laundry, water purification, engineer support, and DS maintenance.

EAC support commands and subordinate ASGs are normally responsible for ensuring noncombatants are transported to departure points for evacuation from theater. The TRANSCOM chooses departure routes. The BSB coordinates with MCTs, arranging for the movement of evacuees to designated theater transfer points. It maintains schedules and route plans for evacuation. It coordinates preplanned HN vehicular assets for evacuation and arranges for the storage and transportation of evacuee property and assets. Security assets may have to secure holding areas and departure routes for noncombatants.

RECEPTION AND PREPARATION OF REINFORCEMENTS

When mobilization day occurs, ASGs commence preparation for reception, staging, onward movement, and integration operations. At the same time, ASGs may be tasked to implement contingency plans for performing or assisting with NEO operations. During the early stages of a war, receiving and equipping deploying or reinforcing forces may be the predominant mission activity of an ASG. If a BSB is not within the force structure, the EAC support command or special troops headquarters may assume the reception mission. The EAC support command and subordinate ASGs are responsible for planning RSO&I operations as well as supporting forces in their area. ASG units provide logistics and life support for units transiting ports. Figure 2-2 depicts RSO&I planning timelines and sequences.

Theater dependent, a BSB assists in the reception of reinforcing or relocating forces into or through the BSB's AOR. The BSB provides essential supplies, field services, and maintenance support until the reinforcing or augmenting units achieve a normal operational posture. A BSB can provide forward staging area support during personnel and equipment link-up periods in the corps rear area and OLS area. It coordinates the use of available facilities and base

STRATEGIC PLANNING TIMELINE	DEPART CONUS DATE	DAYS	ARRIVE APOD/ SPOD DATE	DAYS	ARRIVE HOLDING AREA DATE	DAYS	ARRIVE SPOD DATE	DAYS	DEPART SPOD DATE	DAYS	ARRIVE MA DATE	DAYS	PRESTO POINTS DATE	DAYS	STAGING AREA DATE	DAYS	ARRIVE FINAL DESTINATION
INCREMENT 1																	
INCREMENT 2																	
INCREMENT 3																	

STRATEGIC PLANNING SEQUENCE	DETERMINE REQUIREMENTS	DETERMINE CAPABILITIES	BALANCE REQUIREMENTS & CAPABILITIES	DETERMINE CRITICAL POINTS	COORDINATE AMONG PLANNERS		
	For each increment, for each leg. Requirements equals total lift required minus unit's lifts capability.	Availablity for a given time period. Examine alternate modes and routing. Consider military, civilian, and host nation.	Include all workloads to Include loading to include loading and off loading. Identify shortfalls. Develop alternatives.	Identify bottleneck or choke points. Apply intelligence generated by US or host nation sources.	Ensure inclusion of supply and maintenance planners and host nation. Involves all commands and territorial authorities along route.		

Figure 2-2. Planning reception, onward movement, and staging.

support services assigned by the ASG. The BSB provides billeting and life support services and processes equipment. It may also setup training sites within its installation or base cluster defense area. The BSB provides HN liaison or liaison assistance to reinforcing forces. Unit advance parties need to coordinate requirements for reception and staging support prior to arrival of the main body of the units.

Requirements for supplies and services depend on the deployment posture and the availability of other ASG battalions. The BSB provides technical assistance to reinforcing units that have special requirements. For example, units may have maintenance requirements for hardened facilities or special requirements for training facilities.

REAL PROPERTY MAINTENANCE

For locations at other than the US and its territories, the Army uses the ASG to manage installations. It provides base operations activities in its assigned area. Base operations activities and other installation support functions are accomplished by augmenting the ASG to carry out responsibilities included in ARs 5-3 and 210-10.

The ASG provides real property maintenance activities support to all Army facilities in its AO. (Other US Services submit work requests directly to the engineer brigade in charge of the AO.) Support includes leased facilities, unless HNS is available for leased facilities. Normally each ASG has engineer utility teams assigned that provides RPMA support to facilities located within the ASG's AOR. The ASG's engineer branch supervises RPMA. ASGs forward RPMA requirements that exceed their capabilities to the supporting AWCM.

Each ASG has a tailored organization of teams from the 5-500 TOE series attached to provide RPMA support to facilities located within the ASG's AOR. These teams are normally attached to a BSB. Appropriate teams operate, repair, and maintain utilities systems on installations and bases. As required, they repair limited damage.

Fire-fighting Teams

Considering troop population, aviation and facility requirements, such as the size of storage areas, fire-fighting teams are attached to ASGs to provide fire protection not available from the HN or installation Directorate of Public Works. These teams provide the ASG with the capability to implement fire-prevention and fire-fighting programs.

Utilities Teams

Utilities teams are attached to ASGs based on the population serviced by the ASG. Planning factors provide one team for each installation with a population between 2,500 and 4,000. Utilities teams provide facilities engineering support, to include–

- Limited carpentry.
- Masonry.
- Electrical.
- Plumbing.
- Road maintenance and repair.

Utilities teams can also establish and operate sanitary landfills for refuse collection and disposal in ASG AOs. ASGs are responsible for establishing sanitary landfills for their AOs. The engineer utilities detachment under the ASG normally establishes and operates the landfill. Existing HN or contract landfills may be available. The ASG may use local labor to operate the landfills. The ASG engineer branch monitors concerns relative to hazardous waste generated by maintenance operations.

AREA SUPPORT

The ASG is an area-oriented support organization. It supports units in its area as well as transient divisions, brigades, and other combat, CS, and CSS units that may be located, for varying periods of time, in the support area assigned to the ASG.

The ASG coordinates and provides supply, maintenance, and field services, to include base operations activities, for units in its assigned area. ASG units provide DS supply, DS maintenance, and DS field services to units located in or passing through the ASG area. DS units respond to customer requests.

Units in the ASG area view the ASG as the "landlord." They expect the ASG to assist them or to refer them to organizations that can provide support. Refer to Chapters 5 through 7 for more information.

HOST NATION SUPPORT COORDINATION

All potential theaters can be expected to include some degree of HNS. As the representative of Army forces in the area, the ASG commander interrelates with local government leaders. CA teams/CIMIC teams are normally attached to each ASG to negotiate agreements with the HN. The ASG's HNS logistics directorate facilitates and monitors the execution of HNS agreements. It also coordinates the logistics civil augmentation program within the ASG area. Refer to Chapter 3.

Security considerations, administrative problems, internal laws (including environmental), treaties, and agreements are limiting factors. Other factors to consider include customs and traditions of the country and requirements for translators.

GS SUPPLY SUPPORT

ASGs provide both theater-oriented and EAC support command GS supply support to forces in the COMMZ and in the corps. Theater army reserve stocks and sustaining stocks are stored at ASG sites and issued when directed by the theater through the EAC MMC. Medical and ammunition supplies are not handled by the ASG. Refer to Chapter 5 for more information on GS supply support. FM 10-27-1 describes GS supply operations.

GS MAINTENANCE SUPPORT

Each ASG performs GS maintenance on those items assigned to it by the theater. GS maintenance supports the theater supply system. Unusual circumstances may result in fielding an ASG that departs from the organizational structure described in this chapter. For example the GS maintenance mission may be a sizable portion of an ASG's mission or it may not be performed at all.

If contingencies are expected to be of short duration, GS maintenance units will only deploy as a rare exception. Items requiring GS level maintenance will be back-hauled to CONUS. Refer to Chapter 6 and FM 43-20 for guidance on GS maintenance.

OUT-OF-SECTOR SUPPORT

Out-of-sector support is required when a US unit deploys out of the geographical area and is placed under the OPCON of another nation or ally. The probability of tactical units moving into non-Army controlled sectors is greater during volatile periods. Shortfalls can be met by task-organizing and providing backup support from ASG units. Out-of-sector support may involve in-depth coordination with several allied nations for stationing, HNS, and movements.

Support obligations are transferred to adjacent support organizations when relocation of the supported units causes them to be nearer to another ASG. Depending upon the tactical situation, ASGs could be assigned to provide out-of-sector support to a unit deployed outside the ASG area. For example, the ASG may be tasked to support a unit placed under the operational command and control of another nation or an alliance for a short period of time. Refer to Figure 2-3 on page 2-8.

Support to units operating in areas outside their normal support zone can be provided by a combination of allied, HN, and other Services. Refer to Table 2-1 on page 2-9. For example, the allied nation may provide some common use petroleum products, field services, and ammunition. While units may obtain some support from US allies in the non-US sector, the ASG may have to task-organize and send a slice of its support assets to the area.

EAC support command and ASG support operations staffs may have to coordinate unit movements, stationing, and HNS with several allied nations. Out-of-sector support planning is complicated when only one type of company or team, such as a water company or fire-fighting teams, providing a certain kind of support is attached to an ASG.

RECONSTITUTION SUPPORT

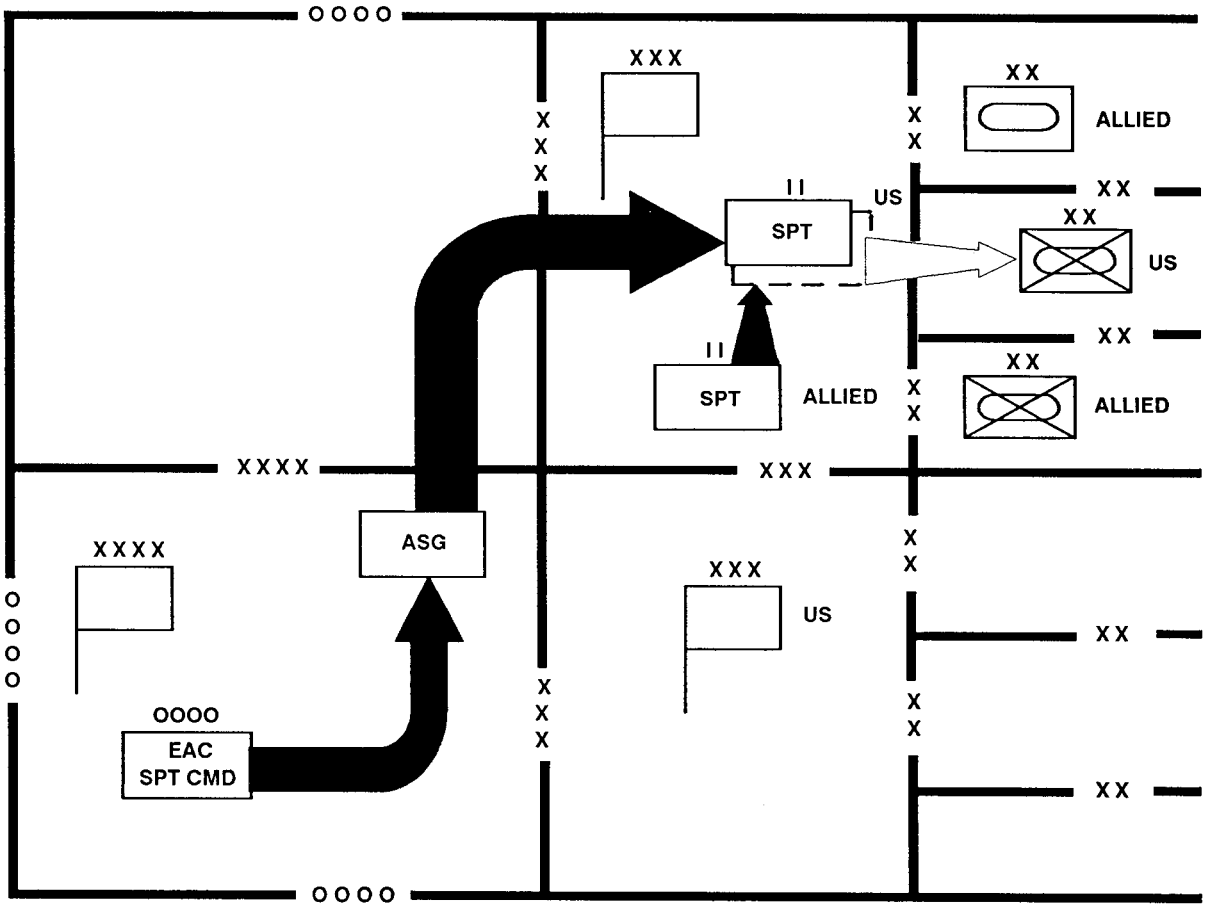
Periodically an ASG could be tasked to provide reconstitution support, regenerating degraded units at a safe site, either in the corps rear area or the COMMZ. Teams from ASG units may be sent forward to corps areas to assist units undergoing regeneration. An ASB or S&S battalion may send teams, detachments, or platoons to the regeneration site to provide life support services and to receive and issue stocks and equipment.

In the COMMZ, the EAC support command commander designates a regeneration site. Areas adjacent to ASG support facilities are usually good locations for regeneration. If the distance attrited units have to travel is not a factor, the RTF may elect to set up a regeneration site in the COMMZ in order to take advantage of HNS facilities; medical treatment facilities; the availability of road nets, railheads, and airfields; the source of labor; and safe areas for training.

As directed by EAC MMC, ASG supply units replace lost equipment and stocks. ASG maintenance units repair damaged equipment. A petroleum supply unit or DS supply unit may provide bulk fuels. ASG personnel may be diverted from routine support missions to support the regeneration operation. Refer to Chapters 5 through 7 and FM 100-9 for more detail on reconstitution support.

REAR OPERATIONS SUPPORT

ASGs have operational responsibility for rear operations. In the event of wartime mobilization, a ROC (ASG) from the reserve component is attached to a ASG. It assists



LEGEND:

Out- of-sector flow

As required

Figure 2-3. Out-of-sector support.

Table 2-1. Sources of out-of-sector support.

	Likely Source(s)
Class I	Allies, HN, or US support units.
Bulk Fuels	Nation that controls the area.
Munitions	US ammunition supply unit, unless standardized agreement has been negotiated for selected weapon systems.
Repair Parts	ALOC-eligible items.
Maintenance	Accompanying maintenance support teams.
Transportation	Allied forces, if they agree to transport troops and some equipment.

the ASG's rear operations branch execute the group's rear operations plans within the assigned area.

Military police attached to a base support battalion may perform limited local security of fixed sites in response to tasking from the ROC (ASG). BSB MPs can provide Level I threat reaction /protection and Level II threat response in coordination with supporting US and HN MP. Ordinarily Level I threat is handled by base or base cluster self-defense measures.

The ROC (ASG) coordinates with the ASG SPO officer and rear operations branch in planning and executing rear operations. As necessary, area damage control is conducted. The ROC (ASG) also coordinates explosive ordnance disposal for units in the area.

Refer to Chapter 8 and FM 90-23 for more detail on rear security operations and ROC (ASG) support functions.

ASG ORGANIZATION

No two ASGs will be organized alike. ASGs are task force organized to provide support to units in the theater and to support the theater supply system. They must be flexible enough to tailor their support capabilities based on requirements and the priorities the EAC support command commander assigns.

TAILORED ASG ORGANIZATION

Each ASG is tailored to match the demand for its support. The number and types of units comprising an ASG will vary depending upon the –

- Type and number of units requiring support.
- Tactical support situation.
- Scope of operations.
- Stage of theater development.
- Size and maturity of the theater.
- Requirements to provide support to other services or allied forces.
- HN augmentation available.
- Geographical distance constraints.
- Factors of METT-T
- Application of the TPFDL.

Figure 2-4 depicts a generic ASG organization. The ASG organizational structure presented in Figure 2-4 is representative of what could be deployed to a theater. Separate battalions oriented to providing DS or GS may be assigned. Smaller ASGs may have both DS and GS units assigned to the same battalion. In those instances when an entire theater can be supported adequately by one company or team providing a certain kind of support, only one of the ASGs will be tasked to provide that support.

Changes to the structure or composition of an ASG will be made as a conflict progresses and whenever appropriate to match its support to the needs of the theater of operations. The structure of the ASG must remain flexible enough to change as requirements in the theater change. As the population in the theater increases, the span-of-control guideline and geographic dispersal of units will influence the decision to deploy ASGs.

Subsequent figures in this chapter depict the types of units that may be assigned or attached to subordinate battalions. Numerous other units may be fielded and attached to an ASG when the capabilities are required in the theater.

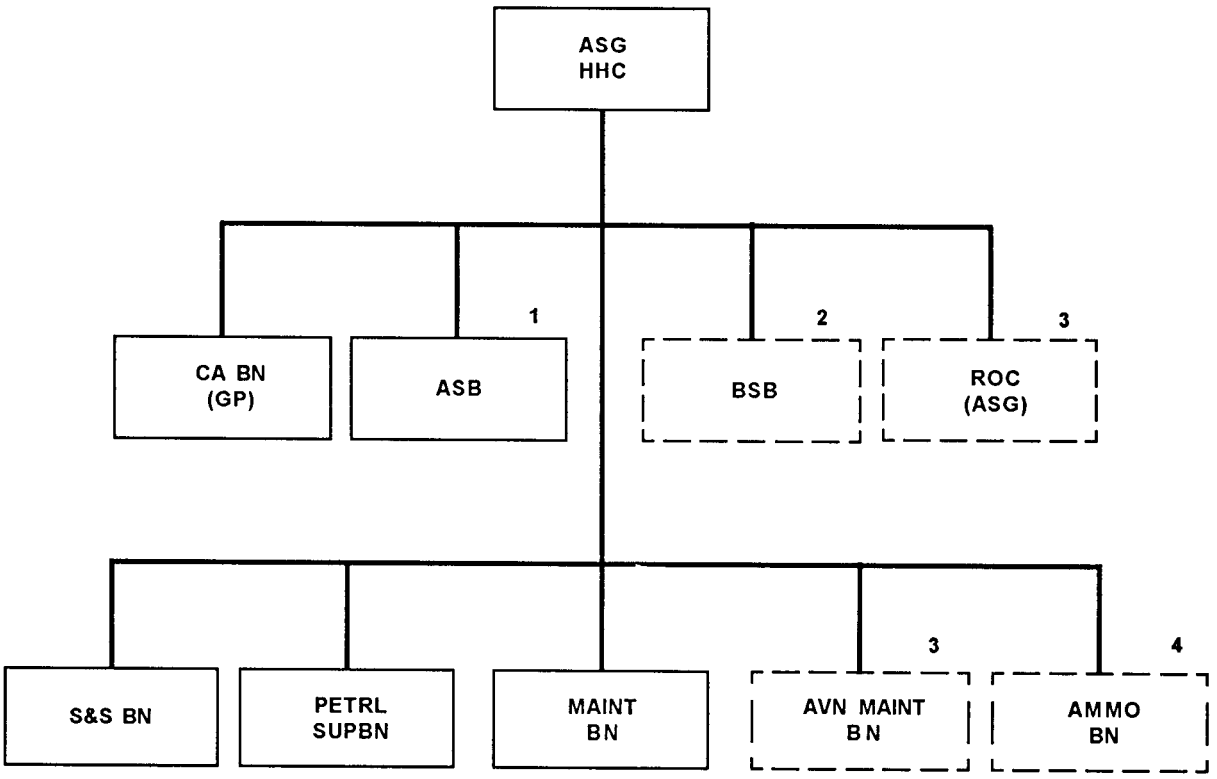
ASG HEADQUARTERS AND HEADQUARTERS COMPANY

The ASG HHC commands, controls, and supervises all units assigned or attached to the ASG. One ASG HHC is employed to command and control three to seven battalions or battalion equivalents. As the population in the theater increases, the span-of-control guideline helps to indicate when additional ASG headquarters are needed. Allocation of ASG HHCs depends upon the –

- Number of subordinate CSS battalions.
- Number of troops supported.
- Size of the geographic area assigned.
- Geographic dispersion of units.

Typically, the ASG HHC will command and control both multifunctional and function specific battalions. The functional battalions maintain the theater reserve. They provide theater wide support.

As shown by Figure 2-5 on page 2-12, the ASG HHC consists of a command section, directorates, an SJA section, a UMT, and a headquarters company. Chapter 3 describes the functions of each directorate. Figure 3-2 shows subsequent branches for each directorate. ARTEP 63-622-MTP provides guidelines for training in critical mission tasks.



LEGEND:

[ ] As required
1 Task organized, crisis response, multifunctional battalion
2 Theater dependent
3 Attached, depending upon requirements and force structure
4 If a theater ammunition group is not deployed

Figure 2-4. Representative ASG organization.

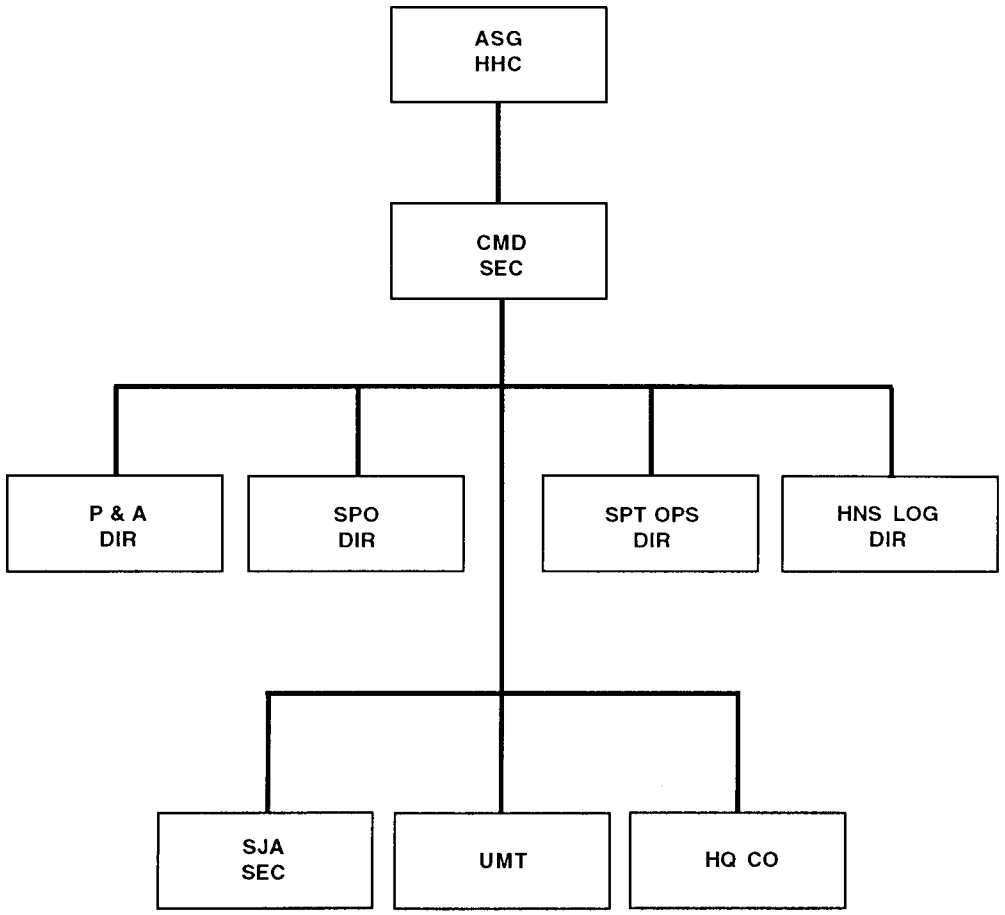


Figure 2-5. ASG headquarters and headquarters company organization.

CIVIL AFFAIRS BATTALION (GENERAL PURPOSE)

A CA battalion (general purpose) is attached to the ASG to plan and coordinate CA and foreign nation support operations for units located in or passing through an ASG AOR. Its primary focus is on foreign nation support and populace and resources control. For example:

- Foreign nation support encompasses the identification, negotiation, and procurement of available resources within a foreign nation to support US military missions during preparation for war, wartime, and peacetime.
- Populace and resources control encompasses the movement control measures, emergency care, and evacuation of dislocated civilians. For example, the CA battalion establishes emergency rest areas and supervises the operation of temporary camps for dislocated civilians. This includes coordination for preventive medicine, sanitation, potable water, and food procurement. It also helps to resettle or return dislocated civilians to their homes.

Battalion staff officers coordinate US requirements for available indigenous resources, facilities, and HNS. They develop and implement plans t o support the local civilian populace from local resources. They plan populace and resources control measures and coordinate humanitarian support for dislocated civilians. They also assist the ASG commander by analyzing legal and moral obligations to the local population resulting from acquisition of HNS.

The CA teams shown on Figure 2-6, see page 2-14, may be attached to an ASG CA battalion (general purpose). These CA teams form the link between military forces and the civil interests of local citizens. In friendly countries, CA personnel aid civil-military cooperation by providing an interface with local authorities or military forces. (The CA battalion (DS) attached to ASGs in the European theater does not have a GS detachment and teams.)

General support CA teams negotiate agreements to identify and acquire HNS to minimize civilian interference with military operations. They also assist the ASG commander in fulfilling his legal obligations to the civilian populace. CA teams are described in FM 41-10.

Those CA teams attached to the ASG work under the staff supervision of the HNS logistics directorate. Their primary missions are to –

- Identify available local resources, facilities, and services. During peacetime, CA personnel conduct area studies and review HN agreements in probable AOs. Those attached to the ASG develop the CA annex to ASG OPLANs.
- Supplement the intelligence gathering activities by identifying local sources of information.
- Assist in acquiring local resources, facilities, and services. CA teams make the initial contact with HN representatives. They assist the ASG's HNS logistics directorate in procurement of local goods and services. HNS logistics directorate personnel manage and coordinate specified HNS negotiated by the CA teams. However, depending on the objective of the negotiations, any or all of the ASG directorates may be involved in working with CA teams. For example, support operations directorate staff officers may help set vendor performance standards. The SJA section may provide legal advice and opinions. Once HNS agreements have been concluded, CA personnel continue to serve as the single point of contact between the HN activity and the supported units. They coordinate meetings between foreign agencies and contracting agents and their representatives.
- Minimize local population interference with military operations. CA personnel survey population centers. They coordinate the flow of dislocated civilians with MCTs and HN authorities. CA personnel assist in planning and conducting populace controls. Controls may include resettlement of dislocated civilians, movement restrictions, rations control, and curfews.

CA support may be centralized or decentralized. When centralized, CA teams respond to the ASG commander. When decentralized, CA teams are attached to major elements within the ASG's AOR.

NOTE: In NATO areas, the phrase "civil-military cooperation" replaces the phrase "civil affairs." Civil-military cooperation refers to the cooperation between forces of NATO member nations in civilian matters that affect military operations. CIMIC teams provide area support to ASGs employed in NATO areas.

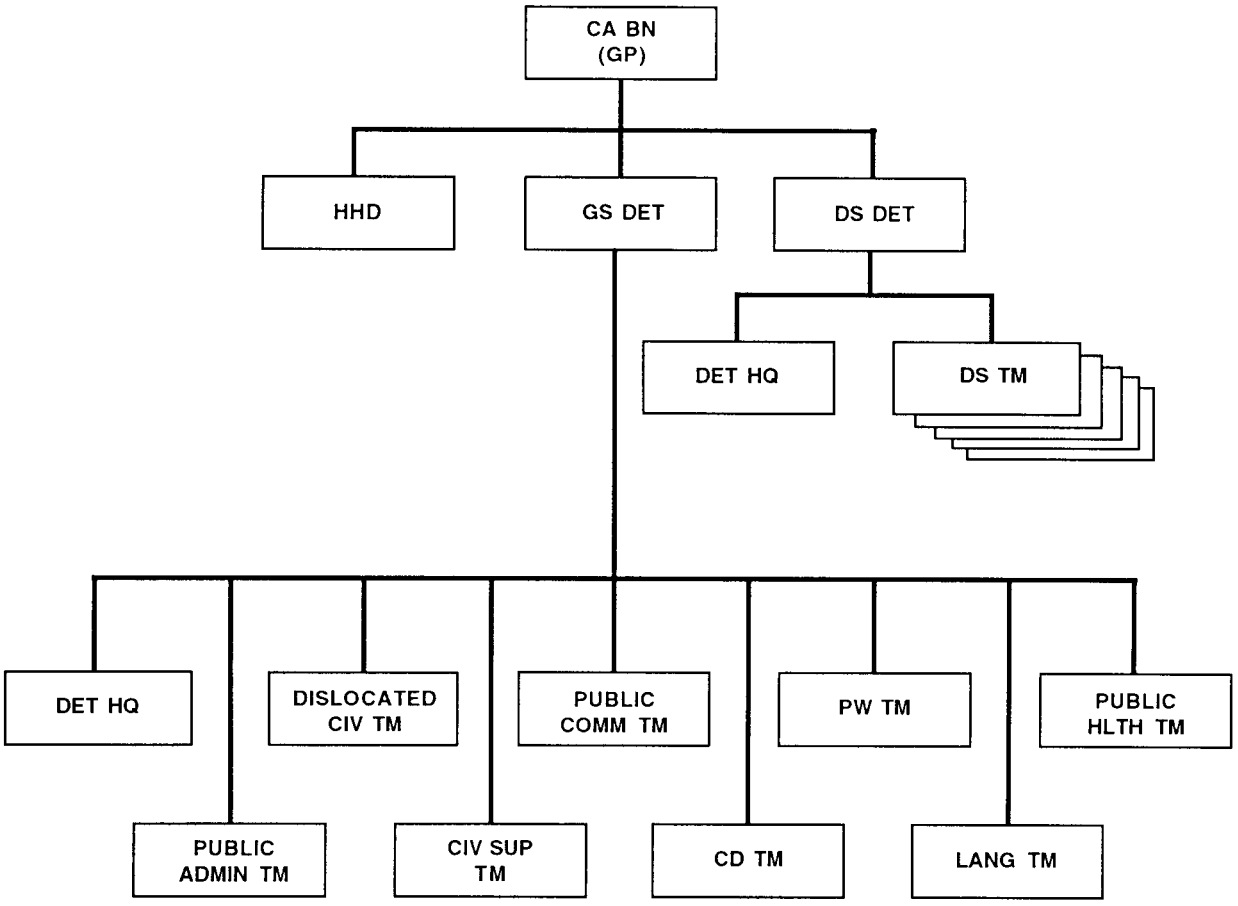


Figure 2-6. Civil affairs battalion (general purpose) organization.

AREA SUPPORT BATTALION

The use of joint and coalition force deployments in contingency operations, as well as humanitarian assistance and United Nations peacekeeping roles, provide the impetus to develop flexible support structures.

The ASG commander may task organize a portion of the ASG to serve as a logistics crisis reaction support element providing responsive disaster relief or humanitarian support. ASBs enable ASGs to tailor force packages to specific mission requirements.

A task organized, multilogistics ASB could deploy in support of contingency operations or OOTW situations short of actual combat in developing countries of the third world. CA teams, HN, or contractor elements could be attached to the battalion to provide a single point of contact for logistics support.

The ASG may task organize an ASB to set up a logistics base during the first stages of an operation. Elements from the ASB could provide support, such as refuel-on-the-move and maintenance and recovery assistance along the route of march. This forward ASB element would allow the ASG to echelon support assets. The battalion would be tasked to provide DS level supplies, maintenance, and field services support to elements operating in or moving through the ASG AO. (GS level support is provided by the functional battalions attached to the ASG.)

There is no fixed organization for an ASB. Figure 2-7 on page 2-16 depicts the type of units or elements that may be attached to a ASB headquarters. The span of control is from three to seven attached units. Because DS supply companies and field services companies are allocated based on support of 18,500 troops, and since maintenance unit allocation is based on maintenance man hour requirements, platoons, detachments, and teams may be required, not entire units.

Platoons, detachments, or teams from an ASB may form the basic core of an accompanying support element or slice of support for US Army forces operating out of sector or supporting an ally or sister Sservice. An ally could provide rations and fuel. A host service could provide Class I, III, IV, and selected II and V. However, due to dissimilarity in equipment and munitions between allies and Sister services, Army forces would need, as a minimum, an accompanying maintenance element with custom ASL.

A task organized ASB could also be tasked to operate a regeneration site in the COMMZ. As required, it could send subordinate platoons, detachments, or teams to a regeneration site in the corps rear area to assist in regeneration of large corps forces.

BASE SUPPORT BATTALION

The BSB performs those missions previously performed by TDA military communities or by support groups that performed the missions as part of their area support responsibility. Allocation is one per military community. For example, a BSB may control the following fixed assets:

- Dining facilities.
- Maintenance shops.
- Storage bunkers.
- Warehousing facilities.
- Fuel facilities.
- Terminal facilities.
- Railway points.
- Fixed laundry.

A BSB may be attached to an ASG to establish base operations support from facilities previously inoperable or under non-US control. It could also maintain facilities in caretaker status for future reactivation to support mature theater missions or tactically displaced units. FM 100-22 provides a guide for installation management operations.

There is no standard BSB. Figure 2-8 on page 2-17 depicts the type of base operation activities and smaller units that may be attached to a BSB. For example, the BSB may manage civilian engineer activities and resources or attached teams that provide limited rear property maintenance for facilities.

The BSB plans, manages, and coordinates the support operations within its AO. It coordinates activities between support units operating in its area. These may include HNS units and small detachments positioned by the ASG in the BSB's area The BSB provides or coordinates to provide support-to units located in or passing through the BSB's AO. This support may consist primarily of coordination. area orientation, and collective security management. The BSB also assists ASG HNS logistics directorate staff in planning managing and coordinating support received from or provided to HN military units and governmental and civilian organizations under approved contracts.

The missions of the HHD, BSB are to–

- Command, control, and supervise all assigned and attached TOE and TDA (peacetime) organizations.

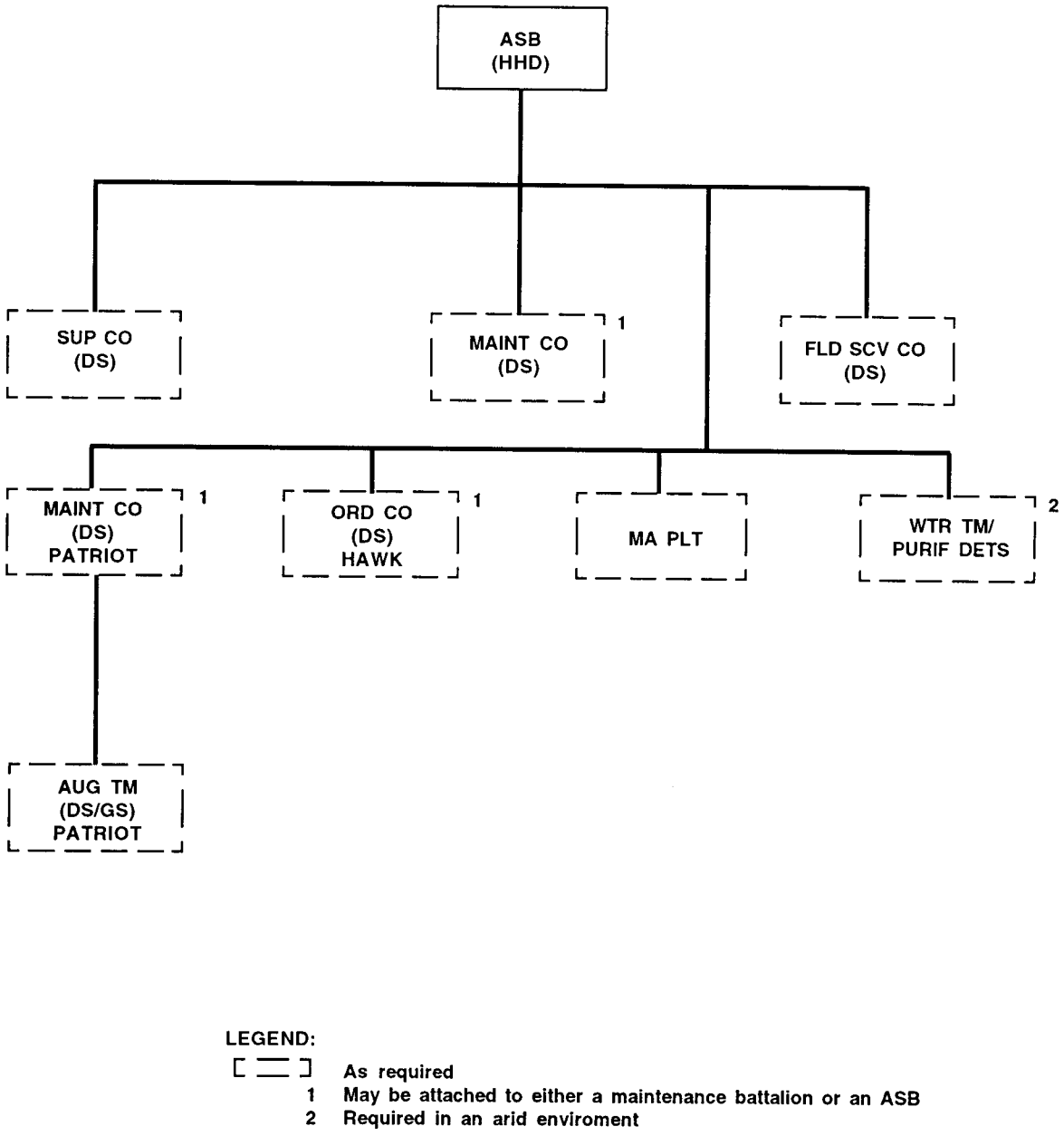
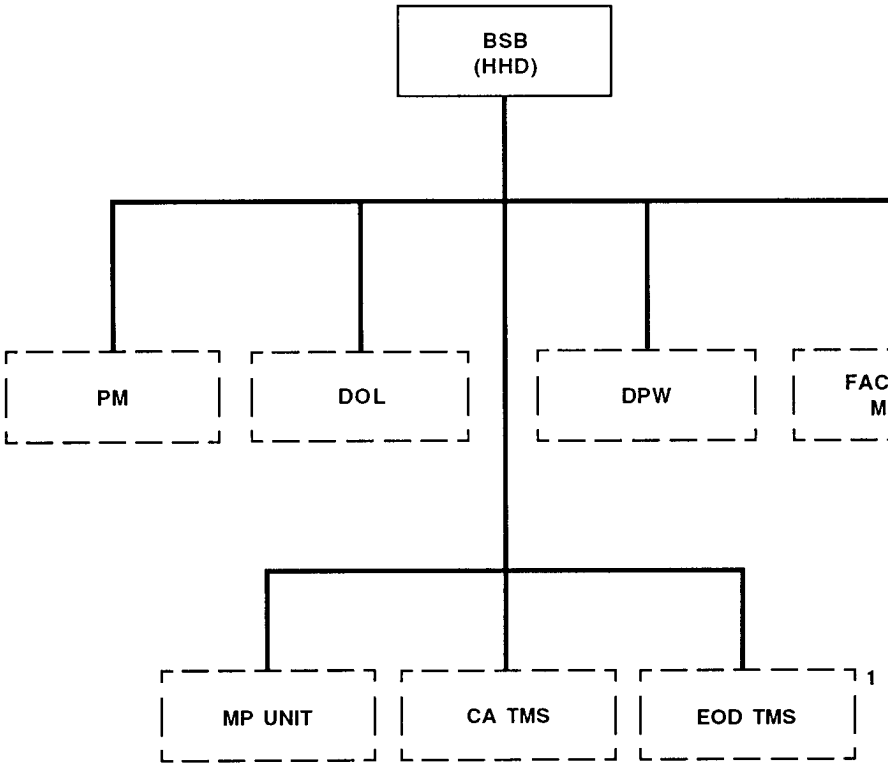


Figure 2-7. Sample task organized, crisis response area support battalion organization.



LEGEND:

[—] Attached, as required

1 EOD Teams attached for logistics support only; mission controlled by EAC SPT CMD EOD Control Detachment

Figure 2-8. Theater dependent, representative base support battalion organization.

- Plan and direct emergency and evacuation operations to include noncombatant evacuations for US government sponsored citizen evacuees within or relocated to the BSB's AOR.
- Plan for, coordinate, and assist with the deployment of tenant units located within the BSB's AOR.
- Plan for, conduct, assist, and report the reception and stationing of reinforcing and relocating units, to include the staging and onward movement of units passing through the BSB's AOR.
- Plan, manage, and execute real property maintenance and protection, to include damage recovery of essential real property facilities.
- Plan, manage, and coordinate the support of all the battalion's operational area resources in support of the theater campaign plan.

REAR OPERATIONS CENTER

The ROC (ASG) plans, coordinates, and directs execution of rear area security operations within the AOR assigned to the ASG by the EAC support command. Figure 2-9 on page 2-19 depicts the organization of the ROC (ASG). The ROC (ASG) coordinates with operations staff and engineer staff on positioning and stationing units within ASG terrain. It advises the ASG commander on security implications of ASG logistics support efforts. It incorporates unit relocation information into the ASG's rear security plans. The ROC (ASG) also assists in planning and coordinating the security requirements of reception and onward movement operations and NEO. It disseminates tactical and intelligence information, to include terrain data, to base and base clusters, intransigent units, and US installations. For more detail, refer to FM 90-23 and Chapter 8 of this field manual.

SUPPLY AND SERVICE BATTALION

In the COMMZ, S&S battalions are attached to ASGs. The battalion headquarters operates under the technical direction and supervision of the ASG support operations directorate.

The S&S battalion headquarters provides command, control, staff planning, and technical supervision for three to seven direct or general support supply and DS field services units. Critical wartime missions are to —

- Provide supply and field services support.
- Plan supply and field services support.
- Direct relocation of subordinate units.
- Supervise establishment of the battalion's AO.
- Direct supply and field services operations.
- Defend the assigned area.

The S&S battalion is tailored based on the environment and on the force structure within the COMMZ. As shown by Figure 2-10 on page 2-20, the S&S battalion is a multifunctional support organization, tailored by the assignment of different types of supply and service units to meet specific support requirements in the theater to which it is deployed.

S&S battalion headquarters operations are covered in FM 10-27-3. FM 10-1 provides basic supply and field services doctrinal principles. Chapters 5 and 7 of this manual describe supply and field services support operations provided by these ASG units.

PETROLEUM SUPPLY BATTALION

A petroleum supply battalion can be attached to an ASG to provide GS bulk petroleum supply support in the EAC support command area. It provides the interface between the pipeline system, operated by the petroleum pipeline and terminal operating battalion under the petroleum group, and the DS supply units that issue fuel to consuming units.

During initial contingency operations, petroleum supply companies may be attached to a force headquarters in support of a small amphibious landing or air-landing operations. During the initial stages of most operations, CSB, ASB, or S&S battalion advance elements would likely be present. Personnel operating initial Class III supply points or laying hoselines would be placed under their control.

Critical wartime missions of the petroleum supply battalion are to –

- Provide petroleum support.
- Plan battalion operations.
- Direct relocation of battalion elements.
- Establish the battalion's AO.
- Direct petroleum support operations.
- Direct defense of its assigned area.

The battalion operates under the staff supervision and technical direction of the ASG support operations directorate. However, the battalion responds to distribution directives from the Class III manager at the EAC support command MMC. If required, the battalion can provide

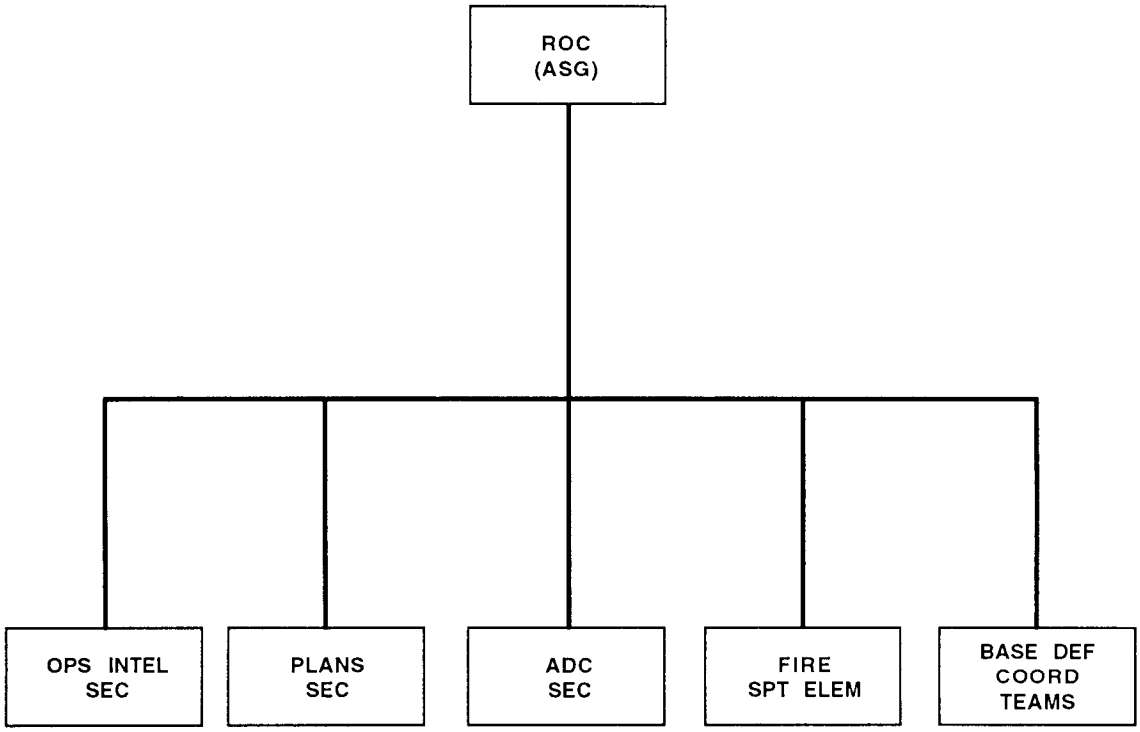
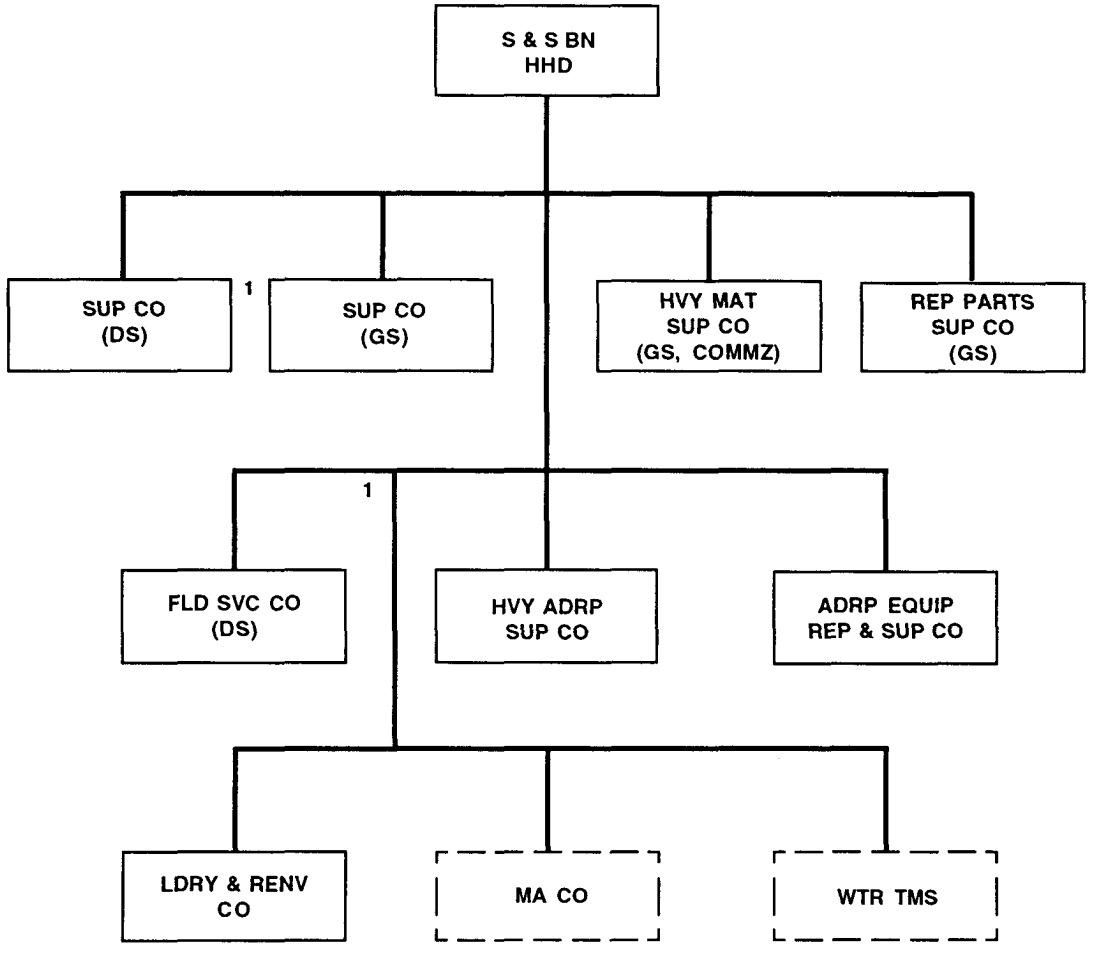


Figure 2-9. Rear operations center (ASG) organization.



LEGEND:

[—] As required

1 May be attached to an area support battalion

Figure 2-10. Supply and service battalion organization.

both bulk and retail supply point distribution. Each petroleum supply company can operate four mobile filling stations.

Figure 2-11 on page 2-22 depicts the organization of a petroleum supply battdalion. Petroleum supply companies are attached to the battalion as necessary. Normal allocation is two or more petroleum supply companies per petroleum supply battalion. However, the actual number of companies attached depends on the –

- Tactical situation and requirements for mobility.
- Type and size of forces being supported and their fuel consumption rates.
- Theater policy on reserve stocks.
- Existence of HN storage facilities, pipelines, and petroleum fuels and products.
- Available storage space.
- Distances to consuming units and the condition of road and rail nets.

Petroleum supply companies are dependent on medium truck companies (petroleum) to deliver bulk fuels to the DS supply units. Depending upon the AO, a mobile petroleum product lab team may need to be attached to the battalion to provide petroleum laboratory quality surveillance assistance.

FM 10-67 describes the petroleum supply system for a developed and undeveloped theater of operations. FM 10-69 describes Class III supply point operations. FM 10-71 covers petroleum tank vehicle operations. For more information on bulk fuel support, refer to Chapter 5 of this manual.

MAINTENANCE BATTALION

Maintenance battalions in the COMMZ are assigned to the ASGs. A maintenance battalion headquarters provides the command and supervisory staff control of maintenance supported provided by maintenance units in the ASG's AOR. It operates under the staff supervision of the support operations directorate. Critical wartime missions of the maintenance battalion are to –

- Provide maintenance support.
- Plan maintenance operations.
- Direct relocation of subordinate units.
- Establish the battalion's operating area.
- Direct battalion maintenance operations.
- Defend its assigned area.

Figure 2-12 on page 2-23 depicts the sample organization of a maintenance battalion. No two maintenance battalions have identical capabilities. Depending upon the size of the force being supported, DS maintenance units and GS maintenance units may be assigned to the same maintenance battalion or to separate battalions. The numbers and types of units attached to a maintenance battalion depends on mission requirements. Several maintenance units of one type may be attached to a maintenance battalion.

Specialized maintenance support teams are attached to maintenance companies to support specific systems and related auxiliary equipment. These teams are attached to maintenance units only when required. The teams are dispatched to forward areas when necessary.

FM 43-11 provides doctrinal guidance on DS maintenance operations. FM 43-20 provides information and guidance on the responsibilities, functions, and operational procedures of the conventional GS maintenance battalion organization and its subordinate companies. Maintenance support operations are described in Chapter 6 of this manual.

AVIATION MAINTENANCE BATTALION

The AVIM battalion provides aviation maintenance and AVIM repair parts for assigned or attached AVIM units. AVIM units are employed on an area basis in the COMMZ. Though allocation is based on aircraft density, the norm is two AVIM units per aviation battalion. Refer to Figure 2-13 on page 2-24.

The aviation maintenance battalion headquarters provides staff supervision of aviation and aviation-related repair activities, to include —

- Establishment by HHD of maintenance priorities for the AVIM battalion and supply actions to support these priorities.
- Aviation safety.
- Aviator standardization and evaluation.
- Maintenance test pilot standardization and evaluation.

The battalion headquarters' maintenance and supply operations section assigns maintenance work load. It provides technical mission planning and guidance for assigned or attached AVIM units.

For more information on aviation maintenance units, refer to FM 1-500 and Chapter 6 of this field manual.

