REFERENCE S/S by FM 63-2 may 91

FM 63-22

HEADQUARTERS, HEADQUARTERS COMPANY, AND DIVISION MATERIEL MANAGEMENT CENTER, DIVISION SUPPORT COMMAND, ARMORED, MECHANIZED, AND MOTORIZED DIVISIONS

Approved for public release; distribution is limited.

Pentagon Library (ANR-PL)
ATTN: Military Documents Section
Room 1A518, Pentagon
Washington, DC 20310-6050

HEADQUARTERS, DEPARTMENT OF THE ARMY

Field Manual
No. 63-22

HEADQUARTERS
DEPARTMENT OF THE ARMY
Washington, DC, 24 May 1988

HEADQUARTERS, HEADQUARTERS COMPANY, AND DIVISION MATERIEL MANAGEMENT CENTER, DIVISION SUPPORT COMMAND, ARMORED, MECHANIZED, AND MOTORIZED DIVISIONS

Table of Contents

Page

Preface ii

PART ONE—INTRODUCTION

Chapter 1. Division Support Command 1-1

Chapter 2. Command and Control 2-1

Chapter 3. Communications 3-1

PART TWO—DISCOM HEADQUARTERS AND HEADQUARTERS COMPANY

Chapter 4. Headquarters 4-1

Chapter 5. Headquarters Company 5-1

PART THREE—DIVISION MATERIEL MANAGEMENT CENTER

Chapter 6. Division Materiel Management Office 6-1

Chapter 7. Logistics Automation Systems Support Office 7-1

Chapter 8. General Supply Section 8-1

Chapter 9. Class V Supply Section 9-1

Chapter 10. Property Book-Class VII Section 10-1

Chapter 11. Materiel Section 11-1

APPENDIX A. Weapon System Manager A-1

APPENDIX B. Self-Defense of the HHC and DMMC B-1

APPENDIX C. Examples of SOP Annexes C-1

GLOSSARY Glossary-1

REFERENCES References-1

INDEX Index-1

Approved for public release; distribution is unlimited.

*This publication supersedes FM 54-8, 27 January 1984.

Preface

This manual provides information on the structure and operations of the DISCOM HHC and DMMC. It is directed toward the commander and staff of the DISCOM HHC and DMMC within divisions organized and operating under L-edition TOEs as modified by the Force Design Initiatives for an Army of Excellence Study.

The manual outlines the responsibilities of the DISCOM HHC and DMMC in providing command, control, and management for supply, maintenance, transportation, field services, and health services. It describes the interface required of the DISCOM HHC and DMMC with other division elements in accomplishing the combat service support mission. It further defines each organizational element of the DISCOM HHC and DMMC and lists the functions associated with each. It also portrays the logistics interface with echelons above division.

This manual is based on doctrine in FMs 100-5, 100-10, and 63-2-2. FM 100-5 is the Army's keystone doctrinal manual. It outlines how the Army will fight the AirLand Battle. FM 100-10 is the Army's keystone CSS doctrinal manual. It provides an overview of the CSS system for supporting the Army in the field. Division-level CSS operations are based on the support principles of the overall CSS system. FM 63-2-2 describes the support provided by division organizational resources and from resources outside the division. It is primarily directed toward commanders and staff who are concerned with providing CSS within armored, mechanized, and motorized divisions organized and operating under "Division 86" TOEs as modified by the Army of Excellence Study.

FSB functions and operations in the armored, mechanized, and motorized divisions and information on providing or receiving support below the division level are covered in FM 63-20. The FSB described is organized and operates under J-edition TOEs as modified by the Force Design Initiatives for an Army of Excellence.

The operations, functions, and capabilities of the MSB and its role in providing support are described in FM 63-21. The MSB addressed is organized and operates under J-edition TOEs as modified by AOE initiatives.

The "using units" referred to throughout this manual include infantry, armor, aviation, MI, DIVARTY, AB, CBAA, ADA, NBC, engineer, signal, MP, and DISCOM units and any other units assigned to the division.

The proponent of this publication is HQ TRADOC. Submit changes for improving this publication on DA Form 2028 (Recommended Changes to Publications and Blank Forms) and forward it to Commander, US Army Logistics Center, ATTN: ATCL-CLD, Fort Lee, VA 23801-6000.

Unless otherwise stated, whenever the masculine gender is used, both men and women are included.