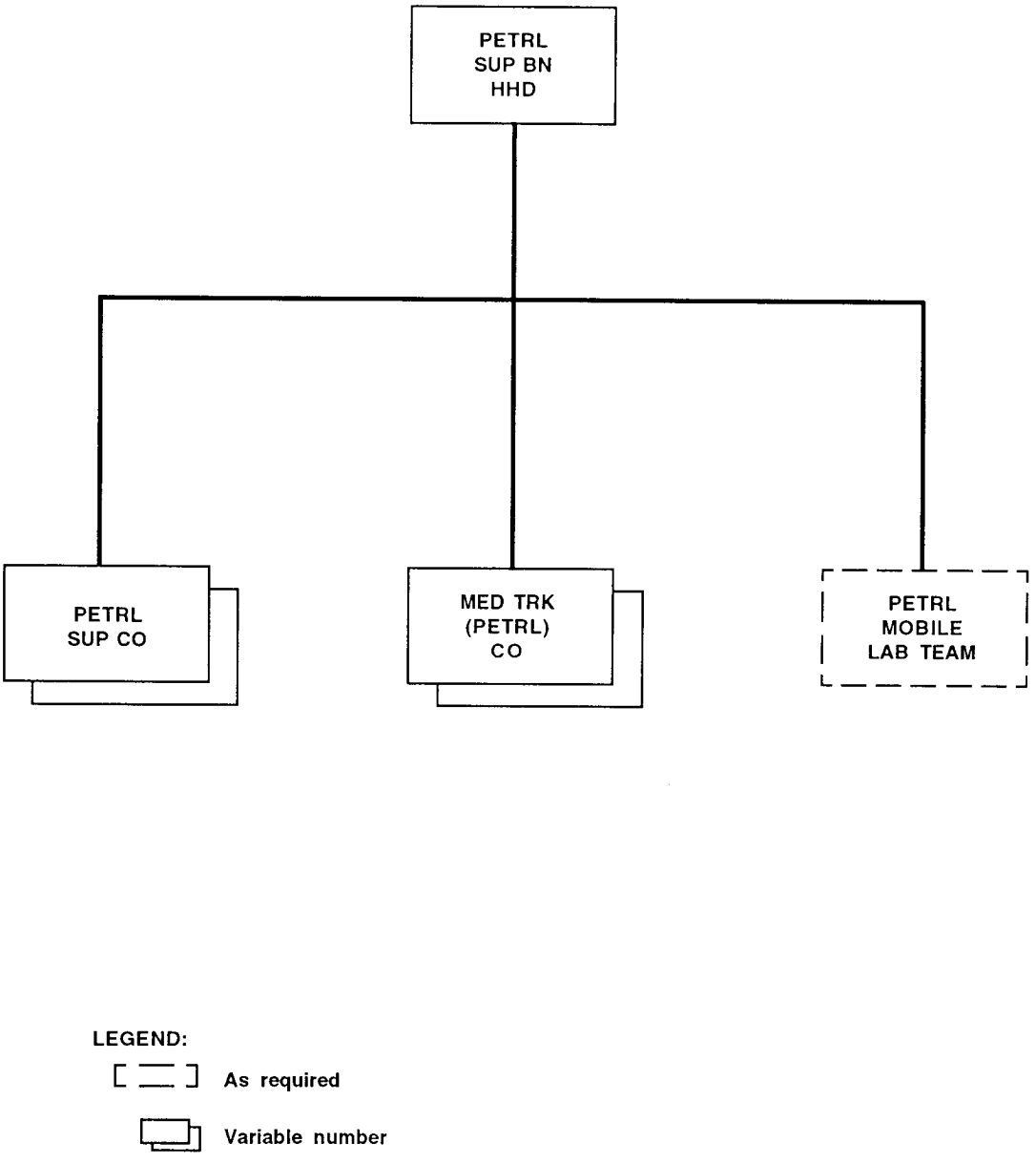
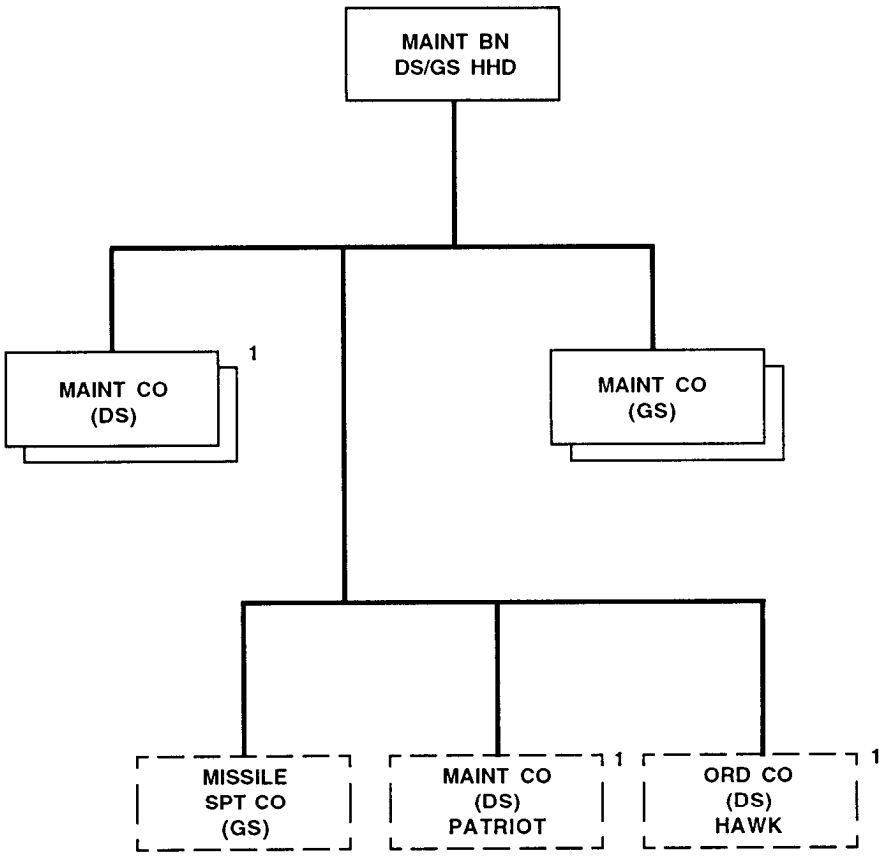


Figure 2-11. Petroleum supply battalion organization.



LEGEND:

Variable number

Attached, as required

1 May be attached to either a maintenance battallion or to an area support battalion

Figure 2-12. Maintenance battalion organization.

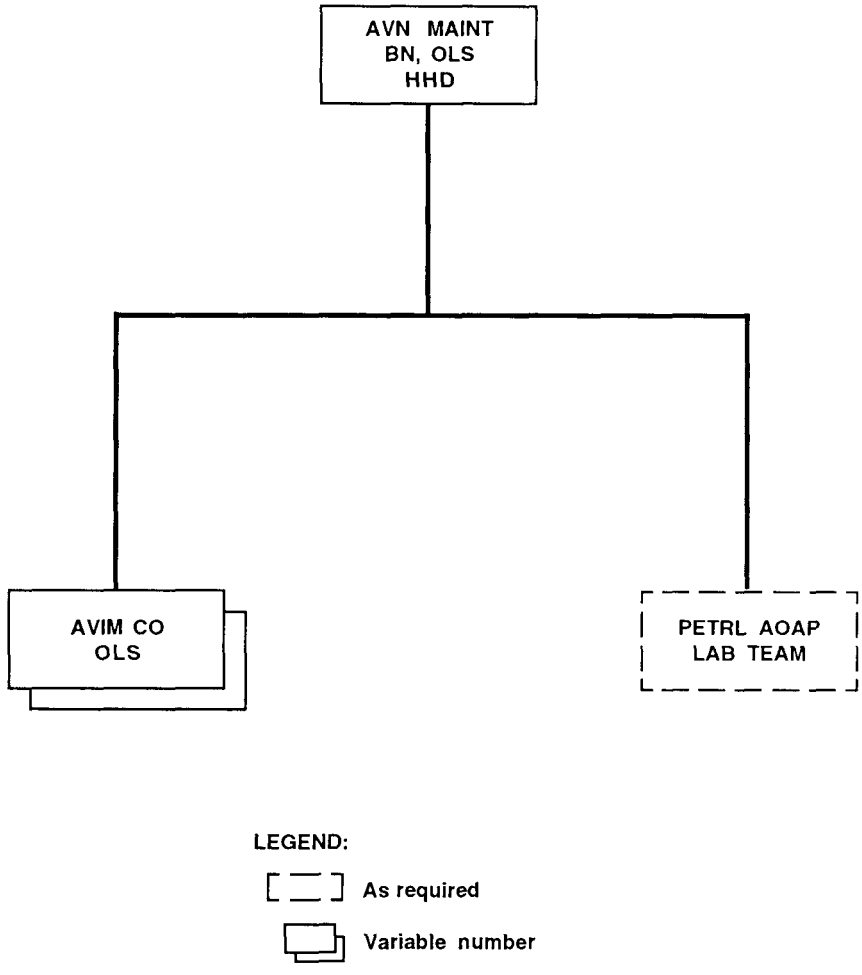


Figure 2-13. Aviation maintenance battalion organization.

OTHER ELEMENTS ATTACHED TO ASGs

Other elements or units may be attached to an ASG to facilitate mission accomplishment or to support units in or passing through the ASG area. Units or elements often attached to an ASG include –

- Logistics support element activities. Considering memorandums of understanding and theater operational war plans, TDA activities, TOE elements, contractors, or battle rostered DOD civilians from FORSCOM, CASCOM, AMC, and DLA may operate in the ASG area. They provide —
  - Technical advice and assistance.
  - GS/depot level maintenance.
  - Automation software support assistance.
  - Quality assurance assistance for ammunition.
  - Theater aviation maintenance program support.
  - TMDE support.
  - Army oil analysis support.
  - Logistics assistance program support.
  - Field assistance in science and technology.
- Utilities teams from the 5-500 TOE series and fire-fighting teams. Engineer teams provide combat and general engineering support in the ASG area.
- Property disposal teams. Disposal teams direct or perform essential disposal operations.
- Military intelligence companies. An MI company can be attached to issue warnings, recommend counterintelligence procedures, and provide intelligence information to ASG units concerning threat activities.
- Chemical companies. Chemical companies provide decontamination (less patient decontamination), NBC reconnaissance, and large area smoke assistance to area units.

ASG DEPENDENCE

The ASG depends upon the following elements:

- Rear Operations Center. The ROC (ASG) provides additional rear operations staff to plan and execute rear operations. Refer to Chapter 8.
- EOD detachment. EOD teams attached to the EOD detachment neutralize or remove explosive devices. They provide EOD support to forward presence forces in overseas installations. They respond to bomb threats and perform explosive ordnance reconnaissance.
- EAC support command MMC. The materiel management centers provide integrated supply and maintenance management.
- Theater Army Movements Control Agency. The TAMCA provides movements control and highway regulation services through its attached MCTs and MRTs.
- MP Brigade/MP Battalion. MP companies enforce law and order and provide area security of assigned or attached units as well as battlefield circulation control of traffic and individuals.
- Theater Signal Brigade. Elements provide trunk lines into the area telephone network and limited messenger service.
- Appropriate Theater Elements. Theater organizations provide combat health support, finance, personnel and administrative services, and transportation support for 100 percent displacement. Refer to Chapter 9.
- Judge Advocate General Legal Support Teams. Legal support organizations provide trial defense, contract law, and military judge teams.

Refer to Chapter 9 for information on those elements that provide support to ASG elements.

Chapter 3

Command, Control, and Information Management

The ASG headquarters integrates and synchronizes persomel, equipment, communications, and facilities to accomplish its support missions. ASG staff oflkers gather and analyze information. They formulate estimates and plans. They issue instructions and supervise the execution of operations by subordinate units. However, for maximum mission support effectiveness, comprehensive battlefield automation systems and suppotting communications networks must be in place.

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ELEMENTS OF COMMAND

Command is defined as the authority to direct, coordinate, and control subordinate units. It includes the authority and responsibility to effectively use available resources and to plan the employment of subordinate units in accomplishing assigned missions. It also includes the responsibility for the health, welfare, morale, and discipline of assigned personnel.

ASG COMMANDER

The ASG commander is responsible for the mission and security of the ASG. He provides guidance and directives to the staff. The ASG commander must ensure that subordinate commanders have the resources to perform their missions. He specifies courses of action to be considered by ASG staffs and provides parameters for development of staff estimates. He directs the SPO to issue warning orders to subordinate elements. He indicates acceptable levels of risk for mission accomplishment.

EXECUTIVE OFFICER

The ASG executive officer directs and coordinates the activities of the directorates. He performs the duties of a chief of staff. The XO establishes staff operating policies and monitors the collection and dissemination of information pertinent to the ASG. He supervises mission analysis by ASG staffs. He relates the intents of the EAC support command and ASG commander. He provides mission analysis guidance based on the ASG commander's guidance. When authorized, he represents the ASG commander.

DIRECTORATE STAFF

The ASG headquarters is organized in a directorate staff structure. Directors respond to policies and guidance from the commander. They implement the commander's guidance by directing subordinate battalions. They analyze the feasibility of concepts of operation based on the current logistics capabilities of subordinate units. They monitor and coordinate the functioning of subordinate battalions to ensure that they understand command priorities and that mission goals are achieved. Within their assigned functional areas, directorate staff analyze requirements and recommend courses of action to the commander. They expedhe actions when needed to facilitate the use of scarce resources in the logistics support of operations. They provide information updates to the ASG commander on areas that are critical to ASG mission accomplishment. As necessary, they integrate ASG support activities with other organizations in the COMMZ.

LOGISTICS CHARACTERISTICS

A military force is only as combat capable as the adequacy and responsiveness of the logistics support it receives. To achieve success, logisticians must synchronize logistics concepts and support operations with strategic, operational, and tactic plans. For support to be where it is needed when it is needed, ASG commanders and staffs must adhere to the logistics characteristics discussed in FM 100-5 and amplified in FM 100-10. ASG staffs must continuously focus on —

- **Anticipation** of requirements and shifts in demands.
- **Integration** of logistics support with tactical operations.
- **Continuity** of logistics support to prevent interruption in operations.

- Responsiveness in adapting to changing situations, missions, and priorities—tailoring or task organizing organizations, repositioning support, reallocating assets, and redirecting LOCs.
- Improvisation to changing situations and requirements.

RISK ANALYSIS

Risk is defined as "that degree of adverse effect on the overall missions should the CSS capability be disrupted by enemy action or logistics failure, to include an estimation of the probability that disruption would occur." Risk drives the amount of resources as well as the effort necessary to protect the CSS capability. For example, what will the support cost in terms of personnel and materiel resources? What will be the benefit derived in terms of responsiveness? Every support concept proposed must be subject to a risk analysis. The risks involved depend on the circumstances prevailing at the time.

In planning support, risk is assessed by all staff sections concurrently. They continuously balance the benefits derived from a particular support concept versus the risks involved in the support provided. They compare the risk inherent in not expending a scarce resource on one requirement in favor of another. They must determine if the concept is supportable and whether the responsiveness of the support provided outweighs the risk involved.

Predictable Risks

Certain aspects of logistics support can be objectively calculated and predicted with a high degree of certainty or accuracy. For example, requirements can be predicted using the planning factors and analytical techniques outlined in FM 101-10-1/2. These planning factors have proven to be accurate in predicting expected requirements.

Variable Risks

Other areas of logistics support may require assigning subjective probabilities. For example, the friendly situation and support from friendly units may change. The weather is always subject to change. Support priorities and conditions are also subject to change. Support operations staffs must determine the impact of these changes on future mission accomplishment. They must analyze the impact of events and of each alternative course of action on their concept of support.

COMMAND RELATIONSHIPS AND COORDINATION

Command relationships must be clear at all times. The ASG is a major subordinate command of the EAC support command. It is tasked by the EAC support command to perform GS supply and GS maintenance for theater-controlled items. The ASG must simultaneously perform supply and maintenance support tasks for both command levels. Figure 3-1 depicts ASGs in relation to other Services in a mature theater of operations. Command responsibilities are described in this section and in JCS Pub 2.

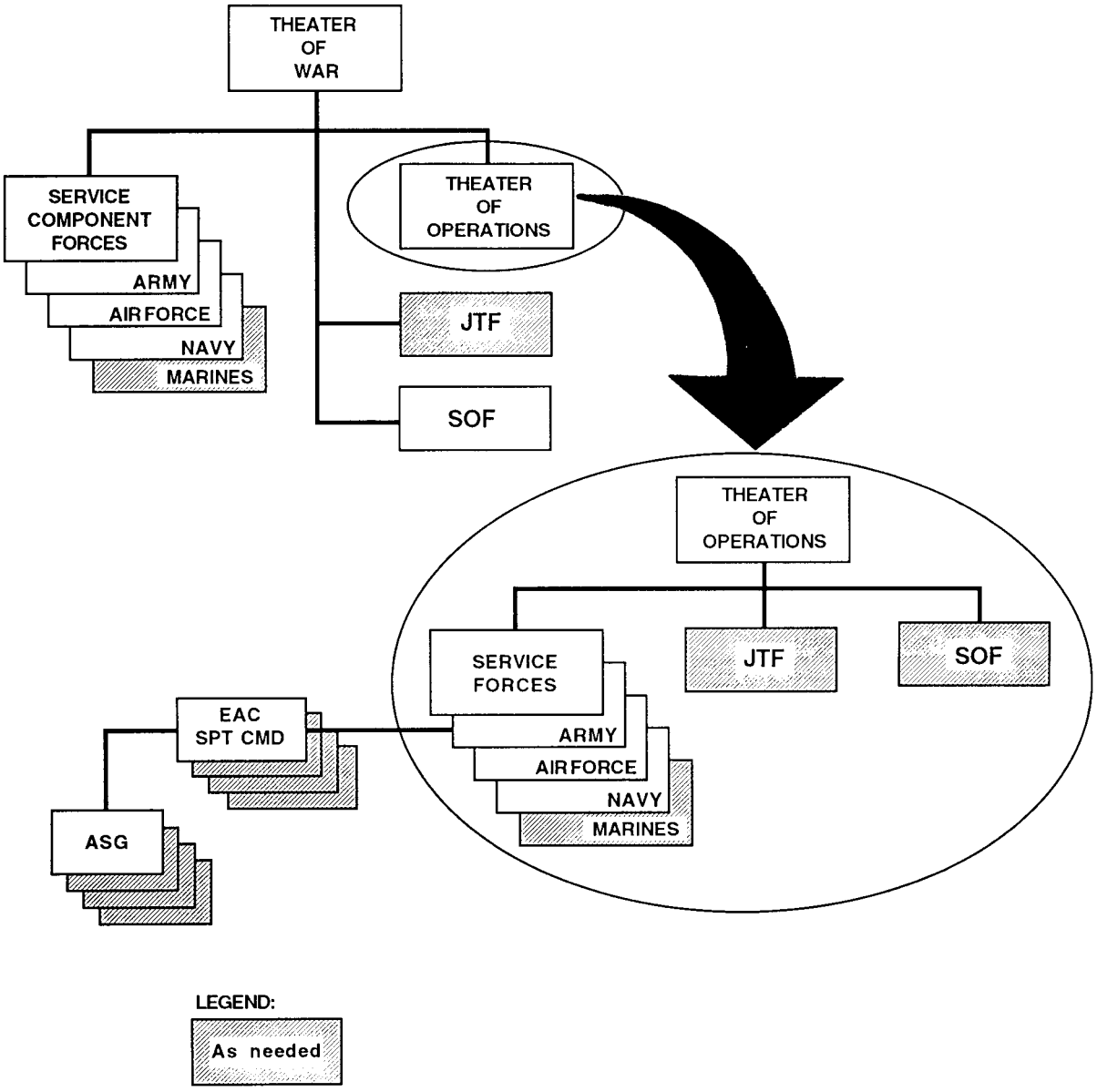
NOTE: In this post cold war era, when threat capabilities may range from peacetime to conflict (operations other than war) requiring two or less corps, OLS headquarhm may not be necessary. The current system of multiple chainsaf-command requires excessive staffs and coordination and is therefor slow to implement. The Headquarters Echelons Above Corps Study currently a Louisiana Maneuvers Issue, questions whether the presence of another headquarters deployed in theater is necessary or whether missions can he performed by a CONUS command(s). The result of this study will impact on the command relationships discussed in this section.

COSCOM COMMANDER

ASG units or elements may be deployed for unique support capabilities or when support requirements exceed the capability of the COSCOM and DISCOMs. These elements may be organized into a tailored area support element-forward. Until the ASG is deployed, these elements may be placed under the tempormy operational control of the COSCOM and attached to appropriate corps support group battalion. Refer to FMs 63-3 and 54-30. Depending upon requirements, these elements could also be placed under the operational control of their functional counterparts in another Service.

NUMBERED ARMY COMMANDER

A numbered Army commander serves as the senior Arrnycmnmander above the corps. He commands all Army forces in a contingency area and reports directly to the unified commander. He assumes full responsibility for all Army activities and serves as the single Army point of contact in the theater. When the contingency area expands as additional forces are deployed, the JTF or higher commander may expand NA forces into a EAC support command to provide theater wide support.



NOTE: Additional subordinate command levels also exist for Air Force, Navy, and Marine Corps forces, but are not depicted on this chart.

Figure 3-1. ASGs in relation to other Services in a theater of operations and mature theater of war.

SERVICE COMPONENT COMMANDER

The service component commander is the senior officer of a service component assigned to a unified command. The service component commander is responsible for all command responsibilities of his force to include logistics within the unified command. The commander with the preponderance of ground forces is normally designated the joint force land component commander. He oversees land warfare in the theater. The numbered army headquarters commander is the Army service component commander.

JOINT FORCE COMMANDER

A joint force commander commands forces of two or more military services. During contingency operations, the theater combatant commander may assign operational control of all forces to a joint force commander. The joint force commander exercises OPCON through subordinate component commanders. He establishes guidance and objectives and allocates air and land assets.

COMBATANT COMMANDER

The combatant commander is a commander of a unified or specified command. He has the flexibility to employ forces wherever required to accomplish his assigned responsibilities. He organizes unified interservice operations to offset commencement of hostilities within his area of responsibility. He organizes the theater based on —

- Operational situation.
- Forces allocated.
- Mission complexity.
- Political and military alliance agreements.
- Geography of the theater.

The combatant commander synchronizes centralized staff planning. His staff establishes procedures and techniques for decentralized execution. A combatant commander may subdivide this theater of war into subordinate theaters of operations. When the theater of operations commander commands forces from more than one Service, he is called a joint force commander. His staff ensures that his concept of operations, phasing, and logistics support the combatant commander's campaign plan, phasing, and priorities.

ECHELONS ABOVE CORPS SUPPORT COMMAND COMMANDER

The EAC support commander is the senior Army logistics commander in theater. The EAC support commander is responsible for supporting US Army forces in a theater. He ensures integration with other Services, nations, and joint activities through his tactical operations center.

The EAC support commander has two types of organizations within the COMMZ to accomplish the support mission —

- **Area Support Organizations.** Area support organizations encompass the EAC support command and its subordinate ASGs. The combatant commander further subdivides his AOR into ASGs. The EAC support commander designates area of responsibilities to the ASGs.

Figure 1-6, see page 1-11, depicts this area orientation in a mature theater.

- **Mission-oriented Organizations.** Mission-oriented organizations have functional responsibilities. Examples are the transportation commands and engineer commands. While these commands may have the same geographical support orientation as the EAC support command, they are not responsible for geography.

THEATER COMMANDER

The theater commander establishes area command in the COMMZ by assigning geographic responsibilities to one EAC support command. The EAC support command coordinates OLS required by the corps as well as support outlined in cross-Service agreements. The EAC support command commander coordinates operations for his spetilcgeographical area within the COMMZ. He subdivides his area and assigns geographic responsibilities to ASGs based on METT-T.

The ASG is under the command of the EAC support command. It receives policy direction, broad guidance, and planning and general supervision born the EAC support command. The EAC support command provides the ASG an analysis of the AO. The EAC support command plans and coordinates operations. ASGs execute operations. ASGs perform their DS supply, GS supply, DS maintenance, and field services mission in accordance with the EAC support command's direction. Coordination between the ASG and EAC support command elements occurs through typical staff command channels.

EAC SUPPORT COMMAND MMC

The EAC support command MMC provides detailed instructions to ASG supply and maintenance units that implement the guidance received from the theater headquarters. ASG units receive materiel release orders and maintenance work loading from EAC support command MMC. ASG headquarters staff coordinate directly with the MMC on technical matters. Otherwise, the ASG receives direction via traditional staff relationships.

HOST NATION

Normally ASG boundaries for providing support coincide with HN military echelon and civil boundaries. When HNs identify and account for their assets, most refer to rnilitarydistricts, civil states, or national boundaries. AHN military region headquarters and a political or civil state headquarters may exist within most ASG AOs.

ASGs may rely heavily on services and supplies from a HN. Use of HN sources for materiel or services frees ASG assets to perform other tasks. However, US forces must not become too dependent upon HN units.

Conversely, ASGs may also provide services and supplies to HN units. HN units may be given a US force or activity designator and receive supplies from the Army wholesale supply system just as US units do.

The EAC support commander authorizes the use of HNS. Agreements with the HN for support are initiated at the theater or EAC support command level. CMO or CA personnel are assigned to these headquarters to negotiate agreements. The ASG commander may contract with the HN or control HN assets.

The ASG HNS logistics directorate manages and coordinates support received from or provided by HN units and organizations under agreements negotiated by theater and EAC support command civil affairs elements. The HNS logistics directorate verifies the proper execution of contracts. It oversees integration of contracted support with the US Army support system The directorate also coordinates the use of HN industrial facilities by ASG units.

Rarely will two HNS agreements be identical. Even if the same nation is providing support to two ASGs the support agreement details may dfifer.

OTHER ORGANIZATIONS

The EAC support command or theater headquarters negotiates the support relationships between the ASG and other organizations. The execution of agreed-upon support occurs daily at the ASG level.

Some support relationships require complex coordination. For example, out-of-sector support and exchange of support with other services or allies require detail planning.

Some support relationships will be temporary. For example, the ASG provides DS supply and DS maintenance and field services to units passing through the ASG AO. Deploying units moving through the ASG area receive support. Tactical units, conducting rear operations, receive support from the ASG until they return to the combat zone.

Other coordination with other units in the area is coordinated through typical command channels. For example, ASG units request transportation support by submitting a request to a MCT that tasks truck units.

SUBORDINATE UNITS

ASG headquarters staffs develop policies and relate those policies and planning guidance to subordinate organizations. They relate priorities and review and integrate unit plans. Support operations staff officers assess subordinate unit mission capabilities against requirements. They resolve support problems between ASG units and customer units. As necessary, they intercede with the MMC on workload levels and changes in available resources.

The ASG also provides basic facilities and services for subordinate units. SPO and support operations directorate staffs coordinate with the ROC (ASG) on the locations of subordinate units. Legal services, public affairs support, and maintenance of real property are centrally controlled by the ASG headquarters.

Subordinate units must be afforded sufficient latitude to allow initiative and technical expertise to be applied to challenges encountered. Often subordhate personnel have greater technical knowledge than the commander and staffs who control and coordinate their activities.

ASG HEADQUARTERS AND HEADQUARTERS COMPANY

The ASG HHC is the command and control element of the ASG. Figure 3-2, see page 3-6, depicts the ASG HHC organization. FM 101-5 describes the responsibilities of principal staff officers. AR 611-101 and DA Pamphlet 600-3

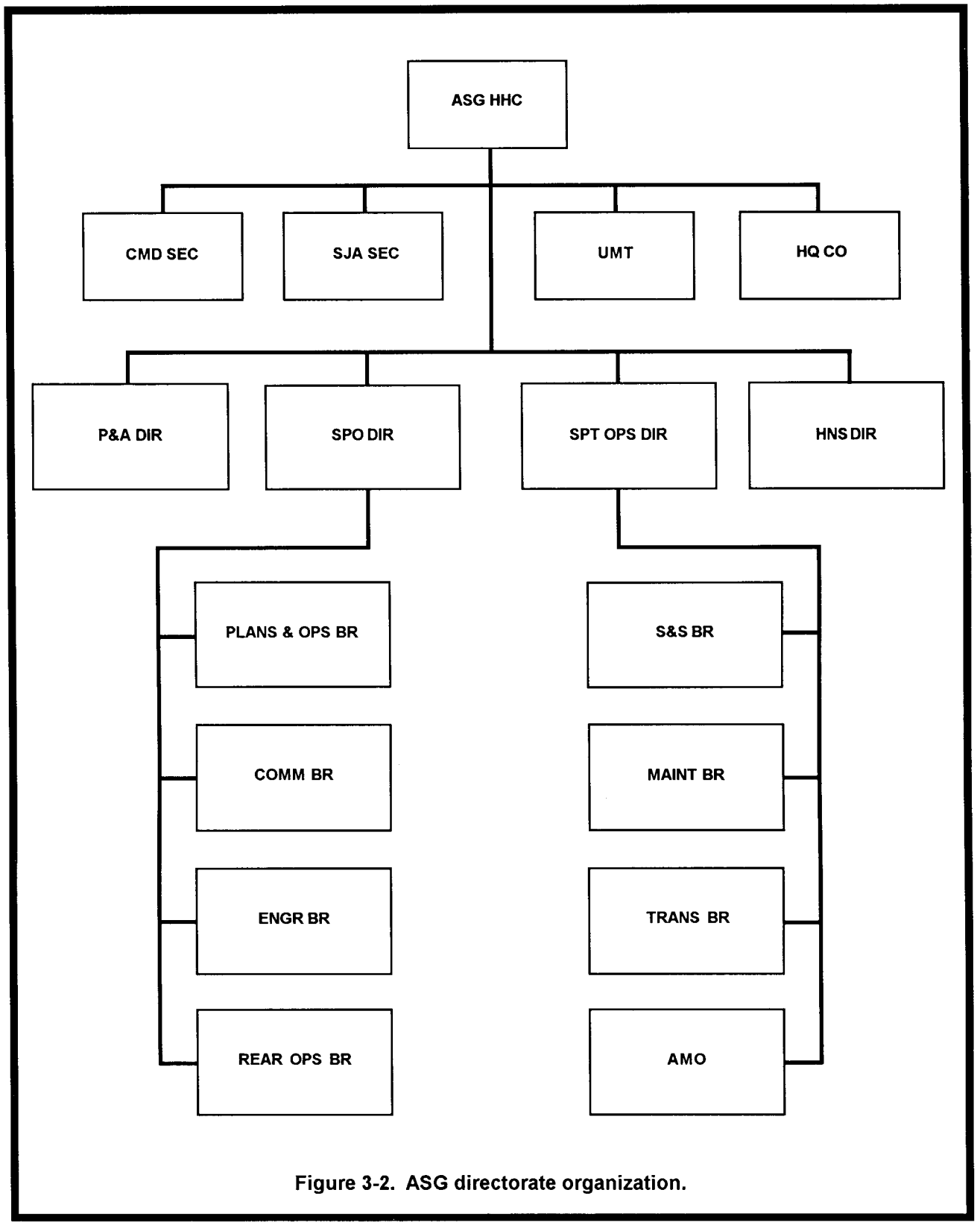


Figure 3-2. ASG directorate organization.

describe the officer positions listed on the TOE. AR 611-201 describes enlisted positions. Directorate or section and branch functions and tasks are described below. ARTEP 63-622-MTP covers tasks that support ASG staff operations.

ASG HHC EMPLOYMENT

The ASG HHC normally deploys in one echelon. However, factors of METT-T may dictate that a main and alternate command post be formed. Initially, the headquarters establishes a forward LOC and CP. Employing the ASG HHC in a bare base field environment requires an area approximately 1000 meters square. This allows for approximately 300 meters between the LOC and headquarters company elements.

Whenever the tactical situation permits, the ASG uses freed facilities for administrative and operational logistics support activities. Employing the ASG HHC in an urban area with existing buildlngs and facilities enhances its ability to accomplish its missions, particularly those dealing with coordination with the HN and the reception of follow-on units.

The headquarters may be one of four-plus units assigned to a base for security. Since it is employed in the COMMZ, it normally moves less than once every 40 days or more.

COMMAND SECTION

The ASG commander, assisted by the executive officer, controls and supervises all units assigned or attached to the ASG. The ASG commander may have to implement special reporting procedures to obtain the management information necessary to control subordinate units.

The command section monitors the logistics support and work load of subordinate units to ensure that their mission performance is satisfactory. Command section personnel perform the following tasks:

- Analyze mission requirements in EAC support command OPLANs/OPORDs.
- Assign responsibilities to the ASG directors.
- Issue planning guidance to directorate staffs and subordinate organizations.
- Plan support activities.
- Supervise the deployment of subordinate battalions or task force equivalent.
- Establish a LOC and CP.
- Cross-level elements and critical resources among subordinate battalions.
- Coordinate support activities.
- Monitor mission performance of units.
- Keep the EAC support command informed of current status, trends, and problems with logistics support.
- Direct defense of the assigned perimeter.
- Monitor base security.

PERSONNEL AND ADMINISTRATION DIRECTORATE

The P&A directorate directs, supervises, and coordinates personnel management and administration activities throughout the ASG. The director performs the functions of adjutant described in FM 101-5. Directorate personnel develop and implement plans, policies, and procedures for P&A support in the ASG. They provide personnel service support and administrative services. They coordinate with the personnel group to expedite replacement requirements and individual personnel actions pertinent to ASG personnel. They also coordinate ASG law and order operations, and labor services.

The P&A directorate informs the ASG commander of personnel actions or changes in strength or capability that impact the ASG mission. The directorate receives summarized personnel information from the EAC support command personnel group on the units assigned and attached to the ASG. This data is used when recommending priority of assignment of replacement personnel.

P&A directorate personnel perform the following tasks:

- Develop the administrative portion of ASG OPLANs or OPORDs
- Prepare the P&A portion of the ASG SOP.
- Develop personnel estimates.
- Coordinate personnel management services.
- Recommend changes to personnel authorizations.
- Provide current policy and restrictions on the use of HN labor.
- Prepare strength and status reports using SIDPERS.
- Provide administrative support.
- Implement disciplinary guidelines.
- Monitor morale support programs.
- Assess postal services support.
- Report on combat health support.

- Monitor the processing of recovered, captured, or detained US and allied personnel.
- Coordinate casualty management, to include providing assistance, notification, and reporting.
- Provide records library services.
- Develop and coordinate training programs for directorate personnel.
- Control classified materials.

SECURITY, PLANS AND OPERATIONS DIRECTORATE

The SPO directorate provides advice to the ASG commander and staff and assists subordinate unit commanders on tactical plans and operations. It prepares planning guidance, policies, and programs for ASG organizations. It develops policies, plans, programs, and procedures on matters pertaining to security, intelligence, military operations, communications, and training.

Plans and Operations Branch

Branch personnel coordinate and integrate ASG operational plans and orders. They prepare planning guidance, policies, programs, estimates, orders, and duectives pertaining to ASG organization, and mission operations. They prepare the SPO portion of the ASG SOR to include the intelligence estimate and annexes. They coordinate and control operations when ASG elements are task organized for special missions.

Plans and operations branch personnel perform the following tasks:

- Prepare an analysis of the AO by performing battlefield area evaluations, terrain and weather analysis, and logistics effects analysis of the tentative AOR.
- Develop IPB templates and associated map overlays.
- Develop, coordinate, and issue operation estimates, studies, policies, SOPs, service support plans and orders, and ASG OPLANs/OPORDs.
- Review and process unit status reports.
- Brief the EAC support command staff on the operational situation, to include unit readiness and problems requiring external assistance.
- Exercise staff supervision over OPSEC activities.
- Integrate intelligence and counterintelligence requirements into ASG operations, to include electronic warfare and deception.
- Plan and coordinate deception and denial activities.
- Develop ASG training policies and guidance.
- Coordinate and evaluate trainiig programs executed by subordinate battalions.

Manpower and force development personnel identify tentative force structures and force sizes to be supported. They prepare the force development portion of OPLANs. They prepare, coordinate, and maintain the ASG troop list and authorization documents. They integrate new equipment. Manpower and force development personnel provide estimated times for deployment of CA teams, intermediate staging base elements, ASB task forces, functional battalions, and other elements attached to the ASG.

Intelligence personnel develop plans and policies for collecting, processing, and disseminating intelligence. They develop an intelligence estimate in the format prescribed by FM 101-5 or the TSOP. They pull intelligence from order of battle files containing evaluations of the threat's capabilities and weaknesses. As necessary, intelligence staffs update or create an order of battle file on probable threats. They disseminate tactical and intelligence information to subordinate units. This includes information on the threat, weather, and terrain.

Intelligence personnel initiate and maintain liaison with adjacent commands, CA teams, and psychological operations units operating in the ASG AO. They may request additional intelligence support from interagency staffs, joint agencies, and intelligence units in the local area. If required, they coordinate the intelligence activities of attached military intelligence and counterintelligence detachments.

Intelligence personnel develop IPB products described in FM 34-130. The type of IPB products developed and compiled will vary with the ASG commander's intent and the intensity of conflict. The types of overlays and the categories of subjects plotted vary according to mission needs. For example, intelligence personnel always prepare situation templates showing ASG units and the disposition of critical mission equipment. As required, they prepare a population status overlay depicting areas of high potential for civil unrest or areas with high concentrations of enemy sympathuers.

For ASG staff and ASG support mission, intelligence staffs need to apply a different focus in applying the IPB process. Support operations staffs may request a series of logistics sustainability overlays identifying the source

of food, water, and military supply cache sites. The proximity of a sanctuary nation simplifying military resupply could require development of an inclusive overlay depicting the availability of foodstuffs in the AO. Intelligence staffs also prepare an overlay depicting the LOC within the area of interest. They identify areas along the LOC that best lend themselves to ambushes.

Other IPB products identify population groups sympathetic, neutral, or hostile to support operations. Intelligence staffs identify individuals or population groups that might support insurgent or terrorist activities. They identify treaties, agreements, and legal restrictions that affect the relationship between ASG support operations and local businesses and organizations.

Intelligence staffs also focus on the effects of terrain and weather on accomplishing ASG support missions. For example, they might identify how rains will affect unimproved roads and hinder resupply operations or how temperature will affect rations in storage. FM 5-33 describes terrain analysis. FM 34-81-1 provides information on determining the weather's effects on operations.

NBC personnel conduct NBC vulnerability analysis. They identify potential targets in the ASG AO and prepare an NBC defense plan. They advise the commander on NBC contamination avoidance, NBC attack detection and NBC unit decontamination procedures. They coordinate with chemical units to obtain decontamination guidance and assistance. They also direct the internal ASG decontamination program and coordinate NBC training.

Engineer Branch

Engineer branch personnel coordinate ENCOM support. They develop the engineer estimate following the format in FM 101-5. In developing that estimate, they identify unusual engineer requirements of supported forces caused by the terrain and other factors in the AO that may affect the engineer support mission. They assess the impact of the AO and weather on the ability of attached engineer teams to support operations.

Since the ASG operates in the COMMZ, it often uses freed facilities for administrative and logistics support activities. The engineer branch is responsible for acquiring, constructing, operating, and maintaining the ASG's real property.

Engineer branch personnel also develop the base development plan. They coordinate the hardening of storage, communications, and battle command facilities in the ASG's area with the ENCOM, EAC support command, and ROC (ASG). They also coordinate the construction of bunkers, shelters, and anti-aircraft defense facilities within the ASG's area.

Theater dependent, they coordinate with the engineer section of the attached BSB. If a base support battalion is not attached to the ASG, the engineer branch supervises engineer teams that provide dedicated support to the ASG. Engineer elements may be tasked to repair or harden facilities and to remove rubble. If the battalion is attached, the BSB manages organic civilian engineer activities or attached teams.

The engineer officer is responsible for developing and prioritizing the ASG's construction and RPMA requirements. He identifies overall facility requirements. He coordinates with the SPO directorate on threat situations that affect engineer activities. He coordinates battle damage restoration plans with the ENCOM, EAC support command, and ROC (ASG). If a BSB is attached to the ASG, he coordinates with the BSB in planning for destruction of military significant facilities, equipment, and supplies to prevent enemy capture or use. Engineer officer duties are described in AR 611-101.

The FCCME officer coordinates with other staff elements and subordinate units to determine ASG requirements for construction, maintenance, and utilities. He develops Class IV requirements.

Engineer branch personnel direct, manage, and coordinate ASG real property functions. They maintain current locations of all engineer elements in the ASG area. They maintain staff coordination with the ENCOM and EAC support command on the availability of addhional assets. They monitor the status of all engineer projects and worksites in the ASG's area. They coordinate billeting and support facilities construction and repairs with the ENCOM, EAC support command, and engineer assets. For example, they coordinate with the ENCOM on subsurface water detection, location, well drilling, and other construction in support of water supply support. They also maintain status of current space availability for storage facilities. They calculate space availability for billeting.

Engineer branch personnel inspect ASG facilities. They monitor the current disposition of all logistics units supporting engineer activities in the AO. They provide instructions to units in the AO for requesting engineer

support. Branch personnel are also responsible for utilities, fire fighting services, and coordinating these services with ENCOM units.

Communications Branch

The communications branch is responsible for ASG-level planning for and operation of communications devices. Branch personnel perform communication appraisals to identify the current status of all ASG communication equipment and communications limit ations. They determine and coordinate the communications-electronics requirements of the ASG headquarters and subordinate units. Branch personnel determine requirements for, and exercise staff supervision over, communications services related to ASG linkage to EAC support command.

Communications branch personnel coordinate area system support requirements with the signal corps area communications support unit. They provide advice and assistance to ASG staff elements and subordkate units on communications requirements and operating systems.

Branch personnel operate the AM and FM net control stations. (Single channel AM radio operators listed on the base TOE will be deleted when the HF radio AN/GRC-193A is fielded.) They also operate a telephone communications system for internal ASG use.

Rear Operations Branch

Because of the increased mission requirements for rear operations, the necessity for rear operations planning and the large geographical area security requirements of the ASG, an organic rear operations branch is required to assist the SPO in planning and developing the ASG security program. The rear operations branch is responsible for the ASG's rear operations and area damage control mission.

Branch personnel serve as the tactical planning cell and coordinating element for rear operations until the ROC (ASG) arrives. At that time, they coordinate rear operations, to include area damage control, with the ROC (ASG).

In the event of wartime mobilization, a ROC (ASG) from the reserve component will be assigned to the ASG to execute the group's rear operations plans. The ROC (ASG) will collocate with the rear operations branch and operate under the control and supervision of the SPO. It plans, coordinates and directs execution of OLS rear area operations that includes terrain management, movement control, security, and area damage control within the ASGs AOR.

Rear operations branch personnel plan and coordinate rear operations in coordination with the ROC (ASG), engineer branch, chemical unit, and HN personnel. When required, they use the SPO and ROC (ASG) radio communications equipment. They perform the following tasks:

- Coordinate with supporting ROC (ASG) personnel on current threat information in the area.
- Plan, coordinate, and supervise security activities.
- Develop doctrinal templates on threat forces in the area.
- Identify ADC assets and prepare an ADC plan.
- Coordinate ADC activities.
- Determine the general geographic locations for tenant and subordinate units and displacements.
- Coordinate with the ROC (ASG) on priority for EOD support.
- Develop a destruction plan to deny the enemy use of ASG logistics facilities and materiel.
- Coordinate terrain requirements with the assigned ROC (ASG) and Corps Rear CP/RAOCs.

SUPPORT OPERATIONS DIRECTORATE

Thii directorate manages internal and external logistics support. It identifies internal logistics shortfalls in subordinate ASG organizations that affect external logistics mission operations. It plans, supervises, and coordinates the mission support activities of the ASG. It supervises the support missions of assigned or attached units, ensuring timely logistics support. The directorate staff develops and maintains logistics estimates, service support estimates, analyses, and summaries of mission support requirements. Applicable branch staff ofhrs monitor and coordinate the GS and DS supply, field services, and maintenance work load placed on ASG subordinate units by the MMC.

The ASG support operations officer develops policies to execute ASG logistics support missions. He has staff supervisory responsibility over the support missions provided by the ASG. He advises the ASG commander on the status of mission support and support issues for current and proposed operations. He directs realignment of support missions in response to changes in ASG organizational structure and changes in units receiving ASG area support.

This directorate exercises staff supervision over subordinate units performing logistics support missions. Directorate staff officers plan, direct, coordinate and supervise support missions. They implement policies, priorities, and procedures throughout the ASG's AO. They perform the following tasks:

- Plan, coordinate, and supervise ASG mission support operations.
- Coordinate logistics mission support information requirements with the SPO.
- Operate the LOC.
- Develop estimates or summaries of support requirements.
- Develop the support operations portion of ASG OPLANs/OPRODs and SOP.
- Provide staff supervision to subordinate battalions.
- Monitor ASG operational readiness.
- Recommend changes to ASG unit authorizations.
- Monitor and direct the deployment of ASG units.
- Conduct staffvisits to subordinate units and activities to provide assistance and evaluate operations.
- Resolve work load and performance issues raised by customer units, ASG units, MMC, and the EAC support command.
- Assess the current status of support capabilities and shortfalls that impact on ASG mission support operations.
- Maintain current customer listings.
- Keep the support operations officer advised on support capabilities, current work load, and support limitations.

Supply and Services Branch

S&S branch personnel provide advice and assistance to subordinate supply units work loaded by the EAC support command MMC. They ensure accomplishment of the ASG's supply and field services support missions.

Branch personnel conduct site visits and inspections at subordinate supply units and field services units. They review records of the support provided and the requirements of subordinate units. As necessary, they resolve support problems with customer units.

S&S branch personnel perform the following tasks:

- Project supply requirements using FM 101-10-1/2.
- Recommend the supply and field services units to deploy to the AO.
- Coordinate with the HNS logistics directorate on the use of HNS to supplement ASG supply and field services support.
- Coordinate the supply and field services missions performed by subordinate battalions.
- Calculate storage capabilities of the ASG.
- Ensure appropriate distribution of supplies to subordinate units.
- Monitor CSSCS reports of critical items of supply.
- Recommend supplies for local purchase and contingency contracting.
- Coordinate controlled exchange of selected items, collection and classification of materiel, and disposal of items.
- Integrate field services support provided by the ASG with other organizations or agencies located nearby and engaged in similar support.
- Supervise the collection and disposal of salvaged supplies and equipment.
- Assess the impact of rear operations on ASG supply and field services mission accomplishment.

Transportation Branch

Transportation branch personnel exercise staff supervision over transportation functions. They provide technical guidance on surface transportation request and airlift resupply procedures. They coordinate aerial resupply with the EAC support command MMC and TAMCA. They develop policies, plans, and procedures to ensure that transportation requirements are coordinated and fulfiiled. Table 3-1, see page 3-12 and 3-13, provides a planning checklist to assess transportation resources and their impact on ASG mission accomplishment.

Transportation branch personnel determine and coordinate the ASG's transportation requirements. They coordinate projected HN transportation support with the ASGs HNS logistics directorate. They work closely with CA teams in coordinating the military use of civilian assets (railroads, highways, ports, airfields, and motor vehicles).

ASG transportation branch personnel maintain close coordination with supporting MCTs. They provide technical advice on transportation matters to ASG staff and subordinate units and customers. They also work closely with the SPO directorate in development of road movement orders.

Maintenance Branch

Although subordinate ASG maintenance units are work loaded by the MMC, accomplishment of the main-

Table 3-1. Transportation branch personnel planning checklist.

GENERAL

- What highway, rail, air, and waterway nets exist within the AO? What are their capabilities and limitations? What impact will the weather have on these?
- What will be the intratheater, intertheater, and in-country movement system for personnel and cargo?
- What type and number of truck and cargo transfer units will be required?
- Will refrigerated transportation be required?
- What transportation support will be provided by the HN, allies, or other Services?
- Have the sea or aerial ports of debarkation and embarkation been specified?
- Are procedures addressed for shipping supplies and equipment that arrive at the home station after the unit(s) has deployed?
- What preparations are required to transport fuel, ammunition, and other hazardous material?
- What transportation funding arrangements exist?

AIRFIELDS

- What airfields exist to support logistics missions?
- Has a coordinating headquarters been designated for all logistics airlift support?
- What airfield departure and arrival controls exist?
- What is the current usage of the airfield?
- What units or contract or HN personnel and equipment assets are available to assist in arrival and departure operations?
- Have transportation movement priority and account codes been provided?
- What are the characteristics and capabilities of the roads that access the airfields?

MAIN SUPPLY ROUTES AND ALTERNATE SUPPLY ROUTES

- What are the characteristics and capabilities of the routes available in the AO?
- What are convoy restrictions along routes?
- What are the dimensions of tunnels along the routes?
- What are the dimensions and classifications of bridges along the routes?
- What capability does the HN have to repair damaged segments of routes?
- What segments of the routes are heavily used by the civilian populace?
- What are the most likely routes fleeing refugees will use?

Table 3-1. Transportation branch personnel planning checklist. (continued)

RAIL NETWORK

- What rail nets exist within the AO?
- What rail assets will be available? What are the capacities, dimensions, and age of typical rolling stock in service?
- What are the locations and capacities of the rail terminals, rail yards and marshaling yards within the AO?
- What are the number and length of track in each rail yard?
- Are loading ramps available at rail yards and terminals?
- What is the location and lifting capacity of railway cranes in the AO?

INLAND WATERWAYS

- What inland waterways exist within the AO?
- What are the capabilities and limitation of the inland waterways?
- What inland terminals exist along the waterways?
- What are the characteristics and capabilities of the inland terminals?
- What is the present usage of the inland waterways?
- What is the enemy's capability to interdict the waterways?
- How accessible are the inland waterways to roads and rail lines?
- What effect does weather have on waterway operations?

CONTAINERS

- What is the container policy?
- What is the capability of ports and subordinate units to handle container shipments?
- What HN personnel or civilian contract and equipment assets can assist in container operations?

tenance mission is the responsibility of the ASG. Maintenance branch personnel supervise the provision of DS maintenance support to units located in or passing through the ASG area. They also supervise the provision of GS maintenance for specified items or systems, as directed by the MMC.

Maintenance branch personnel provide staff supervision, technical advice, and coordination of the ASGs maintenance support mission. They perform the following tasks:

- Plan for the accomplishment of expected maintenance work load.
- Recommend maintenance units or teams to deploy to the AO.
- Plan for the modtlcation or product improvement of materiel stored at ASG units.
- Ensure that adequate facilities are available for assigned or attached maintenance units.
- Develop and implement procedures for maintenance units to report maintenance mission information (work load and performance).
- Relate changes in maintenance priorities and repair time limits.
- Monitor maintenance efforts in to maintain replacement weapon systems.

CSS Automation Management Office

The ASG CSSAMO provides CSS STWIS system support (less SIDPERS) to all units located in or passing through the ASG support area. STAMIS system support includes CSS software receipt, distribution, irnplementatioq retried and disposal. The ASG CSSAMO coordinates the installation and synchronization of STAMIS. It maintains data on CSS hardware and software use, regardless of its location. It coordinates signal support requirements with the theater signal office.

ASG CSSAMO personnel coordinate the installation and synchronization of system change packages. They provide user level STAMIS assistance, system trouble shooting, and software replacement. CSSAMO personnel submit engineering change proposals to the Information Systems Engineering Command and Theater Army. They assist units with CSS automation COOP planning and execution.

CSSAMO personnel also provide user level training and integrate data bases for new units. During peacetime, TDA augmentation to the CSSAMO, HNS, or contractor support may be required to support STAMIS training requirements. This may result due to stationing locations, the distribution of forces, and support for STAMIS in TDA activities.

HOST-NATION SUPPORT LOGISTICS DIRECTORATE

The HNS logistics directorate develops plans, policies, and procedures for the efficient use of support from local HN sources. Table 3-2 can assist in determining HNS availability. This directorate serves as the central contact point between units in the ASG area and the CA teams normally attached to the ASG's CA battalion to obtain HNS in the area.

Directorate staff officers coordinate and interface with CA/CIMIC teams, HN government and military organizations, and EAC support command HNS activities to obtain and use HNS. They develop the CMO estimate. They integrate HNS obtained as a result of CA team negotiated agreements into the US support system. They monitor the execution of HNS agreements and assess post-agreement HNS administration, to include vendor performance. HNS logistics directorate personnel may be appointed to serve as contracting officer's representatives.

HNS logistics directorate personnel perform the following tasks:

- Assist units in theASG area in documenting (format and justitlcation) a formal requirement for HNS.
- Initiate and monitor the interface between HN elements and US units, when so stipulated in an agreement.
- Maintain records of the assistance obtained from the HN.
- Coordinate issue of US materiel to the HN, when the agreements so specify. This includes timely shipment of unserviceable reparable items to support HN maintenance agreements.
- Coordinate the receipt of materiel and services obtained from the HN. This includes preparing the documentation to update materiel records at the MMC.
- Manage inspection and quality control services to verify HN compliance with agreements.
- Compare HNS contract stipulations to the performance of HNS vendors.

The technical expertise to write specifications or to inspect HN products may not exist within the HNS logistics directorate. Specialists from the support operations directorate or from EAC support command

Table 3-2. Determining HNS availability.

GENERAL

- Is HNS available for military operations?
- Is HNS available for NEO?
- What are the location and nature of HN government facilities?

SUPPLIES AND SERVICES

- What is the Class I status for the local population?
- What type of agriculture products does this conutry produce (dairy, fish, crops, and lumber)?
- What sundry items can be obtained from the HN?
- What is the local source of gravel, sand, concrete, and steel?
- What are the number, type, and capabilities of local police, fire fighting, and military organizations?
- Are local laborers available to work? What are the prevailing wages?
- What is the water situation in the AO? Where are the sources of water?
- What are the local sources of fuel?
- Do local fuel testing capabilities exist?

COMMUNICATIONS

- What in-country communications are available?
- What military and civilian C-E facilities exist?
- What communications problems can be expected?