PART ONE

INTRODUCTION

CHAPTER 1

Division Support Command

The division is the basic unit of the combined arms and services of the Army. It is the smallest unit in which all arms and services are represented in sufficient strength to permit large-scale operations. To achieve and maintain readiness, division commanders need the right supplies, equipment, and personnel at the right place, at the right time, and in the right quantity. The division support command is responsible for monitoring this readiness and ensuring that the force is manned, armed, fueled, fixed, and transported.

CONTENTS

	PAGE
Organization	1-1
Functions	1-6

ORGANIZATION

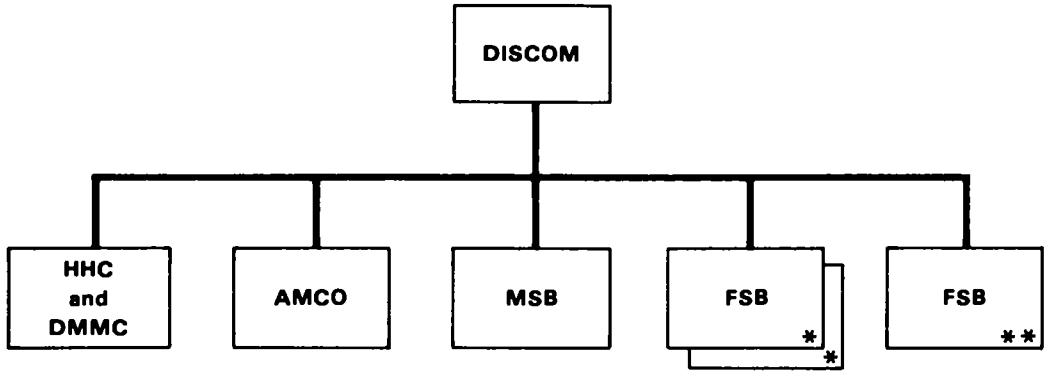
The DISCOM is organized to provide the maximum amount of CSS within prescribed strength limitations while providing the most effective and responsive support to tactical units in a combat environment. See Figures 1-1, 1-2, and 1-3. In order to provide responsive support to the tactical commander, logistics, medical, and personnel service support must be effectively organized and positioned where it is required.

The DISCOM is one of the six major commands of the division. The others are the three combat brigades, the AB or CBAA, and the DIVARTY. The DISCOM is organized to provide division-level logistics and health service support to all organic and attached elements of the division area. The DISCOM headquarters and the division materiel management center organization consists of a DISCOM headquarters, a headquarters company, and a division materiel management center. The HHC and the DMMC are organized with sections, branches, and offices.

In the H-edition TOE, the DISCOM was organized with a headquarters and headquarters company, an adjutant general company, and a finance company. It also had a division materiel management center and three functional battalions—medical, supply and transport, and maintenance. These three functional battalions operated in the division support area. In addition, units from these parent functional battalions were task-organized into forward area support teams that operated in the brigade support areas. To coordinate the operations of these FASTs, a forward area support coordinator usually was placed in the BSA as a single point of interface between the tactical brigade commander and the DISCOM. The FASCO served primarily as a coordinator for needed support.

To improve the command, control, communications, and operational effectiveness of CSS in the armored, mechanized, and motorized divisions, Division 86, the Force

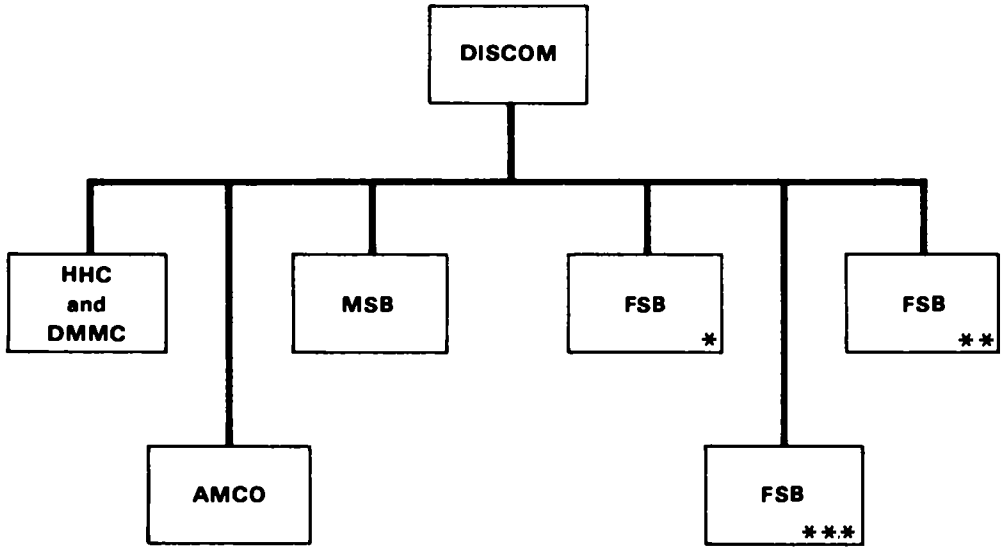
Figure 1-1. DISCOM, Armored Division



* Supports 2 tank and 1 infantry (machanizad) battalions

** Supports 2 tank and 2 infantry (machanized) battalions

Figure 1-2. DISCOM, Infantry (Mechanized) Division

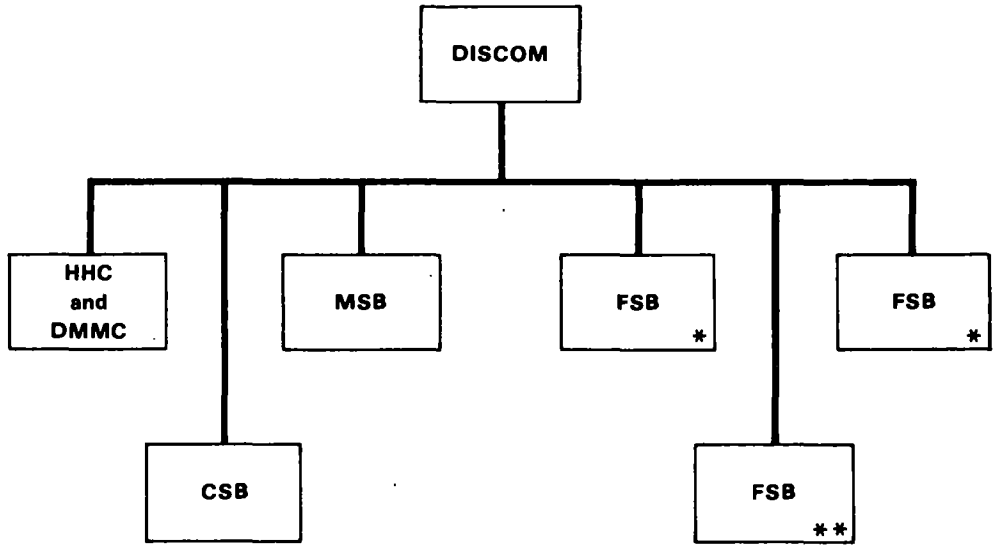


* Supports 2 tank and 1 infantry (machanizad) battalions

** Supports 2 tank and 2 infantry (machanizad) battalions

*** Supports 1 tank and 2 infantry (mechanized) battalions

Figure 1-3. DISCOM, Motorized Division



Design Initiatives for an Army of Excellence Study, and other studies reorganized the DISCOM headquarters. This redesigned organization is shown on Figure 1-4. This reorganization—

- Created an "S" staff instead of a functional staff.
- Combined the DMMC (Figure 1-5), the DISCOM headquarters, and the headquarters company into one organization.
- Moved the adjutant general and the finance functions into the corps.
- Eliminated the headquarters of the three functional battalions and placed their operating companies under the headquarters of the MSB and FSBs. The MSB became responsible for the effective management of logistics assets in the DSA. Each FSB became responsible for the effective management of logistics assets in one of the BSAs.
- Moved the aircraft maintenance company into the DISCOM.
- Created three forward support battalions that are organic to the DISCOM. The new FSB organization absorbed the forward maintenance, supply, and medical elements (FASTs) that were assigned to the parent functional battalions. A commander and staff were provided to exercise command and to control the operating elements of the battalion. The FSB provides the armored, mechanized, and motorized division brigade commanders with a single, responsive, multifunctional point of contact to meet high-mobility support needs.