ELECTRICAL POWER

- Where are power plants located?
- What fuel is produced by power plants?
- What are the capabilities of the power plants?

REAL PROPERTY/HOLDING AREAS

- Is real property available?
- Are there significant maintenance facilities in the AO?
- Where are major hotels located? What are their capacities?
- Where are restaurants located? What are their capacities?
- What are the type, size, and status of civilian and military schools in the AO?
- What are the location and size of military and civilian detention centers?

functional units may be needed to ensure HNS compliance with guidance.

STAFF JUDGE ADVOCATE SECTION

The SJA of the ASG serves on the special staff of the commander. He advises the ASG commander, staff, and subordinate commanders on the legal implications of decisions or courses of action. FM 101-5 describes the functions and activities of the SJA.

SJA section personnel prepare the legal annex to the ASG OPLAN. They review the entire OPLAN to ensure that it conforms to legal requirements imposed by domestic and international laws (including environmental). They also determine whether constraints mandated by law are contained in tine OPLAN.

SJA staff personnel perform the following tasks:

- Advise the ASG commander and staff on contracting and civil affairs operations.
- Provide legal assistance to soldiers and their families to ensure that their personal affairs are in order.
- Advise the staff on the legal status of US personnel deployed overseas.
- Process claims arising from operations.
- Assist in the negotiation of international agreements.
- Investigate and prosecute violations of the laws of armed conflict.

The SJA provides advice and assistance relative to military and civilian relationships during domestic support operations, to include Army authority, soldier liability, claims, and contingency contracting. He assists the ASG commander and staff with understanding the laws, policies, and directives that govern employing the military in domestic emergencies. For example, laws limit requests for information during a domestic emergency.

AR 27-1 describes judge advocate legal service. Courts-martial are convened at the ASG when necessary. The ASG SJA advises the convening authority on the disposition of criminal charges and trial prosecution by courts-martial.

The ASG depends on judge advocate general legal support organizations for trial defense, contract law, and military judge teams. Trial defense counsel is detailed to defend those accused of offenses. Military judges are detailed for all special and general courts-martial. See TRADOC Pamphlet 525-52 for a discussion of legal services in theater operations.

UNIT MINISTRY TEAM

The UMT advises the commander on matters of religion, morals, and morale as affected by religion. It monitors activities in the ASG area to ensure that reliious services are available to all personnel. It also explains HN religious beliefs and local mores to ASG staff and personnel to minimize confhcts with local customs.

The ASG chaplain plans and manages pastoral ministry and related activities in the ASG area. He provides technical supervision to the chaplains in units subordinate to the ASG. Chaplain duties are described in AR 165-20, FMs 16-1 and 101-5.

HEADQUARTERS COMPANY

The headquarters company supports the ASG headquarters. It relocates the ASG headquarters to a new operating site and establishes the headquarters CP and LOC. It provides unit-level support to the ASG headquarters staff and the attached ROC (ASG). Areas of support include —

- Unit administration and personnel functions.
- Unit supply.
- Unit maintenance.
- Field feeding support.
- Physical security.
- Billeting.
- Training.
- Discipline.

As applicable, headquarters company personnel perform the following tasks:

- Provide SIDPERS inputs.
- Develop SOP with the MEDCOM to establish relationship between the ASG commander and the senior medical unit commander to provide combat health support.
- Establish and operate a unit supply activity.
- Manage a PLL using ULLS.
- Request, receive, and issue basic load ammunition.
- Account for items of property at the headquarters using SPBS-R.
- Coordinate unit medical support.
- Establish and operate a motor pool.
- Provide unit maintenance on organic equipment and on the equipment belonging to the ROC (ASG).

- Establish and operate a field kitchen.
- Supervise field sanitation operations.
- Relocate the headquarters.
- Supervise the establishment of a perimeter defense.
- Supervise camouflage activities.
- Supervise response to ground or air attacks.
- Monitor physical security measures.
- Defend the assigned area.
- Assist MPs in processing captured or abandoned enemy equipment.
- Coordinate and conduct training for HHC personnel.
- Monitor NBC situation and advise the commander on NBC matters.

Use ARTEP 63-622-30-MTP to train in those critical tasks that support the headquarters company mission.

COMMUNICATIONS

Communications are essential for gathering data, planning operations, supervising subordinate unit performance, and commanding and controlling subordinate units. Mission accomplishment depends on adequate communications to keep abreast of changing situations and related changing requirements.

The ASG transmits and receives information and orders by a combination of radio nets, area communication, and data communication. Communications resources must be tailored to meet wide operational dispersion and the limitations of FM radio and wire lines. ASG units may need to establish communications with civilian agencies, a host country, and paramilitary units.

COMMUNICATION PRIORITY

Communications resources are limited. Existing in-theater communications must be used to the maximum extent possible to support wartime requirements.

The ASG commander sets the communication priority for his command based on political and METT-T factors. Priority needs to be assigned to cover the exchange of –

- Orders or guidance to subordinate commanders.
- Information between staff levels and elements of command.
- Logistics information between staff levels and elements of command.
- Intelligence information on threat forces, terrain, and weather between levels and elements of command.

COMMUNICATIONS PLANNING

A HN commercial communications system may be available. The area common user network interfaces with existing combined communications systems and any existing local telephone and telegraph systems. This is accomplished in accordance with STANAGs and HNS agreements. However, military, civilian agency, and civilian law enforcement communications systems are often not compatible. Extensive communications planning is required for joint military-civilian domestic support operations. Early planning and coordination are critical for reliable communications within joint or combined areas. HN and allied forces' requirements must be considered in the communications plan. Interoperability with equipment from other Services, allies, and HNs must be planned in advance. The choice of communications means depends on the available means that interconnect locations, the urgency of the message, and the risk involved.

Communications resources and usage should be planned for each phase of a military operation – predeployment, deployment, and sustainment operations. The C-E officer needs to plan frequency management, SOI, and COMSEC for each phase. For example, during sustainment operations, ASG units may use communication windows or report by exception. A formal plan for communications interoperability must be developed. This plan needs to be retined as additional units are attached to the ASG. FM 11-23 can assist in planning signal support at the theater level.

Predeployment Communications

Deploying ASG units use existing CONUS TDA and commercial in-place systems. To protect the security of planned operations and free tactical communications systems for deployment, communications staffs emphasize the use of –

- Locally secured commercial telephones.
- Secure TDA radios and telephones.
- Secure teletypewriter and AUTODIN.
- Couriers.

The communications branch determines the communications requirements of the ASG. The C-E officer needs to assess the requirements for communications support when mission and lift constraints result in deployment by increments. He needs to determine the answer to the following questions:

- Have communications frequencies been cleared with the HN?
- Have details been worked out for transmission of documents to higher echelons?
- Have arrangements been made for telephonic assistance after deployment?
- Are phone books for the country or local area available?

Deployment Communications

The ASG and subordinate battalions deploy communications equipment forward. This ensures essential battle command and intelligence upon arrival in the AO. The ASG C-E officer arranges for access into the defense communications system and data transfer system. Secure en route communications packages aboard MAC aircraft allow commanders to receive updates while aircraft is enroute to the AO.

To free communications systems to coordinate logistics propositioning and disposition of stocks, the existing communications networks should be used as much as possible. For example, the embassy or consulate can assist with access to the local telephone system in the AO.

Sustainment Communications

The ASG C-E officer should plan to use the existing commercial communication infrastructure and HN military assets. If long-range communications support is required by the mission, TACSAT teams may be attached to the initial task force or battalion element operating an intermediate staging base.

AREA COMMON-USER SYSTEM

The ACUS is the primary means of communications. The interface between TRI-TAC at OLS and MSE at corps and division areas provides an integrated communications network that stretches from strategic headquarters to forward tactical headquarters. These systems provide voice and digital data transmission capabilities for battle command, operations and intelligence, and administration and logistics information.

Communications support is provided via a grid network extending from CONUS through the worldwide defense communications to the theater and into OLS area. It provides —

- Secure precedence telephone service.
- Secure facsimile.
- Secure mobile radiotelephone service.
- Secure data transmission.
- Access to the combat net radio system.

ASGs have geographical access to the ACUS. Area links provide service on a common-user, geographic area basis via the area nodal system. As shown by Figure 3-3, the ACUS is composed of a network of interconnecting communications points called nodes. Area links interconnect the area nodes. This permits alternate routing of communications in the event one or more nodes become inoperative. This system facilitates communications among the EAC support command and the ASGs ACUS finds and connects subscribers, regardless of their location, using automatic routing.

Each MSE corps network includes at least two gateway connections to the OLS TRI-TAC network and adjacent corps. Calls to OLS are routed via flood search until a gateway node switch is found that has a digital transmission group that interfaces with TRI-TAC. Direct dialing is possible using area codes. Appendix F of FM 11-30 covers MSE interoperability with OLS.

Subscribers share the common switchboard and transmission system provided by an area signal battalion. ASG user units install the devices by laying field wire to a local dktribution point to connect to the local extension switchboard. Selected ASG units may access the area system via subscriber radiotelephones. Radio operators interface voice traffic into the area system through net radio interface. User-owned single subscriber terminals allow for secure message traflic service. Table 3-3, see page 3-20, lists ASG HHC freed subscriber terminal assignment and peripheral devices. The user must install, operate, and maintain organic terminal devices such as telephones and facsimiles.

- DNVT are digital non-secure voice telephone devices that interface with both MSE at corps and TRI-TAC switches at OLS. DNVTs provide a data port for interfacing facsimile devices for informal record traffic and the AN/UGC-144 terminal for formal record traffic. They also interface with TACCS computers for CSS STAMISs and ULC computers for unit-level logistics STAMIS.

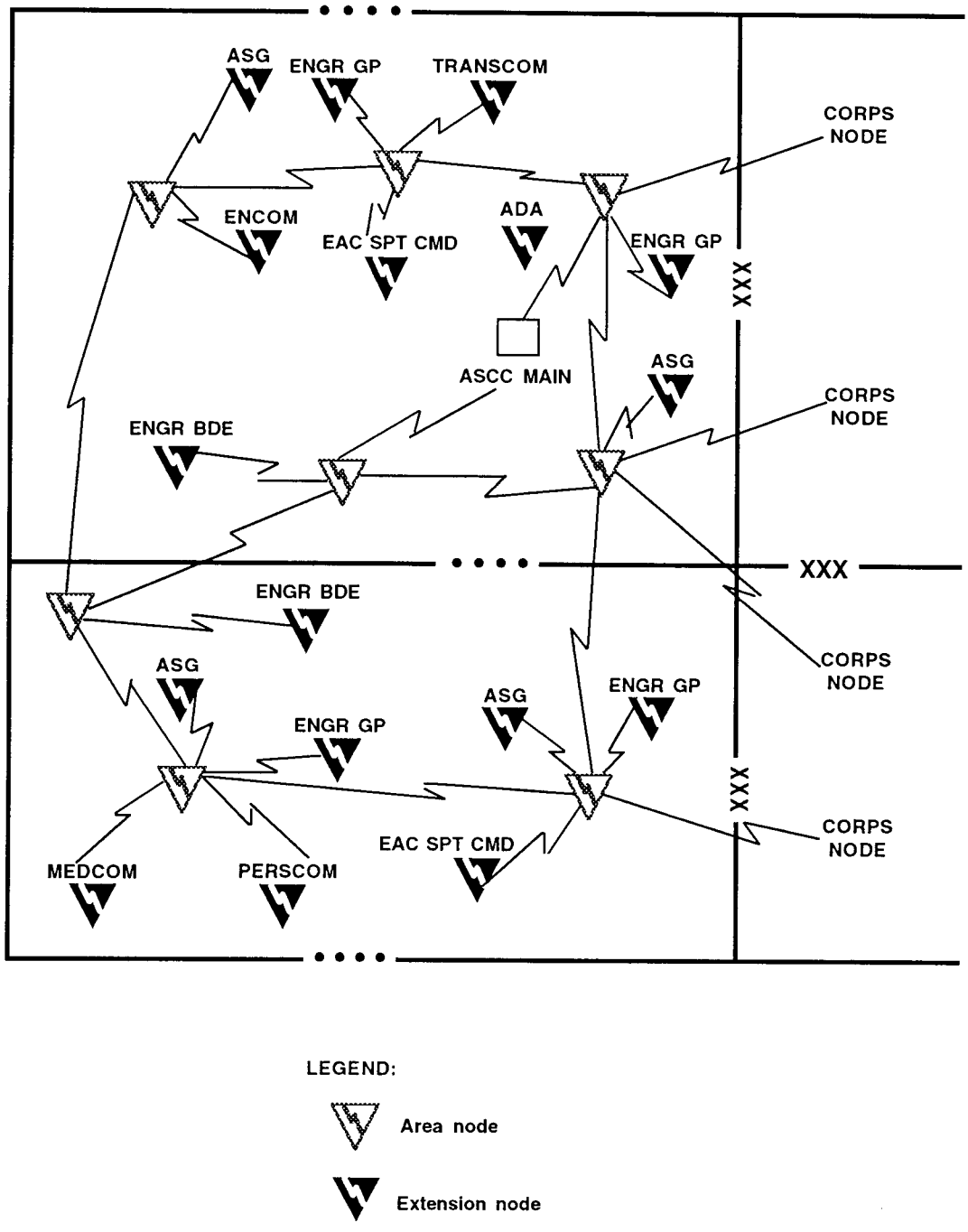


Figure 3-3. Sample area common-user system access at EAC via switching nodes.

Table 3-3. ASG HHC fixed subscriber terminal assignment.

USER/ACTIVITY	DEVICE	DATA TERMINAL	STAMIS
CMD SEC	3 DNVT		
SJA SEC	3 DNVT		
CHAPLAIN	1 DNVT		
P&A DIR	2 DNVT, SST	TACCS	SIDPERS
SPT OPS DIR	1 DNVT, FAX		
SUP & SVCS BR	2 DNVT		
TRANS BR	1 DNVT		
MAINT BR	1 DNVT		
CSSAMO	1 DNVT	4 TACCS	All CSS STAMIS (less SIDPERS)
		2 ULC	ULLS
HNS LOG DIR	1 DNVT		
SPO DIR	1 DNVT		
PLANS & OPS BR	2 DNVT, FAX/SST		
ENGR BR	1 DNVT		
COMM BR	1 DNVT		
HQS CO CDR	1 DNVT		
UNIT SUPPLY		1 ULC 2 LOGMARS	ULLS

- FAX devices enable transmission and receipt of typed or hand-written record traffic, maps, overlays, and drawings up to 81/2 X 11 inches in 8 shades of gray. Facsimile devices operate on standard voice radios and wire circuits, digital and voice COMSEC, and wide band wire and radio circuits. SINCGARS radios can be used to transmit facsimiles to several addresses at the same time.
- SST AN/UGC-144 is an information processing terminal and printer device that provides access into and out of AUTODIN and the defense special security communications system.
- TACCS devices provide a communications capability with a standard output for interface with tactical and commercial telephone systems. They can be used to transmit data to other computers via radio, telephone, and direct wire hookup. Although intended for command traffic, ASGs may also use multichannel high-frequency radios to access the network.
- ULC devices run ULLS programs used to process company headquarters PLL and maintenance reporting requirements. ULLS programs also enable commanders to assess materiel readiness, report unit status, and perform supply accountability.
- LOGMARS devices enable unit supply and PLL personnel to perform receipt processing, issue confirmation, inventory, location survey, requisition, work order registration, and property accountability inventory applications.

SIGNAL SUPPORT

FM 24-1 prescribes doctrine for signal support. The theater signal command (Army) provides the telecommunications network to support the EAC support command and its forces. It provides gateways into joint, strategic, and sustaining base networks, as needed. Depending upon signal requirements, indigenous signal infrastructure, and support agreements with the HN and allied forces, a theater signal brigade may be the highest level signal unit in a theater.

A supporting signal unit provides over-the-counter record traffic service. This service is available until individual units gain this capability. The communications branch coordinates area system support requirements with the signal corps area communications support unit. The supporting signal company may install a junction box at the ASG headquzuters for wire communications. This unit provides —

- Dial central office service with access to the area system.
- Local telephone service (to include installation, operatiow and maintenance).
- Record traffic terminals.
- High-frequency radio teletypewriter.
- Facsimile terminals.
- Data transmission facilities.
- Message center service.
- Motor messenger service within the supported headquarters and to the nearest area node.
- Net radio interface.

COMMUNICATIONS LINKAGES

Wide operational dispersion of ASG units may necessitate FM retransmission and HF radio. The group C-E officer may also need to consider using TAC-SAT to supplement organic communications resources, particularly if ASG elements are operating an intermediate staging base.

The C-E officer exercises staff supervision relative to linkage to parent headquarters and subordinate units. The ASG must have communications linkages established with –

- EAC support command.
- Other Service components.
- Allied organizations.
- Installations.
- Corps Rear Command Post/RAOCs.

Typical ASG communications links are depicted in Figure 3-4 on page 3-22. Communications with other Services, allies, and host country forces and agencies can be established by exchanging communications equipment, SOI, and liaison personnel.

The ROC (ASG) requires a secure FM, reliable high-frequency radio, and redundant communication system. It operates in the rear operations command FM network. Though the rear battle network depends on the actual units that form base clusters, key communications links for the ROC (ASG) include –

- Base defense forces.
- MP companies.
- HN territorial forces.
- CA teams.
- Fire support assets.

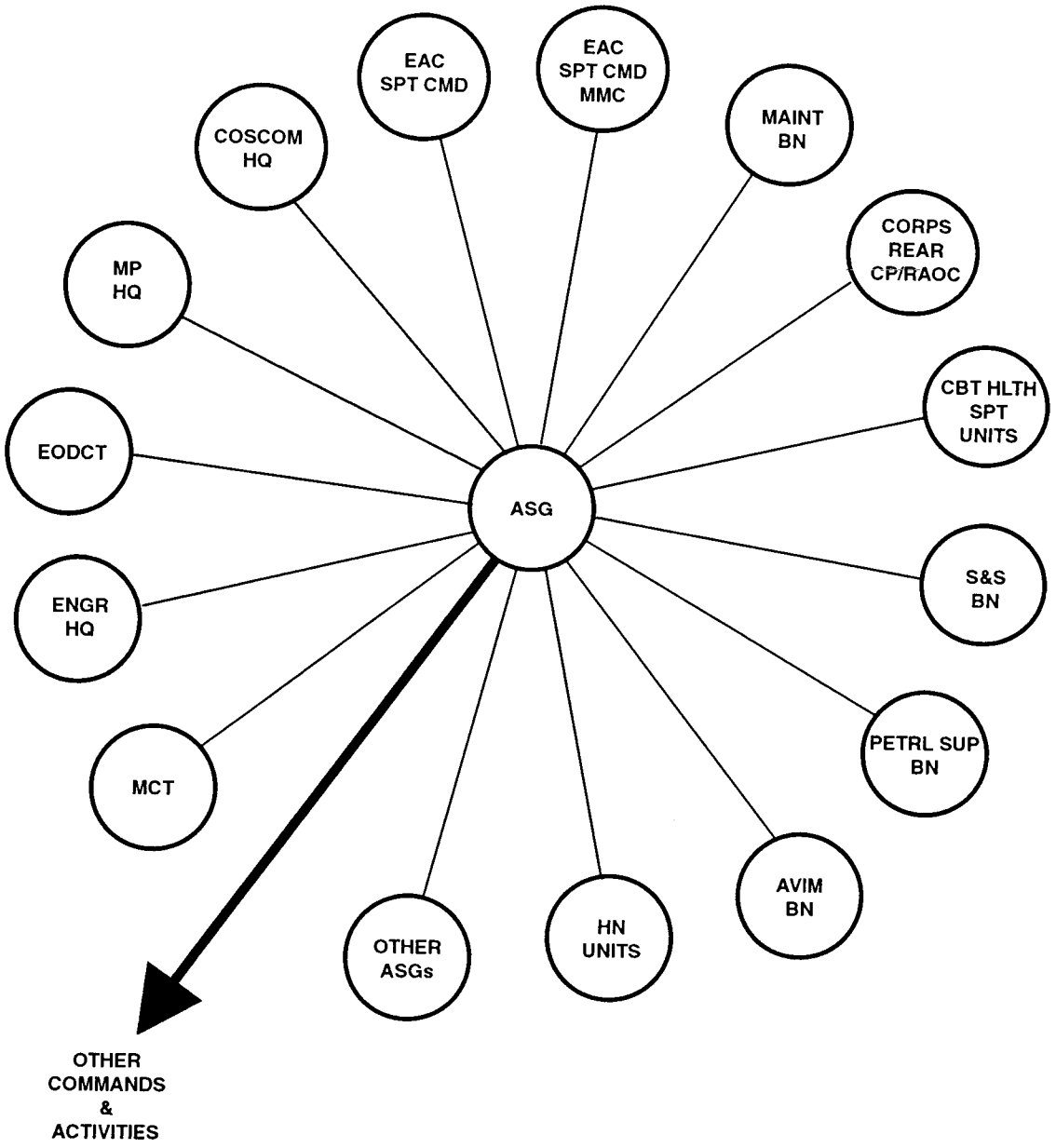


Figure 3-4. Typical ASG communication links.

- Tactical combat force.
- Air bases.
- Combat health support units.

FREQUENCY ASSIGNMENT

ASG units employed in a HN require frequency support. The HN assigns and controls frequencies. ASG units submit requests for frequencies through the signal chain. The senior US military signal officer in a foreign country obtains a frequency assignment list from the HN.

Frequency assignments authorize as well as limit. ASG units in a HN have no rights to any part of the frequency spectrum other than to those authorized by HN assignments.

INFORMATION SECURITY

INFOSEC consists of measures taken to control and protect classified and unclassified information from unauthorized disclosure, interruption, and analysis. It includes physical security, transmission security, and emission security.

Physical Security

Physical security includes the proper control, safeguarding, and accountability of information. For example, the signal officer must establish policies and procedures to ensure signal software use and security. He controls distribution of signal software updates. He also develops backup and recovery plans.

Transmission Security

Transmission security includes measures designed to protect transmission from unauthorized interception, traffic analysis, and imitative deception. When possible, all electronically transmitted messages and conversations should be encrypted. Authentication codes, passwords, brevity lists, and the SOI help to ensure transmission security.

Emission Security

Emission security protects against interception and electronic analysis of compromising emanations.

COMBAT NET RADIOS

SINCGARS FM radios and improved high frequency AM radios provide the primary means for voice transmission of immediate battle command information. They provide a secondary means for transmission of administrative and logistics data not met by using the TRI-TAC system. The ASG HHC establishes a battle command network and an administrative and logistics network. This prevents logistics support information horn overwhelming the command operations network during crisis. FM 11-32 describes combat net radio operations.

SINCGARS Radio Interface and Compatibility

SINCGARS radios are replacing the AN/VRC-12 series radio sets. They provide access to the area common user network through the net radio interface system. SINCGARS radios can interface with both MSE at corps and TRI-TAC equipment in the COMMZ. Though each interface device is peculiar to the area common-user system, a SINCGARS user can access the entire common-user network.

All US forces use SINCGARS compatible radios. SINCGARS radios are compatible with all current US and allied VHF radio in the single-channel mode on 50 kHz channels. However, for compatibility, allied forces may need to be augmented with US equipment. In the FH mode, they are compatible with other Air Force, Marine, or Navy SINCGARS radios.

FM 11-32 covers planning and operating techniques and considerations to ensure interoperability of new generation frequency-hopping radios with allied nation single-channel radios. Equipment capability, frequency compatibility, and channel spacing of the equipment in the network must be considered. For example, when required to communicate with allied nations limited to single-channel operation, the entire network must operate single-channel. The preferred alternative is to cross-attach a SINCGARS radio to the allied unit concerned.

SINCGARS Radio Transmission Range

SINCGARS radios are the primary means for short range (less than 35 kilometers/22 miles) secure voice transmissions. The transmission range of from 300 meters (990 feet) to 8 kilometers (5 miles) can be increased to 35 kilometers (22 miles) or line of sight by adding a power amplifier. Range can also be increased by retransmission. However, using lower power levels lessens the signature of the radio set at major CPs operating in multiple networks.

Frequency Assignment

Frequency allocations are area dependent. They are available from the HN for the AO. They change when units change their AO. The electronic notebook AN/CYZ-7 stores and transfers frequency assignments for radio equipment. This hand-held computer device displays SOI and SINCGARS-V frequency hopping information. Information can be transferred

electronically via secure communication links from electronic notebook to electronic notebook and basic generation units.

AM Administrative/Logistics Net

Figure 3-5 depicts the AM administrative/logistics net. The ASG HHC uses the high frequency AN/GRC-193 radio for battle command and internal coordination. This improved high frequency radio is required because the dispersal of ASG units exceeds the planning range for the FM radio net. The plans and operations branch operates both the AM and FM net control stations.

An incremental change package replaces the AN/GRC-106 and AN/GRA-6 with the high frequency radio set AN/GRC-193. The AN/GRC 193 radio is composed of a basic receiver and transmitter with automatic antenna coupling, power amplifier, and antenna. System components are described in FM 11-32. This radio is capable of receiving and transmitting from 0 to 320 kilometers. The radio has remoting capabilities of 6 kilometers. Since the AN/GRC-193 does not require dedicated AM radio operation, the three single channel radio operators authorized in the base TOE will be deleted.

FM Command Operating Net

The ASG commander, support operations officer, SPO and plans and operations branch officers are each authorized a vehicular-mounted, long-range VRC-90 radio. Refer to Figure 3-6 on page 3-26. The net control stations provide network management and control.

The VHF/FM radio is constrained by distance. The control receiver transmitter provides the vehicular mounted receiver-transmitters a remoting capability of up to 4 kilometers. A power amplifier has been added to the VRC-90 radios for long-range capability. A retransmission unit can overcome terrain masks and extend the radio net operating range. Data and facsimile transmissions are available through connections with different data terminal equipment. The AN/GRA-39 can be used to remote SINCGARS radios from the main site location.

Radio Security

SINCGARS radios have a securable transceiver. Remaining in the frequency hopping mode counters threat electronic countermeasures.

Incremental change packages to the TOE authorize VINSON tactical wide band communications security devices, such as speech security equipment TSEC/KY-57 and electronic transfer keying device KYK-13. They provide secure voice or data transmission over VHF/FM radios. The basic generation unit provides the capability of generating, displaying, printing, storing, and electronically transferring SOI information.

The ECCM fill device is used to program the radios with assigned frequencies over which the radios can hop for ECCM protection. The electronic notebook authorized in an incremental change package to the TOE replaces the ECCM fill device. The electronic notebook can be loaded with complete or partial SOI and variables for operation of SINCGARS radios. It allows the operator to locate call signs and frequencies for use in multiple networks.

These devices allow the radio operator to put a secure radio into a network. Nevertheless, security is ensured only if every wire line and terminal instrument using the multichannel system are physically safeguarded via controlled access to the area.

WIRE NET

Wire interconnects staff elements within the CR Local wire networks are required to interconnect telephones and facsimiles in local CP areas. The communications branch establishes internal wire net communications. Branch personnel lay the wire and install the switchboard and telephones. Because wire is not secure and vulnerable, wire communications are normally used only for internal staff communications within a secure base.

MESSENGERS

Using messengers provide an alternative to lengthy communications and lessen the security risk of subst antial radio use. While motor messengers are subject to snipers, mines, and roadblocks, they can deliver messages between ASG elements in relatively secure areas. The signal officer determines routes and schedules. Messages can also be delivered via the use of aircraft resupply missions, medical evacuations, and resupply missions.

COMMUNICATIONS SECURITY

Radios are subject to jamming, interception, and deception. Wire is subject to intercept through wire tap and damage from electro-magnetic pulse.

COMSEC refers to those procedures followed or to the precautions taken to prevent unauthorized persons

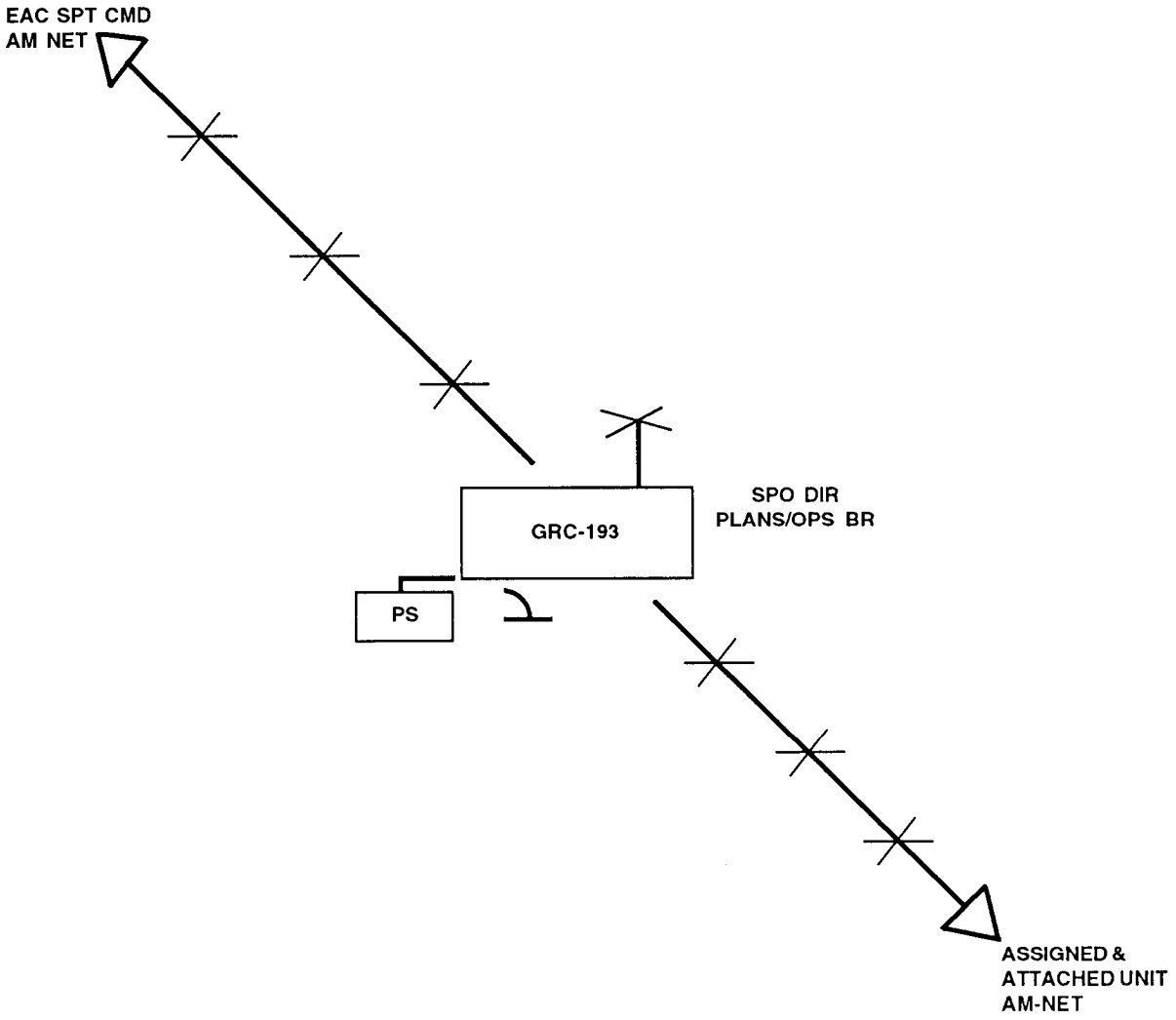


Figure 3-5. ASG HHC AM administrative/logistics net.

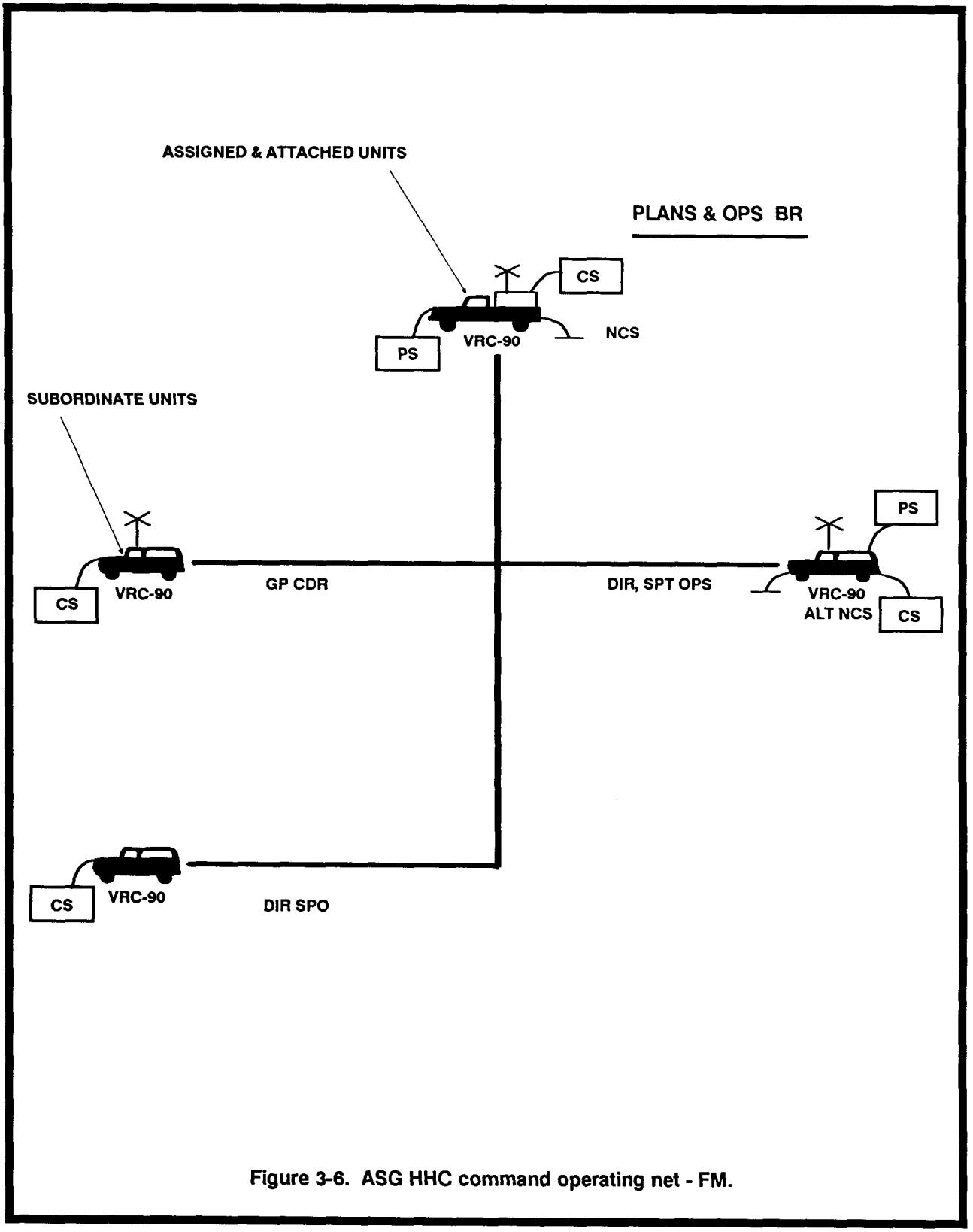


Figure 3-6. ASG HHC command operating net - FM.

from obtaining information of value from friendly communications. It includes crypto-security, physical security, transmission security, and emission security. Local phone systems may be used when secured with STU-III telephones, VINSON, or Minterm. COMSEC is the responsibility of everyone involved in theater communications activities. Even ordinary ASG communications transmissions can be of value to the enemy.

Supervisors must prescribe policies and procedures for safeguarding classified COMSEC information. Communications experts are available to assist in establishing effective COMSEC procedures. The sensitivity of COMSEC information dictates that it be available only to those personnel who have a need to know. The communications branch chief establishes physical security control of COMSEC material and documents containing EEFI. A COMSEC custodian must be informed at least 24 hours prior to the pickup of COMSEC materiel.

Prompt reporting of physical and cryptographic security violations and compromise is essential to the maintenance of adequate COMSEC. A compromise may result from two types of insecurities —

- Physical insecurities occur when classified information is lost or possibly exposed to an unauthorized person. This includes information subject to compromise through personnel insecurities.
- Personnel insecurities include detection, unauthorized absence, deliberate or inadvertent disclosure to an unauthorized person, and the removal of a security clearance for cause.

NBC CONCERNS

Communications and automation devices cannot handle the voltage and current surges that result from EMP. EMP is produced by a nuclear burst. To provide backup equipment and components to reinstall affected systems, disconnect all equipment not absolutely required and store it within a sealed shelter or shielded enclosure. Disconnect antennas and connecting cables from radio sets when not in use.

Commercial power facilities are extremely susceptible to EMP. Their use provides a direct path to vulnerable communications and automation components. Disconnect power cables which are not needed for equipment operation. To reduce collected energy, reduce excess lengths of cables andshield and ground all wires and cables.

INFORMATION MANAGEMENT

Timely information enhances decision making and increases the responsiveness of logistics support. The quality of decisions made by the ASG commander is directly related to the quality and timeliness of the information on which the decisions were based. Total Army asset visibility improves management of critical logistics resources. ASG mission accomplishment is impact ed by numerous automation STAMIS. ASG headquarters staff supervision of subordinate units is computer assisted.

CSS AUTOMATION MANAGEMENT OFFICE

The CSSAMO focuses on management of CSS software and user support of CSS software. It serves as the area CSS STAMIS software manager. It provides CSS STAMIS support on an area basis for all units located in or passing through the ASG area. The CSSAMO is not staffed or equipped to support command systems unique to TDA organizations. A TDA augmentation may be required as a result of stationing locations and supporting STAMIS in TDA activities.

CSSAMO personnel receive, distribute, and implement software change packages. They also ensure that the change packages are applied in the proper order. They integrate data bases for new units. They provide user level assistance, system troubleshooting, and software replacement. They receive system problem reports and assist user units in turning in computers for contractor repair. CSSAMO personnel work with computer operators in resolving technical and operator induced software operating problems. They refer software problems that cannot be corrected to the EAC support command CSSAMO. They also assist units with CSS automation COOP planning and execution. Table 3-4, see page 3-28, lists planning concerns.

Figure 3-7, see page 3-29, shows the interaction of the ASG CSSAMO with the EAC support command CSSAMOs. The EAC support command CSSAMO insures that all system change packages are applied in the proper order. It reviews system problem reports submitted through ASG CSSAMOs and the COSCOM CSSAMO. It then routes the system change request to the appropriate activity.

Table 3-4. Automation support checklist.

- Will automated or manual procedures be used?
- Is the communications transceiving capability provided compatible with the automated systems being deployed?
- Do subordinate and supported units possess the same version of software change packages?
- Have backup master files been established and prepared for shipment separate from primary master files?
- Are sufficient copies of user manuals on hand and current?
- Are sufficient disks available to provide software updates or change packages to arriving units or units within the AO?
- Has a backup courier system been established to carry disks between subordinate units and the EAC MMC?
- Have subordinate units removed nonessential files to avoid system abort due to overfill disks?
- Have appropriate parameter changes been made in the automated systems (for example, signal and overseas deployment codes)?
- Are security procedures in place to prevent introduction of software viruses?
- Has coordination been made with the EAC MMC for catalog update, reconciliation schedule, and loading of supported unit DODAACs?
- Automated equipment is very susceptible to EMP. Equipment not in use should be disconnected.

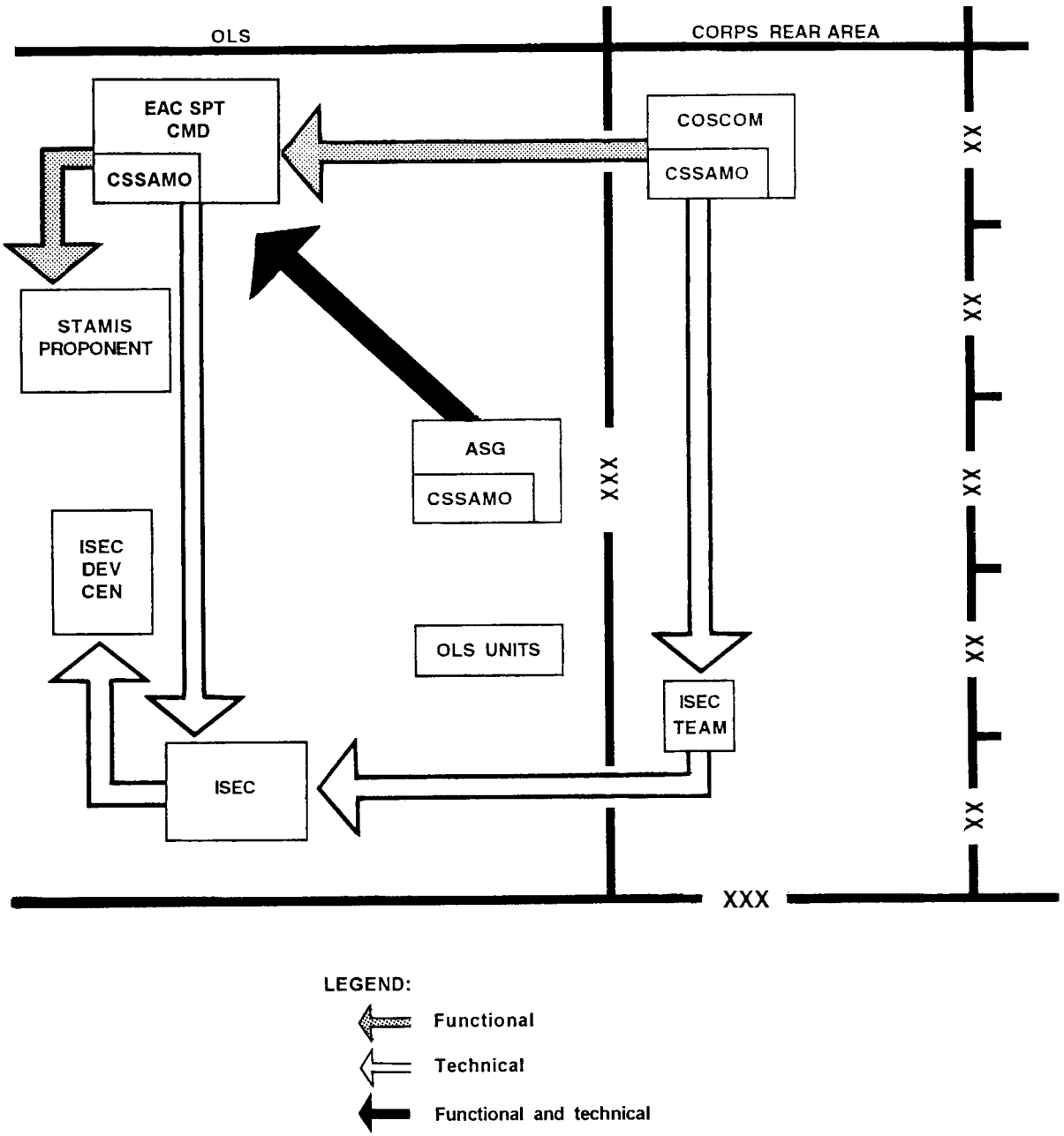


Figure 3-7. ASG CSSAMO interfaces.

COMBAT SERVICE SUPPORT CONTROL SYSTEM

CSSCS provides CSS and force-level commander's information required to support future operations. As the capstone of CSS automation architecture, CSSCS integrates the CSS system with combat and CS systems and with national and allied command and control systems. ASG, EAC support command, commanders and staffs use CSSCS output to plan and synchronize CSS support of operations.

CSSCS automates the collection, analysis, and distribution of key elements of information from logistics, personnel, and medical functional STAMIS. It processes selected critical CSS resource data from functional STAMIS in subordinate organizations as shown in Figure 3-8. CSSCS produces summary information on the current and projected capabilities of CSS units. As such, it provides support operations staff officers a decision-making tool useful in analyzing the CSS supportability of several courses of action being considered.

SIDPERS

SIDPERS provides numbers only, strength accounting data and by-name personnel accounting information. It automates assignments, personnel record keeping and S1 personnel operations. The ASG and all subordinate battalions use SIDPERS programs to process unit personnel status data and prepare daily personnel status reports for transmission to the supporting personnel support unit. P&A directorate personnel use SIDPERS reports to coordhate group strength accounting data and replacement requirements. DA Pamphlets 600-8-1 and 600-8-2 list codes used in SIDPERS input forms.

STANDARD ARMY MAINTENANCE SYSTEM - LEVEL 2

SAMS-2 provides the means to oversee actual performance of maintenance units. ASG maintenance branch personnel review maintenance performance reports, equipment performance reports, and readiness management reports provided by SAMS-2. SAMS-2 provides —

- Maintenance evaluation capabilities.
- Inoperative equipment processing.
- Work load management ability.
- Work order cost tracking.
- Materiel status reporting.
- Man-hour accounting.

DEPARTMENT OF THE ARMY MOVEMENTS MANAGEMENT SYSTEM- REDESIGN

DAMMS-R is used to schedule movement missions, account for mode assets, and maintain management information about fleet operations. MCTs use the MCT operations subsystem of DAMMS-R to coordinate transportation services for all modes. The TAMCA Highway Traffic Division uses the highway regulation subsystem to plan, route, schedule, and deconfllct convoy movements in support of unit deployments, maneuver force displacements, and logistics support operations. The TAMCA uses operational movement programming to allocate transport capacity in accordance with command priorities.

For ASG transportation branch staff, applicable subsystems include the —

- Convoy Planning Subsystem. ASG transportation branch staff can use this subsystem to build unit convoy march tables to support unit movements and convoy operations. It generates convoy march tables and convoy march credits.
- Shipment Management Module. This module provides forecast; of inbound cargo to the MMC and shipment receivers. It supports shipment visibility, work load projection, and management decisions to alter delivery. It also helps keep account of SEAVAN containers in the AO.

STANDARD PROPERTY BOOK SYSTEM-REDESIGN

SPBS-R performs property accountability functions. It automates hand receipts for supported units. It also produces a variety of unit readiness data and equipment management reports. SPBS-R outputs include —

- Unit hand receipts.
- Equipment roll-ups.
- Excess/shortage reports.
- Unit readiness feeder reports.
- Sensitive item inventory reports.
- CBS-X reports.
- Automated document register.

UNIT LEVEL LOGISTICS SYSTEM S-4

ULLS S-4 provides management and planning data. It automates battalion S4 unit supply processes, to include —

- Subhand receipts.
- Components lists.

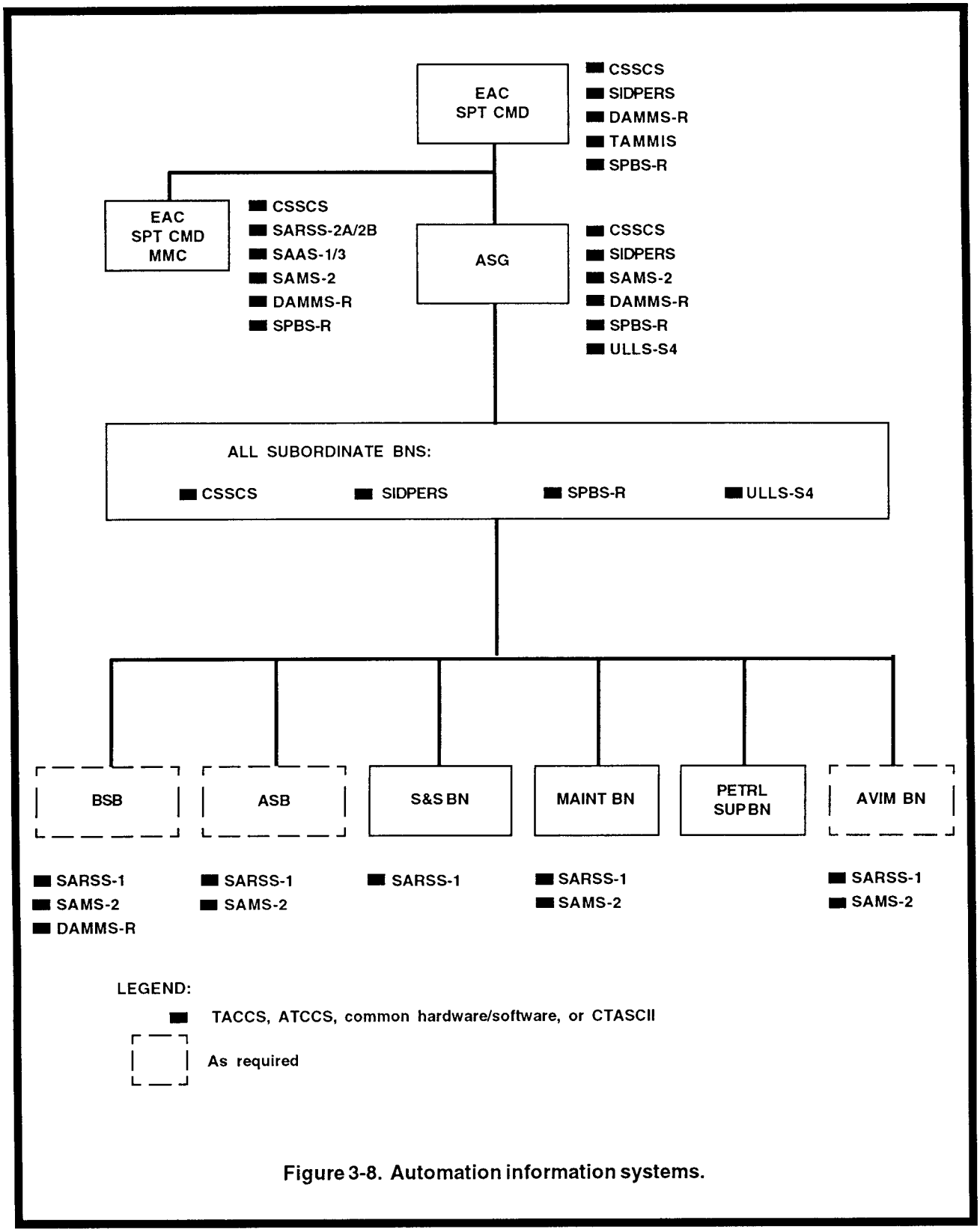


Figure 3-8. Automation information systems.

- Shortage annexes.
- Basic and operational loads.
- Movement planning.
- Materiel readiness reporting.
- Asset visibility.
- Battle losses.

US MESSAGE TEXT FORMA'ITING

CSS message texts formats have been developed to provide a standard for exchange of information. Standard message text formats ensure interoperability among tactical command and control elements of unified and specified commands, Services, and defense agencies. CSSCS message formats are compatible with US message text format messages.

CONTINUITY OF OPERATIONS

The ASG and the activities it interacts with must be capable of continuing to function during interruptions in battlefield automation systems support. For example, ASG units receive their work load from EAC support command MMC. The ASG headquarters may have to assume a greater degree of materiel management responsibility if work loading is degraded due to loss of computer support at the MMC.

Scheduled interruptions may result from procedures such as equipment maintenance, replacement, or movement. Unscheduled interruptions may be due to equipment or power failure or damage caused by the enemy. The ASG CSSAMO must develop COOP plans to minimize the impact of interruptions in automated systems support or offset reductions in computer hardware.

While limited manual backup procedures may be feasible for selected systems, a manual backup system equivalent to the automated one is usually not practical. Hardware and software redundancy is the best way to compensate for computer interruptions or losses due to enemy activities. A compatible computer device from a low priority system or unit may be made available to replace a nonfunctioning computer device. CSSAMO staff may also arrange to time-share another command's equipment.

AUTOMATION SYSTEMS SECURITY

Automation systems are vulnerable to destruction, sabotage, and compromise. They are also susceptible to EMP, power fluctuations, induced viruses, and magnetic disturbances. Therefore, automation systems security includes not only physical security of hardware devices but security of software programs and procedures.

The high degree of reliance on data processing systems adds an obligation to safeguard computer hardware and software from enemy action. Fire, heat, radiation, electromagnetic pulse, and electronic countermeasures can render computer devices inoperable. Viruses embedded in software can sabotage computer systems and networks.

Enemy persomel must be prevented from monitoring or accessing computerized records. ASG computer assets should be located in concealed, secure locations. Redundant data storage is a simple, effective way to facilitate re-establishment of records. Master files should be periodically duplicated and stored in a safe, remote location. Table 3-5 lists procedures to increase the security of automation software and TACCS or other microcomputers.

OPERATIONS SECURITY

The enemy must be prevented from obtaining information that could improve its knowledge of friendly operations. A common mistake is underestimating the value of information. The enemy would profit from awareness of ASG support operations. It could combine this information with other data and use it to predict US strategies or intentions. For example, increased movement of equipment and supplies to an area could alert them to future combat operations. Actions that can be observed or intercepted by the enemy must be minimized.

Operations Security Defined

OPSEC is the process of denying the enemy information about the capabilities and intentions of friendly forces. It is achieved by identifying, controlling, and concealing essential elements of friendly information. This helps stop the enemy from learning how, when, where, and why US forces do something. Its objectives are to ensure command security and preserve the element of surprise.

Command's Security Objectives and EEFI

Initially, the ASG commander identiles the operatio~ activities, and projects that must not be compromised in order to ensure accomplishment of ASG missions. These become the command's security objectives. They are used as a basis for developing EEFI. EEFI are speciilc, critical, and sensitive items of information, such as dates, times, locations, capabilities, and intentions.

Table 3-5. Automation systems security practices.

ACCESS RESTRICTIONS

- Secure all electrical facilities that support the system.
- Restrict access to the CSSAMO area.
- Restrict access to the computer site by the use of classified passwords.
- Rotate unique operator passwords every 30 days or less.
- Control all log-ons and file access by unique operator passwords.

HARDWARE SECURITY

- Locate computers within an enclosure that provides controlled access.
- Require that authorized operators have at least an interim confidential security clearance.
- Monitor device usage.
- Monitor repairs by contractor personnel.

SOFTWARE SECURITY

- Store magnetic media storage containers at least 20 inches from an exterior wall to protect against the potential effects of magnetic fields or radiation.
- Restrict physical access to magnetic diskettes.
- Dump selected files on a disk at the end of each day and store these disks away from the processing site.

PRINTOUTS/REPORTS

- Monitor report distribution plans.
- Reduce the number of copies of each report.
- Destroy all printouts of reports and lists as new ones are printed.

They may include both classified and sensitive unclassified information.

Unit Profile

The OPSEC officer determines what information a foreign intelligence service might collect. He develops a unit profile that allows the unit to see itself as the enemy sees it. The profile lists patterns and signatures.

- Patterns are stereotyped actions that habitually occur in a given set of circumstances. They can cue a foreign intelligence service to the type operation, its capabilities, or its intent.
- Signatures provide the identification of the operation or activity. Signatures result from unique visual, electromagnetic, olfactory, or sonic displays.

Risk Assessment

Once the unit profile is developed, SPO staffs develop a risk assessment to determine where, how, and why and operation or activity is vulnerable to collection by a foreign intelligence service. All EEFI are considered. The risk assessment leads to recommendations on how to reduce vulnerabilities.

OPSEC Measures

OPSEC measures described in AR 530-1 are actions taken to eliminate or reduce vulnerability to enemy intelligence collection operations. They may consist of passive protection measures or active measures to eliminate the enemy's opportunity to obtain information. ASG operations can be concealed by incorporating the following OPSEC measures in SOPs:

- **Physical Security.** As described in FM 19-30, physical security measures prevent espionage, sabotage, and theft and safeguard personnel. They may include a badge and pass system, security guards, and perimeter fencing to deny unauthorized access to equipment, logistics facilities, and documents. Other physical security measures include the use of —
  - Random perimeter patrols.
  - Early warning devices.
  - Perimeter barriers, to include hasty mine minefield.
  - LPs and OPs.
  - Sign and countersign procedures.
  - Access or clearance rosters.
  - Night observation devices.
- **Information Security.** Information security measures described in AR 380-5 must be in place to protect classitled and sensitive unclassified information. A foreign intelligence service can gain information from something as commonplace as requisitions and shipping documents. Subordinate units need to be trained to deny the threat the possibility to collect any data on the logistics status of ASG units that could reveal the status, location, and tactical operations of supported units. Without an awareness of the need for information security on the part of all personnel, other security measures, such as fences, guards, and alarms, are reduced in effectiveness.
- **Signal Security.** SIGSEC includes measures taken to deny the threat information from telecommunications and from interception of electromagnetic radiation. Table 3-6 lists SIGSEC guidelines.
- **Countersurveillance.** Countersurveillance measures include measures to prevent threat surveillance by visual and electronic means. Natural opportunities for concealment should be used. Camouflage netting, smoke, and other concealment techniques can be used to deny enemy observations. Typical countersurveillance measures include the use of —
  - Dispersal of major items of equipment.
  - Smoke to screen logistics support activities.
  - Battlefield deception measures.
  - Night resupply operations.
  - Noise, light, and litter discipline.
  - Visual shadow disrupters to blur supply point patterns.
  - Traffic control procedures.
- **Electronic Counter-countermeasures.** Technical advances in intelligence collection, sensors, processors, communications, and data processing provide increase opportunity for military forces to see and hear an enemy. Threat forces will attempt to deprive adversaries of control of the electromagnetic spectrum. They could gain information on ASG operations by analyzing the patterns,

Table 3-6. Signal security guidelines.

ANTENNAS

- Remote antennas away from CPs by at least 1 kilometer.
- Construct and use directional antennas.

RADIOS

- Maintain radio or radio listening silence.
- Use radio only when absolutely necessary.
- Use wire and messengers whenever feasible.
- Use secure devices.
- Maintain net discipline and control.

TRANSMISSIONS

- Use terrain features, such as hills, vegetation, and buildings, to mask transmissions.
- Keep transmissions short (less than 20 seconds).
- Transmit at random times.
- Use lowest transmitter power output consistent with good communications.
- Avoid significant surges in traffic on single-channel radio nets.

CODES/CALL SIGNS

- Distribute codes on a need-to-know basis.
- Use only authorized call signs and brevity codes.
- Use authentication and encryption codes specified in the current SOI.
- Report all COMSEC discrepancies to the net control station.

volume, and content of communications on the ASG command operations net. They could jam a frequency or frequency band. Threat forces could also enter radio nets to deceive suppliers and customers and cause confusion and delays in support operations.

ASG unit personnel need to be trained to counter equipment such as infrared scanners, radar, television, night vision devices, and radio intercept direction-finding devices. To prevent imitative communications deception, all communications operators need to use correct authentication procedures, call signs, and frequencies. Other measures include authorized brevity lists, prosigns, passwords, and operation codes.

Intelligence and electronic warfare units provide OPSEC assistance to ASG units. Counterintelligence personnel support OPSEC by monitoring threat intelligence gathering efforts. They perform vulnerability analyses and recommend countermeasures to friendly units. Refer to FMs 34-1 and 34-60 for addhional intelligence and electronic warfare information.

- **Deception.** Deception measures distort, conceal, or falsify unit depositions and mission support capabilities. Deception misleads the enemy and causes the enemy to take actions that are contrary to its goals.

Deception planning needs to be an integral part of SPO and support operations directorate staff plans. ASG intelligence staff identifies CSS intelligence collection threats. FM 90-2 provides information on staff responsibilities in support of battlefield deception plans. ASG units can use the deception techniques listed in Table 3-7 on page 3-38 to conceal logistics operations or lead the enemy to believe that logistics activities operate where in reality none exist. Counterintelligence teams can help ASG staff create effective deception measures.

Table 3-7. Deception techniques.

	ELECTRONIC DECEPTION
RADIO	• Transmit false information on support capabilities. • Report or track false supply movements on supply routes. • Observe periods of radio silence to create the impression of forthcoming unit movements. • Project unit signatures from a false location, while suppressing signatures from actual locations. • Reroute message traffic on another net frequency to mislead the threat into thinking it has the wrong frequency.
MESSAGE	• Use dummy codes in valid LOGSIT messages • Change the length of formatted messages. • Route messages to other stations in the command operations net to create the impression that all units in the net appear equally committed.
	SUPPLY OPERATIONS
RECEIPT	• Set up supply points in unorthodox patterns or positions. • Use noise tapes to simulate the presence of reception activities.
STORAGE	• Disguise containers and boxes to look like those used by local civilians. • Use fuel drums and empty boxes to represent dummy supply points. • Spray surplus fuel around a dummy Class III point to imply the presence of fuel storage.
ISSUE	• Use civilian trucks, converted buses, and civilian cars to transport supplies. • Use civilian gas stations to hide Class III issue operations. • Use tapes made while on training exercises to simulate the noises associated with vehicular movements during issue operations.

Table 3-7. Deception techniques. (continued)

	SUPPLY OPERATIONS (continued)
PROTECTION	• Create an impression of unusual unit activity. • Use night or periods of limited darkness to hide logistics operations. • Simulate the evacuation, abandonment, or destruction of supplies and equipment (less medical).
	MAINTENANCE OPERATIONS
DS/GS MAINT	• Use houses and factory buildings to hide maintenance operations.
EVACUATION	• Use civilian trucks and buses

Chapter 4

Deployment

Deployment of OLS support elements may be phased to coincide with the introduction of combat and CS forces. Based on the logistics preparation of the theater plan, the numbered Army deploys the minimum logistics support capability required to support the forces selected for deployment. The remainder of the required support remains in CONUS. Additional information on LPT can be found in FMs 10-1 and 100-10.

Materiel is pushed from CONUS to an area support element-forward. This tailored support element may operate from an intermediate staging base or third country. It may be placed under the operational control of the corps or under an OLS support organization, such as an ASB, if deployed. When the operation expands in scope to require multiple corps, a numbered Army headquarters and support command deploys to expand the theater logistics base to support multicorps operations.

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INTERMEDIATE STAGING BASE

An intermediate staging base provides a logistics support base for deploying units in transit to a combat theater or other mission. Crisis response forces will often deploy through intermediate staging bases set up along their route to the theater.

ASGs maybe tasked to set up an intermediate staging base. ASG will then task organize a ASB task force encompassing logistics and life-support activities. The ASB task force can use force provider equipment to provide life-support services, to include dining facilities, shower facilities, and AAFES service trucks. These support activities must be in place to support transient units on their way to combat or operations other than war. Task organizing an ASB rather than a corps support battalion to operate an intermediate staging base may be preferred since it leaves the CSB to focus on preparing to accompany or precede a division task force in response to a yet another crisis situation or contingency.

Depending upon deployment flow, time-lines, and support requirements of the transient force population, platoons, detachments, or teams from ASG units maybe attached to the task force to provide —

- CA team negotiation for local supplies or services.
- Field feeding, water, and ice for transient troops.
- Temporary billeting.
- Command post sites.
- Field shower facilities.
- Bulk fuels, oils, and lubricants for ground and aviation requirements.
- Limited repair parts.
- Ground maintenance support.
- AVIM support.
- MHE equipment.

Support operations staffs should plan for MSTs and AVIM teams to perform repair sat the staging base. Plans should include provision of a hot refuel site to support aviation fuel requirements as well as a refuel-on-the-move site for refueling ground vehicles. Depending upon the environment, a mobile water supply team maybe needed to setup semitrailer-mounted fabric tanks for bulk water distribution. Depending upon the time troops spend at the staging site, bath teams from a field services company can provide field showers.

DEPLOYMENT OF OLS ELEMENTS

One of the tenets of force structuring is to deploy to an area only those elements or units needed to do the mission. Units must be phased into the area in the order in which they are needed.

The situation dictates the overall sequence of force introduction. CSS elements may precede combat elements to setup a lodgment area. Combat and CS forces may be inserted first to secure vital areas and protect the lodgment area. Additional CSS forces follow to establish and expand the sustaining base. Then the bulk of combat and CS forces are introduced to begin sustained combat operations.

AREA SUPPORT ELEMENT-FORWARD

A small number of selected OLS personnel maybe deployed to the AO and designated an area support element-forward. See Figure 4-1. This ASG forward element may be a composite company made up of various CSS elements.

- The supply platoon could consist of only those personnel and equipment required to provide essential supplies, for example Class I, limited II, III, and limited IV.
- The maintenance platoon should include only the resources necessary to provide essential DS maintenance and Class IX supply for common equipment, such as wheeled vehicles, power generators, and so forth.
- A field services platoon could be a composite of shower and laundry teams and personnel to operate force provider modules.

As the supported population increases, the supply platoon would be joined by its parent DS supply company. The maintenance platoon would be joined by its parent DS maintenance company.

Gradually the ASG forward element would evolve into a composite, multifunctional area support battalion with a battalion headquarters element. The ROC (ASG) would also deploy early to become familiar with the area and to refine unit positioning plans. Over time, separate functional supply and maintenance battalions could evolve as the requirement for them develops.

DEPENDENCE ON THE CORPS

Early arriving OLS units or support elements may initially be dependent on the corps for some support. This is particularly likely when corps elements are within support distance and are not overtaxed. While OLS elements are within the corps boundaries, they are subject to corps direction in matters such as rear operations planning and execution and facilities and real estate allocation.

Ultimately the corps will be fully committed to the combat zone and will be incapable of supporting OLS elements. The need will then exist for OLS logistics units to support OLS units.

As a rule, OLS elements should not come under the direct command and control of the corps. Otherwise the temptation to divert them from their primary mission is too great. Command and control of OLS elements should come from their own command structure, initially in an area support battalion. This headquarters may be in country, in a third country, or off shore.

BSB DEPLOYMENT SUPPORT

In coordination with the ASG, the base support battalion provides support to units within the BSB's AO deploying out of cantonment areas. It assists the ASG with deployment route coordination, traffic control support, and installation security support.

The BSB conducts deploying unit facility turnover and inventory functions. It identifies and reports military surplus or abandoned equipment and supplies and secures essential facilities and supplies. The BSB also coordinates and executes the phase-down and close-out or conversion of community services, AAFES, commissary, and related facilities. It organizes and coordinates mutual assistance efforts using later deploying units.

To augment the support provided by other logistics elements or to fill critical, emergency shortages in deploying units, the BSB may provide or coordinate for–

- Intelligence data.
- Bulk fuel support to mobile filling station sites.
- Organizational clothing and equipment.
- DS maintenance.
- Laundry support from the HN.
- Military police battlefield circular support.
- Mail service.
- Intelligence.
- Combat health support.

TIME-PHASE DEPLOYMENT EXAMPLE

A time-phase deployment example has been included here for illustration purposes. The date when the national command decides that enemy action is probable and begins an operation is designated C-day. Reserve units may or may not be mobilized immediately.

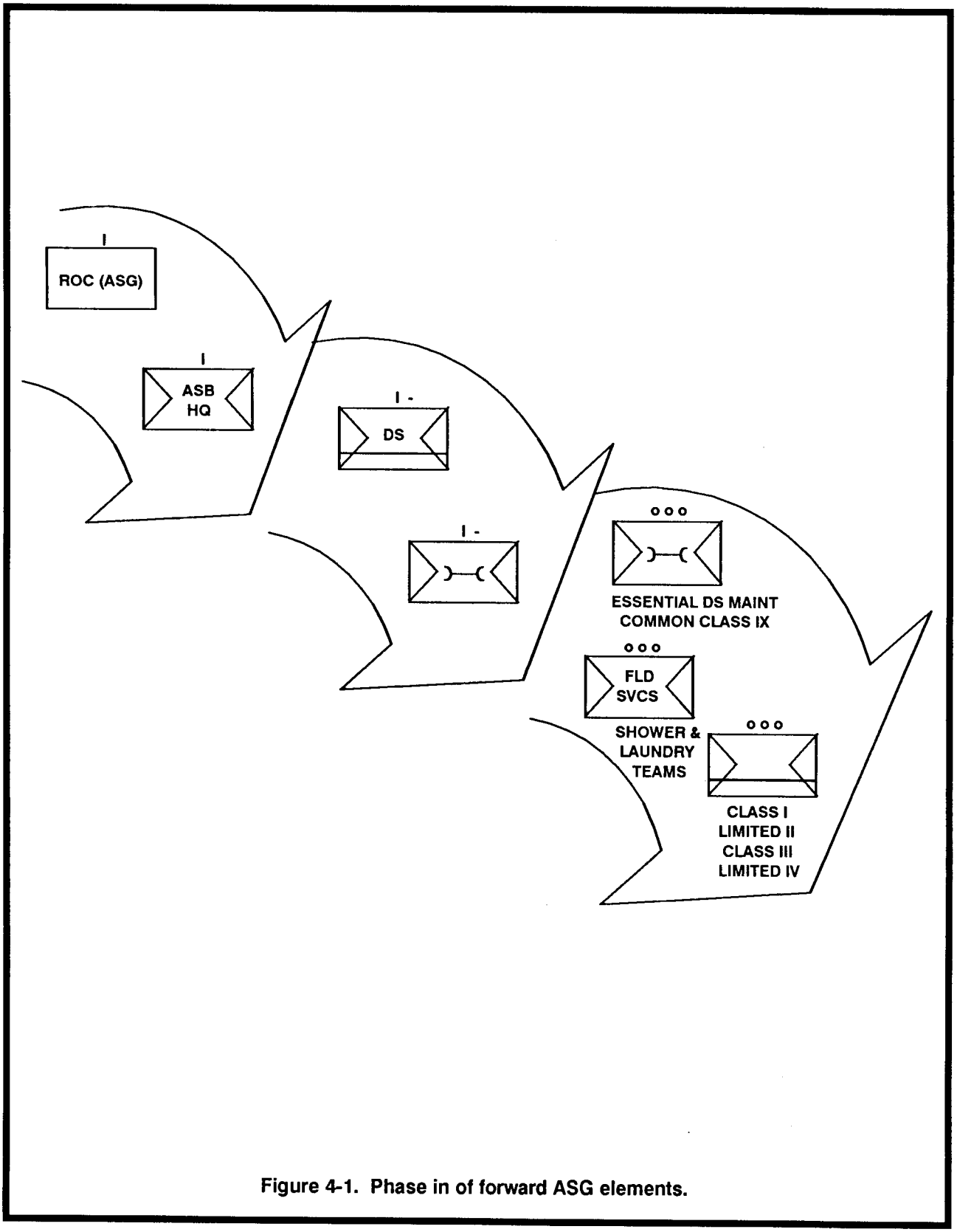


Figure 4-1. Phase in of forward ASG elements.

Some active units are alerted, and some may deploy to the general area as a deterrent "show of force." If the situation worsens, RC units may be mobilized.

For this example, the time-phased force deployment list may show selected combat units arriving in the area and commencing operations on C+20. These combat units carry enough supplies to operate for five days.

- On C+25, supplies must be available to the combat units from support units. As the situation develops, combat and CS forces eventually require a formal supply support structure.
- On C+35, supply and maintenance elements or units arrive just as they are needed. Gradually the whole division arrives, perhaps at C+50.
- Prior to C+50 corps support forces begin to arrive. Gradually all corps units join the operation, say by C+75.
- Around C+60, elements of OLS commands may arrive in the theater.
- At C+60, approximately 2,000 OLS troops from the various OLS commands could be present. They normally cluster around a seaport and within support range of each other. Their total logistics requirement is far less than the capacities of an entire supply company and a maintenance company.
- By C+75, the full corps with its COSCOM and appropriate OLS CSS or theater-level logistics support should be on the ground. These forces may be supplemented by civilian support elements and coalition forces.
- Before C+75, OLS units phase into the AO gradually.

The timing of events presented in this example does not illustrate the need for very early deployment of some OLS elements. Some unique OLS elements – CA language teams, CA dislocated civilian teams, EOD detachment, utilities teams, airdrop rigging team, AVIM teams, and MCTs may be required before the conflict begins. Small detachments or teams maybe extracted from OLS units and deployed before the conflict begins.

ESTABLISHING A FORWARD LOGISTICS SUPPORT BASE

CSS requirements necessitate acquiring logistics support base areas overseas to ensure the support of the initial deployment of combat forces. These base areas provide facilities for stockpiling supplies to support initial combat operations.

It maybe necessary to establish the logistics support base before initiating combat operations or before initiating hostilities in anticipation of deploying combat forces at a later date. The EAC support command coordinates the aerial ports of debarkation and seaports of debarkation and phase appropriate support elements into the theater. ASG forward elements may deploy to establish and maintain supply stockpiles from which to support initial deployment of combat and CS forces. Support would be projected from CONUS bases via ALOC and SEALOC, or preferably from land and sea support bases in or adjacent to the theater. Refer to Figure 4-1.

The ASG forward logistics support base could be established after the outbreak of war, following establishment of the division and corps base areas in sequence, when sufficient territory has been secured. The ASG forward logistics support base could also be established concurrently with active combat operations when the theater has sufficient depth to permit the immediate designation of a corps rear boundary.

Geographic development of a ASG logistics base depends on the requirements of the supported forces, the scope of operations, and the projected expansion of the theater. Table 4-1, see page 4-5 and 4-6, lists deployment planning considerations.

In the current international environment, US obligations under various defense agreements and treaties, provide for the commitment of forces as part of a combined command. Support operations staffs must consider both the combined plan and agreements for logistics support of or by allied forces. This support depends upon the resources of allied or friendly nations on whose territory operations may be conducted. They need to consider the —

- Degree of permanency anticipated for the base.
- Estimated troop population during successive stages of theater development.
- Geographic location of supported forces.
- Road and rail network along which supplies and reinforcements will move.
- Space for dispersion of supporting units.
- Usable beaches and terminal facilities.
- Air-terminal facilities and secure air approach routes.

Table 4-1. Deployment planning checklist.

- What policy, procedural publications, FSOP annexes or overlays apply?
- Are there any existing plans that apply?
- What is the classification guidance relative to logistics plans, unit deployment, and map requisitions?
- What will be the AO?
- Are applicable maps available and listed?
- Are there applicable STANAGs for the AO?
- What will be the initial customer list? How will that list change as units deploy?
- Are the responsibilities for support to the following clearly stated? For example:
    - Units or teams providing personnel services support, postal support, and finance support within the AO.
    - Special operating forces, if operating in the AO.
    - AMC and DLA elements.
    - Other Services and allied forces.
    - Army and Air Force Exchange Service personnel or teams in the AO.
    - Department of State or American Embassy personnel, if within the AO.
    - HN labor forces.
- Does the OPORD or other guidance describe how supply, maintenance, and field service support will be provided?
- Does the OPORD identify the forces to be supported and the logistics elements which will provide the support?
- Have interservice support requirements been identified?
- What HNS will be available in the AO?
- What support will be provided by or received from the HN, allies, or other Services?
- Have interservice support requirements been identified?
- What support will be provided by the HN, allies, or other Services?
- How much maintenance, petroleum, and transportation support will be provided by HN forces?
- Will cellular logistics teams be in theater?
- Does logistics planning complement the tactical plan?
- Have terrain and enemy intelligence data been analyzed to determine the impact on logistics support requirements and support capabilities?

Table 4-1. Deployment planning checklist. (continued)

- Has the deployment flow been properly analyzed to determine time-phasing for introduction of logistics elements?
- Have maps been requested and distributed among subordinate units?
- Is supply distribution procedural guidance provided?
- Are in-country DODAACs required at supply support activity or unit level?
- Have provisions for the transport, storage, and disposal for hazardous waste been considered?
- Are changes to the DODAAC required, such as "ship-to" address?
- Have DODAAC changes been initiated for deploying and deployed units to ensure correct routing of requested supplies?
- Is a temporary force or activity designator upgrade required?
- Is a project code required?
- Which subordinate support activities are designated as ALOC or DSS?
- Are provisions made for contracting and local purchase?
- Are stockage objectives specified for each class of supply?
- Is a known or estimated order ship time provided?
- Are procedures described for cancellation or diversion of materiel in process or intransit at the termination of the operation?
- Are retrograde procedures for excess and unserviceable items spelled out?
- Have unit movement officers updated their unit equipment list?
- Have deploying units requested augmentation support from AMC major subordinate commands and headquarters DLA to assist in preparing equipment for deployment?
- How will ASL stocks be sequenced in deployment schedules?
- Are adequate packing materials on hand?
- Is the control of intensively managed aviation items addressed?
- Are provisions made for emergency resupply within the theater?
- Are provisions made for logistics support of civilians and prisoners of war within the AO?
- Is there covered storage in the AO to protect supplies from the elements? If not, what can be done to protect supplies?
- What MHE capability exists within subordinate units?
- Is sufficient rigging materiel available for airdrop within CSG AO?
- Is sufficient sling materiel available in CSG units?
- What is safety risk assessment?
- What are the rules of engagement?

- Requirements for supporting the local economy, military forces, and civilian population.
- Requirements of the civilian population that reduce the availability of local resources.
- Construction requirements of potential logistics base areas.
- Local labor supply.
- Space and safety considerations for ammunition/hazardous materials storage.

TERRAIN AND WEATHER ANALYSIS SUPPORT

Specialized maps and terrain and weather information can be obtained from the following sources.

Defense Mapping Agency

DMA provides prehostility and predeployment automated terrain analysis support. It produces specialized maps that both the SPO and support operations staffs can use in determining courses of action. Staffs may request maps or data relative to —

- Cross country mobility.
- Roads and bridges.
- Surface drainage.
- Ground water.
- Obstacles.
- Surface materials (soils).
- Vegetation type and distribution.
- Historical and cultural locations.

USAF Weather Support

For predeployment planning purposes, if time and resources permit, intelligence staffs can request climatology based overlays from the USAF Environmental Technical Applications Center.

After deployment, a supporting USAF weather team provides climatic forecast and prepares weather overlays. Weather teams work with engineer teams to analyze the effects of weather on terrain. For example, ASG plans and operations branch personnel may need to determine the effects of visibility and precipitation on mobility and movement rates of subordinate ASG supporting units.

If supported by a USAF weather team, refer to FM 34-81. If not supported by a USAF weather team, refer to FM 34-81-1 for information on determining the weather's effects on operations.

DEPLOYMENT PHASES

Deployment consists of the five phases shown on Figure 4-2, see page 4-8. The first three deployment phases occur at the strategic level of war. Strategic deployment ends at the APOD or SPOD. The last two phases of deployment include reception at the POD and onward movement to the area where forces assemble or are committed. These deployment phases fall within the realm of the operational level of war but maybe in the tactical level. For a detailed discussion of deployment phases, refer to FM 100-17.

THEATER RECEPTION AND PREPARATION OF ARRIVING UNITS

The EAC support command assumes operational command of all deploying US Army units as they arrive at the theater ports of debarkation. ASGs maybe tasked to receive, equip, and assist deploying units. The MMC directs issue of pre-positioned war reserve stocks.

The EAC support command may designate that an ASG operate at a port of debarkation during buildup of troops in the theater. The ASG would provide specific logistics support and services for follow-on units as they arrive in theater. ASGs may help to clear air and sea PODs assembling and matching unit equipment and unit personnel.

The EAC support command's service support plans designate that the ASG provide specific logistics support for each arriving US Army unit. The plan should designate which ASG units should be contacted for services and replenishment along the LOC. ASG elements may provide maintenance, recovery and evacuation, refueling, and subsistence support to units on their way to tactical assembly areas. Subordinate units maybe task organized to operate marshaling and staging areas.

ASG HEADQUARTERS INVOLVEMENT

The support provided to deploying units is the responsibility of various directorates.

Support Operations Directorate

The support operations director arranges for essential supplies and services until a normal operational posture is achieved. For example:

- Supply and services branch personnel determine requirements and coordinate supply support, use of army reserve stocks, map issue, and essential field services with ASB and S&S battalion staff.

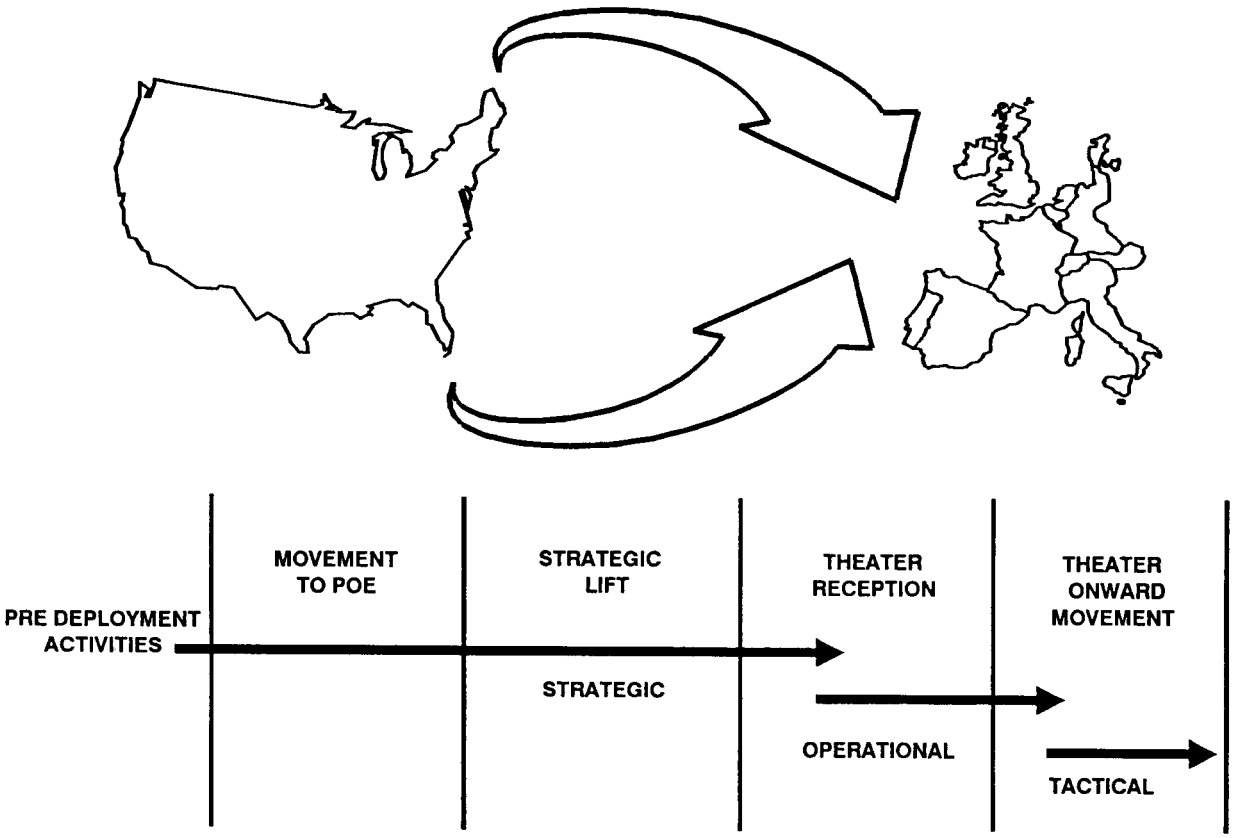


Figure 4-2. Deployment phases.

- Maintenance branch personnel coordinate DS maintenance and evacuation support with ASB and maintenance battalion staff.
- Transportation branch personnel coordinate movement from ports and marshaling areas to intermediate or final destinations with the servicing MCT.

Security Plans and Operations Directorate

The SPO director may serve as the marshaling area control group commander. Communications branch personnel arrange for limited communications support (land line, FM radio, and messenger) at each designated marshaling area site. Engineer branch personnel coordinate with P&A directorate personnel relative to requirements for construction of troop facilities.

Personnel and Administrative Directorate

The P&A director arranges for reception services at the POD and for essential administrative services until a normal operational posture is achieved. P&A staff personnel coordinate personnel reception and assistance support with the EAC support command, to include –

- Processing of replacements.
- Administrative support.
- Health, welfare, and morale support.

INITIAL PREPLANNED SUPPLY SUPPORT

Initial preplanned supply support packages are designed to fill the void between the time unit accompanying supplies are exhausted and when normal flow of requisitioned supplies commences. These packages may be the initial till stocks for nondivisional units until demands on the supply system formalize and the normal requisition system can be implemented.

Each package is tailored by the MMC in conjunction with the NICP for a specific DSU based upon that DSU's mission. Based upon deployment, support packages are then selectively requested from the NICP by the MMC. The NICPs process the request and prepare and forward the packages to the proper depots. The depots then ship the packages by the most direct means to the DSU, bypassing the GSU level. The packages allow the DSUs to adjust their requirements as the various packages arrive and are consumed.

CONTRACTING

Contracting can improve response time during the critical early stage of a deployment. It offsets delays in deploying an adequate support structure and provides a means of obtaining support until scheduled LOGCAP resources can arrive in the AO. In augmenting existing logistics support capabilities, contracting reduces dependence on CONUS-based logistics support systems and frees airlift and sealift for other priority requirements. The commander determines whether a supply or service is provided by a military unit, HNS, LOGCAP resources, or contract. This depends on the availability of supply or services in the area and on the capability of the deployed force.

The ASG contracting element provides contracting support in its area and back-up support to the corps support group. It obtains locally available resources through purchase or contracting actions. When deployed, it maybe augmented with local nationals or US embassy personnel who serve as interpreters. ASG contracting personnel must interface with agencies and contractors providing support. In joint operations, they interface with a joint contracting element created to preclude interservice competition for local supplies and services. The joint contracting element ensures more effective use of scarce resources.

ASG CONTRACTING OFFICER

The ASG contracting officer may purchase, rent, lease, or otherwise obtain supplies and services from nonfederal sources within the dollar limits specified by the appropriate contracting agency. He may contract for –

- All classes of supply. (Medical supplies maybe subject to approval of medical personnel. Repair parts may be limited by the technical development in the area.)
- Billeting facilities.
- Access to communication networks.
- Labor.
- Port handling support.
- Limited minor construction.
- Temporary lease of rear property in coordination with the corps of engineers.
- Transportation assets.
- Maintenance and repair support.
- Office paper reproduction services.
- Sanitation services.

- Laundry.
- Showers.
- Dining facility services.
- Mortuary affairs support within specific parameters.
- Safety equipment, firefighting, protection, and environmental services.

In some contingency scenarios, contracting personnel precede the arrival of the main body of troops. Contracting officers, unit ordering officers, and contracting officer representatives may operate initially at ports of entry or locations where large numbers of contracts may be produced.

During peacetime and when not deployed, ASG contracting officers should work in the Directorate of Contracting at their installation to maintain proficiency in current contracting laws and procedures. They appoint and train ordering officers based upon supported unit nominations.

Area Databases

The ASG contracting officer and NCOs develop and continually update area databases to identify potential sources of goods and services in probable deployment areas. Assistance in developing these databases may be obtained from supporting finance units and attached CA teams.

Contracting Support Kit

The ASG contracting officer and NCOs establish and maintain contracting support kits for anticipated deployment areas. These kits should contain required forms and sufficient administrative and office supplies and equipment to support a contracting office for a pre-determined time at a remote deployment location. Kits should include maps of the area surrounding the AO, local telephone books, lists of approved sources of supplies and services, and catalogs with pictures that can help simplify the local purchase of hardware, construction supplies, and automotive parts.

CA TEAMS

CA teams attached to the ASG's CA battalion identify local resources, materials, and services available in the AO. They develop and maintain area studies and area assessments for potential areas of deployment. They conduct market surveys and provide information on the current political, economic, and social activities in the area. They provide area data for the contracting support kits.

In country, CA teams provide the liaison to civil agencies in the host country. They assist in coordinating access to the civilian economy and government. CA teams may also provide translators.

THEATER ARMY CONTRACTING ACTIVITY

The theater Army contracting activity provides contracting policy and procedures for the EAC support command and corps. It may establish and serve as the consolidated contracting office for all Services operating in the theater.

LSE CONTRACTING ELEMENT

The LSE contracting element supports units and AMC teams or activities attached to the support group. It oversees contracting officer representatives monitoring contractor forward repair activities.

SPECIAL OPERATIONS COMMAND

The limited, short duration nature of special operations deployment allows the organic contracting element of the special operations command to directly appoint ordering officers to offset requirements. If a special operations support battalion is deployed, it deploys its warranted contracting officers.

JOINT CONTRACTING OFFICE

Joint operations may require the creation of a joint contracting office. This contracting office would be staffed by personnel from all Services operating in the theater. The Army portion of the joint office may include some or all warranted Army contracting officers in the theater. If separate Services maintain parallel contracting organizations, Service elements will coordinate to preclude interservice competition for local supplies or services. Consolidation of contracting requirements results in lower prices and more effective use of contracting personnel.

EXPANDING THE THEATER LOGISTICS BASE

The Army must be capable of rapid and effective conversion to a war-supporting distribution system. There are no special wartime CSS systems. Existing supply systems are expanded and the emphasis changes to unconstrained support of combat elements. During the transition phase, all supplies and logistics functions nonessential to the war effort are suspended.

Establishing the theater where no prior operations exist will present formidable challenges to logisticians. A phased buildup of forces may begin in peacetime. ASG operating procedures must be flexible and adaptable to the increasing organizational complexity and volume of requirements. Temporary changes to policy may be necessitated by the buildup. For example, selected noncritical items may be restricted. As the buildup occurs, active Army and Reserve Component units are deployed as necessary to perform logistics support functions.

ARMY RESERVE STOCKS

Army reserve stocks are acquired in peacetime to meet the increased requirements that occur in the early stages of war. Army reserve stocks support mobilization and sustain operations until the wartime supply system is fully operational. Forward presence ASG units assigned to overseas theaters store and maintain army reserve stocks for use during the initial stage of a war.

Locating stocks in the theater speeds response time and lessens the transportation burden when war is declared. During the first days of a war, units fight using the supplies in their possession and items issued at the direction of the MMC from the army reserve stocks. Policies and procedures for management of war reserves are described in AR 710-1.

FORWARD DEPLOYED FORCE

In areas with forward-deployed forces, there are usually army reserve stocks or other reserve stocks stored in theater. Upon the outbreak of war, those stocks sustain the force until sufficient supplies have been received by surface and ALOC. These reserve stocks are normally EAC support command-controlled during peacetime. At or near the start of hostilities, they are released to the EAC support command and the corps.

NO FORWARD DEPLOYED FORCE

Logistics support in areas where no prior forward presence force exists will be difficult. Specific procedures and sequencing of events will depend upon assessments of the terrain, the threat, and the needs of the combat units. Only the barest essentials will be made available at first. Supply units may be afloat offshore or based in a nearby third country for an initial period.

GS supply functions will be conducted, but an ASG is not established until justified. An ASG will be deployed only when the level of work load and duration of involvement require such capabilities. As a major conflict evolves, the role of the ASG and logistics support provided will approach the procedures described in subsequent chapters.

ASG ROLE

ASG GS supply units and heavy materiel supply units store most of the army reserve pre-positioned stocks in the theater. These items are not accessible for peacetime use except in emergencies. Army reserve stocks are issued in the early stages of a war and are not replaced.

ASG units store theater reserve stocks of surface-delivered supplies. These are issued by DS supply units to deploying units at the direction of the MMC. ASGs store a 30-day supply of most maintenance-related Class II and Class IX ALOC-eligible items. They issue these stocks during the transition to war to satisfy high-priority requisitions.

The corps normally maintains 10 days of army reserve stocks (other than ALOC-eligible items) within its area. After this is exhausted, the corps requisition from the MMC. The MMC directs the EAC support command to issue from its theater-oriented GSUs attached to ASG S&S battalions.

ALOC AND SEALOC

Limited airlift capabilities restrict air shipments to critical items only. Supplies must begin arriving from CONUS before in-theater stocks are depleted. These shipments are received at the EAC support command or theater-oriented GSUs assigned to an ASG S&S battalion. They may be throughput to corps GSUs or EAC support command/corps DSUs. When SEALOCs are open and the logistics structure has grown to war sustaining size, full-service supply operations are resumed. As supplies begin to arrive from CONUS, the ASG becomes the GS base for supplies in support of theater units.

MMC ACTION

MMC must get supplies in the hands of the troops within the warning time available. MMC initiate selective cancellation actions on requisitions deemed not essential for combat, health, and welfare. They cancel nonessential requisitions to reduce the work load on CSS organizations, such as ASG units. Reserve stocks in the theater are used to support combat units until a wartime resupply system is operational.

Requisitions flow from the DSUs to the EAC support command MMC. In peacetime, CMMCs and EAC support command MMC requisition items for non-ALOC-eligible units directly from CONUS inventory control points. Conversion to a wartime posture includes placing these requisitions on the MMC. The MMC either satisfies the requirements from theater stocks or passes the requisition to CONUS. Materiel flow is from EAC support command-oriented GSUs, to COMMZ DSUs, and finally to the user.

SUPPORT OF CONVOY SUPPORT CENTERS/TRAILER TRANSFER POINTS

Onward movement by convoy often requires hours in transit. Convoy support centers can be established along MSRs to provide an expanded rest halt for divers and passengers. Similar to commercial truck stops, convoy support centers provide drivers and passengers an opportunity to rest, refuel, and subsist. MSTs can locate at the centers to perform limited repairs.

ASG S&S branch staff officers need to plan to provide life sustainment support to truck drivers at convoy support centers or trailer transfer points along MSRs. Consolidation of medium and heavy trucks at convoy support centers also consolidates driver and associated subsistence, morale support and maintenance personnel. Truck company and associated MST personnel stationed at the convoy support centers require —

- Group rations at the rest stop as well as individual rations along the MSRs.
- Health and comfort packages.
- Bottled drinking water and potable water to support field feeding and convoy support center hygiene.
- Chemical overgarments in NBC environments.
- Tent shelters and bedding supplies.
- Maps.
- Lubricants and oils for truck maintenance.
- Filling station support or fast retail refuel of convoys.
- Class VI personal demand items to help maintain morale and reduce driver stress during layovers and rest periods.
- Extra fan belts and parts for quick repairs on the road.
- Repair parts for maintenance of truck convoys at the convoy support center hub.

Chapter 5

Supply Support

Our soldiers are the key element in crisis response and combat capability. To ensure their survival, we must provide them rations, water, protective gear, and adequate shelter. Supplies may be pre-positioned afloat or ashore, purchased locally or deployed with the force. Follow-on logistics must be properly sequenced to arrive and support deployed forces until LOCs are established.

Deployed units must have sufficient supplies. The Army must be capable of rapid and effective conversion to a war-supporting supply system. There are no special wartime CSS systems. Existing supply systems are expanded and the emphasis changes to unconstrained support of combat elements.

Establishing supply support operations where no prior operations exist presents formidable challenges to supply staff officers. A phased buildup of forces may begin in peacetime. Temporary changes to policy may be necessitated by the buildup. As the buildup proceeds, additional ASG elements deploy to perform-supply support functions.

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ASG SUPPLY MISSION AND ORGANIZATION

ASG supply support operations include procuring, receiving, storing, and issuing items. This chapter discusses the DS and GS supply support provided by ASGs. ASGs perform the supply functions for all classes of supply except Class V and VIII. They also procure and salvage supplies. Geography, availability of HNS, probability of local procurement, and the probable duration of the operations influence the ASG's supply support mission and organization.

ASG SUPPLY MISSION

The ASG's supply mission is determined by the supply management actions of the EAC support command MMC. The type and quantity of materiel entering, stored in, and issued from ASG supply units are determined by MMC.

Supply units listed on Table 5-1, see page 5-2 and 5-3, can be assigned or attached to an ASG ASB or S&S battalion to provide required supply support capabilities. These supply units support units in or passing through the ASG AO. Depending upon the ASGs location in the COMMZ, the EAC support command may task the GS supply units and heavy materiel supply units to provide general supplies to corps GSUs/DSUs.

Following advance warning of impending crisis, ASG supply units –

- Screen ASL to delete noncombat-critical items.
- Initiate selective cancellation on outstanding requisitions deemed nonessential for combat.
- Prepare to receive and distribute CONUS-based army reserve stocks.
- Acquire facilities to receive, process, store, and issue stocks.
- Call forward CONUS reserve stocks and preplanned supplies.
- Initiate theater wartime requisitioning procedures.

ASG SUPPLY SUPPORT ORGANIZATION

The ASG supply support organization depends upon whether supply requirements can be offset through assured HNS or by local contracts. It also depends on whether the ASG is tasked to support allies and HN military or paramilitary units and civilian activities.

Forward-presence units attached to BSBs store materiel in theater to facilitate deployment of additional forces to the theater. They are authorized to establish combat ASLs for all commodities required during the initial stages of war. AR 710-2 prescribes wartime stockage.

Initially, tailored supply elements may deploy early as part of an ASG area support element-forward. Refer back to Figure 4-1 on page 4-3. They reconfigure to

Table 5-1. Mission capabilities of attached supply support units.

ATTACHED UNIT	MISSION CAPABILITIES
Supply Co, DS	• Receive, store, and issue 168 STONs of Class I, II, packaged III, IV, and VII supplies. • Store 174,000 gallons of bulk petroleum per day and distribute 81,000 gallons a day based on 75 percent availability of dispensing vehicles making two trips a day. • Produce 60,000 gallons of potable water per day at up to four water points. • Store 30,000 gallons of potable water. • Treat 146,150 gallons of NBC contaminated water per day. • Provide unclassified maps.
Supply Co, GS	• Receive, store, and issue 600 STON/day of Class I, II, packaged III, and VI supplies to DSUs and GSUs in the COMMZ and corps area. • Maintain theater reserve stocks.
Heavy Materiel Supply Company	• Receive, warehouse, maintain, and issue approximately 2,000 STONs of Class VII items per day. • Store, maintain, and issue Class VII theater reserve stocks, including Army reserve stocks. • Deprocess approximately 900 STONS of Class VII equipment to ready-for-issue status per day.

Table 5-1. Mission capabilities of attached supply support units. (continued)

ATTACHED UNIT	MISSION CAPABILITIES
Repair Parts Supply Company	• Receive, store, and issue 111 STONs of Class IX repair parts to DS maintenance units in the corps and theater army area. • Maintain a 15-day stock of Class IX non-ALOC and a 30 day supply of maintenance related Class II and IX ALOC supplies totaling a maximum of 20,000 ASL lines.
Petroleum Supply Co, GS	• Establish and operate bulk Class III supply points at two locations. • Store 2,400,000/2,640,000 (using 20,000 gallon tanks) gallons of bulk petroleum. • Receive and/or issue any combination totaling 1.2 million gallons of bulk petroleum daily while maintaining a portion of command stocks. • Provide limited mobile filling stations. • Lay and operate 24 km,/15 miles of collapsible hoseline.

their basic TOE structure and are attached to a multifunctional ASB or S&S battalion upon establishment of a SEALOC and in-country storage areas.

DS Supply Units

ASG DS supply units provide requested supplies to customer units in their assigned areas on a customer-demand basis. DS supply work load is based on requests received from supported units.

Requisitions originate at DS supply units. They are prepared to obtain materiel requested by customers or to return DS stockage to authorized levels. ASG DSUs replenish their stocks by sending requisitions to their EAC MMC.

DS supply units adjust their receipt, storage, and issue activities to match the needs of supported units. Past history and estimates are used to plan for the local area DS supply work load. Stockage at DS supply units is based on the economic order quantity or days of supply stockage policy prescribed by AR 710-2. Requirements must be recalculated frequently to keep pace with changing conditions and movement of customer units.

DS supply units operate salvage collection points near maintenance collection points. Supported units turn in unserviceable or excess supplies and equipment as well as found and captured items. Inspectors determine serviceability. The EAC support command MMC provides disposition instructions. Reparable items are sent to maintenance units. Unserviceable items and equipment are evacuated to marketing and reutilization facilities.

GS Supply Units

ASG GS supply units and heavy materiel supply units provide supplies to replenish stocks and fill nonstockage supply requests from DS supply units. They respond to MMC directives and MROs from the EAC MMC. Less than full-scale deployments may necessitate a single GS supply unit serving the EAC MMC. ASG GS supply units are not involved in pass or fill decisions.

In a full-scale deployment, two GS supply units may be operational at the ASG. As shown by Figure 5-1, one GS supply unit performs as directed by the EAC MMC directives. For example:

- Those GS supply units and heavy materiel supply units that are theater-oriented respond to EAC MMC directives. Depending on the theater commander's policy, the EAC MMC tasks these units directly. These ASG GS supply units store materiel managed by the EAC MMC, to include theater critical items and army reserve stocks. They issue stock to theater-oriented GS supply units and to corps GS supply units.
- EAC support command GS supply units are theater-oriented. They are the source of general supply for EAC support command DS supply units.

The tiering of GS supply organizations shown on Figure 5-1 permits precise control of assets. The EAC MMC cannot originate MROs for theater-controlled materiel unless so directed by the theater commander. EAC MMC assumes control of materiel when the assets are released to them by the MMC MRO. An information copy of each MRO should be provided to both the EAC MMC and ASG support operations directorate.

PLANNING AND COORDINATING SUPPLY SUPPORT OPERATIONS

S&S branch staff officers must modify and adapt the basic supply planning guidance in AR 710-2 and FM 101-10-1/2 to local conditions in the AO. Petroleum supply staff personnel must provide the expected high volume of petroleum movements to the TAMCA's highway circulation plan.

S&S BRANCH

After considering the areas listed on Table 5-2 on pages 5-6, 5-7, 5-8, and 5-9, ASG S&S branch personnel recommend ways to adapt the ASG supply support structure and capabilities to changing supply requirements. **They** prepare guidance and supply directives that specify how ASG units perform their supply support missions.

S&S branch personnel monitor support provided by ASG supply units to ensure compliance with SOPs/FSOPs and MMC directives. ASG SSAs should participate directly in supply planning. If the workload begins to approach the maximum capacity of an ASG SSA, the S&S branch personnel at the-subordinate ASB or S&S battalion take appropriate action. ASG S&S branch personnel visit sites, conduct inspections, gather supply performance data, plot trends, and provide advice and assistance to ASG supply units.

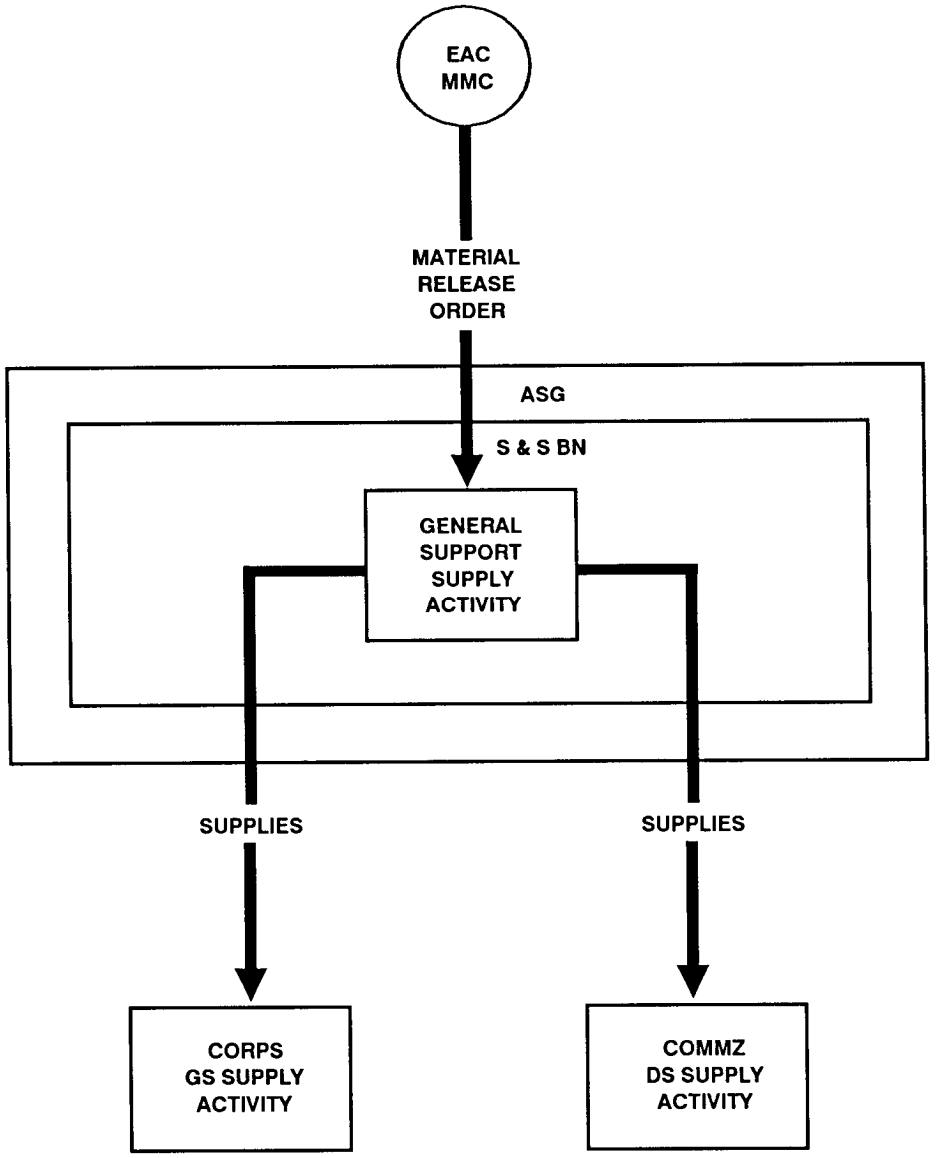


Figure 5-1. ASG supply activities responding to EAC MMC directives.

Table 5-2. Supply support planning checklist.

CLASS I SUBSISTENCE

- What is the basic load?
- What is the stockage objective?
- Are the ration cycles and type of ration support described by phase?
- Are ration supplements available? If not, what procedure will be followed?
- Are cash meal payment procedures going to be established?
- What method of distribution will be used (unit or supply point distribution)?
- Are veterinary personnel adequate for the subsistence support requirements to ensure that local fresh fruits and vegetables meet US standards?
- Are hospital rations addressed?
- Are chill and freeze reefer requirements for field feeding operations and Class I DS/GS supply points addressed?
- Are EPW capture rates included in subsistence requirement planning? Who will provide rations and EPW field feeding?