Figure 1-4. DISCOM HHC and DMMC

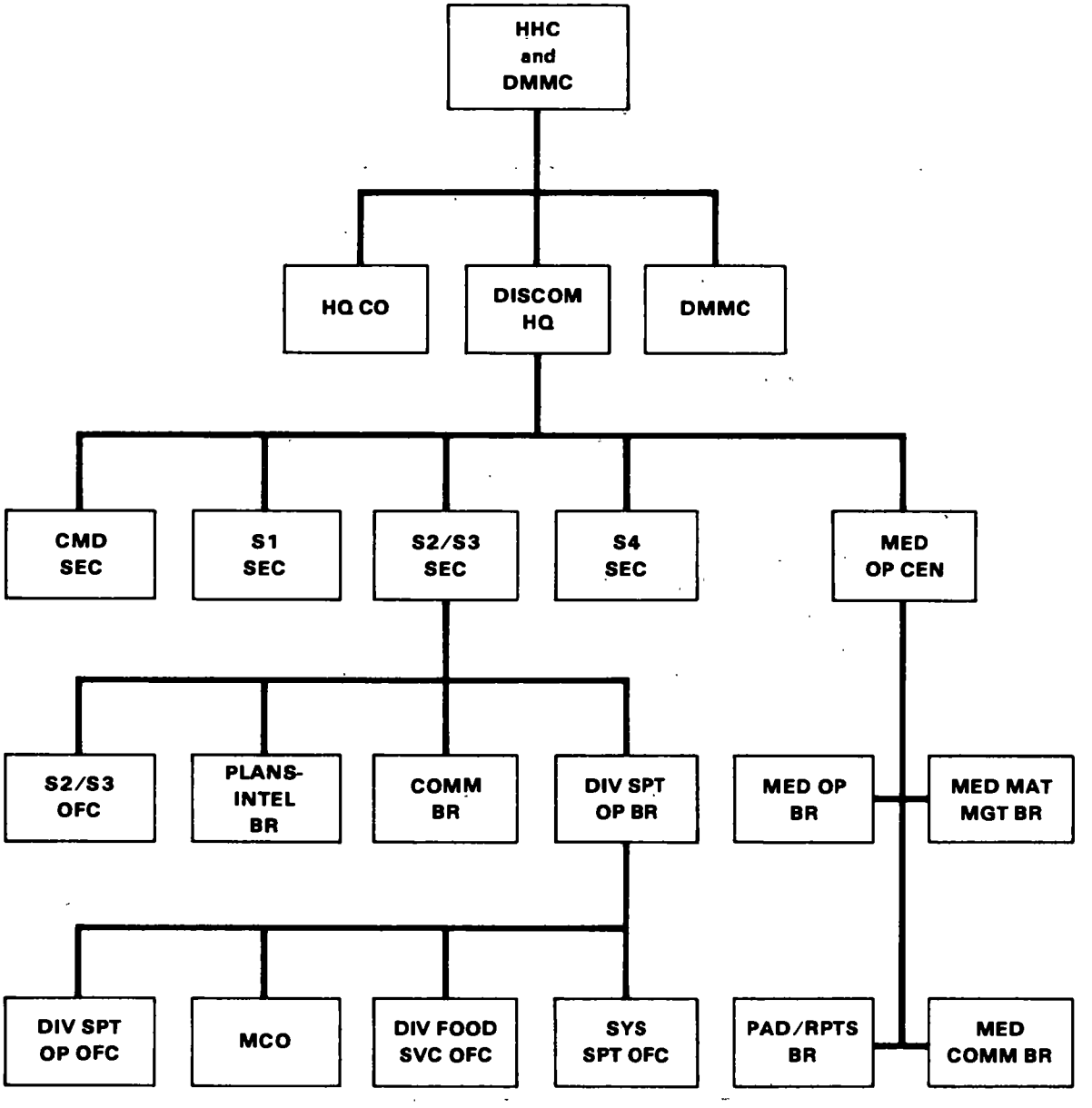
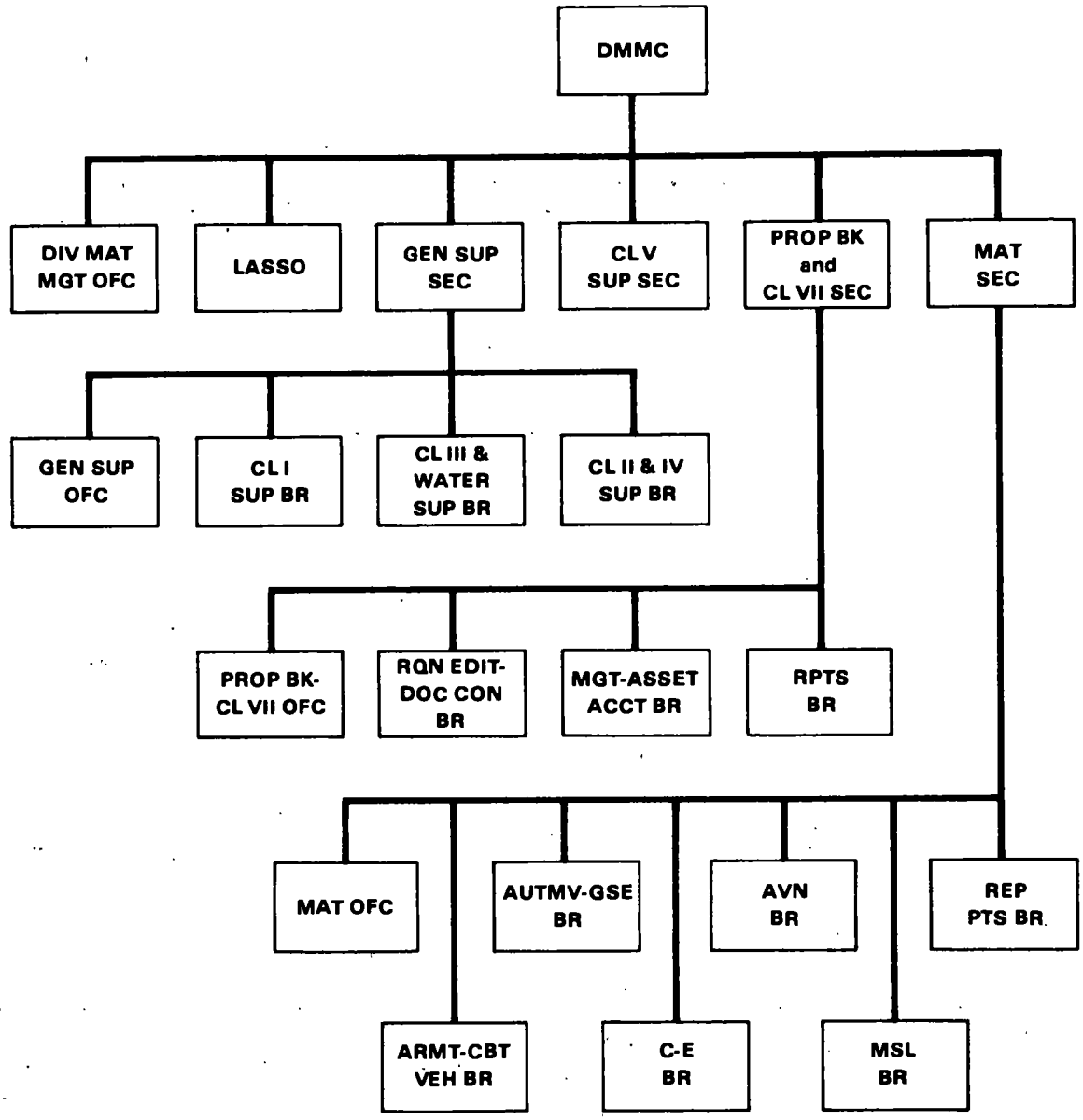