WATER/ICE

- What planning factors apply for the theater?
- What are the potable versus nonpotable requirements?
- What are water support requirements versus subordinate unit water support capabilities?
- Is water available from local systems, surface, or wells?
- Is water fresh or brackish?
- What are the purification requirements?
- Are preventive medicine personnel available to inspect and certify water and ice as potable?
- What type of water purification unit is required (Erdlator or ROWPU)?
- Have sufficient quantities of ROWPU overpack items (chemicals, filter elements, repair parts, and tools) been deployed to maintain ROWPUs for a given period of time?
- Has the MACOM authorized arid augmentation packages of additional water storage and distribution assets?
- Are small mobile water chillers required?
- What is the water planning factor?
- What are the treatment, storage, distribution, and cooling requirements? Are they satisfied by deploying unit capability?
- Are containers available in the event water is to be airdropped?
- Will ice be provided by the engineers or HN?
- Are potable ice considerations covered?

Table 5-2. Supply support planning checklist. (continued)

CLASS II OCIE

- Have requirements for individual clothing, CTA 50-900 items, and mission essential consumables been identified?
- What are DS and GS stockage objectives?
- Are there any items that require special consideration, such as:
  - Tentage and tentage repair kits?
  - Folding cots?
  - Insect bars and mosquito netting?
  - Banding materiel and tools?
  - Water purification chemicals and test kits?
  - Insect repellent and sun screen?
  - Field laundry or hospital laundry supplies?
  - Bath supplies?
  - Field feeding facility supplies, to include paper and plastic products?
  - Trash disposal supplies?
  - Field sanitation team supplies?
  - Latrine chemicals and supplies?
  - Batteries?
  - Cold weather clothing and cold weather equipment?
- Have provisions been made for replacement of damaged protective clothing?
- How will return to duty soldiers receive their CTA 50 items?

CLASS III BULK FUEL

- What fuel planning factors apply based on the theater terrain and projected level of combat?
- Are gallons per day requirements established for each type product for each supported service and unit?
- What jet fuels are available in theater?
- What commercial diesel fuels are available in theater and are they usable in ground equipment?
- Is there an existing pipeline distribution system within the AO?
- What are the pipeline and storage capabilities within the AO?
- Are bulk fuel tankers to deploy empty or with a full load?
- Is the use of contractor or HN provided bulk fuel supply considered?
- Will HN fuel specifications increase requirements for filter separator elements?
- Are accountable officer requirements addressed?
- Are materials and procedures for spill contingency addressed?

Table 5-2. Supply support planning checklist. (continued)

CLASS III BULK FUEL (continued)
- Are refuel-on-the-move sites required?
- Are remote refueling sites required?
- Are interservice support billing and reimbursement procedures specified?
- Have quality assurance procedures been established?
- Is laboratory test capability available in theater?
- Are required test kits on hand?

CLASS III PACKAGED PRODUCTS
- What are the DS and GS stockage objectives?
- Are any unique packaged product requirements addressed?
- What engine oils, transmission fluids, hydraulic fluids, brake fluids, and greases are recommended for ground vehicle or equipment operation?
- What engine coolants or antifreeze are recommended based on the operating environment?
- What products help prevent microbiological growth in fuel tanks?
- Are industrial gases requirements or capabilities addressed?
- Are containers available in the event that packaged Class III has to be airdropped?

CLASS IV CONSTRUCTION AND BARRIER MATERIAL
- What are the DS and GS stockage objectives?
- Are unique requirements for construction and security materiels addressed?
- Is in-country procurement considered?
- Will the use of army reserve stocks be permitted?
- Which items have been designated as controlled?

CLASS VI PERSONAL DEMAND ITEMS
- Are deploying personnel provided guidance on personal demand items?
- Is a tactical field exchange considered? If TFE support is required—
    - Has Headquarters, AAFES (Plans), been notified?
    - Have requirements for TFE staffing, stock assortment, security, facility, transportation, and communications been identified and coordinated?
    - Is finance support for the TFE identified?
    - Has the policy on rationing field exchange items and check cashing to purchase items at a tactical field exchange?

Table 5-2. Supply support planning checklist. (continued)

CLASS VII REPLACEMENT ITEMS

- What is the authorized stockage level?
- Have OPLANs identified controlled items?
- How will weapon systems be replaced?
- How many HETs are available in subordinate units to move critical weapon systems?
- Can critical shortages be filled by cross-leveling or by the redistribution of excess from nondeploying units?

CLASS IX REPAIR PARTS SUPPLY

- What are combat PLL requirements and capabilities within subordinate units?
- What are ASL requirements and capabilities?
- What is the stockage objective for ALOC and non-ALOC items?
- What special storage requirements will be needed for dry batteries, classified repair parts, and high dollar pilferables?

ASG S&S branch personnel monitor the work loads from the EAC MMC to ensure that ASG supply units are not over committed. If work loads exceed a supply unit's capabilities, they recommend alternatives, such as cross-leveling assets or workloads with the ASG AO or attaching additional supply personnel and storage equipment.

Periodically, S&S branch personnel check storage facilities to ensure that they are operated according to regulations. They investigate problems surfaced by customer units. They resolve conflicts between MMC directives and the ability of ASG supply units to respond.

Repair parts technicians assigned to the S&S branch ensure that critical repair parts are expedited. They monitor the consumption of repair parts and resolve problems related to repair parts availability.

CLASS I SUPPLY ESTIMATE

Supply estimates provide a means by which S&S branch personnel assess how best to support proposed operations. The supply estimate is based on troop strength in the area, on consumption rates, experience data, and days of supply required. The basic calculations are further modified for types of units, location on the battlefield and other variables observed. To determine the feasibility of the proposed operations, S&S branch personnel requirements against the mission capability to receive, store, and distribute required stocks. Estimates of required storage and supply distribution requirements impact on estimates prepared by the transportation branch and engineer branch personnel.

SUPPLY REQUIREMENTS

Formulas in FM 101-10-1/2 are useful in estimating supply requirements when both the strengths to be supported and the desired level of support are known. ASG S&S branch personnel assess supply requirements based on knowledge of–

- Strategic and tactical plans.
- Area of operation.
- Accumulated demand data or previous experience factors.
- Force structure and troop strength data.
- Expected intensity of combat.
- Item density.

PLANNING FACTOR REQUIREMENTS DETERMINATION TEMPLATES

Requirements determination templates automate many of the procedures outlined in FM 101-10-l/2. They contain the most current operational rates approved by HQDA. LOTUS 1-2-3 based microcomputer templates available from CASCOM can help ASG S&S branch staff officers calculate supply consumption requirements on a recurring basis. Templates exist to calculate Class III, repair parts usage, and Class I, II, IV, VI, VIII, and water requirements based on standard population data. Consumption data is based on theater of operation, combat posture, and combat intensities. ASGs can send requests for a copy of the current requirements determination templates to – Commander, US Army Combined Arms Support Command and Fort Lee, ATTN ATCL-FSP, Fort Lee, VA 23801-6000.

HN SUPPORT LOGISTICS DIRECTORATE

Directorate personnel coordinate with CA teams in determining the availability of local supplies. They determine the availability of local resources and government economic controls. They work with CA teams in acquiring foreign nation goods to support forces and operations OCONUS. They assist ASG subordinate battalion staff with activating preplanned requests for wartime HNS and with developing ad hoc requests.

Directorate staff coordinates civilian supply activities, to include coordinating the use of salvage and captured supplies for use by dislocated civilians. They also develop plans to prevent black-market activities.

PROCUREMENT

Supplies cannot always best be provided through normal military supply channels. Depending upon time and distance factors, local procurement of subsistence items, fuels and packaged products, and construction materials may be the preferred alternative.

The theater commander establishes a theater contracting agency to provide policy, procedures, and guidance to purchasing and contracting officers. That agency may establish purchasing and contracting teams at the EAC MMC.

ASG procurement personnel need to determine if–

- Local currencies have been authorized for local procurement?
- Local currency acquisition points have been identified?
- Contracting or ordering officers and imprest fund cashiers have received instructions concerning interface and coordination with the servicing finance support command?

- Class X supplies are funded?
- Logistics requirements have been costed?
- An account processing code has been established for contracting support or local purchase?
- There are an adequate number of contracting officers with the proper warrant?
- Finance support is available to the contracting officer?
- Linguists are available to support contracting or local purchase requirements?

PRE-POSITIONED MATERIEL

Units may require HQDA authorization to receive POMCUS equipment when they deploy from CONUS to the theater of operation. The theater stores and maintains this equipment as operational project stocks near the proposed war base. Units should update their deployment plans upon receipt of their annual POMCUS authorization documents. Deploying units must determine POMCUS shortages before deployment.

OPERATIONAL PROJECT STOCKS

Special operations forces and other units are authorized to use operational project stocks to obtain the required supplies and equipment to support contingency operations and war plans. ASG S&S branch personnel should ensure that these stocks are tilled and maintained at acceptable levels. Operational project stocks could be set aside to establish an intermediate staging base. AR 710-1 prescribes procedures for requesting and establishing operational projects.

ARMY RESERVE STOCKS

Army reserve stocks may be tailored in packages for deployment with units. Army reserve stocks include theater war reserves and DA-approved operational project stocks. Army reserve stocks may be maintained afloat adjacent to the theater of operations or in a third country support base.

STOCK LEVELS

Sufficient stock must be available to satisfy requirements until resupply can be effected. Units deploy to the AO with their combat PLL. SSAs deploy with their combat ASLs.

Stockage must be consistent with the mission, probable threats, climate, and geography in the AO. Stock levels are determined based upon strength figures, end item densities, and demand history. Demand history is used as a basis for stockage decisions. Criteria used to decide whether to stock a specific item at DS or GS level is contained in AR 710-2. Order and shipping times from CONUS are major factors in determining the amount and location of supplies. Items shipped by air require less stockage in theater than those shipped by sea. Significant changes in the units supported or in their missions necessitate adjustments to the stockage levels.

Theater wartime supply levels are prescribed for categories of stock. By calculating a daily consumption rate for the units in the theater and multiplying it by the required days of supply, a theater stockage objective can be determined. Wartime stockage levels for DSUs assigned to ASGs are prescribed by the theater commander based on assessment of the battlefield environment.

STORAGE REQUIREMENTS

Storage requirements vary depending upon the commodity to be stored.

Bulk Fuels

Storage capacity required for bulk fuels is determined based on consumption rates and stockage objectives. Planning factor criteria are listed in FM 101-10-1/2.

Ammunition

Storage requirements for ammunition are determined based on consumption rates, the square feet per STON of the types of ammunition to be stored, separation distances required for safe storage, and the storage objective.

General Supplies

FM 101-10-1/2 provides general planning factors for determining covered and cold storage facilities for general supplies. However, the storage planning factors should be adjusted based upon warehouse facilities and local consumption rate experience.

SALVAGE

The Army obtains supplies from every available source. The EAC MMC sets salvage priorities based on theater needs and supply status. In a mature theater, the DLA conducts reutilization and disposal activities. Abandoned or damaged items can be salvaged for use for their original or similar purpose. Salvage collection includes the recovery of sister Service, allied, and enemy items. Intelligence units establish procedures for disposition of enemy items.

Salvage operations occur throughout an ASG AO. DS supply units and maintenance units set up salvage collection points. Salvage collection points may receive—

- Excess supplies.
- Seasonal turn-ins.

- Worn or damaged equipment.
- Materiel lost, abandoned, or discarded on battlefields and in bivouac areas.
- Captured enemy materiel (less medical).

Nonmechanical Salvage

DS supply unit Class II, IV, and VII supply points set up a salvage collection point for nonmechanical salvage near maintenance collection points. Nonmechanical salvage includes such items as—

- Footwear.
- Tentage, canvas, and webbing.
- Individual equipment.
- Clothing.
- Field furniture.
- Five gallon gasoline cans.
- Fifty-five gallon drums.
- Lanterns.

Salvage collection points should not accept toxic agents, ammunition, explosives, radioactive materials, COMSEC equipment, medical materiel, or aircraft. These items must be turned in to units with the specialized capabilities to handle them. Nonmechanical salvage collection points turn over mechanical items to maintenance units for classification and disposition.

Mechanical Salvage

Reparable equipment is recovered through maintenance evacuation channels. Using units turn unserviceable mechanical items into their supporting DS maintenance units. DS maintenance units perform technical inspection and classify the items as either reparable, not reparable this level, or salvage. Maintenance units also obtain unserviceable assets from nonmechanical salvage collection points operated by DS supply units.

Nonreparable items are recovered based upon procedures established by the commander. Items classified as not reparable at the DS maintenance level are evacuated to a designated GS maintenance unit. There, the items are reevaluated. If classified as salvage at the GS level, the GS maintenance unit requests disposition instructions from the EAC MMC. Items classified as salvage are turned over to the unit assigned the salvage mission. The property disposal officer provides disposition instructions.

PROPERTY DISPOSAL

DLA elements may continue to provide a property disposal service within the ASG AO. However, if DLA civilians do not continue to do so after hostilities begin, ASG DS supply units or maintenance unit personnel may be tasked to provide property disposal services. HN personnel may be used to evacuate materiel destined for property disposal to the ASG AO. Maintenance and supply personnel then inspect and classify the materiel. The MMC coordinates disposal operations to insure that usable materiel is reutilized and not lost from the theater.

Hazardous materials are handled according to DOD Regulation 4160.21-M and per servicing regional DRMO letter of instructions.

SITE SELECTION

Supply points should be close to the MSR and to an airfield or heliport for resupply operations. Separate entrances, exits, and traffic holding areas prevent traffic congestion. The area should be large enough to allow dispersion of equipment and supplies. An area should also be set aside for sling loading supplies.

REQUISITION AND DISTRIBUTION OVERVIEW

This section provides a generic overview of supply requisition and distribution flows. Differences in requisition and distribution for the various classes of supply are annotated in the subsequent section.

REQUISITION FLOW

This section describes the routing and disposition of requisitions.

Forward Presence SSAs

Forward presence SSAs transmit requisitions to the supporting MMC for editing. Based on DA pass and fill logic, when stocks are not available or stock replenishment is required, requisitions are transmitted to a CONUS NICP.

CONUS Based SSAs

CONUS based SSAs pass requisitions to the installation supply division or MMC for editing, funding, and fill according to prescribed fill or pass logic. Requisitions that are passed are sent to the NICP. The NICP item manager then directs shipment from the distribution depot to the installation supply division.

Requisitions from the CMMC

When items are not available within COSCOM GSUs, the CMMC transmits the requisitions to the EAC MMC or CONUS-based ICPs. The EAC MMC conducts a search to determine:

- If the supplies are on hand in a theater-controlled GSU, they are issued to the supporting GSU or DSU.
- If stocks are not on hand, the EAC MMC passes the requisition to the CONUS ICP.

Requests/Requisitions within the COMMZ

At OLS, supported units submit requests to their supporting DS supply point or maintenance unit. If requested supplies are not on hand, the supporting unit transmits a requisition to the EAC MMC. The EAC MMC performs a search. If supplies are not on hand within EAC support command units, the EAC MMC passes the requisition to the CONUS ICP.

DISTRIBUTION

During peacetime, forward presence DS and GS supply units are resupplied primarily from the CONUS support base. DS and GS supply activities in CONUS are supported directly from the wholesale depot. Stocks are not authorized at CONUS installations to support DS and GS supply activities. The NICP item manager directs shipment to the requisitioner using surface transportation, SEALOC, or ALOC for Class IX and maintenance related Class II items. The ICP directs release of stocks from CONUS depots. The depot ships the stocks to the CONUS airport or seaport of embarkation. The air or sea port of debarkation receives, reprocesses, and surface-transports stocks to theater GSUs for later issue to EAC MMC/corps GSUs or the consignee.

During the transition to war phase, supplies must be either pre-positioned or carried by the deploying units. Initial units deploy to an AO with sufficient basic loads to sustain them based on the CINC's guidance. Mission, threat, climate, and expected duration of the operation determine the initial basic loads of deploying units.

Without in country or friendly country resources or the capability for initial resupply from pre-positioned stocks afloat, ASG units may be tasked to provide limited GS supply support from a third country support base. Initial limited supply support may include Class II, packaged Class III, and Class IV supplies procured from in-country sources or friendly countries near the AO.

Supply points provide support throughout their area of operation on a unit, area, or task support basis.

- Unit support is that supply support provided to a designated unit or a group of units.
- Area support is provided to all units located within a designated geographic area. Supported units usually pick up their supplies at the supply point. This is called supply point distribution.
- Task support consists of a specified type or amount of a supply unit's support capability provided to designated units or a geographic area to accomplish identified tasks.

Air Lines of Communication

The ALOC system features direct air delivery during peacetime. It does not change when war is declared. EAC MMC continues to requisition from CONUS NICPs. Stocks continue to be flown to the airport in the area of the DSU that supports the requesting unit.

However, airlift capability may be extremely constrained during the initial stages of deployment. Only critical, combat-essential supplies will be airlifted. Air-eligible items are restricted to selected Class VIII, Class IX with Air-Eligible Category Code 1 or 3, and maintenance-related Class II items. In addition, based on aircraft availability, Issue Priority Group-1 shipments may be flown into the AO upon validation of the urgency of need by the Logistics Control Agency.

The ALOC system is used to deliver air-eligible items to units designated to receive ALOC support. Materiel in support of ALOC units is requisitioned directly from CONUS NICPs by requisitioning ALOC-eligible items from the EAC MMC.

Figure 5-2, see page 5-14, depicts supply requisition and materiel flow in support of ALOC designated units. The EAC MMC either directs the issue from an ASG repair parts supply company or passes the requisition directly to a CONUS NICP. Requisitions for ALOC-items that have been designated theater-controlled items would be passed first to the EAC MMC to be either filled by the ASG repair parts company or passed to CONUS.

In CONUS, ALOC shipments are moved from a distribution depot to an aerial port of embarkation. Repair parts and selected maintenance related-Class II are shipped daily by air to ALOC designated maintenance units. They are flown to a predesignated APOD for direct delivery to the maintenance unit or repair parts

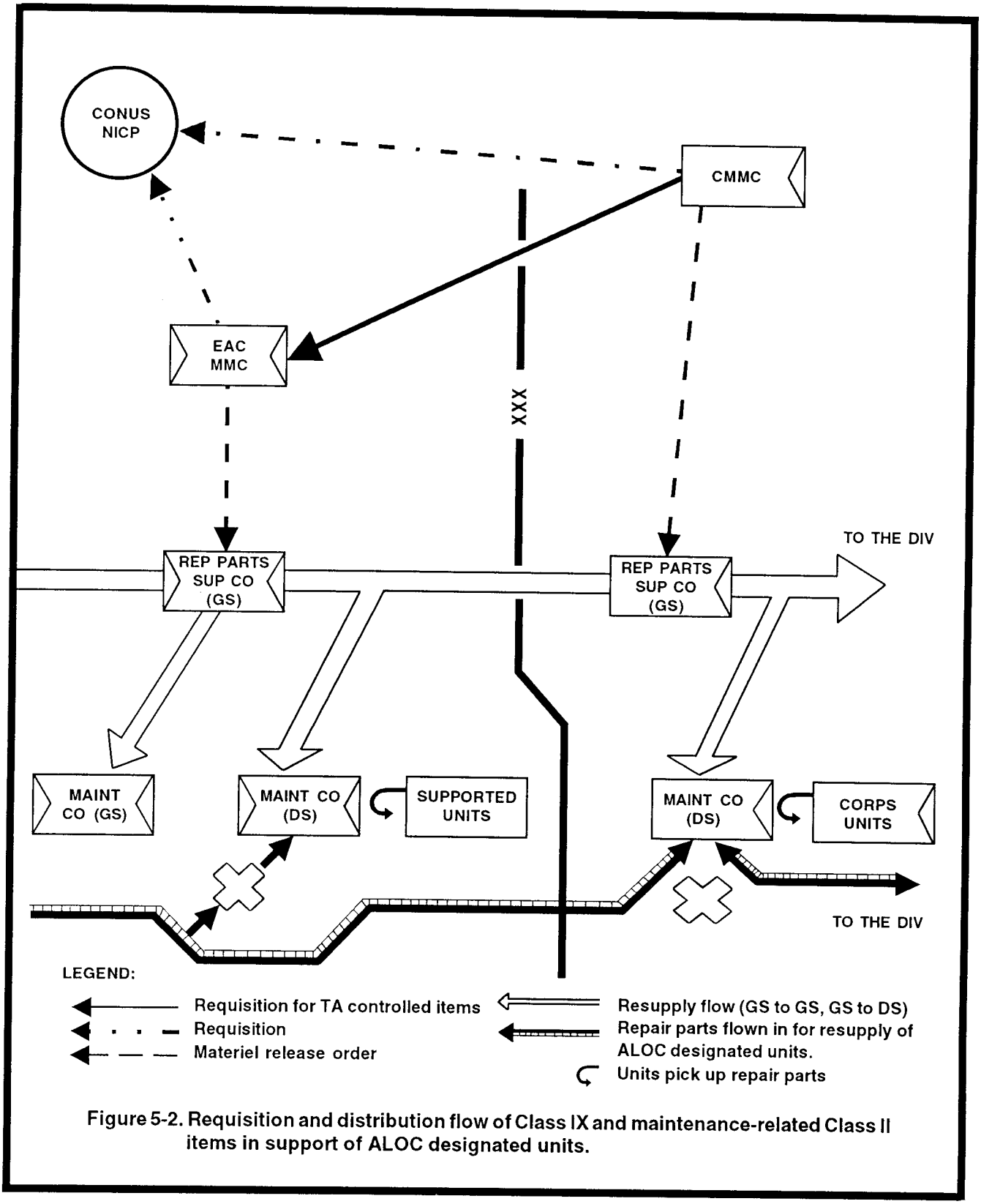


Figure 5-2. Requisition and distribution flow of Class IX and maintenance-related Class II items in support of ALOC designated units.

supply company. Note that ALOC shipments designated for non-ASG DSUs would bypass ASGs.

Consolidated and containerized shipments containing ALOC stocks for multiple customers must first be sent to designated in-theater break-bulk points prior to distribution to individual requisitioners.

Surface Shipment

Approximately 95 percent of all supplies arrive in the AO through seaports. They are then transported to SSAs. Surface shipments satisfy routine requirements for Class I, II, packaged III, IV, VII, and ALOC-ineligible IX. Nonair-transported materiel is obtained by requisitioning it through the MMC.

When practicable, shipments are throughput from the seaports directly to the requisitioning GSUs/DSUs. Surface shipments for forward presence SSAs are sent to a consolidation or containerization point at an area-oriented depot serving the geographic region. Their stocks are containerized or palletized. An Army transportation port terminal transfer unit transfers supplies and equipment. Automated in-transit visibility allows for tracking and re-routing of shipments as required.

During the sustaining phase, supplies flow from ASCC GSUs to EAC support command GSUs/DSUs. The MMC and MCA maintain in-transit visibility of all cargo. Stocks are diverted as required. Figure 5-3, see page 5-16, depicts SEALOC and surface resupply during the sustaining phase of theater operations.

Throughput Distribution

Whenever feasible, surface shipments should be throughput to the consignee. Throughput reduces the off loading and reloading of supplies at intermediate facilities. This reduces shipment time and possible damages. When the consignee is a non-ASG DSU, throughput shipments would bypass the ASG.

S&S and transportation branch staffs must consider all factors when deciding how to route supplies. Due to requirements to be mobile or to organic equipment constraints, some customer units may not be able to handle or store supplies.

SLING-LOAD

The DS supply company's cargo-handling section prepares supplies on pallets and at cargo sites for sling loading at heliports. Section personnel prepare sling loads of supplies and equipment for helicopter lift. FM 55-450-3 details the location of the signaler and hookup soldiers during helicopter sling load operations.

ASG units should conduct sling load training before an operational situation. Units need to train soldiers to rig supplies and equipment, mark landing zones, and use correct hand signals and safety precautions working near helicopters.

NBC CONCERNS

NBC contamination of stocks as a result of enemy actions poses a serious threat to the availability of supplies. Contaminated stocks are not normally issued. However, in emergency situations, contaminated supplies may be issued if the contaminated supplies will provide a decisive tactical advantage to the using unit. Contaminated stocks are issued first to units that are similarly contaminated. The decision to issue contaminated supplies must be made jointly by the issuing and receiving commanders.

SUPPLY SUPPORT BY CLASS OF SUPPLY

Items grouped into a class of supply are managed and handled in ways that accommodate the characteristics of those items. This section describes the supply procedures associated with the classes of supply received, stored, and issued by ASG units.

Applicable ASG SSAs receive, store, and issue all classes of supply except Classes V and VIII. Based on existing or established support agreements, ASG SSAs may process general supplies for other US services and combined and coalition forces.

SUBSISTENCE SUPPORT– CLASS I

Class I includes subsistence items and gratuitously issued health and comfort items, Subsistence supplies stored in ASG supply units vary depending upon the level of fighting and resultant opportunities to serve conventional hot meals. Following Army field feeding guidance in FM 10-23 and AR 30-21, Class I supply point personnel receive, store temporarily, and issue Class I supplies to supported units. The types and quantities of rations shipped under the push system are dependent on–

- Personnel strength data.
- Unit locations.
- Type of operations.
- Feeding capabilities.
- Theater field feeding policy.

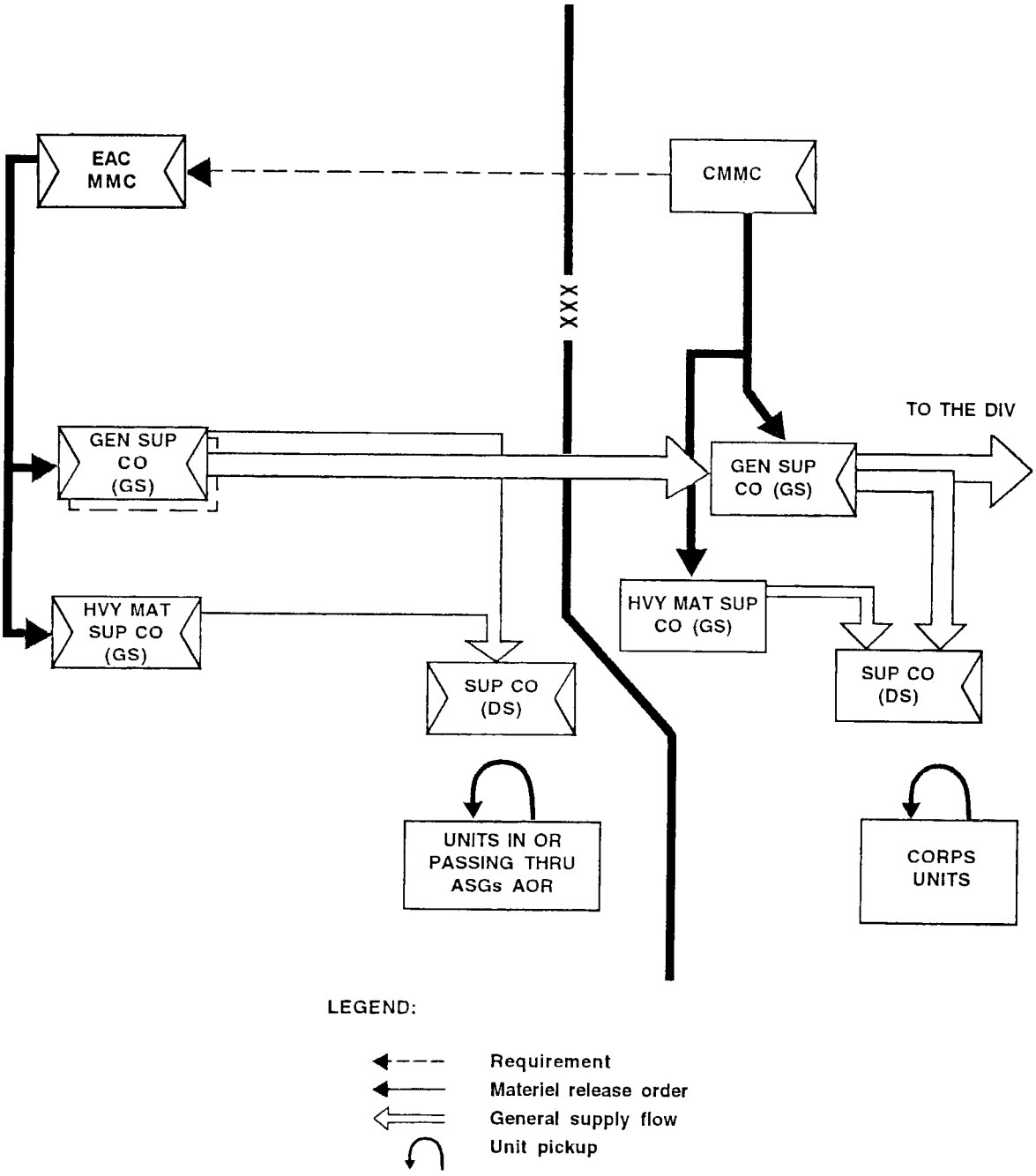


Figure 5-3. Requisition and surface distribution of supplies (Class I, II, packaged III,IV, and VII).

Initially, commissary stocks are turned over to the theater. Rations are supplemented with subsistence items purchased locally. FM 10-1 prescribes the principles of support. FM 10-23-2 covers the details of subsistence supply and management in theaters of operations.

Fresh Bread

Commercially prepared pouch bread supplements individual and group rations until commercially available bread can be procured. The assumption is that fresh bread products will be provided by commercial vendors.

Health and Comfort Packs

Initially, soldiers carry 30 days of personal health and comfort items with them. Essential PX stocks may be turned over to the theater supply system to support this initial issue. These initial personal health and comfort items are later supplemented by Class I health and comfort packs containing health, sanitation, and personal demand items issued gratuitously with Class I rations. Health and comfort packs are issued on the basis of one pack per 10 persons per 30 days. Female health and comfort packs provide additional female hygiene and comfort items. These packs are issued on the basis of one pack per 10 females per 30 days.

Refrigeration

Available refrigeration determines the amount of A Ration meals that can be provided. A perishable subsistence platoon may be fielded and attached to a GS supply company. Alternatives are for contractor personnel to arrange for refrigeration support or to use assets from the HN or third-country sources.

Ice

Ice may be provided through HNS, commercial support, or organic equipment. Preventive medicine personnel inspect ice to ensure that it is safe for consumption.

Consolidated Field Feeding

Under the area feeding concept prescribed by FM 10-23, nondivision separate units with a strength of less than 30 soldiers are not resourced with food service personnel. They must coordinate with nearby feeding units for support. Nondivision separate units with a required strength of from 30 to 99 soldiers are authorized one cook to assist with ration preparation in the feeding units. Supported units provide KP support to offset the increase in sanitation work load associated with group rations.

The mobile field kitchen authorized the ASG company headquarters is designed to enable authorized food service personnel to prepare and serve the full range of rations for up to 300 personnel. This includes A Rations if refrigeration storage capability is available.

Request/Requisition

During the initial period of force deployment, forecasts may serve as a requisition. In the initial stages of conflict, rations are pushed to supply points based on strength reports. As the system stabilizes, supported units submit daily ration requests several days in advance of their ration pickup at the supporting Class I supply point. Class I supply points consolidate the requests and submit a consolidated requisition to the Class I section of the EAC MMC.

DS supply units order replenishment stocks from the EAC MMC. For other than unitized rations, DS supply units must include line item requisitions. CMMCs submit daily strength reports to the EAC MMC. The EAC MMC then computes and transmits Class I replenishment requirements to the applicable NICP.

Distribution

DLA prepares an MRO directing release and shipment of depot stocks. Class I supplies are shipped from CONUS to the theater GS supply unit. That unit issues Class I supplies to corps GS supply units. These units break down rations for issue to the Class I supply points of supported DS supply companies. Their Class I supply points support consuming units on an area support basis.

WATER SUPPORT

Water is required for personal health and comfort. Water is required for personal hygiene, centralized hygiene, laundry, food preparation, and treatment of heat injuries. It is also required for vehicle coolant, engineer construction operations, aircraft washing, sanitation, firefighting and chemical decontamination. Water support requirements depend on—

- Battlefield environment (whether temperate, tropic Arctic or arid).
- MOPP levels.
- Expected duration of hostilities.
- Size of the force.
- Command policy for rations, frequency of showers, and laundry service.

Time-phased water requirements can be estimated using consumption planning factors in FMs 10-52 and 101-10-1/2. Water supply planners must consider seasonal variations that may increase or decrease water requirements. The MMC monitors water priorities and allocations.

During the deployment phase, prepackaged potable water may be provided from offshore or nearby third country support bases. Bottled water may be purchased from local businesses but only after prior certification by preventive medicine personnel.

During the lodgment phase, in temperate, tropic, and Arctic regions, nonpotable water requirements can be met by raw water sources and establishment of an in-country water supply system. Large amounts of potable water do not need to be stored. However, in areas where potable water is not readily available, it becomes a high-priority, critical commodity. Potable water must be stored for all requirements.

Supply Source

Local water sources are used whenever available and usable. In industrialized areas, fresh surface and subsurface water may be readily available. Water points set up operations near a medically approved water source. Possible water sources include ground water, existing piped systems, wells, streams, lakes, ponds, rivers, and sea water.

In temperate, tropic, and Arctic environments, DS supply companies attached to an ASB or S&S battalion can meet user requirements for water. During the build-up phase, each company can set up four water points to provide water support on an area basis. Water supply points normally collocate with Class I supply points. Each water point can produce 60,000 gallons of potable water per day. Water supply points purify and disinfect water and store potable water in collapsible fabric bags and drums. Preventive medicine personnel from the supporting medical organization monitor the quality of water.

In arid regions, water points are augmented with additional storage and distribution equipment. Augmenting arid operations teams may be attached to the ASB or S&S battalion's DS supply company. When the magnitude of the water mission requires large scale water capability, a water supply battalion may be attached to the petroleum group to coordinate the large scale operation of water purification, storage and distribution facilities. The petroleum group provides command and control of all GS water assets. FM 10-52 describes water point operations in arid and nonarid environments.

Responsibilities

Engineer units locate well sites for ground water development. They not only detect subsurface water, but also drill, construct, repair, and maintain water facilities. They can also help prepare the water point by preparing individual tank sites, removing underbrush from distribution areas, clearing parking areas for trucks, and building an improved road through the site.

Distribution

Units in the area drive to the DS supply company's water point to obtain potable water. They use organic 400-gallon water trailers or 250-gallon fabric drums to transport potable water to unit locations.

Water supply impacts on transportation requirements. Water points may use S&P tractor trailers to haul the SMFT to deliver water to large consumers that have no organic water transport capability. Deliveries to major users, such as hospitals, necessitate using the 3,000-gallon SMFT. FMs 10-27-2 and 10-115 provide details on water storage and distribution system layout. Locating major water users, such as MA sections, near water points' makes distribution easier. Five-ton cargo trucks can haul the FAWPSS, which can also be airdropped to isolated units in an emergency. When available, USAF C-130 aircraft and Army helicopters may be used to resupply water.

ORGANIZATIONAL EQUIPMENT, CLOTHING, AND INDIVIDUAL EQUIPMENT SUPPORT- CLASS II

Class II includes expendable and consumable items and secondary items of equipment authorized in allowance tables. This includes—

- Clothing.
- Individual equipment.
- Tentage.
- Tool sets and tool kits.
- Administrative and housekeeping supplies and equipment.

Request/Requisition

The using unit determines a requirement and requests the item from the supporting DS supply unit's Class II, IV and VII supply point. If stocks are on hand, the supporting DS supply unit fills the request.

If stocks are not on hand, the DS supply unit consolidates the requests and forwards a requisition to the EAC MMC. If stocks are available within the GS supply company or heavy materiel supply company, the EAC MMC cuts an MRO to release the items. As required, the EAC MMC requisitions replenishment stocks from the applicable NICP.

Map Support

In the COMMZ, the EAC MMC manages unclassified maps. It determines map-stockage levels and submits initial and replenishment requisitions through Defense Mapping Agency channels. The DMA remains the source of standard map supply.

Units order standard maps from their supporting DS supply company. In the future they will use a specified document identifier code and a DMA number similar to a manufacturer's part number. Units request classified maps through intelligence channels.

A map supply platoon, assigned to the GS supply company, stores standard maps at EAC support command map storage sites. Distribution of unclassified map products is through standard Class II supply channels. The DS supply units issue maps according to established distribution schedules or at the direction of the EAC MMC.

US Army Corps of Engineers topographic battalions produce special maps and terrain-related products and services. They retain the ability to produce limited quantities of standard maps in theater. Requests for special maps and terrain related products must be submitted through engineer channels.

BULK FUEL SUPPORT– CLASS III

The Army's ability to move depends upon its supply of bulk fuel. Bulk fuels can makeup over 50 percent of the tonnage moved in a developed theater. In industrialized areas where storage tanks and pipelines are already in place, initial supplies of bulk fuels can be obtained locally. Subsequent bulk fuels are shipped by tanker ships. In undeveloped areas, initial fuels are brought in by tanker ships.

FM 101-10-1/2 provides formulas and tables for computing combat consumption rates and requirements when the end item density is known. It also lists bulk fuel usage factors by equipment category.

The Army sets up an integrated bulk fuel distribution system to provide bulk fuel to sister Services and allies, if required. FM 10-67 describes bulk fuel supply in theaters of operations. The Class III supply point of DS supply companies attached to a subordinate S&S battalion or ASB operates bulk petroleum storage and issue points. Following procedures in FM 10-69, Class III supply points issue bulk fuels to units operating in the COMMZ. Supported units drive organic trucks to the Class III supply point. Class III points may have to provide some unit distribution.

The petroleum supply battalion assigned to the ASG provides GS level bulk fuels. The petroleum supply companies of this battalion provide the interface between the petroleum group's pipeline or terminal loading facilities and the DS supply companies that issue bulk fuels. A mobile laboratory team may be attached to the petroleum supply battalion to monitor the quality of bulk fuels. FM 10-72 describes laboratory teams.

Class III Site

In towns, Class III supply points may setup operations in warehouses, service stations, and similar facilities. In the field, the site should be on an MSR or have direct access to the MSR. To reduce traffic problems, traffic flow should be one way.

Fuel Forecast

S4s provide a short-range fuel forecast to the supporting DSU. The forecast outlines estimated bulk fuel requirements based on known and projected mission requirements.

Bulk fuel is centrally managed and allocated. As shown by Figure 5-4 on page 5-20, the CMMCs and EAC MMC submit forecasted requirements for the following three days to the MMC. The MMC consolidates the forecasts and sends them to the joint petroleum office. Forecasts are then sent to the defense fuel supply center that purchases bulk fuels and schedules delivery to petroleum supply companies.

The petroleum supply battalion transmits requirements for resupply through the EAC MMC. The MMC Class III section passes requirements to the theater petroleum group. The petroleum group directs the petroleum pipeline and terminal operating battalion and supporting truck companies to provide resupply fuel to ASG petroleum supply companies.

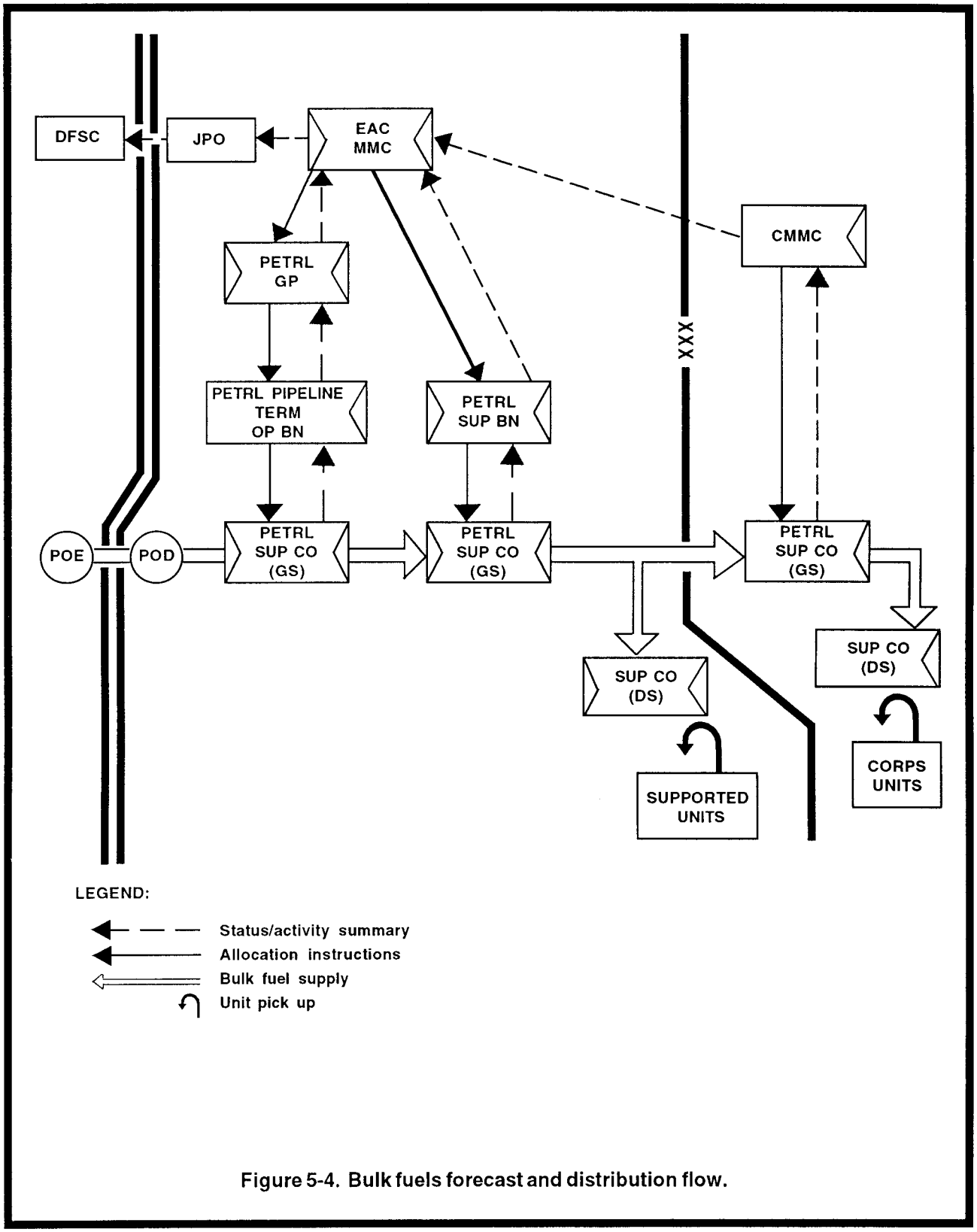


Figure 5-4. Bulk fuels forecast and distribution flow.

Receipt and Storage

DS supply company Class III points may receive fuel resupply from the petroleum supply company via pipeline, line haul truck, or bladder bird. The EAC MMC informs the DS supply company Class III point of the types and quantities of fuel it will be receiving. It also tells the supply point the estimated date and time the fuel will arrive at the supply point. The DS supply unit Class III point stores fuel in the 20,000-gallon collapsible tanks of the FSSP. AR 710-2 sets the stockage policy. FM 10-69 prescribes procedures to follow during the receipt and storage of bulk fuel.

Bulk Fuel Issue

The Class III supply point issues bulk fuel on an area support basis based on priorities established by the theater commander and directives from the EAC MMC. Units with tank vehicles obtain their bulk fuel supply by supply point distribution. Class III supply point personnel transfer fuel from the 20,000-gallon collapsible tanks to fuel-hauling vehicles. Other units may refuel vehicles from mobile filling stations set up in their vicinity. Tank and pump units distribute fuel to units that have no organic tank vehicles.

Supporting medium truck companies (petroleum), attached to the transportation battalion, use semitrailers to transport fuel forward from petroleum supply company Class III points to supported units. Tank trucks/semitrailers and hose lines perform local haul resupply. Tank trucks/semitrailers, pipelines, rail tank cars, and barges are used in line haul resupply operations.

Class III supply point also fills 500-gallon collapsible drums, 55-gallon drums, and 5-gallon cans to be airlifted to supported units. They may need to prepare drums and cans for delivery by sling load FMs 10-68 and 10-69 both provide details on bulk reduction and sling load operations.

Planes or helicopters may be used to expedite delivery. The FARE may be used to refuel aircraft. FM 10-68 prescribes aircraft refueling procedures.

Mobile Filling Stations

When the volume of traffic through the area justifies the requirement, Class III supply points may use their organic tank and pump unit or FARE system to provide a mobile roadside gas station-type service operation.

PACKAGED PRODUCTS SUPPORT– CLASS III

Packaged products include lubricating oils, greases, hydraulic fluids, and specialty items normally packaged by the manufacturer. They are stored, transported, and issued in containers of 55-gallon capacity or less. Packaged products also include bulk fuels which, because of operational necessity, are packaged and supplied in containers of 5 to 55-gallon capacities. Fuels in collapsible containers of 500-gallons or less are also considered as packaged fuels. FM 101-10-l/2 tables list combat consumption rates for packaged petroleum products.

DS supply companies provide packaged III supplies. For user convenience, some packaged petroleum products may be issued at bulk fuel supply points.

The general supply company provides GS packaged products to DS supply companies and to corps general supply companies.

CONSTRUCTION AND FORTIFICATION/ BARRIER MATERIAL SUPPORT– CLASS IV

Class IV includes material used for unit defensive barrier and fortifications as well as construction material used for base development. Requirements depend upon the intensity of conflict, the type of battle, and the maneuver commander's initiatives in employment of Class IV.

Requests for Class IV items normally require command approval. The MMC controls selected Class IV construction material in coordination with the senior engineer commander.

PERSONAL DEMAND ITEMS - CLASS VI

Class VI consists of AAFES items sold to troops and authorized individuals. They are made available through local procurement or through requisition on CONUS AAFES. As the theater matures and conditions permit, mobile exchange sales teams may sell PX type personal demand items to specified units or troop concentrations from mobile or freed facility sites. Personal demand items include nonmilitary sales items such as candy, cigarettes, soap, and cameras that may be purchased through HN or contract support. The theater commander exercises control over the availability and variety of Class VI supplies provided through AAFES operations. Shipping space impacts on allocations.

MAJOR END ITEMS SUPPORT– CLASS VII

Class VII supplies are nonexpendable items of equipment referred to as major end items. They are normally controlled through command channels. Requests must be based on TOEs or other authorization documents. The MMC manages all Class VII items.

All requisitions for Class VII are routed through the MMC. For example:

- If stocks are not on hand within the corps, the CMMC passes the requisition to the EAC MMC. Based on command guidance on priority and quantities to be issued, the MMC either directs issue from a theater heavy materiel supply company to a corps heavy materiel supply company or forwards the requisition to the applicable CONUS ICP. The EAC MMC submits a daily report for major items used from stocks to replace battle losses. CMMCs submit requisitions to the EAC MMC to request replacements for items turned-in to GS maintenance.
- If stocks are not on hand within the COMMZ, the EAC MMC passes the requisition to the CONUS ICP. The ICP directs release from the appropriate depot. At the air or sea port of debarkation, items are reprocessed and moved by surface transport to the theater heavy materiel supply company for issue to the corps or throughput directly to the consignee.

Major end items are configured by the shipper to minimize in-country processing. ASG heavy materiel supply company personnel should deploy early to deprocess weapon systems from CONUS. Weapon systems are then transported to a forward support area where they are made ready for issue. Vehicles are fueled. Basic issue items are placed aboard. However, no ammunition is loaded aboard.

Replacement weapon systems are controlled by a weapon systems manager. During moderate-sized deployments, the EAC MMC assumes management of all Class VII items.

REPAIR PARTS AND COMPONENTS SUPPORT– CLASS IX

Class IX is demand supported. Requirements depend upon the equipment of the forces supported and on maintenance repair policy. DA Pamphlet 710-2-2 describes procedures for establishing initial stockage and determining retention of stocks. The availability of Class IX repair parts can directly affect the readiness of major weapon systems.

During the transition to war phase, initial repair parts requirements can be met through controlled exchange and cannibalization. Deploying units perform quick-fix, combat-essential maintenance with emphasis on assembly replacements. The use of cent rolled exchange must be intensively managed to prevent misuse.

The EAC MMC manages Class IX supply for OLS units in the COMMZ. It computes Class IX stockage based on the PLLs of units to be supported.

Request/Requisition

When stocks of noncontrolled repair parts are not on hand within the corps, the CMMC transmits the requisition to the CONUS ICP. For theater-controlled Class IX items, the CMMC passes untilled requirements to the EAC MMC. Refer to Figure .5-2 on page 5-14. For example:

- If stocks are on hand, the EAC MMC sends an MRO to a theater-controlled repair parts supply company. The theater repair parts supply company then issues the items to the corps repair parts supply company or consignee.
- If stocks are not on hand, the EAC MMC transmits the requisition to the CONUS ICP.

Within the COMMZ using units request required repair parts from their supporting DS maintenance unit. For example:

- If noncontrolled repair parts are on hand, the supporting DS maintenance unit issues the repair parts. The EAC MMC adjusts its stock records.
- If the parts are not on hand, maintenance units forward a requisition to the EAC MMC. The EAC MMC transmits requisitions to the ICP for air shipment to ALOC designated units.

Distribution Flow

The EAC MMC manages the release, receipt, storage, and issue of all repair parts except marine and rail peculiar repair parts managed by marine maintenance and railway equipment companies.

If the requisition is for a high priority repair part and the part is on hand, the EAC MMC directs the issue and shipment from a repair parts supply company. The repair parts supply company is the GS source of supply for Class IX items in the COMMZ. It maintains a combat ASL of parts to backup the ASL lines of supported maintenance units. The range of that ASL is controlled initially by wartime expected usage and thereafter by suitable wartime demand criteria.

NONMILITARY PROGRAMS SUPPORT– CLASS X

Class X items support nonmilitary programs such as agriculture and economic development. Requirements

depend upon the technological capabilities of the country involved, the population to be supported, and the geographic location. If resources in the AO are inadequate to support the civilian population, DS supply units attached to an ASB or S&S battalion may be tasked to store and issue Class X nonmilitary, humanitarian assistance supplies to civil agencies or charitable organizations. FM 41-10 provides details on civil affairs supply.

SUPPLY MANAGEMENT

Supply management is performed by the EAC MMC. The EAC MMC is the theater control center for supply management.

THE EAC MMC

The EAC MMC is the principal supply management organization for the theater. It provides theaterwide materiel management for all items except Class VIII items. It maintains theaterwide asset visibility for—

- Army reserve stocks.
- Class III bulk fuels.
- Class V ammunition, guided missiles, and large rockets.
- Class VII major end items.
- Class IX theater level reparable.

The EAC MMC allocates items of supply following priorities established by the theater commander. This ensures that limited assets are put to the best use. The EAC MMC has the ability to evaluate and compare the needs of the entire theater. It controls critical items in short supply to ensure the optimum use of those assets. The EAC MMC consists of eight materiel management directorates that exercise day-to-day integrated materiel management of assigned commodities. These directorates interact closely with the commodity commands of the CONUS-based AMC, DLA, and GSA.

The EAC MMC is the primary interface with CONUS NICPs. It manages all theater stockage lists supplies except-

- Class VI.
- Class VIII.
- ALOC Classes II and IX requisitioned by the EAC MMC and CMMCs.
- Classified maps.
- Certain COMSEC equipment.

The EAC MMC controls materiel that has been designated theater-controlled stock. Other materiel is managed by the EAC MMC and CMMCs in conformance with theater directives. The EAC MMC exchanges information continuously with CMMCs.

The EAC MMC is responsible for the supply requirements for a geographic area within the COMMZ. This includes local procurement to support demands. The EAC MMC provides centralized control and management for GS stocks that are theater assets. Supplies stored in DS SSAs are dropped from EAC MMC stock record accountability. They are not included in theater asset balances. The EAC MMC also manages the supply of theater stocks that may be stored and distributed by theater units.

The EAC MMC determines the quantities and types of items to be stored at supply points. It issues MROs to release stock to COMMZ DSUs. To satisfy urgent demands, it may laterally transfer stocks or redirect the distribution of stocks from supply points that have an excess on hand.

Regulated Items

The theater regulated items program or a senior command element may regulate items within the ASG DSUs. The EAC MMC passes requests for regulated items to the theater headquarters or regulating senior command element for approval or disapproval. If approved, requests are returned to the EAC MMC for normal processing.

Class II, IV and VII regulated items are introduced early in the flow. However, they are stocked in very small quantities. Initial preplanned supply support packages provide the means for initial stockage to DSUs.

The EAC MMC transmits requisitions for supplies to support operations. ALOC designated Class IX and maintenance-related Class II items that are not theater-controlled are the exception, The EAC MMC transmits requisitions from ALOC units for Class IX and maintenance related Class II ALOC to the appropriate CONUS NICP.

The EAC MMC performs a search of the area. If the supplies are not on hand, or if the supply point is not

authorized to release them, it transmits the requisitions to the ICP. For example:

- If the supplies are available within the area, the EAC MMC cuts an MRO directing their issue. The MRO identities the type and quantity of supplies and who requested them. The EAC MMC coordinates transportation requirements with the theater MCA. The EAC MMC informs the SSAs of the type and quantity of supplies due in and the shipment arrival time.
- If the supplies are not available within the AO, the EAC MMC transmits a requisition to the ICP.

SARSS

The S&S battalion and ASB use SARSS-1 programs to facilitate receipt, storage, and issue of Class II, packaged III, IV, and VII supplies. Subordinate DS supply units use SARSS-1 programs to monitor stock on hand and to transmit requisitions to the EAC MMC. As a backup procedure, couriers may carry floppy disks of SARSS-1 to the EAC MMC.