Figure 1-5. Division Materiel Management Center



FUNCTIONS

The DISCOM commander and staff are the division's CSS problem solvers. They often make decisions and recommendations based on uncertainty and risk while pressured by circumstances of adversity and duress. The DISCOM commander makes the estimate, while the staff makes appraisals or conducts analyses in support of the DISCOM commander.

The DISCOM commander and staff live in an environment of facts and probabilities not wholly under their control; therefore, estimates, appraisals, and analyses are never complete before or after the battle. The process is one of continuous, dynamic re-evaluation of changing variables and search for meaningful factors for consideration.

The DISCOM commander advises the division commander and the division staff on those CSS matters pertaining to DISCOM operations. The DISCOM commander does not advise on personnel and administration services, legal services, public affairs, finance support, morale and welfare support activities, civil affairs, religious support, or construction for the division.

Limited P&A services, legal service support, and public affairs support are provided by staff elements in the division's headquarters and headquarters company. Additional P&A services are provided by the personnel service company and the battalion organic to the corps. Finance support is provided by finance support units organic to the corps finance group. Postal service and morale and welfare support activities are also provided by corps units. Chaplain activities are provided by five unit ministry teams located throughout the DISCOM. Construction is performed by the engineers.

The DISCOM commander is tasked by the division commander to evaluate the CSS supportability of the division's future course of action. The DISCOM commander tasks and provides guidance to the DISCOM staff. The staff gives the alternatives and the preferred solution to the commander for a decision.

Additional details on the DISCOM HHC are in Chapters 4 and 5 of this manual.

CHAPTER 2

Command and Control

Command and control is the exercise of command, authority, and operational control over assigned forces in accomplishing the mission. Commanders must organize their CSS resources and institute control procedures to ensure that the support system provides the right support, in the right place, at the right time.

CONTENTS

	PAGE
Principles	2-1
Organizational Relationships	2-2
Process	2-8
Facilities	2-12

PRINCIPLES

The extent and variety of tasks confronting the DISCOM commander require the assistance of many people, involve complex materiel systems, and require a sensible division of work. Not only is the DISCOM commander responsible for command and control of organic, assigned, and attached elements, but he is also responsible for integrating into CSS operations, CSS provided by other Army elements and elements of other military services.

The dynamic battlefield of today will demand flexibility, creativity, and individual initiative on the part of subordinate commanders. Mission-oriented command and control promotes clear communication of the commander's intent; coordination of key elements of deep, close, and rear operations; and maximum latitude for subordinates in execution of assigned tasks.

The command and control concept outlined in this publication is based on mission-oriented command and control. Mission-oriented command and control involves more than just the issue of mission-type orders. It must begin with a willingness on the part of the commander to delegate authority and provide resources commensurate with the responsibilities assigned to subordinates. Staff and subordinate commanders must be well trained in communications and decision-making processes, and they must share a common understanding of doctrine. They must know when and in what circumstances they have the prerogative to act. When a mission is issued, there must be no doubt what that mission entails.

Command and control of CSS units requires, as a minimum—

- A good understanding of CSS commander responsibilities.
- Familiarity with responsibilities and capabilities of higher, lower, and supporting unit levels. This includes the kind of support needed and what support each level can provide.

- Close contact and exchange of information at higher, lower, adjacent, supported, and supporting levels.
- Writing of directives, reports, orders, and studies. It should be noted, however, that maneuver warfare cannot depend solely on written communications.
- Good oral communications. Commanders rely on a broad range of communication techniques.
- A good understanding of the organization and operations of the information-gathering systems available to CSS units.
- Operational CSS radio nets and data transmission nets.
- Personal involvement and appraisal by CSS commanders and staffs of the CSS and tactical situations. This is just as important as the personal involvement and appraisal of combat and combat support leaders and staffs.

Command and control is the system used by the DISCOM HHC and DMMC to direct, coordinate, and control the activities used to accomplish the CSS mission. This encompasses the personnel, equipment, facilities, and procedures needed to gather and analyze data. It also includes planning what is to be done, issuing instructions for doing it, and supervising how it is done. The C2 system consists of three interrelated components: organizational relationships, process, and facilities.

ORGANIZATIONAL RELATIONSHIPS

To accomplish the CSS mission, DISCOM units are deployed throughout the DSA and BSA (Figure 2-1). This creates a C2 challenge for the DISCOM commander. The organization of the HHC and DMMC is shown on Figures 1-4 and 1-5.

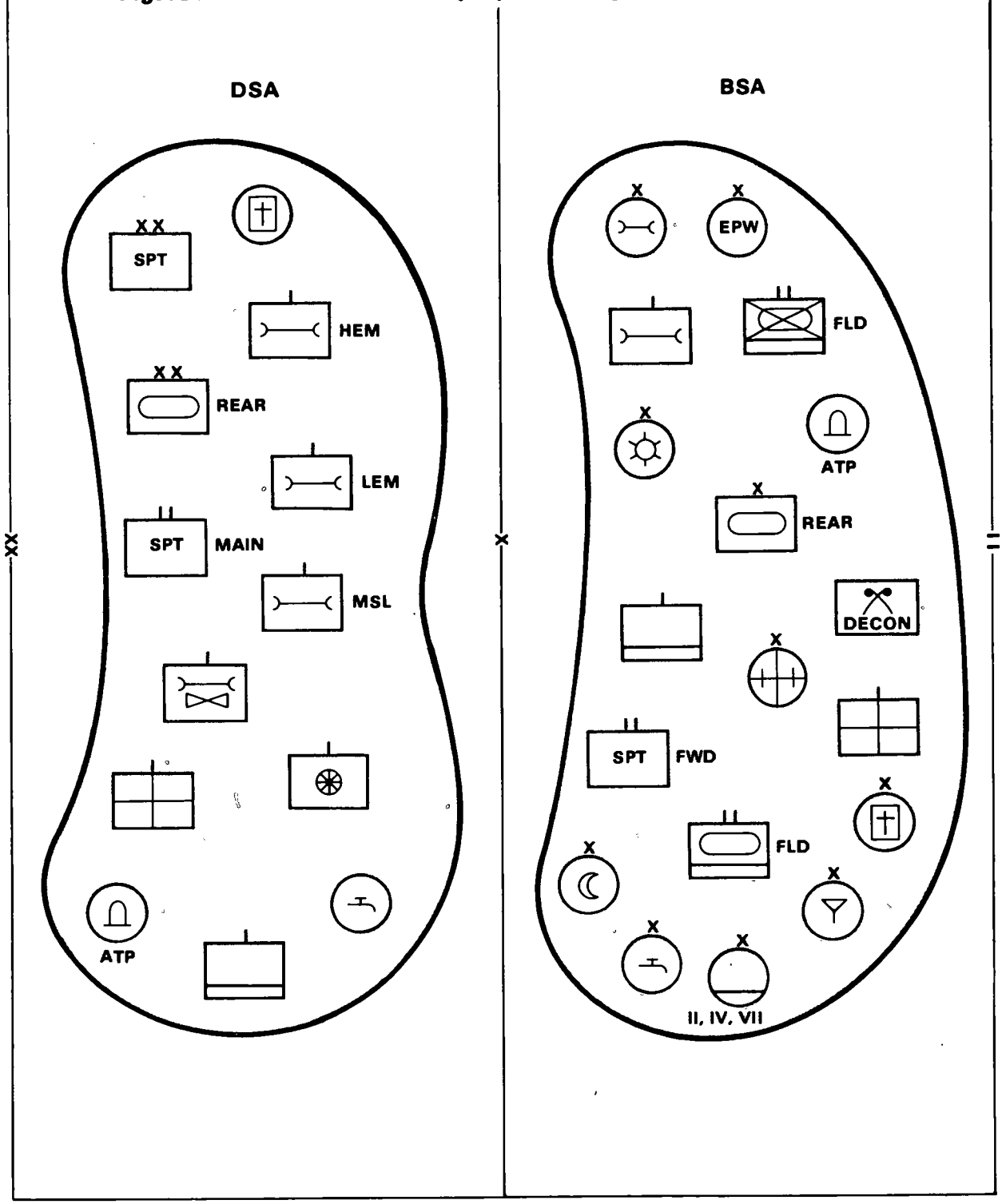
The DISCOM commander's higher organizational relationships are with the division commander and staff. Lateral relationships are with the brigades and the DIVARTY. Subordinate relationships are with the MSB, FSB, AMCO, and DMMC. These relationships are described below.