The interface of SARSS-1 with CSSCS at ASGs provides ASGs with asset visibility data on command tracked items. CSSCS uses SARSS-1 data to project probable supply status on command tracked items in 24, 48, and 72 hours increments.

SARSS 2A/2B programs provides the EAC MMC with asset visibility. The EAC MMC uses SARSS 2A/2B programs to—

- Analyze demands.
- Compute requirements.
- Perform lateral issue.
- Control critical stocks.
- Make management exception decisions.

SUPPLY DISCIPLINE

Commanders at all levels must guard against unnecessary expenditures and accumulation of nonessential stocks. Supplies that are saved become supplies which are available when critically needed. To ensure that supplies will be available, support operations staff officers at group and battalion level need to—

- Monitor asset visibility reports.
- Determine realistic expenditure rates.
- Implement supply priorities.
- Ensure stocks can be moved as required.
- Ensure prompt evacuation of excess supplies or unserviceable equipment.
- Use HN resources to the maximum extent possible.

SUPPLY SUPPORT OF OPERATIONS

Supply support of operations is situationally dependent. It depends on the forces deployed, on the infrastructure in the AO, and on the expected duration of the operation. In general, normal supply support procedures apply, whether the support is required by combat forces or civilian agencies which request domestic support. Support differs only in the quantity of supplies required and in the size of the ASG element tasked to provide or to assist in providing that support.

DOMESTIC SUPPORT OPERATIONS

In supporting domestic operations, the focus is on life sustaining functions required by the population in the isaster area. Subordinate DS supply units, platoons, or detachments can issue individual rations, ration components for hot meals, potable water, clothing, and shelter items. They can also provide construction materials required by engineer units tasked to construct temporary “life support centers” and electrical and plumbing facilities and provide structure repairs that enable civilian communities to recover from natural disasters. DS supply units can provide a wide variety of OCIE items, ranging from tents to clothing and tools. Attached water teams can purify and distribute potable water when commercial purification plants are unable to meet requirements.

Normally, civilian agencies handle donated goods. However, elements from DS supply units could also be tasked to set up for the receipt, storage, and distribution of donated goods. This includes personal hygiene, comfort, and welfare items and incoming supplies donated for disaster relief victims, rescuers, and contractors.

Personnel from a subordinate petroleum supply battalion and companies can be tasked to respond to oil spills. Together with ASG fire fighting teams, they may assist in the containment and clean-up of oil spills. Petroleum battalion staff officers need to prepare spill prevention, control, and countermeasure plans and spill contingency plans.

PEACEKEEPING OPERATIONS

Supply support of PKOs depends on resources available in the AO and the extent of civilian contractor, allied, and HN resources. Depending upon whether initial stocks exist as prepositioned war reserves or operational project stock forward or afloat, GS supply units may be tasked to preconfigure packages for sustainment of initial deploying peacekeeping forces.

Petroleum products may be procured from indigenous sources or through other agencies outside the supported nation. Contracts may provide for storage, distribution, and quality surveillance of bulk fuels within or outside the AO.

MMC teams should deploy early. This allows follow-on demands to be placed on the CONUS supply system for timely shipment by SEALOC. Major end items may need to be shipped to replace destroyed or inoperable items. Heavy equipment units could provide end items to allied forces or in response to Security Assistance programs.

Barrier and construction materials may be required early for development of base camps for US and coalition forces. Engineers require construction supplies to rebuild or improve roads, airfields, and bridges. Construction supplies may also be needed to build transient centers or camps for refugees or to repair or build hospitals, schools, or orphanages. Because of their bulk, whenever possible, construction supplies should be procured within the AO.

While units deploy with their PLL, repair parts are required to support US military equipment. They may be shipped to support compatible equipment within the supported nation. Local procurement is required when equipment is leased within the AO. Refer to FM 100-23.

COMBATING TERRORISM

Theater dependent, an ASG BSB may have an attached MP unit and EOD detachment that focus on combating terrorism in the AO. These elements may require unique supplies and equipment to combat terrorism or assist local law enforcement agencies in combatting terrorism.

CONUS ASGs may direct that subordinate DS supply companies provide the FBI with barrier materials, protective masks, and protective clothing. Approval from the Secretary of the Army or his representative is required to provide arms and combat or tactical vehicles.

INSURGENCY OR COUNTERINSURGENCY

ASG elements may provide food, water, and equipment for indigenous resistance forces or SOFs. Food support must align with the dietary habits, customs, and traditions of indigenous forces. Depending upon equipment deployed, bulk fuels and packaged products may be provided via contract from either the HN or a third country. However, remote aviation refueling sites may be needed. Major end items could be provided to the insurgent force as part of Security Assistance program. If the resources of the country are inadequate, US forces may provide Class X civilian relief supplies and economic aid to the civilian population. Civilian relief supplies, which might be managed and/or distributed by ASG units, include food, clothing, and shelter items.

REGENERATION SUPPORT

Regeneration requires large scale replacement of supplies to rebuild attrited units to the desired level of combat effectiveness commensurate with mission requirements. Depending upon time and distance factors, and the availability or nonavailability of secure regeneration sites in the corps or division area, ASGs may provide supplies and personnel to assist a division, corps, or EAC support command-level regeneration task force. If time and distance factors influence the RTF to select a site within a forward CSG AO, the rear CSG and ASG could provide backup supply support. The ASG could be tasked to throughput bulk fuels and supplies to the regeneration site. Once the RTF and attrited units reach the regeneration site, supply support is similar to normal supply support operations. Support differs only in the large quantity of supply support required to bring attrited units to combat effectiveness and the time available to provide that support.

Bulk Fuel

Initially, the ASG could arrange to have DS supply companies set up refuel-on-the-move sites at multiple link-up points on the line of march to the regeneration site. Then, depending upon bulk fuel requirements and prioritized shipping instructions from the EAC MMC, the petroleum supply battalion can ship bulk fuel by rail or bulk carriers to the Class III point set up at the regeneration site.

Replacement End Items

Based on early status reports from the attrited units, the heavy materiel supply company could process critical weapon systems and end items for immediate shipment via HET or rail car to the regeneration site. Weapon systems need to be prepared as "ready for issue." They are to arrive at the site fueled and with ammunition on board.

Rations and Health and Comfort Packs

Hot meals with fresh bread and pastries should be provided at the site as soon as possible. Depending upon the field feeding capability, a DS supply company or general supply company may ship group ration components together with health and comfort packs to the regeneration site. They should also prepare to ship individual and group rations to replenish unit basic loads. The RTF may contract for ice from HN resources.

Potable Water

With showers considered an essential morale factor, a water point from the DS supply company could be among the first elements tasked to move to the regeneration site, even if that site were set up in the corps rear area. The DS supply company could then ship potable water to the regeneration site to support requirements for hot showers, ration preparation, drinking water, and medical treatment requirements.

Construction and Fortification Materials

Depending upon local facilities at the regeneration site, a DS supply company or general supply company may ship construction and fortification materials to the regeneration site for engineer construction of required facilities. Due to time factors, it may be more efficient for procurement personnel to purchase prefabricated facilities or construction materials from the HN or local building suppliers.

Individual and Organizational Clothing and Equipment

Based on the tactical environment, chemical defense equipment may have to be prepackaged in preplanned push packages for immediate priority shipment to the regeneration site. MOPP gear, M291 Skin Decontamination Kits, M295 Decontamination Kit, individual equipment, and bulk decontamination supplies may be required at the initial rest site. Uniforms are provided through laundry team support operations at the site. Though not a priority, replacement OCIE could also be prepackaged to replace lost or damaged equipment. Assessment teams should have identified requirements for replacement of lost or damaged OCIE.

Repair Parts

Early status reports from the attrited units and the type of MSTs sent to the regeneration site can alert ASG S&S branch personnel to the requirement for unique AVIM or missile repair parts. The repair parts supply company can package common repair parts to restock unit PLLs.

PX Exchange Items

Based on the existence of AFFES tactical field exchanges in theater, PX exchange items could be sold to soldiers to help raise their morale and reduce some of the stressors of combat.

Chapter 6

Maintenance Support

Maintenance support improves and sustains the readiness of weapon systems and materiel systems. Maintenance optimizes the quantity and quality of materiel available for use. It maintains materiel in an operational status, restores it to a serviceable condition, or improves its performance or reliability. Since replacement equipment is scarce on the battlefield, the repair and reissue of an item is often the most expedient way to make equipment available.

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ASG MAINTENANCE MISSION AND ORGANIZATION

ASG maintenance resources concentrate on repair and return of weapon systems to operational condition. ASGs provide DS maintenance on an area support basis to units in or passing through their AO. They provide GS maintenance in support of the theater supply system. They also provide reinforcing DS maintenance to one or more corps.

A given ASG may provide GS maintenance for some commodities or it may concentrate exclusively on DS maintenance. The maintenance support organization is tailored to maintenance man hour requirements. Within an ASG AO, it may consist not only of TOE commodity maintenance organizations but also of allied or HN maintenance support organizations and forward-deployed LSE/AMC civilian or contract maintenance elements. LSE elements, described in Chapter 9, provide technical assistance to maintenance organizations within the area and work load all sustainment maintenance capability.

ASG MAINTENANCE MISSION

ASG maintenance units provide DS/GS maintenance support to units in and passing through the COMMZ. Following is information on the mission of ASG maintenance units and augmenting maintenance teams.

DS Maintenance Mission

DS maintenance focuses on repair and return to the user. Units turn in unserviceable items to their supporting DS maintenance unit. They request replacement items from the Supply Support Activity. Items that can be repaired by the DS maintenance unit are returned to the SSA. Items that cannot be repaired are evacuated to the GS maintenance level for repair.

Each ASG provides DS maintenance on an area basis. DS maintenance includes all maintenance functions beyond the limits of unit maintenance and within the restrictions placed on DS maintenance units' METT-T. The DS maintenance organization is based on the repair requirements of units supported by the ASG. All units located in, or temporarily in, the ASG's AO are eligible to receive DS maintenance support from the ASG.

Typical operations performed by DS maintenance units include —

- Diagnosing and isolating materiel or module malfunctions. This includes repair, adjustment, and alignment of modules that can be readily completed with assigned tools and TMDE.
- Repairing unserviceable, economically reparable materiel needing services beyond unit maintenance lids, but within parameters established in maintenance documentation for DS maintenance.
- Providing repair parts to supported units to replenish their PLLs and repair parts to support the DS maintenance operations.
- Providing assistance to supported units to help them inspect and appraise unserviceable equipment.
- Evaluating unserviceable assets and providing disposition recommendations. This includes assistance in performing preliminary battle damage assessment.
- Backup recovery assistance beyond the owning unit's capability, though recovering equipment is the owning unit's responsibility.

ASG DS maintenance units also provide DS maintenance support to reinforce the corps. DS maintenance work load that cannot be accomplished by corps DS maintenance units' METT-T is reported to the CMMC. The CMMC then reports the status of major end items to the MMC. If the items are urgently required, the unserviceable assets may be routed to an ASG maintenance unit.

All DS maintenance units also have a repair parts supply mission. Their ASL supports the PLLs of units in their area. They maintain a shop stock to support their base and MST operations. DS maintenance units obtain their repair parts from the GS repair parts supply company. GS maintenance units do not provide repair parts to support DS maintenance units.

GS Maintenance Mission

GS maintenance returns items to the theater supply system for issue. ASG GS maintenance units are introduced into a theater when necessary to preserve the required levels of specific commodities or weapon systems. They concentrate repair efforts on the items identified by the EAC support command. The MMC identifies GS maintenance requirements and coordinates the work load with the LSE. Depending upon the type of equipment to be repaired and the facilities available, GS maintenance units may use bay shop, job shop, and production-line methods.

Typical operations performed by GS maintenance units include —

- Repairing end items and modules for return to the supply system.
- Diagnosing and isolating malfunctions.
- Repairing modules involving significant technical procedures.
- Repairing heavy bodies, hulls, turrets, and frames.
- Fabricating or manufacturing repair parts, assemblies, components, jigs, and fixtures with prior approval from the EAC support command MMC.
- Performing limited depot-level maintenance on selected items when directed by the LSE.
- Performing DS maintenance when directed by the LSE.

ASG MAINTENANCE SUPPORT ORGANIZATION

The ASG maintenance organization depends on the availability of maintenance resources that can be provided by allied or HN maintenance organizations and civilian contractors. The forces in the theater, tactics being used, geographic features, services available from HNs, and other variables must be assessed before a maintenance structure can be recommended. Certain types of Army deployments may not require GS maintenance at all. If justified by work load, a DS/GS maintenance battalion may be attached to an ASG to command and direct three to seven maintenance units. DS maintenance units and augmentation teams may be attached to a DS/GS maintenance battalion or to a multifunctional ASB.

PLANNING AND COORDINATING MAINTENANCE SUPPORT

ASG maintenance branch personnel focus on tailoring maintenance resources to support the initial stages of an operation and then expanding those resources to performing the detailed maintenance required as the operational force matures.

It may be necessary to establish maintenance facilities in a third country support base. Equipment requiring GS maintenance could be transported by backhaul air or sea carrier to the third country support base.

AR 750-1 prescribes Army maintenance policy. Table 6-1 provides a useful maintenance support planning checklist.

MAINTENANCE BRANCH

Maintenance branch personnel assigned to the ASG support operations directorate develop estimates and plans to ensure efficient accomplishment of current and future maintenance missions. They are responsible for detailed planning and accomplishment of ASG maintenance support programs and nonroutine procedures. They monitor SAMS-2 status reports concerning production and project trends in maintenance work load and future taskings.

Maintenance branch personnel routinely inspect maintenance shops to evaluate shop facilities, operations, and adherence to maintenance procedures. They provide technical guidance and assistance to ensure that critical work orders are completed on time and maintenance is accomplished as programmed. They measure customer satisfaction and investigate instances of dissatisfaction.

Table 6-1. Maintenance support planning checklist.

- What are requirements and capabilities for DS maintenance, missile maintenance, and AVIM?
- Which units are to receive priority of support?
- How does weather impact on repair requirements?
- How will NBC threats impact on repair capabilities?
- What will be the DS level repair time limit?
- How will TMDE repair be provided?
- How will classification and collection be performed?
- How will reparables be evacuated?
- What major critical shortages exist?
- What will be the cannibalization policy?
- Have special power requirements been identified for maintenance facilities (voltage, phase, frequency, anticipated load)?
- How will salvage collection, evacuation, and disposal be covered?
- How will hazardous materiel, such as lithium batteries, be disposed of?
- Who takes care of recycling lithium batteries?

As required, maintenance branch personnel resolve maintenance problems or discrepancies not resolved at the battalion level. Maintenance branch personnel may recommend redistribution of maintenance resources. They may shift maintenance assets from one battalion to another in response to shifts in work load.

The attachment of a maintenance unit performing specialized maintenance may necessitate a corresponding change in the staff of the maintenance branch.

SUPPLY AND SERVICES BRANCH

Personnel assigned to the supply and services branch, support operations directorate, ensure that critical repair parts are available to ASG maintenance units. They monitor consumption of repair parts and components. They resolve problems or conflicts at maintenance units related to repair parts availability.

HN SUPPORT LOGISTICS DIRECTORATE

HN support logistics directorate personnel work with attached CA teams in coordinating the military acquisition of civilian property, facilities, and maintenance service for military use. They coordinate with the CA public works team on utilities operations. They also provide advice and assistance to engineer elements on the construction, operation, and maintenance of public works and utilities.

COMMODITY MAINTENANCE

A maintenance battalion and units are attached to an ASG to provide maintenance support for ground equipment. In addition, specialized maintenance units and teams may be attached to perform AVIM, missile maintenance, airdrop equipment maintenance, and TMDE maintenance.

GROUND EQUIPMENT MAINTENANCE

Conventional support ground equipment maintenance is accomplished by maintenance battalions assigned or attached to ASG. A maintenance battalion can command and direct three to seven maintenance units. It is cost effective to combine administrative support for DS and GS maintenance units. Two types of maintenance companies can be assigned to these battalions–

- Maintenance company (DS) (EAC support command).
- Maintenance company (GS).

Maintenance Battalions, DS or GS

The maintenance battalion's HHD provides command and tactical, training, administrative, and technical operational supervision. Refer back to Figure 2-12 on page 2-16. All ASGs have a DS maintenance mission.

Battalion staff officers exercise staff supervision over the battalion's technical maintenance support mission and resources. They provide advice and assistance in their commodity specialties to the maintenance staff of subordinate units relative to maintenance problems, procedure, and requirements. They inspect maintenance activities and recommend ways to alleviate excessive backlogs, low production ratio, repair parts shortages, and maintenance personnel shortages in subordinate units.

Maintenance Companies (DS)

DS maintenance companies provide maintenance on an area support basis. They also provide repair parts to units located in or passing through the ASG's AOR. To do this, they must maintain an ASL that encompasses supported unit requirements. DS maintenance units also provide backup recovery for supported units. As requested, they provide technical assistance and on-site maintenance.

DS maintenance units provide support by receiving items, repairing them, and returning them to the user. Controlled exchange, cannibalization, battlefield damage repair, and other field expedients may be used to complete repairs within the guidelines on maintenance allocation charts. Excess backlog may be redirected by the EAC support command MMC to another DSU. It may be redirected to a GSU by EAC support command MMC, in coordination with the LSE. The LSE may coordinate with the EAC support command MMC to pass forward excess GS work load to a DSU, providing the DSU has the capacity and is provided the necessary tools, TMDE, and repair parts.

Four organic mobile maintenance teams provide on-site customer support. Additional maintenance teams may be attached as required. Additional allocation of these teams can be made based on known or projected maintenance requirements of units passing through or scheduled to pass through the DS maintenance unit's AOR.

Teams that may be attached to DS maintenance companies include the–

- Turbine engine repair team LA.
- Engineer equipment repair team LB.
- Track vehicle repair team LC.
- Radar repair team LF.
- Wheel vehicle repair team LG.
- Communications-electronics repair team LH.
- Tank turret repair team LI.
- Thermal sight bottle charging and cleaning station repair team LJ.
- NICAD battery charge team LK.
- ORF maintenance team LL.
- Controlled cryptographic equipment repair team LM.
- Fabric repair team LN.
- Mobile maintenance repair team LO.
- Light infantry division support team LP.
- TACFIRE repair team LQ.
- Unattended aerial vehicle equipment repair team LR.
- Towed artillery support team LS.
- Self-propelled artillery support team LT.
- MLRS support team LU.

Ordnance (Maintenance) Company, GS

The GS Maintenance Company provides GS maintenance commensurate with stated capabilities for conventional equipment end items and components for return to the supply system. The end items and components repaired are dependent upon the type of repair platoons assigned to the base company. The base company is composed of the Company Headquarters, Maintenance Control Section, Service/Lift Section, and a Supply Section. Any combination of up to five platoons may be assigned to a company. A requirement for more than five platoons results in the need for an additional company.

The platoons attached to the base company are TOEs 43549LB-LK and areas follows:

- Track vehicle repair platoon.
- Wheeled vehicle repair platoon.
- Construction equipment repair platoon.
- Armament equipment repair platoon.
- Power generation equipment repair platoon.
- Quartermaster chemical equipment repair platoon.
- Signal communications equipment repair platoon.
- Radar, digital equipment, special electronic devices, and automatic test equipment repair platoon.
- Communications security and intelligence electronic warfare equipment repair platoon.
- Theater communications security office of record/inventory control platoon.

AVIATION MAINTENANCE

AVIM units are assigned to the EAC support command and attached to ASGs based on aircraft density. They provide AVIM on an area basis throughout the COMMZ. FM 1-500 describes Army aviation maintenance.

Army AVIM support may be performed in a third country support base by a cross-service arrangement with USAF elements located in the third country. Support may also be provided as a result of a contract with commercial aircraft maintenance facilities or the HN.

Aviation Maintenance Battalion, OLS

An AVIM battalion HHD could be attached to an ASG to command and control AVIM units when more than one AVIM unit is required. The battalion organization is shown in Figure 2-13.

AVIM Companies

AVIM companies perform aviation intermediate level aircraft maintenance on an area support basis. They perform maintenance on Army aircraft, aircraft armament, and avionics components. AVIM units also provide aviation unique repair parts to supported units. They provide reinforcing aircraft recovery preparation rigging and nonstandard rigging for air or ground recovery.

AVIM units dispatch MSTs on call to supported units when their AVUM/AVIM maintenance capability is exceeded and when necessary to support aircraft recovery. The EAC support command MMC controls overload work flow from corps AVIM units. The MMC controls the work flow and priorities for AVIM units. It provides disposition instructions for jobs requiring repair time in excess of the prescribed limit. Unserviceable reparable components that exceed AVIM capability or which exceed time/cost limits are evacuated to a retrograde processing point.

AMC Aviation Classification Repair Activity Depot

An aviation classification repair activity depot could deploy to a third country support base to provide selected depot-level support and reinforcing AVIM level support. Depending upon terrain availability, it could collocate with an ASG.

MISSILE MAINTENANCE

ASGs maintain POMCUS and Army reserve stocks. POMCUS and Army reserve stocks contain missile systems to enable HAWK ADA battalions and PATRIOT ADA battalions to employ in the corps and at OLS.

A GS missile support company and system-unique missile maintenance elements may be attached to an ASG maintenance battalion or ASB to provide missile maintenance and missile repair parts for air defense and surface-to-surface missile systems. As required, DS missile maintenance units and MSTs specifically tailored for HAWK or PATRIOT missile systems may also be attached. Refer back to Figures 2-7 and 2-12 on pages 2-16 and 2-23. MSTs perform on site maintenance. Base shops repair major items. FM 9-59 and AR 750-1 describe maintenance organizations developed to maintain and provide missile repair parts for air defense and land combat weapon systems.

Missile Support Company (GS)

The missile support company provides GS missile system support for the entire theater. It provides GS maintenance for AD and land combat weapon systems. It also provides repair parts support to missile support units. It can be augmented with DS and GS augmentation teams to provide support to missile systems not normally found in the theater.

Augmentation Teams

Missile system specific or unit specific MSTs perform on-site maintenance. They deploy to maintenance collection points to replace subassemblies on AD and land combat missile systems. These teams are allocated on the basis of one team per missile systems battalion.

Maintenance Company (DS) PATRIOT

The PATRIOT maintenance company provides DS maintenance and missile repair parts supply to one PATRIOT ADA battalion. It is normally augmented by a PATRIOT DS/GS missile system augmentation team. The augmentation team provides limited base shop and two MSTs for PATRIOT-peculiar equipment, Stinger air bottle recharging, and limited Class IX missile repair parts.

Ordnance Company (DS) HAWK

The Ordnance Company (DS) HAWK provides maintenance for the HAWK missile system. It also maintains associated identification friend or foe, power generation, and air conditioning equipment assigned to one HAWK ADA battalion. This company also provides missile-system peculiar repair parts to that battalion. It may be augmented by a HAWK GS augmentation team.

AIRDROP EQUIPMENT MAINTENANCE

The airdrop equipment repair and supply unit assigned to the ASG's S&S battalion repairs airdrop equipment for return to theater stock. An airdrop equipment repair and supply team may be attached to the S&S battalion to provide additional DS and GS maintenance of airdrop-peculiar equipment. Using units recover airdrop equipment. Recovered equipment is then evacuated to the airdrop equipment repair and supply unit for classification, repair, and return to theater stock. FM 10-500-9 describes airdrop equipment maintenance.

TEST, MEASUREMENT, AND DIAGNOSTIC EQUIPMENT

TMDE is essential to maintaining equipment readiness. Modern weapon systems are designed with features such as built-in test equipment and removable modules that facilitate repair. TMDE maintenance support is prescribed in AR 750-43, FM 9-35, and TBs 43-180 and 750-25. TB 43-180 lists calibration and repair requirements.

Command of the TMDE support activities remains with the AMC or LSE. TMDE support is provided by the element designed in TB 43-180 as responsible for calibration support.

TMDE Users

TMDE owners or users perform unit level maintenance on organic TMDE as listed in the maintenance allocation chart. Using units may turn in unserviceable TMDE to nearby DS maintenance units. These DS maintenance units act as collection and distribution points for TMDE. Area TMDE support teams normally perform TMDE support at DS maintenance unit locations.

Area TMDE Support Teams

Mobile area TMDE support teams may deploy with OLS maintenance units to provide TMDE calibration and repair support capability. An area TMDE support team may be attached to the ASG to support its maintenance mission as warranted by TMDE repair work load. For example, an automatic test equipment team may be assigned to an ASG light equipment GS maintenance company to perform GS maintenance on C-E replaceable units, subassemblies, modules, and printed circuit boards. Equipment requiring support beyond the capabilities of area TMDE support teams is evacuated to a parent TMDE maintenance company.

TMDE Maintenance Companies

TMDE maintenance companies provide calibration or repair support for general purpose and special purpose TMDE designated in TB 43-180. Each TMDE maintenance company has an area calibration laboratory. An area calibration and repair center coordinates calibration and repair priorities.

ASG Special Purpose TMDE Support

ASG DS/GS units provide calibration and repair support for organic and supported units' special purpose TMDE. Special purpose TMDE refers to TMDE designed specifically for support of one system or end item. TB 43-180 determines whether a special purpose TMDE item is supported by the DS/GS maintenance unit or the area TMDE support team. Maintenance of special purpose TMDE not identified in TB 43-180 as requiring US Army TMDE Activity support is the mission responsibility of the system dedicated DS/GS maintenance unit. DS/GS maintenance companies—

- Establish and maintain an instrument master reference file.
- Provide supported units with a recall schedule.
- Provide calibration and repair support.
- Inform supported units of delinquent special purpose TMDE.

MAINTENANCE MANAGEMENT

Maintenance management is the process of setting maintenance objectives and goals and ensuring that they are met. Management actions are taken when necessary to ensure that customer demands are satisfied and that maintenance resources are used efficiently. AR 750-1 provides the principles, concepts, and objectives of maintenance management.

ASGs and battalions manage maintenance through their maintenance branches. Routine day-to-day maintenance support is managed by battalion and ASG maintenance branch personnel. The EAC support command headquarters manage maintenance programs in the theater through their MMC. The maintenance work load is managed by the EAC support command MMC in support of the supply and maintenance program. GS maintenance is performed in response to directions from the EAC support command MMC. The MMC monitor evacuation and change evacuation priorities as necessary.

The MMC provides centralized maintenance management. The MMC has theaterwide visibility of assets and requirements. It apportions the theater GS maintenance work load among the EAC support command. GS level maintenance units concentrate on repairing weapon systems and items specified by the LSE. In coordination with the LSE, the MMC may direct evacuation of Class VII assets to a GS maintenance unit for DS repairs.

EAC SUPPORT COMMAND MMC

The EAC support command MMC provides centralized control and maintenance management for all maintenance activities, except medical equipment, within the EAC support command' geographic areas of responsibility. It is the central data collection and analysis element for all maintenance activities belonging to the EAC support command. It gathers, maintains, analyzes, and acts on maintenance management information system data. The EAC support command MMC manages its assigned portion of the repair program. It estimates the quantities of repair parts required for each repair program and forwards the parts to GS maintenance units before the work begins. The EAC support command MMC advises the EAC support command commander and staff on significant trends and deviations from established standards and recommends necessary actions. It transfers workload that exceeds the capacity of a DS maintenance unit to another DS maintenance unit or to a GS maintenance unit in coordination with the LSE.

ASG MAINTENANCE BRANCH

ASG maintenance branch personnel coordinate maintenance support operations within the group. They

evaluate the GS work load directed by the MMC. They provide guidance on maintenance priorities and set objectives for production. This branch also coordinates with the MMC for workloading of the GSU through the LSE. ASG and maintenance battalion/ASB maintenance branch personnel set maintenance objectives and goals and ensure that they are met. They do this by–

- Forecasting maintenance work load and planning for the accomplishment of the mission.
- Obtaining, organizing, directing, coordinating, controlling, and evacuating resources used to accomplish the maintenance mission.
- Providing technical data and management information to help maintenance units accomplish their work load within the guidelines established.
- Determining the training, tools, TMDE, calibration equipment, facilities, funds, spares, repair parts, and other supplies needed to support maintenance technicians.

STANDARD ARMY MAINTENANCE SYSTEM

SAMS is the management information system for maintenance management. It automates basic maintenance forms, records, and reports and provides maintenance performance information and equipment readiness status.

MMC, ASGs, and battalion maintenance branch personnel use SAMS-2 to obtain status information and review the performance of subordinate maintenance units. SAMS-2 reports enable them to monitor the status of major items undergoing repair in maintenance support facilities. SAMS-2 produces management information related to work orders, shop capabilities, backlogs, manpower and parts costs, and inoperative equipment status.

DS and GS maintenance units use SAMS-1 to schedule equipment maintenance and calibration. SAMS-1 produces work order numbers and requisitions parts. It manages bench stock, shop work load, and shop stock.

ARMY WARRANTY PROGRAM

A warranty decal identifies items and components, parts, or assemblies of end items covered by manufacture warranty. The acquiring command must develop procedures to put the warranty in effect. Warranty actions are suspended during combat.

Supporting maintenance units are the point of contact between the unit originating the warranty claim action and the NICP serving as the DA representative with the contractor. They process approved claim actions back to the originator. They also process funds reimbursed for cost of labor required to replace the defective components, parts, or assemblies.

AR 700-139 provides details on the Army warranty program. DA Forms 2407/5504 are used to submit warranty claims in accordance with DA Pamphlet 738-750 to obtain reimbursement for maintenance work hours required to replace the defective items.

ARMY OIL ANALYSIS PROGRAM

The AOAP maintains the operational readiness of Army equipment. It helps detect impending component failures and conserve lubricating and hydraulic oils through application of on-condition oil changes. Oil is changed based on oil quality instead of a fixed time or mileage interval. AOAP operations are suspended in combat.

AOAP policies and responsibilities are prescribed in AR 750-1. AOAP is mandatory at all levels of maintenance operations for the materiel identified in DA Pamphlet 738-750. TB 43-0210 and DA Pamphlet 738-750 detail analysis intervals and operating procedures.

Chapter 7

Field Services Support

Field services enhance the quality of life of service personnel. They affect the health, sanitation, welfare, and morale of soldiers. ASGs provide field services on an area support basis to units within or traveling through the ASG AO. They also provide backup field services support to the COSCOM. Field services include field feeding, water purification, airdrop, mortuary affairs, laundry and shower, and clothing and light textile repair. Whenever possible, ASGs use the resources indigenous to the AO to offset requirements for field services support.

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ASG FIELD SERVICES MISSION AND ORGANIZATION

The requirement for field services support and subsequent deployment of field services organizational elements depend on the availability of similar services in the AO. Whenever possible, CA teams will contract for field services support to offset requirements to deploy ASG field services elements.

ASG FIELD SERVICES MISSION

The ASG's field services mission will be dictated by the situation and requirements to support operations other than war or war. Essentially, field services are provided to enhance soldier quality of life. Table 7-1, see page 7-2 and 7-3 lists the mission capabilities of units that may be attached to ASG organizations to provide field services.

ASG FIELD SERVICES SUPPORT ORGANIZATION

Requirements may require a support organization of teams, detachments, or platoons, rather than complete units. For example, a field services unit can be attached to a multifunctional ASB or functional S&S battalion. Though the field services unit is designed to support 18,500 troops, the unit's organization includes seven shower teams and two laundry sections. This organization lends itself to employment in support of diverse situations, to include operations other than war. (Teams from a Force Provider company may be attached to an ASB tasked to set up and operate force provider modules at an intermediate staging base. Teams from a Force Provider Company may later form part of the slice of support for civilians during domestic support operations or for US and allied forces during peacekeeping support operations. As the theater matures, a complete field services unit may be attached to a multifunctional ASB or functional S&S battalion.

An airdrop supply detachment can be attached to an ASB operating an intermediate staging base to prepare supplies to airdrop on a daily basis into the AO in support of insurgency and counterinsurgency operations. In a mature theater, a heavy airdrop supply company and airdrop equipment repair and supply company are attached to an S&S battalion.

Attachment of an MA company to an S&S battalion depends on whether mortuary support exists in the AO. The norm will be to immediately fly remains to a CONUS mortuary.

PLANNING AND COORDINATING FIELD SERVICES SUPPORT

ASG field services support depends upon force structure requirements, field services work loads, and the availability of HN or contractor support in the AO. Airdrop resupply requirements depend on the situation and when resupply LOCs can be established. MA support depends on the MA subprogram in effect and whether the situation prohibits immediate evacuation of remains to CONUS. Laundry and shower support depend on an adequate water supply. Whenever possible, ASG S&S branch personnel, HNS logistics directorate personnel, and CA teams will plan and coordinate ways to use support existing in the AO to offset deployment of field services support elements.

Table 7-1. Mission capabilities of attached units that provide field services support.

ATTACHED UNIT	MISSION CAPABILITIES
Field Services Company, DS	• Provide laundry support at the rate of 7.2 pounds per person per week in support of 11,351 troops. • Provide renovation service for clothing and lightweight textiles in support of 11,351 troops.
Heavy Airdrop Supply Company	• Receive, temporarily store, pack parachutes, and rig containers and platform loads to airdrop 200 STONs of supplies per day. • Pack personnel parachutes for 450 soldiers during a 45-day period. • Assist in loading supplies and equipment into aircraft and in releasing them from aircraft in flight. • Provide technical advice relative to recovery and evacuation of airdrop equipment. • Provide technical rigger inspection of airdrop equipment and the Army portion of joint inspection of airdrop loads.
Airdrop Supply Detachment	• Receive, store, and prepare an additional 50 STONs of supply for airdrop on a daily basis. • Provide parachute packing and parachute maintenance support for an additional 500 soldiers during a 45-day period.
Airdrop Equipment Repair and Supply Company	• Receive, classify, store, and issue airdrop equipment to pack and rig 200 STONs of equipment and supplies per day. • Maintain a prescribed stockage level of airdrop equipment. • Perform DS and GS maintenance on airdrop equipment.

Table 7-1. Mission capabilities of attached units that provide field services support. (continued)

ATTACHED UNIT	MISSION CAPABILITIES
Laundry & Renovation Company	• Receive, classify, and temporarily store approximately 22 tons of clothing and lightweight textiles per week. • Renovate approximately 34,650 items of clothing and light weight textiles per week. • Launder approximately 42,840 pounds per week in support of renovation activities and seasonal items returned to depot stocks.
Mortuary Affairs Company	• Establish collecting points for the evacuation of remains to mortuary facilities or a temporary military cemetery. • Conduct search, recovery, identification, evacuation, and interment operations for deceased US military and certain US civilian and allied personnel. • Augment staffing for an overseas mortuary when a concurrent return program is in effect. • Establish a temporary cemetery and personal effects evacuation capability in the corps area when required. • Dispose of personal effects and maintain essential records and reports.

SUPPLY AND SERVICES BRANCH

ASG supply and services branch personnel coordinate with the HNS logistics directorate and attached CA teams in determining which field services can be offset by HNS or local contracts. Table 7-2 lists areas for S&S branch personnel to consider when planning whether to deploy field services support elements and which elements to deploy.

S&S branch personnel coordinate site requirements with the ROC (ASG). They provide the ROC (ASG) with a logistics support overlay depicting locations and scheduled time for field services support. S&S branch personnel provide technical advice and assistance to subordinate S&S branch personnel and field services units. They ensure compliance with directed policies, procedures, and the service support order. They provide status reports to the ASG commander and support operations staff on shortages in support. They also recommend shifts in supported customer lists to enable a shift in priority from providing field services support to providing supplies.

As required, S&S branch personnel coordinate with MCTs on requirements to move rigged loads to departure airfields. They coordinate water requirements with supporting engineer elements for shower and laundry support. They coordinate with an RTF on shower and laundry requirements to support attrited units at regeneration sites.

HNS LOGISTICS DIRECTORATE

HN logistics directorate personnel coordinate with the ASG's CA battalion relative to military requirements for and acquisition of support to offset requirements for field services. For example, CA teams may contract for general custodial services, to include laundry, barber, and other service to support peacekeeping forces.

AIRDROP PLANNING CONSIDERATIONS

FM 101-10-1/2 provides airdrop resupply planning factors. S&S branch personnel can use these factors to determine the airdrop supply and airdrop equipment repair force structure needed to support the work load and the type of airdrop delivery. FM 10-500-1 describes airdrop requests procedures, recovery and evacuation procedures, and planning considerations.

To provide more timely response to crisis situations and emergency requests, the heavy airdrop supply company can maintain a small stock of prorogued high-priority supplies, such as ammunition, medical supplies, and rations. The EAC support command MMC can assist ASG S&S branch personnel in planning airdrop equipment operational projects for selected high-risk theaters.

MA PLANNING CONSIDERATIONS

The Joint Mortuary Affairs Office provides guidance on MA support of allied and enemy dead. Moving remains to the rear area depends on the transportation available and the work load at each of the collection points. Prior coordination with the Military Airlift Command is required to arrange for air evacuation of remains to CONUS port of entry mortuaries.

OTHER FIELD SERVICES PLANNING CONSIDERATIONS

Other field services are provided by a field services company designed to support 11,351 troops. While the TOE is designed to provide seven shower teams and two laundry sections, requirements may necessitate further splitting or tailoring company elements. The modular design of force provider equipment helps to offset the limitations of the field services company's TOE design.

FIELD SERVICES

Future conflicts may erupt on short notice in remote areas without existing logistics facilities. Some field services are required on the battlefield at the onset of conflicts. Aerial resupply ensures that critical supplies and equipment are made available to support our forces following initial airdrop of accompanying equipment in supplies. MA services maintain the morale of service personnel and comply with the rules of land warfare, international law, and international agreements. Whenever possible, other field services are provided through HNS or local contracts and as the tactical situation permits. They help maintain the health, morale, and welfare of service personnel. Field services include:

- Airdrop.
- MA.
- Bakery service.
- Shower.
- Laundry.

Table 7-2. Field services support planning checklist.

GENERAL

- Are there provisions for local procurement or contracting of services?
- Which units are to receive priority of field services support?
- How many days of personal hygiene items should be deployed with soldiers?

AIRDROP

- Is airdrop resupply capability provided commensurate with expected requirements?
- Are prerigged projects available for on-call delivery? Are call forward procedures specified?

MORTUARY AFFAIRS

- What are MA estimates? What MA capability exists within the AO?
- Have units been informed relative to the MA supplies with which they are to deploy?

SHOWER, LAUNDRY, AND RENOVATION

- Are laundry, bath, and clothing renovation requirements addressed?
- Will there be sufficient backup field expedient shower equipment on hand until field or contract shower systems become available?
- What is the expected turnaround time for laundry support?

OTHER

- When are post exchange services to be provided?
- Is fire protection provided for aviation, ammunition, and petroleum operations?
- Are procedures for trash collection and disposal addressed?
- Are procedures for complying with NH environmental regulations addressed?

- Renovation.
- Decontamination.

AIRDROP RESUPPLY

The longer the LOC and the more vulnerable land supply lines become, the greater will be the need for emergency airdrop resupply support. Airdrop resupply operations can extend all LOCs. They add flexibility to the distribution system. Depending upon requirements, ammunition, bottled water, individual rations, and protective outer garments can be airdropped to support US soldiers when land LOCs are disrupted. Aerial delivery operations may also provide emergency relief operations supplies for refugees and surrendering enemy personnel. Prerigging emergency items ensures immediate delivery. The EAC support command MMC monitors the status of requests for rigging equipment and containers. Until convoy resupply operations can be established, every supply unit should set up a sling load area to rig supplies. Rigging procedures are in FM 10-500 series manuals. ASG airdrop units support resupply operations in the ASG area of operations and in corps areas on order.

Preplanned Support

Contingency items to support emergency aerial delivery are stored in depots and warehouses. S&S branch staff officers can estimate airdrop work load and air delivery equipment stockage levels based upon planning factors in FM 101-10-1/2. Preplanned airdrop resupply requests can be programmed in advance to support initial insertion of a combat unit or a division task force into an area with an undeveloped logistics base. Prerigged critical supplies and equipment can be setup as an operational project to support SOFs or a contingency. The MMC must have the authority to release requested rigging items stockpiled in CONUS depots.

Immediate Airdrop Resupply Request

These requests result from unanticipated, urgent, or priority requirements. Immediate airdrop resupply missions can be critical to a tactical mission or to the survival of a unit. The airlift control center either diverts or cancels preplanned missions or generates a standby sortie.

ASG Supporting Units

A heavy airdrop supply company and supporting airdrop equipment repair and supply company can be assigned to the ASG's S&S battalion. These companies typically operate at or near a major Air Force terminal. FM 10-500-9 describes the operations of these units. The ASG coordinates the ground transportation to get supplies to the heavy airdrop supply unit and then to the departure airfield. For example:

- The heavy airdrop supply company focuses on providing airdrop resupply support to elements in the corps and to forward areas when corps light airdrop supply units are unable to provide airdrop resupply support. Personnel assigned to this unit can pack parachutes and rig containers and platform loads up to 42,000 pounds to airdrop 200 short tons of supplies per day. They help load supplies and equipment into the aircraft. An airdrop supply detachment can be attached to provide increased capabilities.
- The airdrop equipment repair and supply company provides airdrop supplies and equipment, to include parachutes and airdrop platforms. It provides airdrop equipment repair and supply support to the heavy airdrop supply company and to corps light airdrop supply companies allocated to the supported corps. It also provides DS and GS maintenance of airdrop equipment.

Recovery

The unit receiving airdrop resupply is responsible for recovering and initially evacuating airdrop equipment to the nearest salvage collection point. Aerial delivery equipment improperly stored by field personnel can become unserviceable. Recovered equipment must be evacuated to the airdrop equipment repair and supply company. The corps light airdrop supply company retains serviceable items. Unserviceable items are further retrograded to the airdrop repair and supply company in the EAC support command. The CMMC coordinates this retrograde with the supporting EAC support command MMC. FM 101-10-1/2 provides a table that can be used to compute estimated recovery rates of air delivery equipment.

NBC Concerns

There are no decontamination procedures for removing contamination from the nylon components of airdrop equipment. Contaminated equipment that cannot be decontaminated must be disposed of in accordance with FM 3-5, Contaminated airdrop equipment is not allowed on board an airdrop aircraft. Indoor storage facilities and protective cover for items stored in the open reduce the requirement to decontaminate airdrop equipment.

MORTUARY AFFAIRS SUPPORT

MA subprograms provide for the search, recovery, identification, and disposition of the remains of US military, allied, and enemy dead and their personal effects. MA support can be tailored to the tactical situation. Depending upon the MA subprogram in effect, remains may be evacuated to a mortuary or to a temporary cemetery for processing and disposition.

Overseas mortuaries can provide initial care and services for remains before evacuating them to CONUS. Remains are evacuated to mortuaries in the theater for shipment out of theater as long as transportation permits. In recent OOTW, remains have been evacuated directly from the battlefield to CONUS port of entry mortuaries. During combat, the commander of the lowest organizational element is responsible for the initial search within his area to find, initially identify, and evacuate deceased personnel. When the situation prohibits immediate evacuation to CONUS, remains may have to be temporarily interred within the theater. When possible, the use of temporary cemeteries will be confined to OLS. A EAC support command MA company can operate two temporary cemeteries or one in-theater mortuary and one personal effects depot. FM 10-63 provides detailed guidance on handling deceased personnel in theaters of operations.

Mortuary Affairs Company

An MA company may be assigned or attached to the S&S battalion of an ASG. It sets up collection points throughout the ASG area. This company is allocated on the basis of one company per approximately 166,000 soldiers in the theater at OLS. ASG collection points and personal effects depot also receive and process remains and personal effects evacuated to them by corps. The MA company consists of a —

Collection Platoon. The collection platoon can operate five area collection points in the theater army area. Collection point sites should be near the MSR and a medical unit. In urban areas, collection points could set up operations in a funeral parlor, an ice plant, a cold storage facility, or a house. Each collection point can receive and conduct initial identification for approximately 20 remains per day. When required and authorized by higher headquarters, they conduct or assist in mass casualty burials.

Personal Effects Depot Detachment. This detachment operates the personal effects depot in support of the theater. Personal effects depot personnel receive, inventory, store, and process personal effects of deceased, missing, captured, and medically evacuated US personnel as well as deceased allied and enemy personnel.

Temporary Cemetery or Mortuary Platoons. During the mortuary affairs program, two cemetery or mortuary platoons can receive remains from collection points throughout the theater. They can conduct additional identification processing and inter approximately 200 remains per day at each of the two temporary cemeteries. HNS and EPW personnel maybe used in the interment process and to maintain cemeteries.

During the concurrent return program, these platoons combine to operate one theater evacuation point or one in-theater mortuary. TDA augmentation is required to provide civil service embalmers and identification specialists. HNS maybe used to augment administrative and maintenance functions.

NBC Concerns

Remains of personnel killed by NBC warfare will not be evacuated from the contaminated area until mortuary affairs units have decontaminated the remains. The high number of deaths may require trench burials in the contaminated areas. Disinterment and decontamination can begin when the tactical and evacuation situation permits.

BAKERY SERVICE

Bread or bread-like products are essential components of group ration meals. Pouch bread is the initial source on the battlefield. At the unit level, the M59 field range outfit can be used to bake biscuits, rolls, and cornbread. Depending upon the tactical situation, fresh baked bread or bread products maybe provided either by HNS bakeries or existing AAFES bakeries attached to the GS supply company of a subordinate S&S battalion.

SHOWER

Soldiers are to receive bath service support at least once a week and more often under extreme battlefield conditions. Supported personnel assist insetting up shower equipment. Some bath teams operate independently and do not provide a clothing exchange service. Others provide baths, clothing exchange, and, if necessary, delousing service. FM 21-10 discusses delousing operations.

In arid regions, the parent battalion coordinates with the supporting MCT to have water delivered to the

bath site. Approximately 1,100 gallons per hour are needed for each nine shower head bath unit. The parent battalion coordinates with a supporting engineer unit for preparing the water site. Though bath water can be nonpotable, it must be free of waterborne disease-producing parasites. When in doubt, request preventive medicine support in determining the safety of the water for bathing.

LAUNDRY

Fixed, permanent laundry facilities may be available in the AO. If available, commercial or HN laundry and renovation services should be used. Contracts may be let to have civilians or HN personnel operate commercial laundries in support of requirements.

In areas with no existing laundry facilities, a field services company, DS may be attached to a subordinate S&S battalion or ASB to support organizational laundry requirements. Its two laundry sections have the capability to process 7.2 pounds of laundry per soldier per week in support of 11,351 troops.

Battalion S4s request organizational laundry support. The sections launder organizational laundry items separately so that the same items that were sent to the laundry can be returned to the unit. Supported units are responsible for delivering and picking up organizational laundry. FM 10-280 describes operation of the mobile field laundry.

A GS-level laundry and renovation company may also be attached to a subordinate S&S battalion. This company launders and renovates clothing and lightweight textiles for return to the supply system. For example, seasonal items processed by this company are sent to the general supply company. Reparable items are returned from the corps to this GS laundry and renovation unit for service.

Laundry Site Requirements

Laundry sections need to locate near a water supply. Each laundry section uses about 500 gallons of water an hour. If there is no fresh water supply in the area, laundry sections use a 3,000-gallon collapsible fabric water tank. Laundry sites should be on sloping, well-drained ground that will support laundry trailers and vehicles in any weather. FM 10-280 provides details on site selection. It also describes how to set up, operate, and maintain laundry equipment. FM 10-27-2 provides suggested layouts for laundry sections.

Environmental Waste Water Restriction

AR 700-135 requires approval from the environmental agency in the host country before disposal of laundry waste water. Waste water can be drained into the water downstream from the laundry setup or into drainage ditches or settlement pools.

RENOVATION

Renovation includes attaching buttons, slide fasteners, snaps, sewing, and sizing. FM 10-16 describes clothing and textile repair and renovation support. The renovation section of the laundry and renovation platoon repairs clothing and lightweight textiles. Since clothing unfit for issue should be laundered first, the renovation section locates near the laundry sections of the field services company, DS. After clothing has been repaired, it is returned to the laundry sections to be returned with laundered clothing or textiles.

DECONTAMINATION

In an NBC environment, NBC decontamination companies decontaminate personnel, equipment, and terrain as prescribed in FM 3-5. They maybe tasked to decontaminate stockpiled materiel, facilities, and terrain. Attached to a EAC support command chemical battalion, these companies provide EAC support command units with decontamination support. The ASG's NBC center team coordinates decontamination requirements within the ASG AO.

Contamination Avoidance

ASG subordinate units use contamination avoidance procedures to minimize decontamination requirements. See FM 3-3. For example, protective covers can safeguard supplies and materiel. Maintenance shops segregate contaminated from uncontaminated items to be repaired. Properly designed areas prevent the spread of contaminating agents. The NBC officer in the ASG SPO directorate coordinates contamination avoidance procedures.

ASG Unit Self Decontamination

ASG subordinate units may have to decontaminate themselves with little or no outside help. Mission effectiveness must be balanced against the time and resources needed to provide partial decontamination. Thorough (formerly deliberate) decontamination should only be pursued when the unit is hit by a persistent chemical agent attack. The NBC officer in the ASG SPO directorate advises the commander and supported units concerning contamination detection and decontamination. The

NBC element operates the NBC Warning and Reporting System and monitors the status of the command's NBC defense procedures and chemical assets. See FM 3-101, pages 1-6 and 9-1.

ASG unit commanders establish equipment decontamination priorities. Equipment operators and crew personnel use on-board decontamination systems when available. The ASG commander determines which subordinate units will receive decontamination assistance. The sequencing of units, classes of materiel, and specific items to receive decontamination should be documented in the ASG FSOP. The SPO directorate monitors execution of the ASG decontamination program.

FIELD SERVICES SUPPORT OF OPERATIONS

Field services help to provide an adequate quality of life for soldiers in the field in terms of feeding, billeting hygiene services, and morale and welfare activities. Support provided differs depending on requirements and the infrastructure existing in the AO. Using force provider modules enable field services personnel to provide support of operations across the operational continuum.

FORCE PROVIDER

Force provider modules maybe deployed into underdeveloped theaters to support soldier reception. BSB and ASBs may use them to support reception, staging, and onward movement operations. ASBs may use them to support intermediate staging operations. S&S and ASBs may us them to support truck drivers and passengers at convoy support centers or trailer transfer point rest sites along MSRs. They may also be used in support of humanitarian aid and disaster relief operations, NEO missions, and regeneration support operations. Force provider equipment may be set-up, operated, and maintained by a staff augmented by local hire personnel.

The force provider is a system that will provide rest and relief for soldiers who have suffered stress associated combat. One force provider company operates up to six force provider modules that can be combined to support a brigade sized force. The force provider is METT-T dependent. Force Provider is operated by a quartermaster force provider company.

The force provider provides support to staging facilities, troop movements, and reconstitution efforts. It also provides hot meals, showers, laundry service, limited personnel services, and is environmentally controlled. It will be organized as a Type B unit and augmented by contracting, host nation support or borrowed military manpower.

DOMESTIC SUPPORT OPERATIONS

Elements from field services units may deploy to disaster sites to provide personal hygiene services such as showers, laundry, and delousing support. Force provider equipment can be set up to provide billeting and field feeding facilities, showers, laundries, latrines, power generation, and water purification in support of military personnel and civilian populations. This same equipment could be used to provide support during a mass immigration emergency. ASG field services elements could assist in providing the full range of services required to support immigrants for extended periods of time until their repatriation.

Personnel assigned to an airdrop supply company can be tasked to rig emergency food, water, and medical supplies for airdrop to civilian populations cut off from normal supply by natural disasters.

In the event of mass disasters or when mortuary services requirements exceed that available in the civilian community, MA collection unit personnel can assist with search, recovery, evacuation, and identification.

PEACEKEEPING SUPPORT OPERATIONS

Based on predetermined agreements or contracts, laundry, bath, textile repair, and mortuary affairs support could be provided by civilian firms in the area. In underdeveloped areas or where infrastructure has been destroyed, detachments or teams from ASG field services units could provide laundry, bath, and textile repair support on an area basis to peacekeeping support forces. They could also be tasked to provide these field services in support of foreign nationals. The MA collection company could provide mortuary affairs support throughout the AO. MA personnel could assist with recovery and identification operations.

INSURGENCY AND COUNTERINSURGENCY

Airdrop of supplies maybe the primary field service provided to insurgent or counterinsurgent forces. To reduce or limit US presence, contracting officer representatives should try to arrange for shower, laundry, and renovation support from in-country resources.

REGENERATION SUPPORT

Division or corps level RTFs may need to request regeneration support from the EAC support command. Modular force provider equipment could be shipped to the regeneration site to provide soldier life support areas at the selected regeneration site.

Depending upon the location of the regeneration site and nonavailability of force provider equipment, shower teams and laundry teams from field services companies could be tasked to meet the RTF advance party in a corps rear area site to provide a hot shower and clean clothes soon after arrival of the attrited units.

Due to scarcity of MA trained personnel, MA collection point personnel may be needed to augment corps MA collection capability. In order not to affect the morale of combat weary soldiers, collection points from the MA unit need to setup out of view of other soldier support areas. Local HN mortuaries could provide initial support until remains can be flown to CONUS port of entry mortuaries.