DISCOM COMMANDER AND DIVISION STAFF

The relationship between the DISCOM commander and the division staff is like that between any other subordinate commander in the division and the division staff. The DISCOM commander commands and controls division CSS units. In addition to coordinating the CSS effort within the DISCOM staff and with subordinate commanders, the DISCOM commander must coordinate with the division staff. All division staff officers are responsible for planning within their respective areas. For example, the division G4 has staff responsibility for logistics planning. The DISCOM commander is the principal CSS operator of the division and executes a large part of the division support plan. Both the DISCOM commander and the G4 must work together to provide the best support possible to the division.

The division staff must recognize the command responsibilities of the DISCOM commander and the special problems in the DISCOM due to the number and diversity of units. The DISCOM commander is responsible for providing advice to the division staff during the making of division-level tactical and CSS plans, policies, and priorities. The division staff, principally the G4, must seek this advice and ensure that it is considered in the decision process while not interfering with the internal operations of the DISCOM.

Figure 2-1. DISCOM Units Deployed Throughout the DSA and BSA



DISCOM MOVEMENT CONTROL OFFICER AND DIVISION TRANSPORTATION OFFICER

The DISCOM MCO is a special staff officer in the DISCOM. The MCO performs transportation functions to meet day-to day transportation requirements in support of the division.

The DTO is a member of the staff of the division commander. He coordinates with the division G3 on matters pertaining to tactical troop moves. The DTO coordinates with the division G4 on logistics and administrative transport matters.

The DTO plans and establishes priorities, and the DISCOM MCO controls the employment of motor transport resources assigned or attached to the division for logistics support. The DTO is the communications link for transportation between the division and the corps movement control center. The DTO gives the DISCOM MCO broad policy guidance, basic plans and policies, staff supervision, and assistance in transportation matters concerning both air and surface transport.

DISCOM COMMANDER AND GROUND MANEUVER BRIGADE COMMANDERS

The GMB commanders and the DISCOM commander work together to ensure the recognition of the CSS needs of the brigades.

GMB commanders must ensure that their S4s work closely with the division G4 for CSS planning. The GMB commanders must also ensure that their S4s work closely with the DISCOM S2/S3 for the execution of these CSS needs.

The DISCOM commander provides the GMB commanders with CSS (except P&A) by deploying FSB units in the BSA. Each FSB, although part of the DISCOM, is placed in direct support of a GMB and provides priority of effort to support required by that brigade. The FSB plans, coordinates, and supervises the DS CSS provided to the brigade and other division units located in the BSA. The FSB commander reports directly to the DISCOM commander who commands and directs support activities throughout the division in accordance with the changing battlefield situation and priorities established by the division commander.