Chapter 8

Protecting the ASG Support Structure

Threats in the COMMZ cover the entire spectrum of operations from individual and small-group terrorists and saboteurs to a well-organized combination of military, partisan, terrorist, saboteur units, and individuals. The wide operational dispersion of ASG units makes them prime target for guerrilla, terrorists, and sabotage tactics, as well as coordinated attacks by an insurgent force in OOTW Threat forces may focus on key assets, staging areas, ports, airfields, missile sites, and the theater munitions storage area.

Protection of the ASG logistics sustainment base, enabling its continuing support of corps combat operations, is a primary concern of the combatant commander. Rear operations protect the ASG support structure in that they focus on —

- **Securing rear areas and key facilities in the COMMZ.**
- **Preventing or minimizing enemy interference with command, control, and communications.**
- **Preventing or minimizing disruption of CS and CSS forward.**
- **Providing unimpeded movement of friendly units throughout the COMMZ.**
- **Finding, delaying, and destroying enemy incursions in the COMMZ.**
- **Providing area damage control after an attack or incident.**

ASGs serve as the focal point for coordinating and controlling of rear operations in their respective areas. The ASG is the tactical command and control element for rear operations and is responsible for all aspects of rear operations.

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REAR OPERATIONS SUPPORT RESPONSIBILITY

EAC support command commanders decentralize authority for rear security to subordinate ASG commanders. ASGs have operational responsibility for rear operations. ASG commanders coordinate, control, and execute rear security operations within their assigned area through a ROC (ASG). The organization for rear operations is depicted in Figure 8-1 on page 8-2.

As explained in FM 90-23, the support structure for rear operations is based on other than normal command relationships. While operating on a day-to-day basis on assigned missions under normal command relationships, units may also respond to command and control headquarters not in their normal chain of command for rear operations missions. Even MP and engineer organizations that normally conduct rear operations against Level I and II threats have other primary missions. ADS maintenance company commander maybe a part of a cluster responding to an engineer or transportation battalion in its rear operations role. Similarly, an engineer battalion commander may work for an engineer group commander in performing its routine missions, but be directed by the commander of an ASG in the matter of rear operations. For this reason, command and control of rear operations is complicated and is not a routine, everyday procedure.

COMMAND RESPONSIBILITY

In the COMMZ, the theater army commander is responsible for rear operations. Because the COMMZ is typically a large geographical area with dispersed units, the theater commander assigns responsibility for rear operations to the EAC support command. For the same reasons, the EAC support command commander assigns responsibility to the subordinate ASG commanders.

The EAC support command commander has a EAC support command ROC as his staff element for rear operations. The EAC support command ROC serves as the rear operations coordinating agency for that headquarters. Similarly, ASGs have operational responsibility for rear operations within their assigned areas of responsibility. ASGs are augmented with a ROC (ASG) to assist in the planning, coordination, and control of rear operations activities.

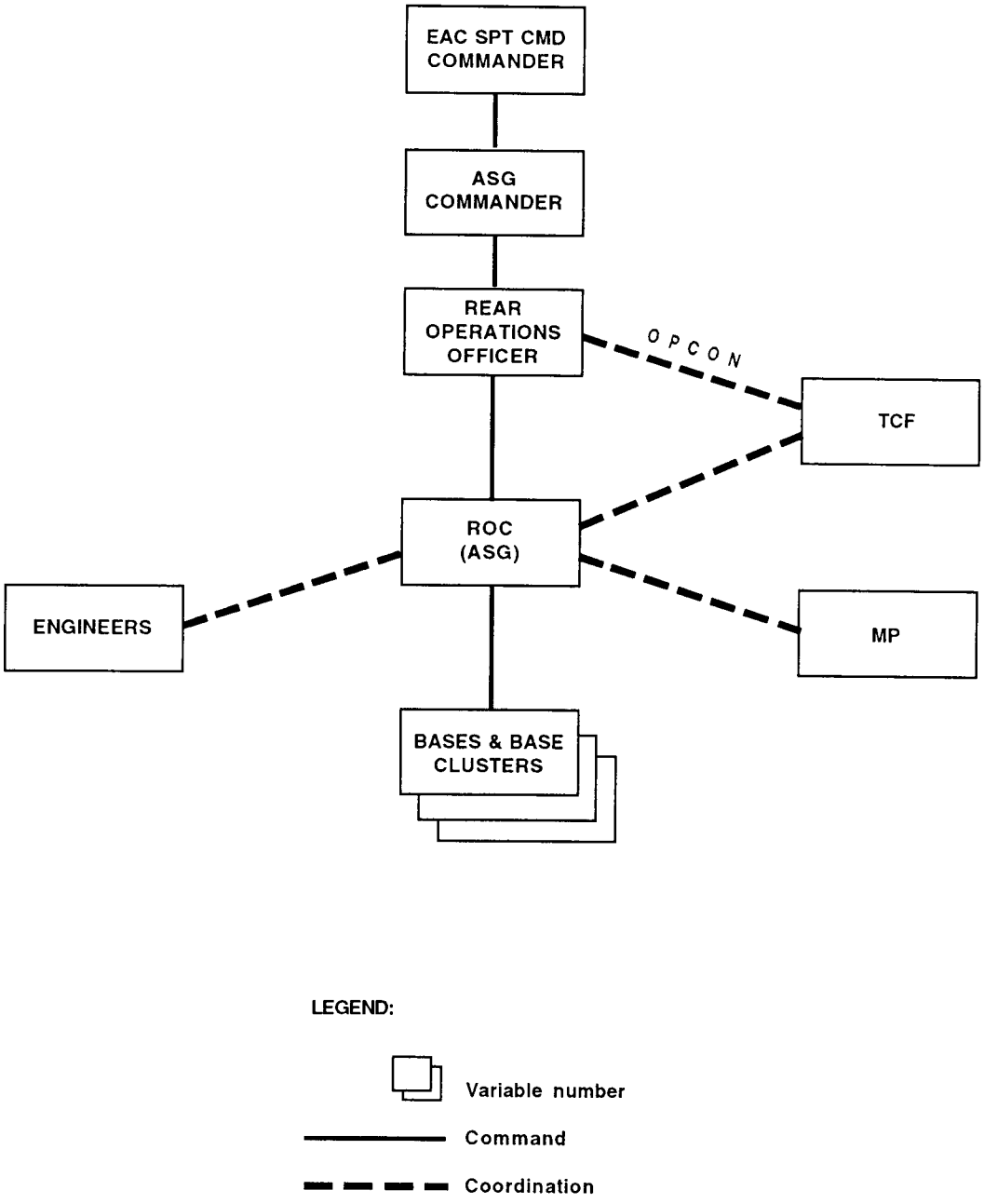


Figure 8-1. Command and control for rear operations.

AREA RESPONSIBILITY

In the COMMZ, rear operations are controlled on an area basis. The ASG is the most visible area command. By virtue of its having real estate allocation as a mission responsibility, the ASG is the most logical command to control rear operations.

In his assigned portion of the EAC support command geographical area, the ASG commander is responsible for the security of all units and installations located within the area, not just units assigned or attached to the ASG. Execution of this responsibility requires the utmost in cooperation and coordination between the ASG and tenant units. This is crucial because it requires that the tenant units become subordinate to the ASG relative to rear operations.

ASG Commander

The ASG commander has responsibility for all aspects of rear operations in his assigned territory. He can serve as the rear operations officer or assign this mission to another officer. Normally he remains responsible for the overall security of all units and installations within his AO. The ASG commander has the following responsibilities for forces transiting in the ASG AO:

- Inform commanders of transient forces of pertinent portions of the area defense plan.
- Inform transient force commanders of all pertinent information and intelligence available.
- Inform the EAC support command ROC of requests for support from transient forces.

The ASG commander has several assets to assist him in rear operations planning and execution. The staff director for security, plans, and operations is his chief staff officer for this function. Upon its arrival in the AO, the ROC (ASG) augments the SPO for the planning, coordination, and control of rear operations. In effect, it becomes the primary point of contact between the commander, staff, and designated base cluster and base commanders.

Rear Operations Officer

Acting through the ROC (ASG), the rear operations officer commands and controls base clusters and independent bases for rear operations. The rear operations officer establishes priorities and contingency plans for the defense of bases, base clusters, installations, and other facilities in the AOR. When the rear operations officer so directs, MPs, critical to repelling attacks, come under the command of the rear operations officer. As the situation requires, other resources, such as engineers, may also be directed by the rear operations officer.

ASG SPO

As the staff officer for overall security, plans, and operations, the ASG SPO is responsible for the technical operations of the ASG. He supervises rear operations peacetime training throughout the command. In coordination with the ROC (ASG) and the unit in question, he assigns the locations of all subordinate and tenant units. If an ROC (ASG) is not assigned or attached, his staff performs the ROC (ASG) mission as directed by the rear operations officer. A nucleus of rear operations staff is assigned to the SPO directorate's rear operations branch. The SPO also ensures that communications systems are available for rear operations.

Rear Operations Center (ASG)

The ROC (ASG) plans, coordinates, and controls the conduct of rear operations for the commander and serves as the link between the ASG and tenant units. It coordinates with other commands such as engineers and MP. It coordinates the mission and operations of a TCF when one is committed. It provides advice and assistance to bases and base clusters.

The ROC (ASG) coordinates terrain management in the ASG AO. As necessary, it coordinates with base commanders from other Services and HN forces. It has tasking authority for rear security operations over land combat units stationed within its AOR. This authority includes combat units transiting or reconstituting within the ASG's AOR during emergency wartime conditions.

ROCs (ASG) perform the following functions —

- Provide centralized planning and coordination for rear security operations.
- Conduct direct staff coordination with the operations and intelligence staff at ASGs/EAC support command.
- Plan and coordinate security aspects of terrain management.
- Coordinate with local HN assets for police and fire fighting support.
- Identify all initial response forces.
- Assess criticality for support by response forces.
- Assess vulnerably of bases or base clusters.

- Set priorities for defense.
- Monitor unit activity locations and relocations within the AO through coordination with EAC support command staff, the TAMCA, HN interface elements, and adjacent commands.
- Coordinate security aspects of sustainment operations.
- Review and coordinate base or base cluster defense plans to ensure integrated mutual support.
- Maintain information on available fire support assets.
- Interface with Corps Rear CP/RAOCs.
- Provide current rear security information to the BCOCs/BDOCs.
- Assist bases in conducting battle damage assessment.
- Request ADC support from engineer battalions.
- Designate bases and base clusters as necessary and appoint base/base cluster commanders.

ROCs (ASG) are Reserve Component organizations and may not always be available. In such cases, the ASG commander must make every effort to have the ROC (ASG) functions performed by task-organizing organic resources and by requiring that subordinate and tenant commands provide staff officers and NCOs to perform those ROC (ASG) functions.

To assist in coordinating rear operations, ASG/EAC support command ROCs may place a liaison team under OPCON of the TCF. The ASG may request that all Services with forces located in the ASG AOR provide liaison personnel to the ROC (ASG). The Navy provides a liaison team to the ROC (ASG) or the highest land headquarters located in the harbor. That team provides naval expertise and liaison with naval assets to support rear security operations and to prepare naval fire support plans. The Marine Corps may provide liaison elements to the EAC support command or ROC (ASG) to coordinate fire support for rear security operations. Liaison officers coordinate ground defensive operations and procedures.

Base Clusters

For mutual security, units occupying the ASG AOR are organized into base cluster by the ROC (ASG) acting in coordination with the SPO. The ROC (ASG) organizes base clusters based on the SPO's requirements and recommendations for placement. Figure 8-2 depicts base clustering in an ASG AO. The ASG headquarters normally shares with four-plus units.

The ROC (ASG) appoints abase cluster commander from the units in the cluster. Normally the base cluster commander is the senior commander in the base cluster. Exceptions are made in the case of a medical commander. Army regulations prohibit a medical officer from exercising command over other than medical units and personnel.

The base cluster commander establishes a BCOC to plan, coordinate and control rear operations among the bases in the cluster. He forms the BCOC from his own staff assets and from those of other elements in the cluster.

Bases

In some instances, as shown on Figure 8-2, independent bases are formed. In coordination with the base cluster commander, the ROC (ASG) appoints base commanders. All units within a base come under the operational command of the base commander for security operations.

Base commanders establish a BDOC to plan and establish organic self-defense for the base. Base units divert staff from their headquarters to the BDOC.

If the base is part of a base cluster, the BDOC communicates with the BCOC. When faced with a threat attack above base defense capability, the BDOC requests assistance through the BCOC from the ROC (ASG). If the base is independent, the BDOC communicates directly with the ROC (ASG) for security planning and execution.

When a Level I attack occurs, the base defends itself with its own resources. Reporting channels are followed for alerting the base cluster, the ROC (ASG), and supporting MP. The attack is repelled and, if required, MP pursue and neutralize or apprehend the assailants. Damage and casualty assessments are made and reported. Base units then return to their normal missions.

Host-Nation Support

In most allied nations, the rear area behind the corps rear area is a HN responsibility. The COMMZ is normally sovereign territory of the friendly host-nation. As such, the US may support the HN's overall security responsibility. However, the capability of HNs to provide rear operations support must be carefully monitored. Battle command relationships with HN forces are highly situation and theater dependent.

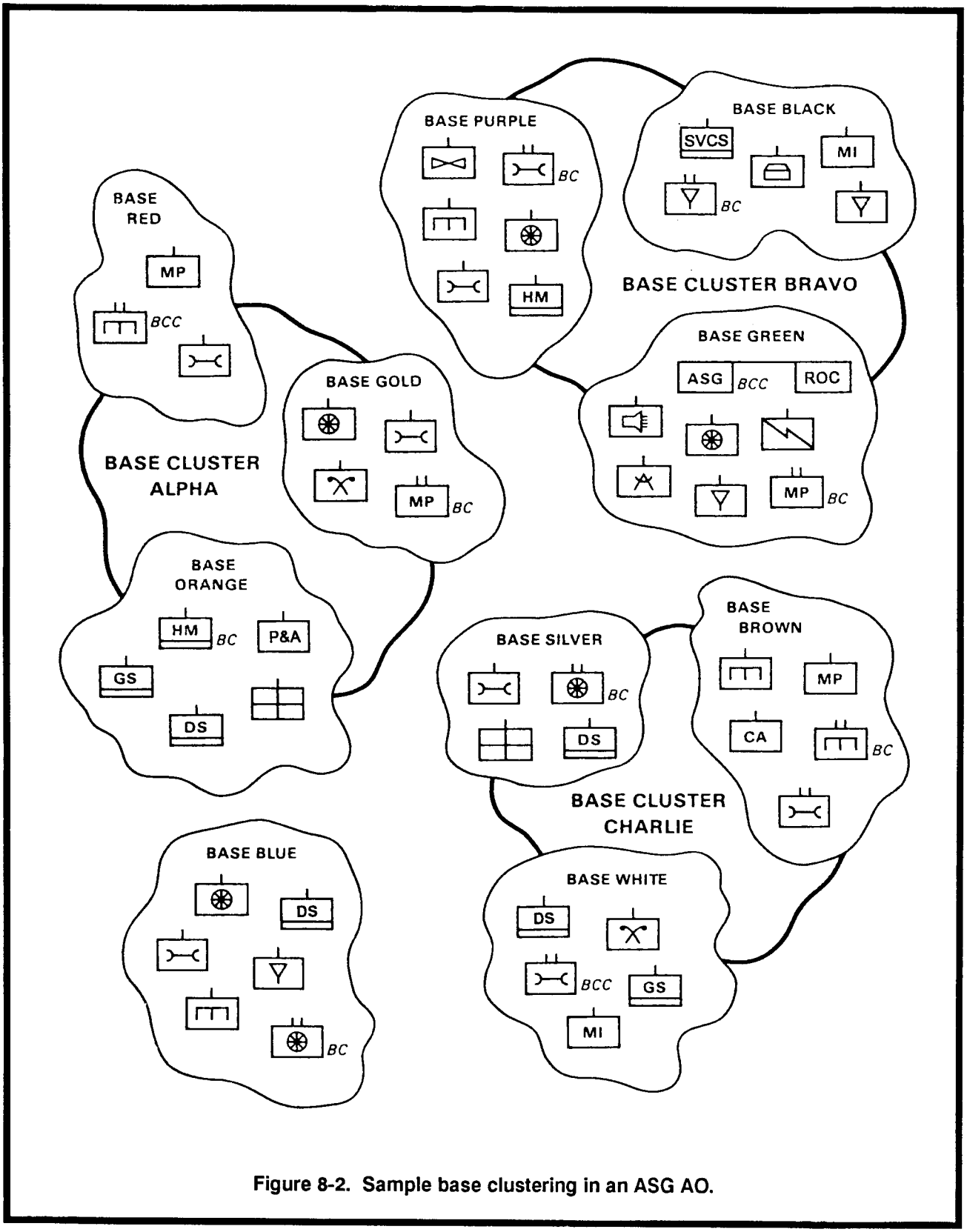


Figure 8-2. Sample base clustering in an ASG AO.

In developed theaters, such as Germany or in South Korea, where complex alliance infrastructures have been developed and tested over the years, extensive use is made of HN forces in rear operations. Based on signed agreements, viable HN forces normally assume rear operations responsibilities in the COMMZ. The HN area commander may be given authority to exercise OPCON over tenant US units when an emergency exists. When the HN is viable, the ASG coordinates with HN authorities for support of rear security operations in the ASG area. It negotiates with HN authorities to ensure that support is provided in accordance with existing agreements.

However, not all theaters have a viable HNS structure in place. In undeveloped and developing theaters, HN support cannot be judged reliable until it has been tested. The rear security capability and willingness of the HN may not be sufficient. In unfriendly countries, US forces may assume complete responsibility for rear security operations.

INTELLIGENCE PREPARATION OF THE BATTLEFIELD

Each echelon of command conducts an IPB and provides it to its subordinate echelon. The ASG SPO directorate conducts a detailed IPB of the area. The IPB process helps to identify the battlefield environment ASG units operate within and the effects of that environment upon mission accomplishment. The IPB process focuses on the battlefield's effects on COA. FMs 34-3 and 34-130 provide a detailed discussion of the IPB process.

SPO Staff Officers

SPO staffs use IPB products to determine what the threat can accomplish. ASG security staff officers focus their intelligence operations on their area of operations and their area of interest. They then focus the IPB effort on the logistical infrastructure, terrain, weather, and the effects of politics, civilian press, and local population on ASG missions.

Intelligence officers distribute target lists to all ROCs (ASG). Key threat targets within ASG AO may include—

- POMCUS sites.
- MMC and MCA.
- EAC support command and MMC.
- EAC support command and ROCs (ASG).
- Theater storage area for ammunition stocks.
- Port facilities.
- Air defense missile sites.
- Communications center.
- Airfields and airbases.
- Reserve assembly areas.
- Main supply routes and MSR choke points.
- Key logistics sites.
- Class III points.
- ROWPUs.

Possible targets of opportunity include Class III supply points or Class V storage facilities. Intelligence officers need to assess the value and vulnerability of high-value assets such as petroleum supply points, theater storage area, and Class VII points.

Intelligence officers identify possible measures to protect key logistics assets. Intelligence staff officers coordinate their efforts to provide units with an idea of possible enemy intentions. They identify and evaluate avenues of approach, defensible terrain, and potential assembly and dispersal areas. They develop situation templates, event templates, and event matrixes.

Support Operations Staff Officers

Support operations staffs identify specific intelligence requirements. They may request that intelligence staff focus on the existing transportation or telecommunications infrastructures and on political or socio-economic factors. Support operations staffs analyze all characteristics of the AO that may affect ASG support operations. They assess population status overlays, weather analysis matrix terrain overlays, and other IPB products.

Support operations staffs use IPB terrain overlays to identify positions for specific system or supply points. Support operations staffs use IPB products to assess possible threat impact on LOCs, sea LOCs, and critical logistics facilities. For example, during planning for a humanitarian assistance operation, intelligence identifies the activity of local armed factions that influence the activities of civilian relief organizations.

PROTECTIVE MEASURES

ASG units continue to perform CSS missions until threat actions force them to defend themselves. However, in addition to their logistics support mission, ASG soldiers have an inherent responsibility to defend themselves. Each unit has a responsibility to defend itself and to contribute to the defense of other base units by bearing its assigned share of the base perimeter defense. This includes such tasks as manning observation posts and guard duty.

As a rule, a medical unit is to be guarded by its own personnel. However, US Army policy is that Article 24 personnel will not be used in perimeter defense of nonmedical units such as unit trains logistics areas or base clusters under overall security defense plans. Adherence to this policy should avoid any issues regarding Article 24 personnel's role from noncombatant to combatant (See FMs 8-10 and 27-10).

Supporting units in rear areas must be viewed as an extension of the fight, rather than as a disconnected, industrial backup zone. ASG and subordinate battalion commanders must decide what are acceptable risks. They must accept reasonable risks to continue their support mission for as long as possible. They focus on preventing or minimizing disruption of support. Subordinate units must use every measure available to avoid being engaged.

Active Protective Measures

Active protective measures which may be employed include—

- Patrols.
- Reconnaissance.
- Fire support planning.
- Deception devices and operations.
- Initial response forces (MP).

Passive Measures

The scarcity of defense forces in the rear area requires that units take advantage of protective measures that can reduce base dependence on external combat response forces. Examples of passive measures include—

- Dispersion.
- Camouflage.
- Cover and concealment.
- OPSEC.
- Protective obstacles.
- Sensors and surveillance devices.
- Observation and listening posts.

TERRAIN MANAGEMENT

The COMMZ is characterized by the presence of a great number of units dispersed over a wide area. These units are directed by an array of different commanders. They operate independently of each other in pursuing mission accomplishment. Many units in the COMMZ relocate frequently. Others are merely passing through the area.

The ASG provides a semblance of unity of command by virtue of its being the real estate manager. As the allocator of real estate and facilities, the ASG commander is the manager of terrain. While the ASG does not direct any nonassigned or nonattached units in mission performance, it does control them in the areas of terrain management and security operations. Through his director of security, plans, and operations, the ASG commander assigns locations and facilities to all units located in or passing through his geographic AOR.

UNIT POSITIONING

DCSOPS/SPO staffs assign units to a specific area or command based on the theater commander's intent, the concept of operation, and unit's mission requirements. Unit positioning decisions are made by the ROC (ASG)/SPO in coordination with the units involved.

Two critical factors enter into the decision of assigning locations and facilities. They are mission requirements and security requirements. The ROC (ASG) must also consider less critical but important safety factors that affect the mission such as safe storage requirements. The ROC (ASG) evaluates security factors. The SPO evaluates mission requirements. Due to mission requirements, ASG support units are normally positioned near main supply routes. This facilitates timely support. They are positioned in-depth to minimize the effect of threat attacks on logistics support. A transportation truck company requires a location on a road network. However, if the truck unit is effectively employed, few of its personnel are available to perform security duties. Therefore, that same truck company must also be located according to its security requirements.

MOVEMENT CONTROL

EAC support command and ROCs (ASG) use input from BCOCs and BDOCs to monitor movement within the area. ROCs (ASG) coordinate with MPs relative to convoy security and tracking convoys within their AOR.

RESPONSE FORCES AND TCF

The necessary force is applied to eliminate the disruptive effect of the threat. There is no standard rule that dictates when a specific type of unit or level of response force is deployed to counteract the threat. Each incidence must be evaluated and compared to other requirements for the limited available resources.

RESPONSE FORCES

The EAC support command allocates response forces to ASG areas. If the HN is viable, it retains responsibility for the response force.

Military Police

Within resources, area MP conduct surveillance, reconnaissance, highway control, and escort missions within resources. Since the MP brigade is the only tactical unit under direct control of the EAC support command, it normally remains under the EAC support command. However, MP battalions may employ general support to the ASG. The EAC support command assigns area security missions to the MPs. MP forces respond to requests for assistance passed through the ROC (ASG) to counter and defeat Level II threat forces. MP forces may also support either a US or HN TCF.

Base Support Battalion MP

Theater dependent, BSB MP perform limited rear operations support tasks in response to the ROC (ASG). Their rear operations support may include—

- Local security planning, coordination, and HN integration.
- Intelligence gathering, reporting, and dissemination.
- Level I threat reaction or protection.
- Level II threat coordination with supporting US and HN MP.

Transient Forces

Elements of transient forces can support area forces in countering a surprise enemy attack that cannot be met with assigned or attached forces. However, combatant commander approval is required before these forces may support an area command.

Other Response Forces

Other response forces may include—

- Units undergoing reconstitution.
- Units of other Services.
- Newly arrived units.
- HN assets.

TACTICAL COMBAT FORCES

When the threat exceeds response force capabilities, BCOCs/BDOCs request additional assistance from the ROC (ASG). The ROC (ASG) relays the requests for commitment of a TCF to defeat a Level III incursion through the EAC support command ROC to the theater operations staff. If the HN is viable and has responsibility for external base or base cluster security operations, the EAC support command/ROC (ASG) advises the HN representative of the requirement for the HN TCF. If the TCF is a combined arms organization, it usually remains under the command of the theater commander. However, EAC support command or ASG commanders maybe given OPCON of the TCF under special circumstances.

The TCF requests logistics support through the ROC (ASG). The ROC (ASG) notifies logistics units when the priority of support has been shifted to the TCF.

AREA DAMAGE CONTROL

ADC measures reduce the probability of damage, minimize destructive effects, and aid in the continuation or re-establishment of normal support operations. ADC includes all of the actions taken to avoid or minimize the effects of threat activities or natural disasters. ADC measures are designed to limit damage, seal off affected areas, save lives, salvage equipment, and restore unit operational capability as quickly as possible. The ADC objective is to reestablish the capability of affected units to perform their primary missions.

ROC (ASG)

ASG commanders are responsible for planning ADC operations within their area. SPO staffs plan ADC operations in coordination with ROC (ASG) staff. ROC (ASG) in coordination with other ASG staff elements and tenant units focus on minimizing damage that impairs mission-essential operations. ROCs (ASG) review ADC plans that area required part of base and base cluster defense plans.

The ROC (ASG) anticipates requirements for ADC and prioritizes ADC missions. It plans large area deception smoke operations in coordination with units in its area to minimize the possibility of damage and deny enemy forces information about friendly activities. Table 8-1 lists ADC measures to be taken by a ROC (ASG) before, during, and after an incident.

The EAC support command commander may attach engineer units under OPCON of the ASG for specific ADC missions or specific periods of time. Theater dependent, a base support battalion controls engineer resources for facilities protection and damage recovery.

Table 8-1. ROC (ASG) ADC measures.

BEFORE AN INCIDENT	DURING AND AFTER AN INCIDENT
• Review ADC plans from bases and base clusters.	• Monitor commitment of engineer, chemical, MP, and base assets to ADC operations.
• Coordinate with engineer headquarters for ADC support.	• Maintain an ADC map to indicate the position of incidents, NBC contamination, base response assets, and assets available and committed.
• Revise ADC plans to support the bases and base clusters in the AO.	
• Coordinate with MPs to provide traffic control to allow emergency vehicles access to and from the affected area.	
• Recommend ADC priorities.	
• Maintain an ADC status board.	
• Identify possible sources of ADC assistance from nonorganic units.	
• Coordinate with HN agencies.	
• Coordinate with HN MP and law enforcement agencies for crowd and refugee control.	

BASE SUPPORT BATTALION

Theater dependent, a base support battalion is attached to an ASG. It focuses on the protection, maintenance, hardening, damage recovery, and repair of rear property. The BSB manages organic civilian engineer activities or attached utilities and fire-fighting teams. These activities or teams provide—

- Repair or construction to harden facilities.
- Fire-fighting and protection.
- Rubble removal.

The BSB provides technical assistance to the ASG or units in the area on damage control. Its staff officers plan for and request assistance for retrograde of threatened supplies. They must also plan for and be prepared to execute destruction of militarily significant facilities, equipment, and supplies (less medical) to prevent enemy capture or use. As necessary, the BSB moves to other built-up areas to organize and perform limited damage recovery and repair of facilities and utilities for assigned missions.

HOST NATION

Depending upon bilateral agreements, the HN may retain overall area responsibility for ADC. The US would then have responsibility for ADC on US bases and provide ADC assistance to the HN.

Chapter 9

Support to the ASG

METT-T determines support requirements. The type of operation and expected duration dictates the degree to which support is required by the ASG. The source of support will be identified in the service support annex of the OPORD.

If ASG elements are attached to a CSG multifunctional CSB or to a rear CSG functional battalion, staff should refer to FMs 54-30 and 63-3. If supported by another Service, ASG elements must adjust to the support procedures existing in the theater.

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HOST-NATION SUPPORT

HNS includes civil and military assistance provided by a HN to forces and organizations located in or transiting through the HN territory. HN resources augment the logistics support mission. HNS must be considered as a significant source of logistics assistance. ASGs will make maximum use of HNS. This support may include –

- Information and intelligence.
- Stationing support.
- Communications networks support.
- Operation of ports, railways, and MSRs.
- Traffic control.
- HN utilities.
- Engineer support and maintenance.
- Rear operations support by HN military or paramilitary units.
- Local area security and law enforcement.
- Population control.
- Logistics support, to include potable water, fresh fruits and vegetables, bulk fuel transport, laundry, bakery, construction, and general labor.

Using HN resources reduces requirements for US forces, materiel, and services. HN personnel are more adept at providing support due to their familiarity with local customs, local terrain, HN transportation networks, and HN facilities.

HNS is theater and situation dependent. Support depends on the geographical area, prior agreements, the friendliness of the nations, and their willingness and ability to provide support. Viable HNS may only be available in certain areas of the world. In those areas where no HNS agreements exist, CA teams assigned to the ASG's CA battalion negotiate support agreements. The ASG's HNS logistics directorate coordinates and manages HNS negotiated or obtained by the CA teams. When operations occur in a foreign nation whose sovereignty remains viable and HNS exist, the HN may be responsible for overall rear security operations.

ASG HOST-NATION SUPPORT LOGISTICS DIRECTORATE

The HNS logistics directorate determines requirements that can be met by employing HN resources. It coordinates HNS requirements with the ASG's CA battalion and with legal, contractual, and financial elements. The HNS logistics directorate coordinates with the HN in identifying which HN assets are available and what quantities can be provided. Directorate personnel coordinate HNS agreements with HN authorities and US legal elements. They maintain status of HN support available to the ASG. In coordinating with supporting CA teams, they keep track of the locations and capabilities of HNS activities. They also monitor HNS contract performance, perform quality control inspections of HN products and services and ensure delivery and compliance with contract agreements.

HNS logistics directorate personnel need to consider the following factors when determining the suitability of using HN resources to accomplish logistics support missions:

- The HN's capability, dependability, and willingness to provide support.
- US capability to manage HN resources.

- Shortfalls in US force structure or force structure that could be reduced by using HN resources.
- Operational security.
- Risk associated with relying on HNS for contingencies.

Functions and services not appropriate for a HN to provide may include:

- Command, control, and communications support.
- Triage and sorting casualties for evacuation.
- Veterinary subsistence inspection.
- Law and order operations over US forces.
- Control and maintenance of chemical ammunition.
- Accountability and security of EPWs retained in US custody.
- Medical supply accountability.
- Identification of US remains.

HN GOVERNMENT AGENCIES

Based on agreements with the HN, HN government agencies may provide services and operate the following facilities in support of wartime requirements:

- Airfields.
- Railways.
- Highways.
- Waterways.
- Bulk petroleum distribution and storage facilities.
- Utilities.
- Medical facilities.
- Telephone networks.
- Radio and television broadcasting networks.

Even if civil authorities operate independently, ASGs normally coordinate with government agencies through HN military representatives. At OLS, the rear area is the sovereign territory of the friendly HN. Police, fire companies, and border patrols may be available to provide support.

HN CIVILIAN FACILITIES

HN civilian facilities can be converted to support logistics operations. Schools can be used for headquarters or staff office areas. Gas stations and garages may be used as maintenance shops. Civilian truck terminals can be adapted to trailer transport terminals.

HN MILITARY UNITS

HN MP units may provide external security for US-operated bases and ports. They may also–

- Control traffic.
- Assist with displaced persons and refugee evacuation control.
- Escort convoys.
- Guard installation and air bases.

HN transportation truck units transport troops, supplies, and equipment and evacuate casualties. HN terminal transfer companies may assist in terminal transfer operations. HN maintenance units can provide maintenance for a variety of equipment. HN chemical units can provide decontamination, NBC reconnaisance, and smoke support.

HN SUPPLIES AND EQUIPMENT

Supplies and equipment may be available quicker through the HN than through the US supply system. Depending upon the HN, ASG units could obtain the following supplies and support from the HN:

- Dairy products, fresh fruits, and vegetables.
- Fuels, oils, and lubricants.
- Construction supplies.
- Common repair parts.
- Transport of heavy equipment and supplies.

CIVILIAN CONTRACTORS

Host country, third country, or US contractors providing support to civilian and military agencies may continue to provide support during transition to war and, if practical, during wartime. Civilian contractors could provide –

- Supplies.
- Transportation.
- Construction support.
- Labor.
- Bakery support.
- Laundry and bath services.

CIVILIAN LABORERS

G5 and CA personnel may arrange for civilian laborers, stevedores, truck drivers, supply handlers, mechanics, equipment operators, and medical personnel. Plans should address labor support arrangements for port and terminal operations.

The HN must provide for the needs of its labor force personnel unless otherwise stated in HNS agreements. In the absence of an agreement, US forces may have to assume some responsibility for the care of labor forces.

LOGISTICS SUPPORT ELEMENT

The LSE augments theater sustaining base assets. LSE elements provide technical assistance to ASG units. LSE activities may collocate with ASG activity elements. For example, LSE and ASG maintenance personnel may share portions of an industrial facility. LSE elements supervise contractor activities, individual DOD personnel, and HNS activities operating within the AO. For example, the LSE oversees AMC funded contractors, ensuring that the support provided is based on the priority prescribed by the senior logistics commander.

MODULAR ORGANIZATION AND MISSIONS

The L-SE is a TDA organization designed to augment the EAC support command of a theater. It consists of the modular organization shown on Figure 9-1, see page 9-4 that provides technical expertise to TOE and TDA units. This modular organization allows it to respond more ready to a crisis. Table 9-1, see page 9-5, 9-6, and 9-7, lists the mission functions performed by LSE divisions.

LSE MOBILIZATION

Upon mobilization, the LSE will be staffed primarily by battle rostered civilian personnel from existing TDA activities. Critical skill employees and managerial civilian positions are identified as emergency essential civilian spaces on the TDA of AMC, FORSCOM, and CASCOM headquarters and their subordinate activities. Civilian personnel assigned or attached to the LSE are considered combatants. DOD Directive 1404.10 discusses the status of these emergency-essential DOD US citizen civilian employees.

COMMAND RELATIONSHIPS

Within the theater, the LSE will be under the OPCON of the US Army EAC support command. LSE divisions interface with the theater materiel manager. They are linked to CONUS inventory managers at NICPs via the Standard Depot System. If an AMC OCONUS headquarters is operational in a mature theater of operations to exercise central control over AMC support elements, it will merge with the LSE into a single organization.

LSE MISSION SUPPORT AREAS

Table 9-1 listed the major mission support functions of LSE divisions. DLA and AMC provide the personnel to perform these functions. The LSE provides support in the following mission areas:

Supply Support

LSE activities store selected high dollar, high tech-low density items identified by the theater materiel manager as critical to supporting the theater mission. Upon receipt of a MRO from the theater materiel manager, the LSE arranges for their movement.

LSE elements determine requirements for repair program stocks unique to the repair of end items, components, or components that are part of the reparable exchange program. They request these items directly from the materiel manager. Note that these items are not authorized to be requisitioned by any other organization in the AO.

The LSE ammunition division provides technical expertise to activities involved in ammunition supply, maintenance, and transportation. QASAS personnel may deploy and remain with assisted units. Attached QASAS personnel provide on-site technical assistance in the areas of quality assurance and explosive safety to ammunition officers.

ASG units turn in retrograde items to the LSE. LSE elements receive, inspect, classify, store, and ship items for retrograde. If directed they clean contaminated equipment or equipment containing depleted uranium for retrograde.

Maintenance Support

An item requiring repair may be repaired by LSE activities or by a contractor within the theater under LSE supervision. It may even be sent out of the theater to a repair facility.

LSE activities provide limited depot level/GS maintenance. Depot level maintenance support may be provided by modular commodity or weapon systems oriented teams from CONUS depots or arsenals or by contractor forward repair activities. Depending upon requirements, GS maintenance companies, workloaded by the LSE, may perform repairs. The owning unit must arrange for transportation of items to a site identified by the LSE.

An aviation classification repair activity depot provides maintenance support above AVIM. LSE

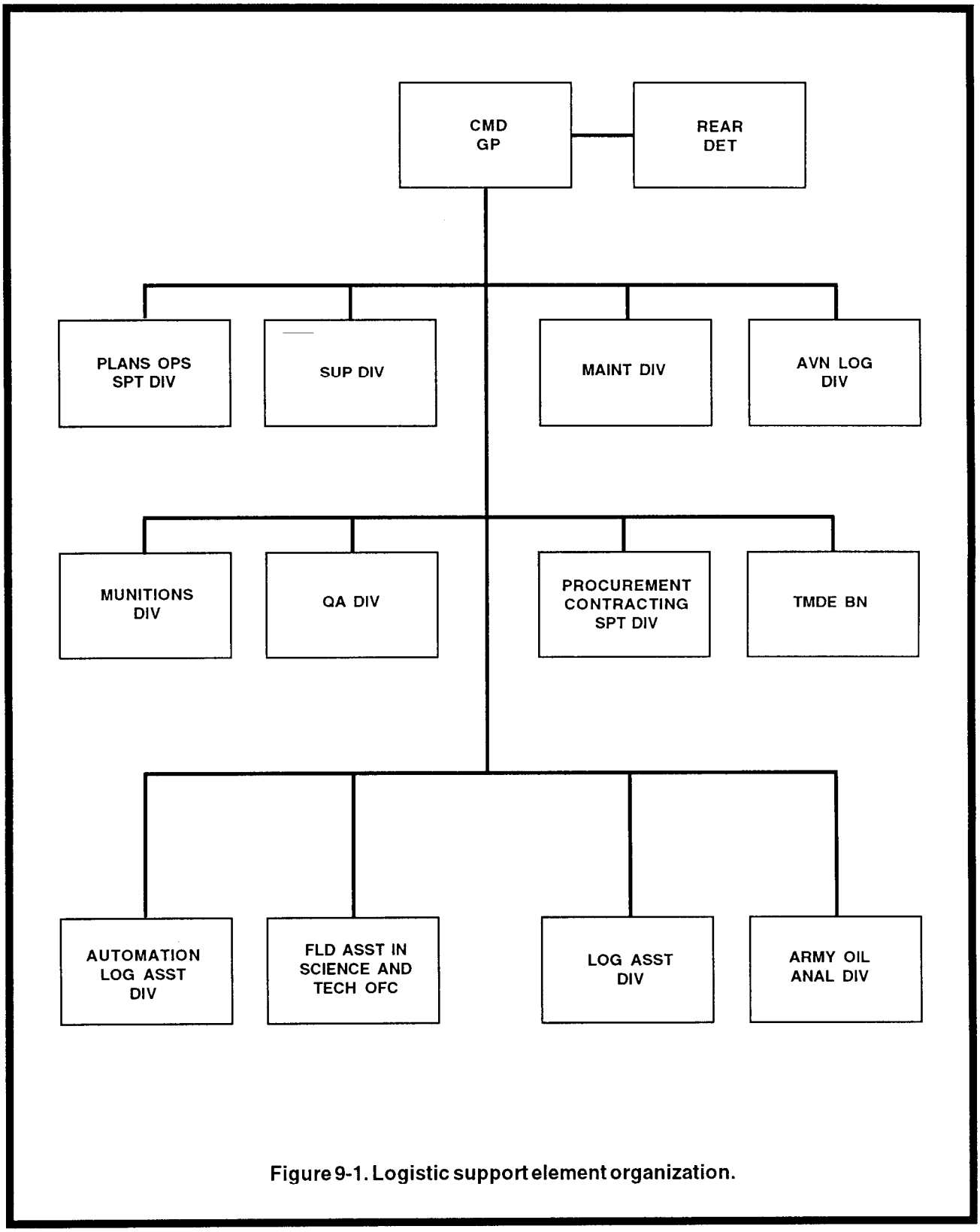


Figure 9-1. Logistic support element organization.

Table 9-1. Mission functions performed by LSE divisions.

SUPPLY DIVISION

- Provides customer/technical assistance to theater elements.
- Positions teams at air and SPODs to assist in onward movement of cargo.
- Coordinates wholesale reparable exchange for high dollar, high tech-low density items for theater critical weapon systems.
- Coordinates supply support of limited depot-level maintenance lines.
- Coordinates redistribution and retrograde operations.

AVIATION LOGISTICS DIVISION

- Manages the theater aviation maintenance program.
- Coordinates limited depot level repair of aircraft and aviation components.
- Coordinates collection, classification, and retrograde processing of unserviceable aircraft and aviation components.

CONTRACTING SUPPORT DIVISION

- Performs local contracting activities in support of units, teams, or activities attached to the LSE.
- Supervises forward repair activities in the theater that are contractor operated.

MAINTENANCE DIVISION

- Coordinates production control of non-aviation weapon system repair.
- Requests call forward repair teams from depots, forward repair activities, or active/RC units.
- Conducts a limited amount of off-site missions.
- Responsible for workloading all sustainment maintenance capability in theater, including GS maintenance companies.

QUALITY ASSURANCE DIVISION

Manages product/quality assurance and quality control operations.

Table 9-1. Mission functions performed by LSE divisions. (continued)

MUNITIONS DIVISION

- Coordinates stock identification, storage, limited accountability, safety, serviceability, surveillance, limited renovation, security, and retrograde support for theater ammunition stocks.
- Supervises one or more ammunition supply companies.

TMDE BATTALION

Commands and controls TMDE companies and teams.

AUTOMATION LOGISTICS ASSISTANCE DIVISION

- Provides CSS STAMIS support to any unit requiring assistance.
- Distributes, implements, retrieves, and disposes of CSS software packages.
- Provides CSS software technical assistance, system trouble-shooting, and replacement of software.
- Integrates data bases for new units.
- Conducts unit level system support training.

ARMY OIL ANALYSIS DIVISION

- Coordinates oil sampling of designated army equipment and laboratory support.
- Provides verification support to portable/mobile devices operated by army oil analysis program activities.

FIELD ASSISTANCE IN SCIENCE AND TECHNOLOGY OFFICE

Assists in developing and implementing interim materiel modifications, BDAR, and repair strategies to improve firepower.

Table 9-1. Mission functions performed by LSE divisions. (continued)

LOGISTICS ASSISTANCE DIVISION

Provides commodity oriented logistics assistance representatives to resolve logistics problems which adversely impact materiel readiness.

REAR DETACHMENT

- Maintains the LSE mobilization TDA.
- Develops OPLANs.
- Coordinates training of LSE personnel.
- Validates personnel to be called forward.
- Interfaces with CONUS commodity commands or installations on matters that cannot be performed or coordinated by LSE activities located in theater.

activities also provide limited depot level repair of aircraft, to include their engines and components. They also provide armament support and engineering support for nonstandard repairs. Contractors operate limited assembly lines to overhaul and perform major battle damage repair. Attached engineers, logistics assistance representatives, and contract field service representatives provide on-site technical assistance.

Automation Software Support

In the absence of an operational CSSAMO at the ASG, the LSE's automation logistics assistance division centralizes STAMIS support to all logistics units. It manages logistics software. Automation logistics assistance division personnel receive, distribute, and implement software change packages. They provide unit level technical assistance, system troubleshooting, and software replacement.

Contracting Support

The LSE's contracting support division performs local purchase and leasing for the LSE and units or activities supported. It contracts for the supplies and services to support the LSE's maintenance mission. It oversees the CORs monitoring contractor forward repair activities, coordinating contracted work load based on theater priorities. It also provides administrative services to the CORs.

Test, Measurement, and Diagnostic Equipment Support

The LSE's TMDE battalion provides TMDE support on an area basis through its attached area TMDE support teams.

Quality Assurance

The quality assurance division performs quality assurance for various commodity and weapon system repair lines,

Field Assistance in Science and Technology

The LSE's FAST office coordinates changes in performance specifications and interim materiel modifications to improve the design of weapon systems. It uses information from battle damage assessment teams to determine technical requirement changes. It provides this data to AMC laboratories and centers for solution.

Logistics Assistance Program

LAP field maintenance technicians and logistics assistance officers provide on-site technical assistance to users of AMC fielded equipment in theater. This includes new equipment fielding. They help resolve supply and maintenance problems. A senior logistics assistance office representative from the EAC support command coordinates support requirements for the ASG.

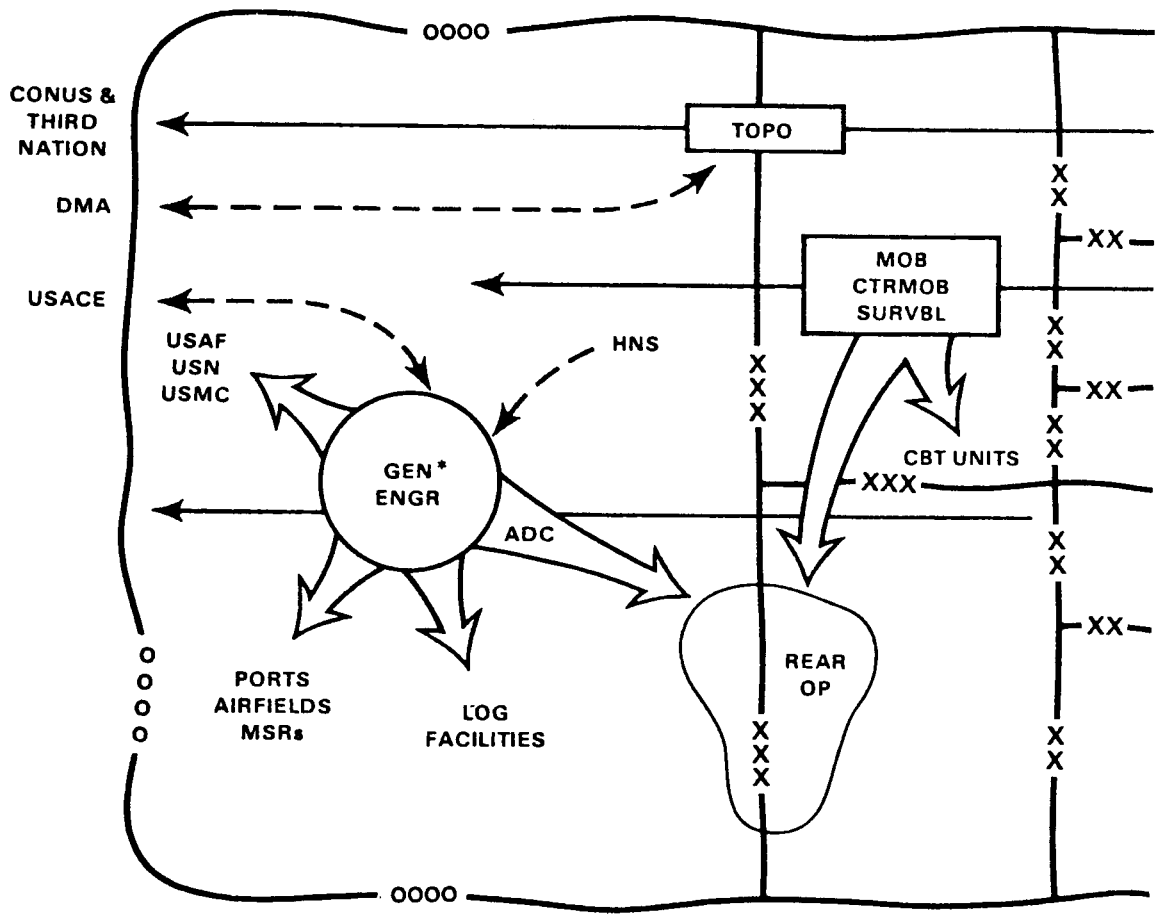
Army Oil Analysis Program

The LSE's Army oil analysis division coordinates oil sampling procedures within the theater. This includes samples taken at freed and mobile laboratories and with portable instruments. Designated laboratories test oil samples and provide the results to the LSE. The LSE then distributes test results and recommendations to supported units.

ENGINEER SUPPORT

Engineer forms at the operational level are responsible for constructing, maintaining, and rehabilitating the theater support base. This includes support to other services, and agencies and allied military forces in joint and combined theaters of operations. The ability of logistics units to perform sustainment operations as well as movement and sheltering of combat and combat support forces is dependent on adequate, responsive engineer support. The number and type of operational level engineer support units depend on the size of the support base required, host nation infrastructure, the mission, the availability of existing engineer support brought to the theater of operation, and perceived threat in the rear area. Operational level engineer units provide topographic support to the theater; troop construction and repair to all US elements in the COMMZ, contract construction support; and as required, provide support to tactical level organizations. Figure 9-2 depicts engineer support.

Engineer support is normally rendered by area-oriented GS engineer units under the direct control of the ENCOM. Engineer battalions (combat heavy) and specialized engineer support units are attached to an engineer group. These may include a construction support company, a port construction company, and a pipeline construction company. Refer to Figure 9-3 on page 9-10. However, certain engineer elements may be attached to, or placed under the OPCON of the ASG headquarters. For example, real estate teams and utilities teams provide support to ASG installations.



LEGEND:

* Includes construction and RPMA

Support for engineers

Functions performed by engineers.

Area coverage of engineers functions.

Figure 9-2. Theater engineer support.

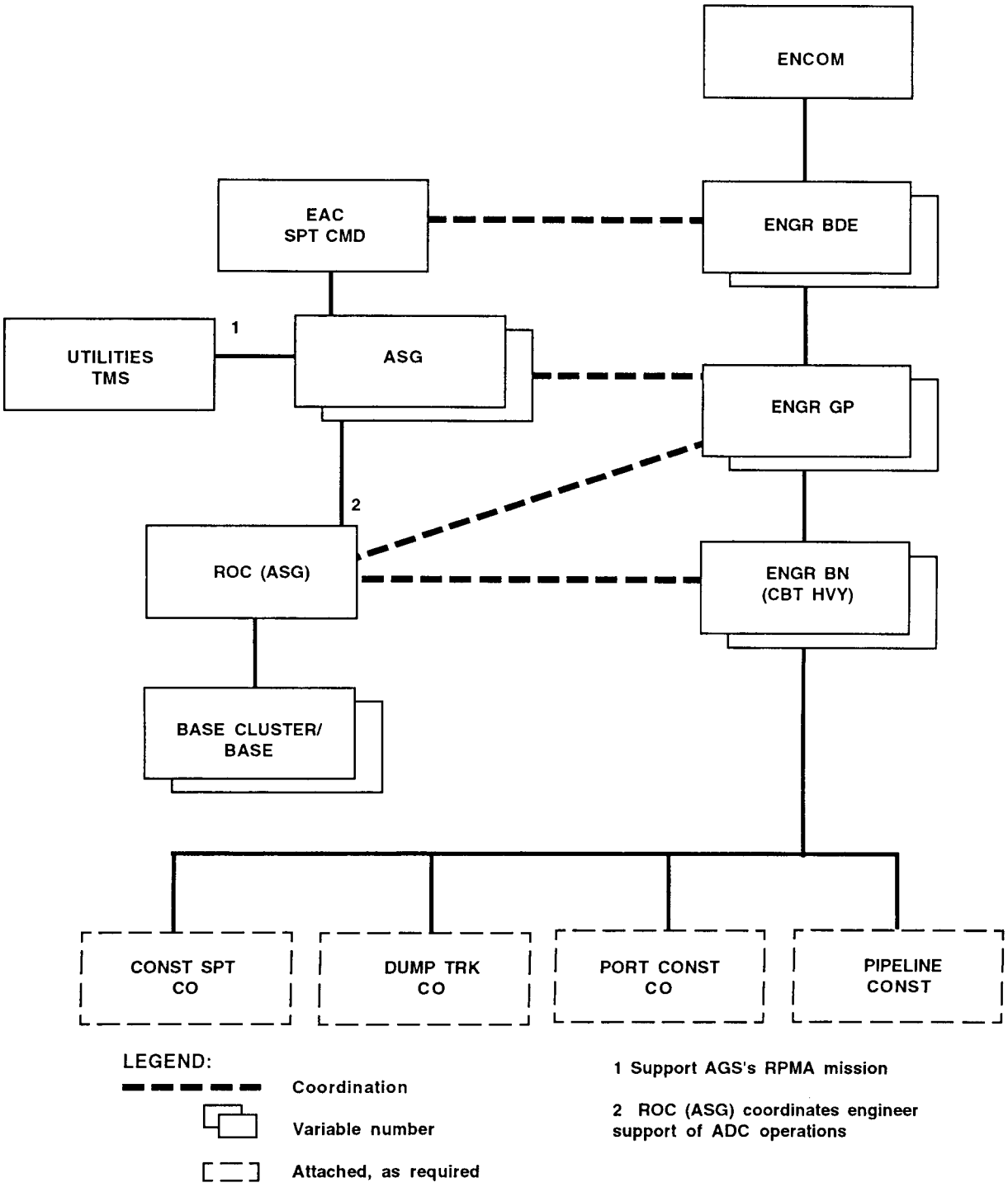


Figure 9-3. Engineer support organization.

Engineer support is provided on an area basis. ASGs provide real property maintenance support to all army facilities in its AO, to include leased facilities not maintained by the HN. Units in the ASG area submit requests for engineer support to the ASG's SPO directorate. HN units submit requests for US engineer support to ASG CA teams. If the attached facilities engineering and fire protection teams cannot provide support, the requirements are passed onto the AWCM for execution in accordance with theater priorities.

Typical engineer missions in the ASG area are to–

- Acquire, maintain, and dispose of real estate (ASG RPMA mission).
- Provide minor construction, repair, maintenance, fire protection, and utility operation support for all Army installations and facilities in the COMMZ (ASG attached utilities teams and fire-fighting teams).
- Plan, design, supervise, and construct maintenance, repair, or rehabilitation of airfields, ports, pipelines, roads, railroads, and inland waterways.
- Provide subsurface water detection, well drilling, and construction in support of water supply activities.
- Construct and repair hospitals, troop camps, EPW and civilian internee compounds, bulk petroleum storage and distribution systems, and dry cargo and ammunition storage areas.
- Construct missile sites, air defense emplacements, protective shelters, field defenses, and ground security facilities.
- Perform emergency repairs that exceed AF capability at key AF bases, upgrade emergency repairs to semipermanent status, and repair other base facilities.
- Perform combat-engineering missions in the COMMZ and corps area on a task or area basis.
- Provide engineering support of denial operations.
- Construct deception devices and decoys.

Provide area damage control support in coordination with the ROC (ASG).

PERSONNEL SERVICE SUPPORT

The director for personnel and administration at the ASG headquarters directs, supervises, and coordinates selected PSS in the ASG area. PSS includes the management of all personnel-related services and functions.

Figure 9-4, see page 9-12, depicts the variety of units located throughout the EAC support command area that provide PSS to ASG units. The number of units allocated to provide a given support functionaries depending on the size of the troop population to be serviced.

CRITICAL MILITARY PERSONNEL FUNCTIONS

Critical military personnel functions impact current operations and planning for future operations. They cannot be curtailed or suspended. The PSS structure provides the following critical functions:

- Replacement operations.
- Strength management.
- Personnel accounting and strength reporting.
- Casualty management.
- Personnel data base management.
- Personnel information management.
- Postal operations

FM 12-6 provides a detailed description of each of these critical military personnel functions.

Other military personnel functions include finance services, morale and welfare support activities, and legal services. These functions may be curtailed or suspended during intense periods of combat. However, since they directly affect morale, they must be fully resumed as soon as possible.

PERSONNEL SERVICES SUPPORT

Personnel service companies process combat-essential personnel information. They provide direct military personnel support to strength managers and commanders. They provide or process the following military personnel support functions and/or documents:

- Personnel data base management.
- Personnel accounting and strength reporting.
- Personnel information management.
- Enlisted and officer evaluations.
- Identification documents.
- Casualty reports.
- Enlisted promotions and reductions.
- Officer promotions.

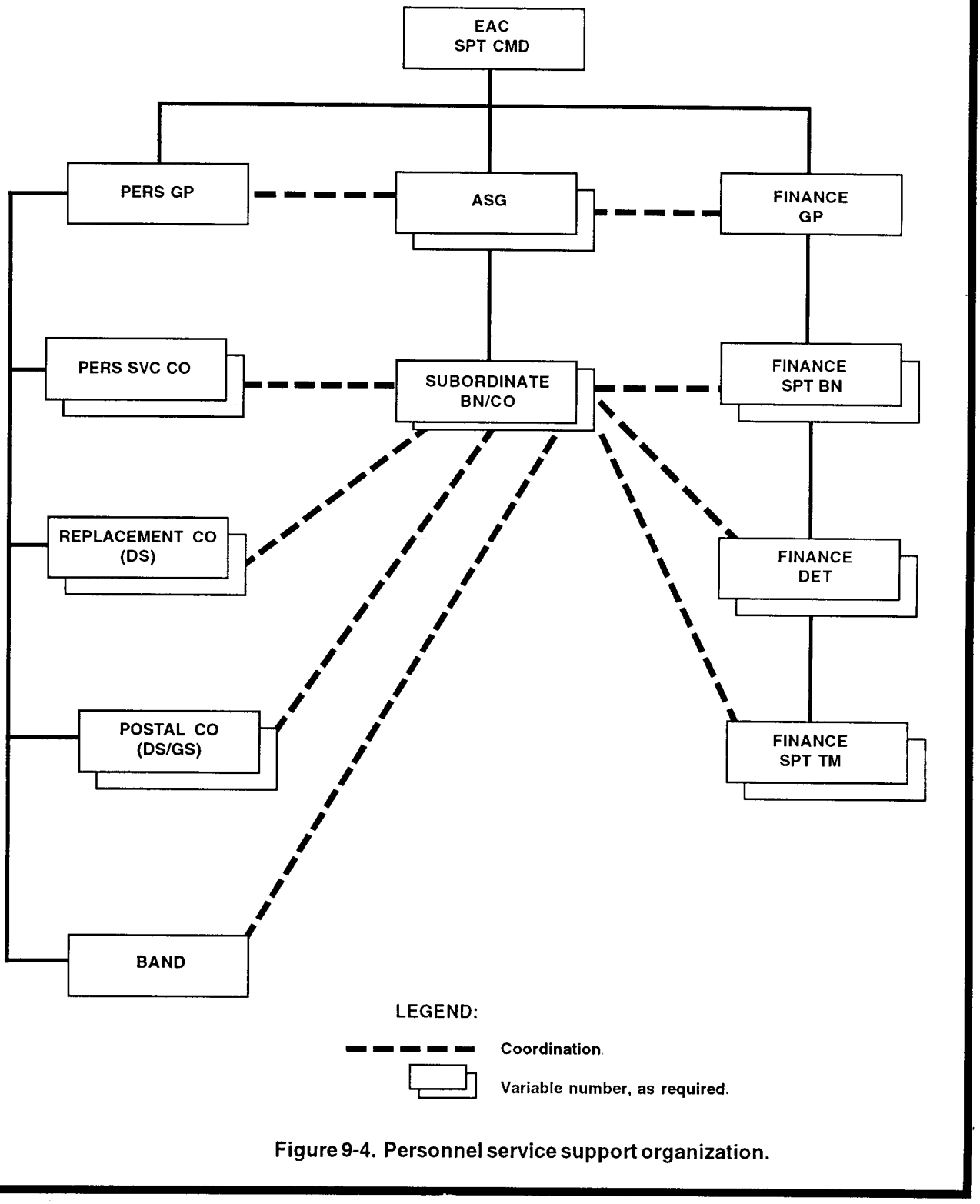


Figure 9-4. Personnel service support organization.

REPLACEMENT SUPPORT

DS replacement companies process individual and small-team replacements and other in-transit personnel. Replacement platoons receive replacements to the AO, provide them with a battlefield orientation, and arrange for billeting and field feeding. Since ASGs operate marshaling and staging areas for some deploying units, replacement platoons may collocate with ASG units. DS replacement companies make assignments against fill plans and coordinate transportation support to carry replacements to their assigned units. Replacement platoons also coordinate re-equipping of return-to-duty personnel.

Strength management functions determine personnel replacement requirements and influence personnel cross-leveling and replacement distribution decisions. Company headquarters personnel use SIDPERS personnel accounting and strength reporting system to maintain their unit's personnel data base. They forward their daily personnel summaries and personnel requirements reports to the supporting personnel service company. Battalion S1s prepare a consolidated report and information copies.

POSTAL SERVICES

Services (DS) postal platoons are normally attached for support to the major supported unit in the supported area and collocate as the unit deploys. Location ultimately depends on METT-T The company headquarters element collocates with the Personnel Services Battalion in the division rear CP or with the personnel group in the corps rear CP.

The services (DS) postal platoon is responsible for the following critical tasks:

- Provide official mail to division signal officer.
- Prepare mad to unit mail clerks mail delivery points for delivery to addressees.
- Receive, process, cancel, and dispatch outgoing mail.
- Receive, process, and redirect incoming unit and individual mail.
- Process and redirect mail for soldiers and army civilians in a casualty status.
- Maintain mobility to move to and support forward areas, normally brigade areas, then rapidly relocate according to the tactical situation.
- Update postal routing schemes by accurately tracking supported unit locations and unit individual gains and losses.

FINANCE SUPPORT

The theater finance group provides finance support on an area basis to all units in the COMMZ through its finance support battalion. A finance support battalion normally collocates with the supporting personnel service company. It provides military pay to soldiers and operates commercial accounts and operational funds. For more information on finance support, refer to FM 14-7.

Company headquarters appoint class A agents and establish internal procedures to meet the personal financial needs of their soldiers. Budget officers must establish procedures for specialty teams, such as CA teams or utilities teams, to obtain and account for operational funds.

BAND SUPPORT

The band company provides music to promote troop morale, esprit de corps, and civil-military relations in sup port of military operations. They provide music at troop gatherings and military and religious ceremonies. They also provide support for civil and public affairs, recruiting efforts, and psychological operations activities. The band augments local security forces when combat intensity reaches the point that the use of the band in its music mission is impractical.

LEGAL SERVICES

Legal service support must be available to all personnel in the area. Unusual or complex legal questions, such as US unit relationships with the HN and the administration of HNS, presented to the ASG SJA section are passed on to the EAC support command headquarters legal staff for resolution.

Legal services support is provided to all units by personnel of the Judge Advocate General's Corps. Legal service support includes advice and assistance to commanders and staffs on matters concerning military, domestic, foreign, and international law. JAG officers advise commanders and staffs on the procedures used to implement statutes, treaties, and regulations. They also assist soldiers with personal legal problems.

Court-martial convening authority may be extended to the commander of an ASG. A trial defense detachment assigned to the EAC support command assists the ASG when necessary. A contract law team may be available from the EAC support command to assist and advise contract negotiators. If authority to negotiate contracts is delegated to the ASG, assistance from this team may be needed.

COMBAT HEALTH SUPPORT

Combat health support is provided to the ASG on an area basis. Medical command, medical brigade, and medical group units provide this support. Refer to Figure 9-5. For a more detailed discussion on CHS refer to FMs 8-10, 8-10-4, 8-10-6, 8-10-7, 8-10-14, 8-10-24, 8-42, and 8-55.

PATIENT EVACUATION AND MEDICAL REGULATING

The medical battalion, area support in the corps and in the COMMZ, provides medical evacuation on an area basis to Echelons I and II medical treatment facilities within its respective area of operation. The medical battalion evacuation provides command and control for the ground and air ambulance companies providing medical evacuation to Echelons III and IV MTFs within the corps and COMMZ. The USAF has the primary responsibility for evacuating patients to CONUS.

AREA MEDICAL SUPPORT AND HOSPITALIZATION

Medical treatment in the corps and COMMZ is provided by–

- Organic assets of combat and combat support units (Echelon I).
- Medical battalion, area support to units assigned in the battalion's area of operations (Echelons I and II).
- Hospitals (Echelons III and IV).

Echelon III hospitals include the combat support hospital and the mobile army surgical hospital. Echelon IV hospitals include the field hospital and the general hospital.

COMBAT STRESS CONTROL

Mental health activities are conducted on an area basis by the medical battalion, area support for units located in the corps and COMMZ. Corps combat stress control elements (medical company, CSC and medical detachment, CSC) can provide combat stress prevention and restoration assistance at regeneration sites. These CSC teams can be attached to the regeneration task force to provide support to attrited unit personnel.

HEALTH SERVICE LOGISTICS TO INCLUDE BLOOD MANAGEMENT

Health service logistics functions include –

- Materiel management (receiving, shipping, storage, and property accounting of Class VIII medical supplies and equipment).
- Medical equipment maintenance.
- Prescription optical lens fabrication support.
- Blood management, storage, and distribution.
- New technology like oxygen generation, resuscitative fluids production, blood substitutes, and frozen blood.

The health service logistics function within the corps and COMMZ is accomplished by the medical battalion, logistics (forward/rear). The medical battalion logistics (rear) must be prepared to function as the single integrated medical logistics manager for a joint theater. The Theater Medical Materiel Management Center monitors the operation of health service logistics units in the theater that may include joint forces if a SIMLM is assigned. Units authorized medical materiel establish an account with the supporting medical logistics unit for resupply.

DENTAL SERVICE SUPPORT

The medical battalion, area support provides unit dental support for units in its AOR. Corps and COMMZ area support dental units can provide emergency, sustaining, and maintaining dental support within the theater. See FM 8-10-19 for a discussion of dental support.

PREVENTIVE MEDICINE SUPPORT

Preventive medicine support can reduce the adverse impact of disease and nonbattle injuries and assist in preventing their cause through pest management activities. Corps and COMMZ preventive medicine unit support includes –

- Dining facility and food preparation sanitation inspections.
- Pest management.
- Immunization and control of communicable diseases.
- Water and ice quality assurance.
- Chemical prophylaxis.
- Prevention of heat and cold injuries.

VETERINARY SUPPORT

Supporting corps and COMMZ veterinary units provide–

- Care and treatment for government-owned animals.

  Inspection of food sources and food stuffs for quality and wholesomeness.

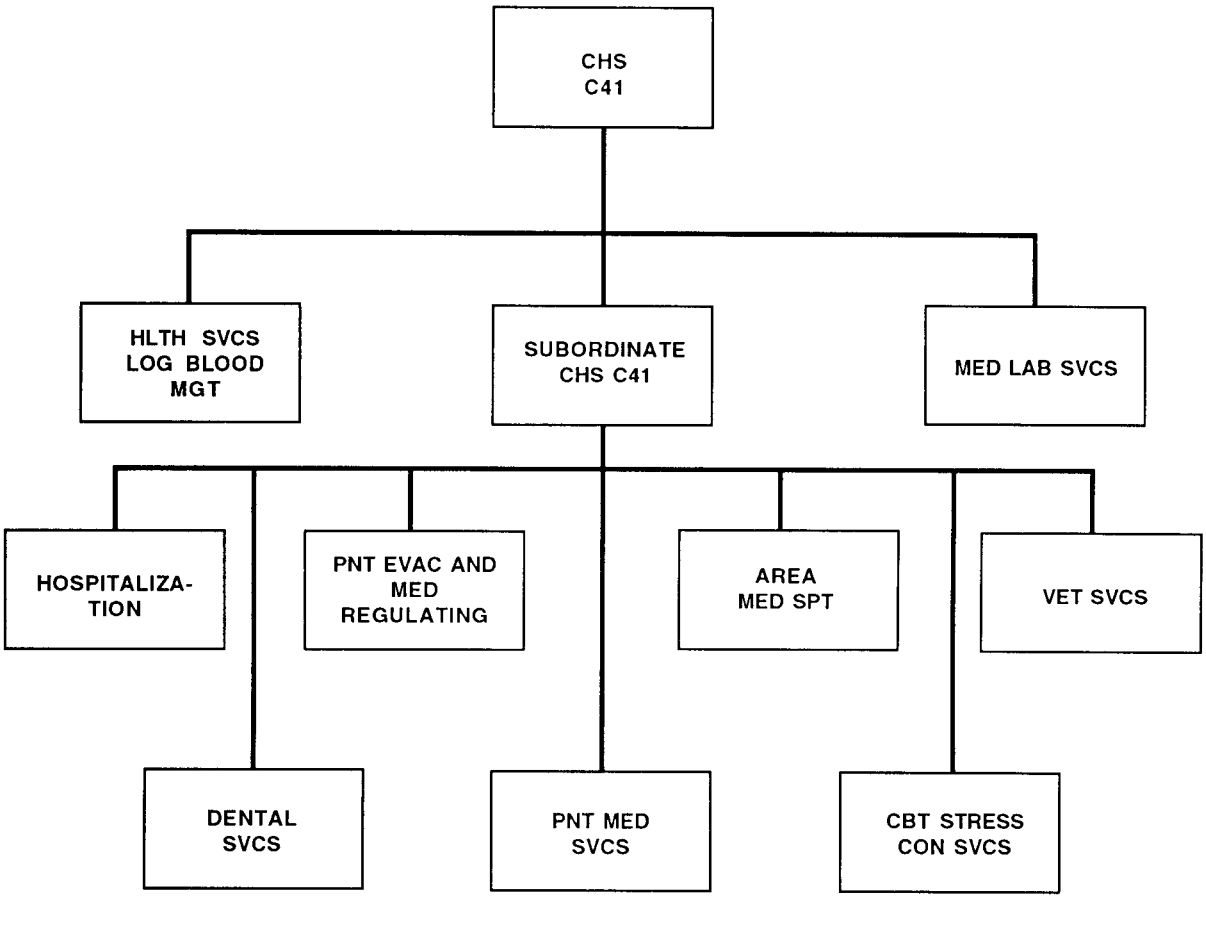


Figure 9-5. Combat health service support organization.

- Inspection of food storage and issue facilities.
- Inspection of subsistence suspected of NBC contamination.

MEDICAL LABORATORY SERVICES

Limited medical laboratory diagnostic resources are located at Echelon II MTFs. The sophistication of medical laboratory capabilities increases within each echelon of care with the COMMZ area medical laboratory having the greatest capability within the theater.

MEDICAL COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS, AND INTELLIGENCE

Command, control, communication, computers, and intelligence is the responsibility of medical organizations at all levels of command. Normally, medical C4I is handled either by a medical command, medical brigade, or medical group. The type of medical C4I headquarters employed in the operational area is dependent upon the size of the deployed force.

TRANSPORTATION SUPPORT

As shown on Figure 9-6, transportation units provide terminal service operations, coordinate cargo transfer operations, and control highway transportation. ASGs depend upon the transportation system for movement of supplies into and out of their supporting facilities. ASG units request transportation support from the supporting MCT MCTs commit and schedule transportation support. Depending on the ASG commander's policy, ASG units may contact the MCT directly or they may submit requirements through the transportation branch of its support operations directorate. The later allows the ASG to prioritize requests when transportation support is limited.

Logistics support from outside the theater must pass through aerial or water ports of debarkation. transportation units operate ports, terminals, rail systems, and inland water systems. MCTs task line-haul units to move materiel from the ports to forward locations. Cargo transfer companies and trailer transfer detachments conduct inland transfer operations at terminals, depots, and transfer points. Transportation support may be provided by a combination of US commercial, US military, and HN civilian and military organizations. FMs 55-1 and 55-10 provide a detailed discussion of transportation organizations and functions.

MOVEMENT CONTROL

The MCA is the movement manager in the COMMZ. It coordinates and administers transportation policy. Its highway regulation traffic division provides theaterwide management of transportation assets and highway traffic regulation. Its transportation battalions (MC) and subordinate MCTs coordinate movement into, within, and out of the theater. They perform the interface with ASG shippers and receivers. Depending upon geographic dispersion or span of control, MCTs may be assigned to movement regions to manage movements on an area basis. Refer again to Figure 9-6. MCTs issue movement releases, provide truck movement capabilities data, and alert ASG receiving agencies to accept programmed shipments. FM 55-10 describes movement control in a theater.

AIR TRANSPORT

The Air Mobility Command moves high-priority personnel, equipment, and supplies from CONUS. Air terminal MCTs expedite movement of units, personnel, and supplies from AF terminals. Within the theater, AF and army air transport extend ALOCs. They support preplanned and immediate resupply of critical high priority supplies, to include munitions, rations, water, blood, and blood products. The cargo transfer company loads and unloads aircraft. It provides break-bulk of consolidated shipments.

HIGHWAY REGULATION

In the COMMZ, highway regulation is the HN's responsibility. Movement regulating teams operate along MSRs. They schedule and direct movements on available road nets according to priorities.

RAIL TRANSPORT

Military rail unit capability is very limited. TOEs exist for a transportation railway battalion and subordinate rail equipment maintenance company, railway engineering company, and train operating company. However, ASGs normally rely on the HN's civilian rail transportation net to move supplies from ports to sites inland.

WATER TRANSPORT

In harbor areas, inland waterways, and along theater Coastline water transport units attached to a terminal service battalion support the movement of supplies as far forward as inland waterways and the tactical situation allows. The floating craft GS maintenance company and medium lighter company provide floating utility service and lighterage service. Cargo transfer companies and terminal service companies (breakbulk and container) provide cargo transfer support.

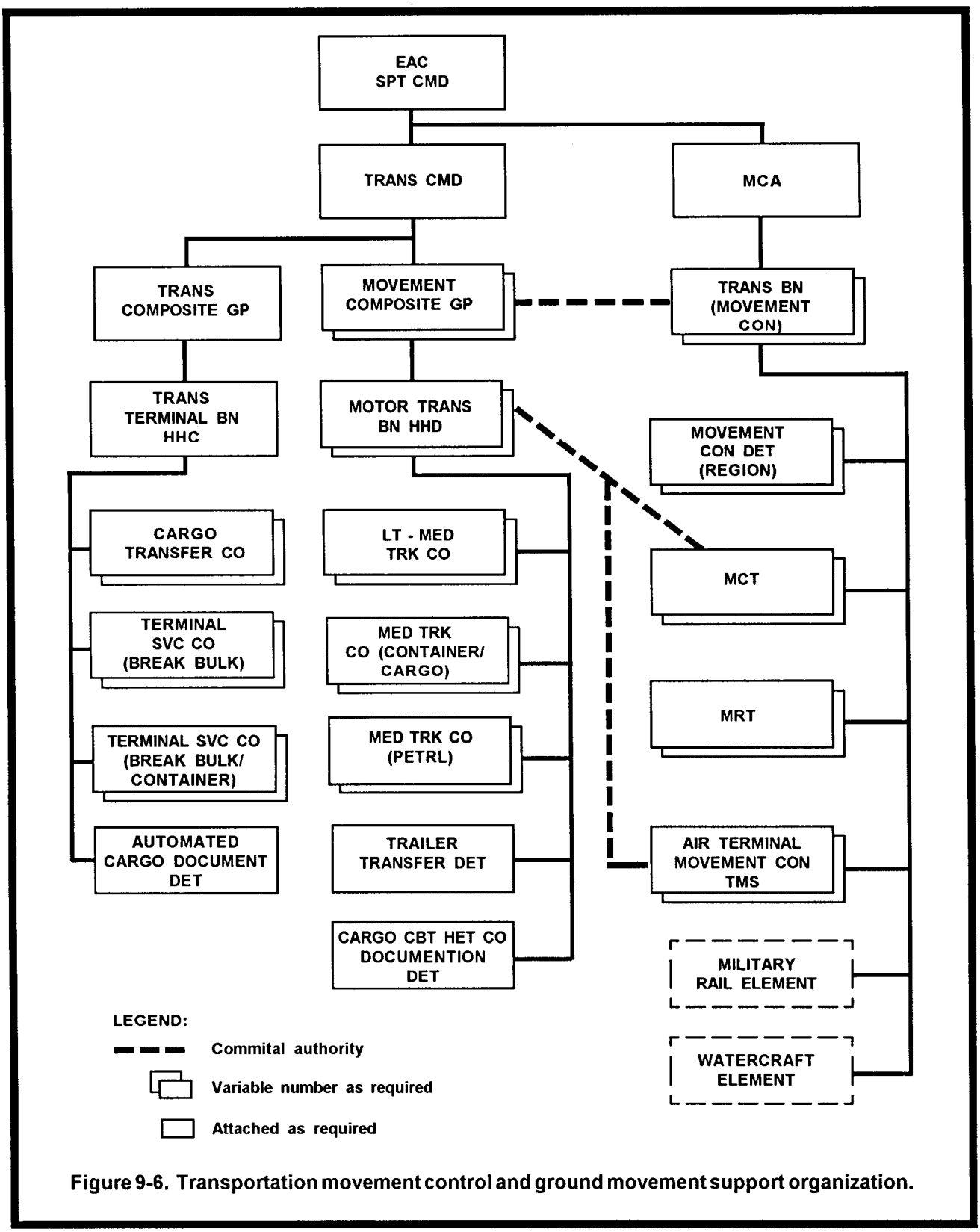


Figure 9-6. Transportation movement control and ground movement support organization.

OTHER COMMODITY MAINTENANCE SUPPORT

Maintenance support may be provided by allied or HN maintenance organizations and civilian contractors. Maintenance support not within the ASG's maintenance resources include –

- C-E/COMSEC equipment maintenance provided by signal support units and mobile MSTs. COMSEC logistics support facilities provide COMSEC maintenance beyond the capability of area maintenance and supply facilities.
- Computer hardware maintenance provided by civilian contractors.
- Rail maintenance provided by the HN or a commercial contractor or by railway engineering companies.
- Marine maintenance provided by marine maintenance units or TRANSCOM floating craft maintenance units.

MILITARY POLICE SUPPORT

MPs perform battlefield circulation control, area security, and EPW support. When needed, MPs help provide law and order. Table 9-2 lists MP battlefield missions. MP units may provide area support or special-purpose support. Friendly HN police forces may assume some of the responsibilities normally assigned to the Ml?

AS shown by Figure 9-7 on page 9-20, general-purpose MP units and battalions are assigned to the EAC support command's MP brigade or battalions to provide support to forces in the assigned area. Based on EAC support command priorities, they provide security on an area basis of highly critical designated facilities or the LOC. MP battalion areas of operation generally coincide with the area boundaries of the ASGs. MP companies and detachments may be attached to the ASG. Those attached to the ASG's BSB provide installation and NEO support. Special-purpose MP units may be assigned to other subordinate commands to provide special MP support, such as EPW internment. FMs 19-1 and 19-4 provide a full discussion of MP support.

BATTLEFIELD CIRCULATION CONTROL

MP units work closely with the highway traffic section of the MCA to provide battlefield circulation control on MSRs. This control helps to expedite the movement of supplies and vehicles on the MSR network.

MP coordinate with ASG BSB, SPO, or ROC (ASG) personnel on NEO operation support. They provide escorts to move noncombatants from assembly points to theater embarkation terminals.

MP units also coordinate with the G5, CA dislocated civilian teams, and HN authorities to restrict refugee movement to routes other than MSRs. They deny the movement of civilians that may hinder military operations.

AREA SECURITY

MP area security operations are listed on Table 9-2. MP elements attached to the ASG's BSB perform terrorism counteractions to secure installations from terrorist actions. ASGs require MP dedicated security of critical facilities, resources, and MSR critical points. MPs provide security for port, waterway, and railway facilities. They prevent sabotage, pilferage, and intentional mishandling of cargo. MPs patrol the area through which the LOC passes. If viable, the HN may provide security of LOC critical facilities.

The ROC (ASG) coordinates with MP battalions on rear operations support. MPs assist bases and base clusters in resisting threat activities and report threat activities in the area to the ROC (ASG). MP units delay and disrupt larger threat forces until US, allied, or HN combat forces arrive to defeat the threat.

EPW CONTROL

Special-purpose MP EPW unit and MP confinement element are responsible for the collection, evacuation, and internment of EPW. They may operate temporary EPW holding areas in the COMMZ. The ASG provides rations, health and comfort packs, and Class II items for EPWs. Property controlled by the ASG SPO directorate may be required for use as temporary detention facilities.

LAW AND ORDER

MP presence helps ensure voluntary compliance with laws and with the orders and regulations of the command. It also helps prevent diversification of supplies and black market activity in the ASG area. MPs investigate serious incidents. Confinement teams are placed in direct support of ASG headquarters for pretrial detention purposes.

Table 9-2. MP battlefield missions.

MP MISSION	MISSION OPERATIONS
BATTLEFIELD CIRCULATION CONTROL	• Route Reconnaissance and Surveillance • MSR Regulation Enforcement • Straggler and Refugee Control • Information Dissemination
AREA SECURITY	• Area Reconnaissance and Surveillance • Rear Operations • Security of Designated Critical Facilities, Convoys, Resources, MSR Critical Points, and Key Personnel • Counterincursion • Base Response Force • Area Damage Control • Intelligence Collecting and Reporting • NBC Detecting and Reporting
ENEMY PRISONER OF WAR CONTROL	• EPW Collection and Evacuation • EPW Internment
LAW AND ORDER	• Law Enforcement • Criminal Investigation • US Military Prisoner Confinement

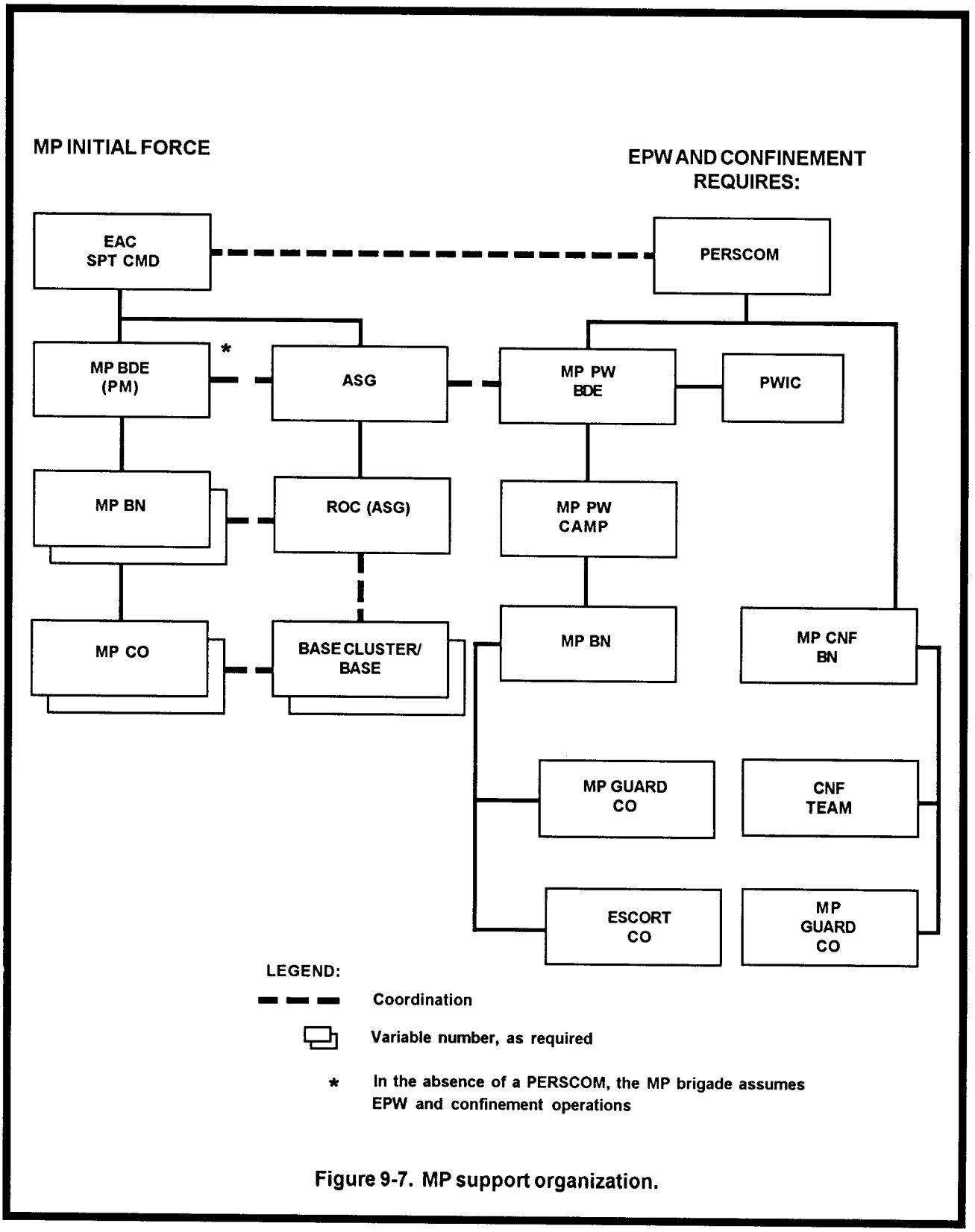


Figure 9-7. MP support organization.

EXPLOSIVE ORDNANCE DISPOSAL SUPPORT

EOD support is designed to detect, identify, render safe, recover, evacuate, and dispose of items of unexploded domestic and foreign ordnance. This includes improvised explosive devices that present hazards to military operations, installations, personnel, and materiel. EOD personnel assist in the coordinated defense of installations from terrorists threats. They also assist law enforcement agencies in dealing with terrorist explosive devices.

As shown by Figure 9-8 on page 9-22, EOD support is provided by an EOD control team, EOD detachments, and augmentation EOD response teams. For more information on these EOD support elements, refer to FMs 9-6 and 9-15.

EOD CONTROL TEAM

An EOD control team can be assigned to the EAC support command to control EOD response on an area basis. The EOD control team commander is the EOD staff officer for the EAC support command. All EOD assets report to the EOD control team for mission direction. It tasks subordinate EOD detachments based on priorities established by the EAC support command commander. It also coordinates civilian requests for EOD support.

EOD DETACHMENTS AND RESPONSE TEAMS

Eight EOD detachments are allocated per EAC support command. These detachments are attached to the ASG for logistics support and to be proximate to the supported units for EOD missions as directed by the EAC support command EOD control team. For example, an EOD detachment is normally attached to the ASG's base support battalion. EOD detachments advise commanders and staff on unexploded ordnance hazard protective measures. Each EOD detachment can respond to approximately 50 routine incidents per day. EOD detachments dispatch one of five organic EOD response teams. EOD response teams perform the following tasks:

- Detect unexploded ordnance hazards.
- Identify unexploded US and foreign ordnance.
- Render safe unexploded ordnance.
- Recover unexploded ordnance.
- Dispose of unexploded ordnance.

EOD detachments assist the EAC support command and ROCs (ASG) in area damage control missions. An EOD detachment usually collocates with the ASG RAOC. The EAC support command ROC assists in categorizing and prioritizing EOD incidents. All units submit requests for EOD support through their S3 to their supporting RAOC. In peacetime, or when there is no requirement to mass EOD assets to respond to major incidents, requests for EOD support may be submitted directly to the area EOD detachment.

Each unit must have at least two personnel designated as explosive ordnance reconnaissance agents trained by the supporting EOD detachment. EOD detachments train unit personnel to recognize and report the presence and type of unexploded ordnance. These detachments also conduct EOD bomb and sabotage training for civil preparedness.

AUGMENTATION EODRESPONSE TEAMS

Augmentation EOD response teams may be assigned to an EOD control team or an EOD detachment. These teams can provide the capability to respond to an additional 10 routine incidents per day. They perform the same missions as the EOD teams.

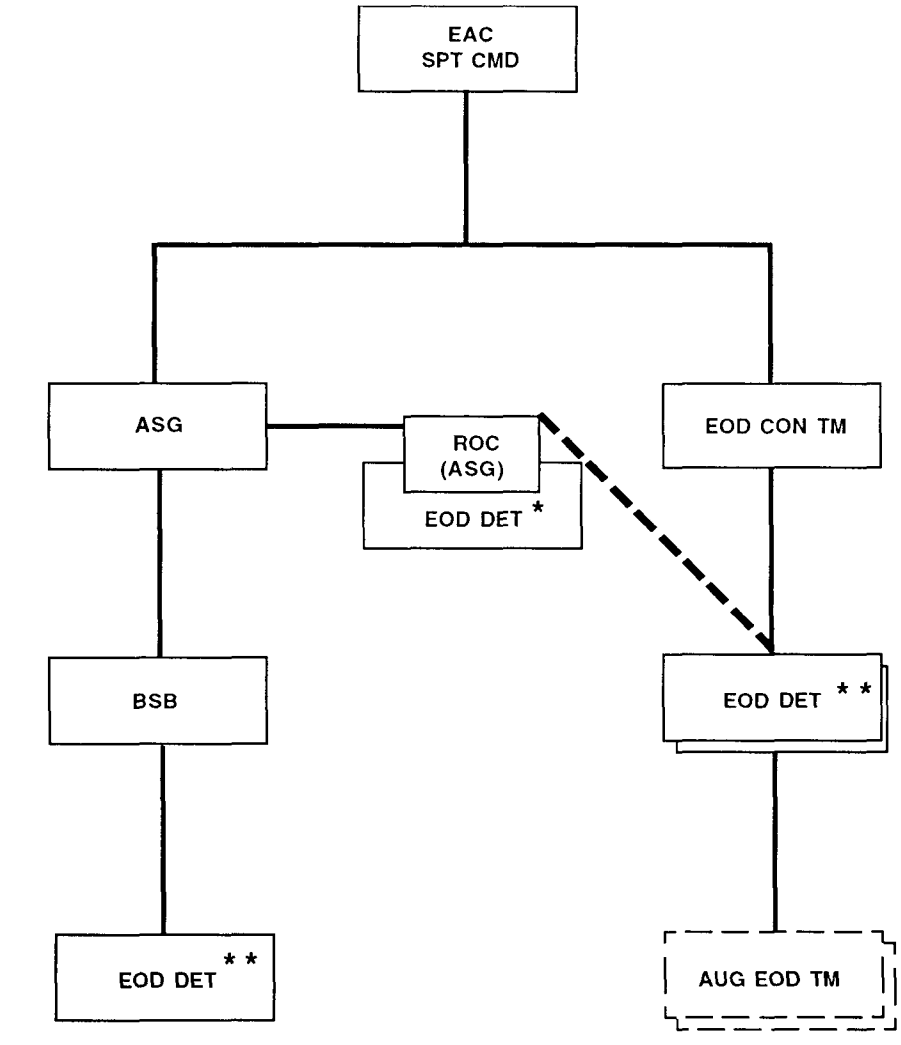
NBC SUPPORT

Chemical units provide NBC reconnaissance, warning, agent identification, decontamination (less patient decontamination), and screening or deception smoke support to ASG units. Figure 9-9, seepage 9-23, depicts the NBC support organization in the COMMZ. The exact number of chemical units may vary from that shown in the figure due to theater specific differences in NBC support requirements.

A chemical battalion is assigned to the EAC support command. An NBC center team is authorized to each EAC support command and each ASG headquarters to perform NBC warning and reporting functions. ASG units submit requests for NBC support to a supporting chemical battalion.

NBC RECONNAISSANCE

Awareness of and subsequent avoidance of conlamination are key to survival on the battlefield. Most units have basic detection equipment. However, a chemical reconnaissance company assigned to the EAC support command chemical battalion provides NBC reconnaissance for large-areas.



LEGEND:

Coordination

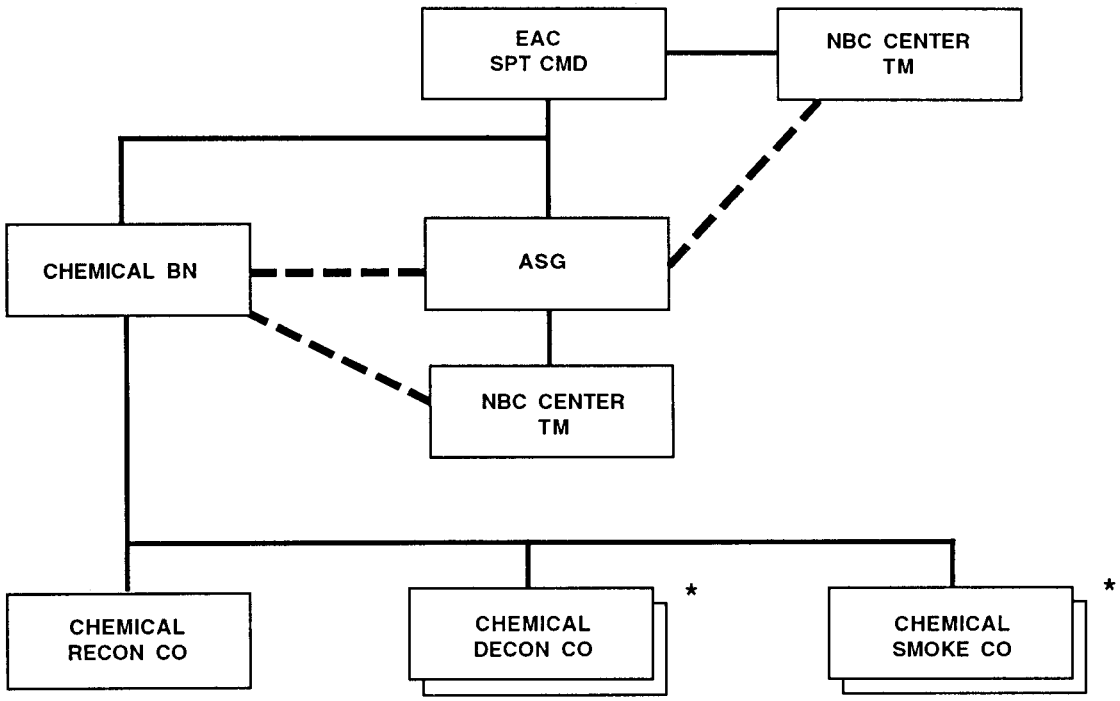
Variable number, as required

* EOD detachment attached to the ASG normally collocates with the ROC

Attached as required

* * Dets are attached to AAG's for logistics support and to provide EOD support as directed by EOD Control Detachment

Figure 9-8. Explosive ordnance disposal support organization.



LEGEND:

Coordination

Two companies allocated

* Smoke and decon companies will convert to dual-purpose smoke/decon units (TOE 03467L) by FY 98

Figure 9-9. Mature theater NBC support organization.

NBC WARNING AND REPORTING

NBC center teams at each EAC support command and ASG headquarters forward NBC hazard information and battlefield contamination information to the theater NBC center. The ASG NBC center team provides processed NBC information to units in or passing through the ASG AO. It interfaces with allied nation NBC information systems to exchange NBC hazard data.

AGENT IDENTIFICATION

Chemical agents may be identified with detection paper and chemical agent detection kits. However, biological agents or toxins require a laboratory facility for identification. Medical personnel collect medical samples (sputum, blood, tissue, and stool) of suspect biological agents or toxins for laboratory analysis. The area medical laboratory performs initial analysis and identification of biological agents and toxins from medical samples. Unknown contamination agent samples are managed by the technical intelligence chain. Technical intelligence teams forward samples to a servicing laboratory for analysis.

DECONTAMINATION

Most units decontaminate their own equipment or operate with partially contaminated resources. Their SOPS identify decontamination sequencing.

A chemical decontamination company assigned to the EAC support command's chemical battalion provides decontamination support for decontamination of high-priority equipment, facilities, and terrain. Decontamination detachments (Team FA) can work operational and thorough decon sites to support unit operations. The ASG commander sets priorities for decontamination of equipment in subordinate ASG units. The chemical decontamination company also provides guidance to units to assist in self-decontamination efforts.

SMOKE SUPPORT

A chemical smoke company assigned to the EAC support command's chemical battalion generates screening or deception smoke used to deny the enemy information and to conceal friendly activities. Smoke may be used to screen obstacle emplacements, critical rear area installations, and deception operations.

Screening Smoke

Screening smoke can be used to obscure ASG facilities during high-risk periods. Smoke screens can obscure logistics activities and reduce targeting by enemy intelligence. It reduces the effectiveness of threat surveillance and target acquisition efforts. Smoke can interfere with the guidance system of some munitions.

Deception Smoke

Deception smoke can confuse and mislead the enemy. It can simulate cover for unit relocations. It causes the enemy to commit resources to defend areas near areas where deception smoke has been observed.

Glossary

A

AAFES - Army and Air Force Exchange Service
ACUS - area common-user system
AD- Air Defense
ADA - air defense artillery
ADC - area damage control
admin - administration
adrp - airdrop
AF - Air Force
AI - area of interest
ALOC - air lines of communication
AM - amplitude modulated
amb - ambulance
AMC - U.S. Army Materiel Command
AMO - Automation Management Office
anal - analysis
AO - area of operations
AOAP - Army Oil Analysis Program
AOR - area of responsibility
APOD - aerial port of debarkation
AR - Army regulation
ARTEP - Army Training and Evaluation Program
ASB - area support battalion
ASG - area support group
ASL - authorized stockage list
ASG - area support group
asst - assistance
ATCCS - Army Tactical Command and Control System
aug - augmentation
AUTODIN - automatic digital network
AVIM - aviation intermediate maintenance
avn - aviation
AVUM - aviation unit maintenance
AWCM - Area Wartime Construction Manager

B

BC - base commander
BCC - base cluster commander
BCOC - Base Cluster Operations Center
BDAR - battle damage assessment and repair
bde - brigade
BDOC - Base Defense Operations Center
bn - battalion
br - branch
BSB - base support battalion

C

C4I - command, control, communications, computers, and intelligence
CA - civil affairs
CASCOM - U.S. Army Combined Arms Support Command
CBS-X - Continuing Balance System-Expanded
cbt - combat
cd - civil defense
cdr - commander
C-E - communications-electronics
CEB - clothing exchange and bath
cen - center
CHS - combat health support
CIMIC - civil-military cooperation
CINC - Commander in Chief
civ - civilian
CMCC - Corps Movement Control Center
cmd - command
CMMC - corps materiel management center
CMO - civil-military operations
CNF - confinement
co - company
COA - course of action

comm - communication(s)
COMMZ - communications zone
COMSEC - communications security
con - control
const - construction
CONUS - continental United States
COOP - Continuity of Operations Plan
coord - coordination
COR - contracting officers' representative
COA - course of action
COSCOM - Corps Support Command
CP - command post
CS - combat support
CSB - corps support battalion
CSC - combat stress control
CSG - corps support group
CSH - combat support hospital
CSS - combat service support
CSSAMO - combat service support automation management office
CSSCS - Combat Service Support Control System
CTA - common table of allowances
CTASC - Corps/Theater ADP Service Center
ctrmob - countermobility

D

DA - Department of the Army
DAMMS-R -DA Movements Management System-Redesigned
DCSOPS - Deputy Chief of Staff, Operations
decon - decontamination
def - defense
det - detachment
dev - development
DFSC - Defense Fuel Supply Center
dir - directorate
DISCOM - division support command
div - division
DLA - Defense Logistics Agency
DMA - Defense Mapping Agency
DNVT - digital nonsecure voice telephone
DOD - Department of Defense
DODAAC - Department of Defense activity address code
DOL - Director of Logistics
DPW - Directorate of Public Works
DRMO - Defense Reutilization and Marketing Operations
DS - direct support
DSU - direct support unit

E

EAC - echelons above corps
ECCM - electronic counter-countermeasures
EEFI - essential elements of friendly information
elem - element
EMP - electromagnetic pulse
ENCOM - Engineer Command
engr - engineer
EOD - explosive ordnance disposal
EODCT - explosive ordnance disposal control team
EPW - enemy prisoner of war
equip - equipment
evac - evacuation

F

FAST - Field Assistance in Science and Technology
FAWPSS - forward area water point supply system
fax - facsimile
FBI - Federal Bureau of Investigation
FCCME - Facilities/Contract Construction Management Engineer
FEMA - Federal Emergency Management Agency
FH - frequency hopping, field hospital
fld - field
FLOT - forward line of own troops
FM - field manual, frequency modulated
FORSCOM - U.S. Army Forces Command

FSB - forward support battalion
FSOP - field standing operating procedures
FSSP - fuel system supply point

G

gen - general
GH - general hospital
gp - group, general purpose
GS - general support
GSA - General Services Administration
GSU - general support unit

H

HET - heavy-equipment transporter
HF - high frequency
HHC - headquarters and headquarters company
HHD - headquarters and headquarters detachment
hlth - health
hm - heavy materiel
HN - host nation
HNS - host-nation support
hosp - hospital
HQ - headquarters
HSS - health service support
hvy - heavy

I

ICP - incremental change package, inventory control point
INFOSEC - information security
intel - intelligence
IPB - intelligence preparation of the battle
ISB - intermediate staging base
ISEC - Information Systems Engineering Command

J

JAG - Judge Advocate General
JCS - Joint Chiefs of Staff
JPO - joint petroleum office
JTF - joint task force

K

kHz - kilohertz
KP - kitchen police

L

lab - laboratory
lang - language
LAP - Logistics Assistance Program
ldry - laundry
LOC - logistic operations center, lines of communication (logistic routes)
log - logistics
LOGCAP - Logistics Civil Augmentation Program
LOGMARS - Logistics Applications of Automated Markings and Reading Symbols
LOGSIT - logistics situation
LOTS - logistics over the shore operations
LP - listening post
LPT - logistics preparation of the theater
LSE - logistics support element
lt - light

M

MA - mortuary affairs
MACOM - Major Army Command
maint - maintenance
MASH - mobile army surgical hospital
mat - materiel
MC - movement control
MCA - movement control agency
MCT - movement control team
med - medical, medium
MEDCOM - Medical Command
METT-T - mission, enemy, terrain, troops, and time available
mgt - management
MHE - materials-handling equipment

MI - military intelligence
MLRS - multiple-launch rocket system
MMC - Materiel Management Center
MMM - medical materiel management
MOA - memorandum of agreement
MOADS - maneuver-oriented ammunition distribution system
mob - mobility
MOPP - mission-oriented protection posture
MOU - memorandum of understanding
MP - military police
MRE - meal, ready-to-eat
MRO - materiel release order
MRT - movement regulation team
MSE - mobile subscriber equipment
MSR - main supply route
MST - maintenance support team
MTF - medical treatment facility
MTMC - Military Traffic Management Command
MTP - mission training plan

N

NA - numbered Army
NATO - North Atlantic Treaty Organization
NBC - nuclear, biological, chemical
NCA - national command authority
NCO - noncommissioned officer
NCS - net control station
NEO - noncombatant evacuation operations
NICAD - nickel cadmium
NICP - national inventory control point
NSL - nonstockage list

O

OCIE - organizational clothing and individual equipment
OCONUS - outside continental United States
ofc - office
OLS - operational level support
OOTW - operations other than war
OP - observation post
OPCON - operational control
OPLAN - operation plan
OPORD - operation order
ops - operations
OPSEC - operations security
ord - ordnance
ORF - operational readiness float

P

P&A - personnel and administration
pers - personnel
PERSCOM - personnel command
petrl - petroleum
PKO - peacekeeping operation
PLL - prescribed load list
plt - platoon
PM - Provost Marshal
pnt - patient
POD - port of debarkation
POE - port of embarkation
POMCUS - prepositioned materiel configured to unit sets
PSA - port support activity
PSYOP - psychological operations
purif - purification
pvntmed - preventive medicine
PW - prisoner of war, public works
PWIC - prisoner of war internment camp
PX - post exchange (Army)

Q

QA - quality assurance
QASAS - quality assurance specialists (ammunition surveillance)

R

RAOC - Rear Area Operations Center

RC - reserve component
recon - reconnaissance
rep - repair
renv - renovation
ROC - rear operations center
ROWPU - reverse osmosis water purification unit
RPMA - real property maintenance activities
RSO&I - reception, staging, onward movement, and integration
RTF - regeneration task force

S

S3 - Operations and Training Officer (U.S. Army)
S4 - Supply Officer (U.S. Army)
S&P - stake and platform
S&S - supply and service
SAAS - Standard Army Ammunition System
SAMS - Standard Army Maintenance System
SARSS - Standard Army Retail Supply System
SEALOC - sea lines of communication
SEAVAN - Commercial- or Government-owned (or leased) shipping container
sec - section
SIDPERS - Standard Installation/Division Personnel System
SIGSEC - signals security
SIMLM - single integrated medical logistics manager
SINCGARS - Single-Channel Ground and Airborne Radio Subsystem
SJA - staff judge advocate
SMFT - semitrailer mounted fabric tank
SOI - signal operation instructions
SOF - special operations forces
SOP - standing operating procedure
SPBS-R - Standard Property Book System-Redesigned
SPO - security, plans, and operations
SPOD - seaport of debarkation
spt - support
SSA - supply support activity
SST - single subscriber terminal
STAMIS - Standard Army Management Information System
STANAG - standardization agreement
STON - short ton
sup - supply
survbl - survivability
svcs - services

T

TACCS - Tactical Army Combat Service Support Computer System
TACSAT - tactical satellite
TAMCA - Theater Army Movement Control Agency
TAMMIS - Theater Army Medical Management Information System
TB - technical bulletin
TCF - tactical combat force
TDA - tables of distribution and allowances
tech - technology
TFE - tactical field exchange
tm - team(s)
TMDE - test, measurement, and diagnostic equipment
TMMMC - Theater Medical Material Management Center
TOE - table(s) of organization and equipment
topo - topography
TPFDL - Time-Phased Force Deployment List
TRADOC - U.S. Army Training and Doctrine Command
trans - transportation
TRANSCOM - Transportation Command
TRI-TAC - Tri-Service Tactical Communications
trk - truck
TSEC - tactical security
TSOP - tactical standing operating procedure

U

ULC - unit-level computer
ULLS - Unit-Level Logistics System

UMT - unit ministry team
US/USA - United States (of America)
USACE - United States Army Corps of Engineers
USAF - United States Air Force
USAMC - United States Army Materiel Command
USAMMA - United States Army Medical Materiel Agency
USAREUR - United States Army, Europe
USMC - United States Marine Corps
USN - United States Navy
UXO - unexploded ordnance

V

vet - veterinary
VHF - very high frequency

W

wtr - water

X

XO - executive officer

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