The supported battalion S4s routinely deal directly with the FSB for support on a day-to-day basis. The battalion S4s are responsible for keeping the brigade S4 informed of their respective battalion logistics status. In this manner, the brigade S4 is always kept aware of the logistics posture of the brigade.

Usually, forward support battalions are widely dispersed and operate independently of each other. As required to support operations, however, elements of one FSB may be attached by the DISCOM to another or used in a task organization to support a specific operation such as a deep attack. FSBs are interchangeable with tailoring of support equipment internally to best meet the needs of the supported brigade.

DISCOM COMMANDER AND AVIATION BRIGADE COMMANDER

The AB commander and the DISCOM commander work together to ensure the recognition of the CSS needs of the AB. The primary concern of the DISCOM for the AB is aviation intermediate maintenance.

The AB commander must ensure that the AB S4 works closely with the division G4 for AVIM planning. The AB commander must also ensure that the AB S4 works closely with the DISCOM S2/S3 for the execution of AVIM support.

The DISCOM commander provides the AB commander with AVIM support through the DISCOM aircraft maintenance company. This includes aircraft armament and

avionics repair, aircraft repair parts supply, and aircraft recovery and evacuation. The AMCO also operates an aviation reparable exchange and maintains operational readiness floats for selected aviation items.

The aircraft maintenance company is under the command and control of the DISCOM commander. The AMCO commander establishes a close working relationship with the AB commander and staff, as well as AB units, and operates in direct support of the AB. In this role, the AMCO—

- Responds directly to AB AVIM workload requirements.
- Has the same zone of action as the AB, although its base of operations may *not* lie within it.
- Furnishes liaison to the AB and receives AVIM priorities from the AB.
- Establishes communications with the AB.
- Operates from positions within reasonable response time of the AB.
- Provides technical advice and assistance to the AB using organic communications-electronics equipment.

The AB S4 is the principal staff officer for the AB commander in matters of aircraft maintenance. The AMCO aviation maintenance technician and production control officer provide advice and assistance to the AB S4 on a routine basis. The AB S4, as the aircraft maintenance planner, maintains close and continuous coordination with the AMCO aviation maintenance technician and production control officer.

The AB S4 is the focal point for planning and coordinating aircraft maintenance support for the AB within the AB commander's priorities and allocation of support. The AMCO is responsible for providing AVIM in accordance with the priorities established by the AB commander.

Technical advice and assistance are available to the AB S4 from the AMCO and DISCOM staff in planning the aircraft maintenance operations of the AB. Similarly, the AVUM units can obtain technical advice and assistance from the AMCO in executing the plans developed by the AB S4.

The AB AVUM units have a day-to-day working relationship with the AMCO. They are also routinely responsible for keeping the AB S4 informed of their respective AVUM status. In this manner, the AB S4 is always kept aware of the aircraft maintenance posture of the AB.

Unlike the other maneuver brigades, the operational area of the AB includes the entire division. This means that the AB employs its aviation assets throughout the entire division sector. Thus, AB elements require area support for CSS functions while in support of the division scheme of maneuver. This requires close coordination between the DISCOM and the AB for this area support from the DISCOM units in the DSA and in the BSA. Usually, the AB HHC and combat aviation companies receive their support from the MSB in the DSA. The attack battalion receives supply support from the MSB (DSA) or from an FSB in a nearby BSA. The cavalry squadron usually receives its support from the closest FSB.

The AB executive officer or S4 usually coordinates with the DISCOM S2/S3 for the logistics support required from each FSB and the MSB. When possible, the DISCOM S2/S3 establishes an element to coordinate directly and consistently with the AB S4 to expedite CSS support for the brigade. The most critical CSS functions for the AB are resupply of Class III and V, aircraft maintenance, and aircraft recovery and evacuation.

DISCOM COMMANDER AND DIVISION ARTILLERY COMMANDER

The division artillery commander and the DISCOM commander work together to ensure the recognition of the CSS needs of the brigade. The primary concern of the DISCOM for the DIVARTY is ammunition.

The DIVARTY commander must ensure that the DIVARTY S4 works closely with the division G4 and G3 for ammunition planning. The division G4 and G3 coordinate division requirements with the division ammunition officer in the DMMC. The DIVARTY commander must also ensure that the DIVARTY S4 works closely with the DISCOM S2/S3 and DAO for receiving ammunition.

The DISCOM commander provides four ammunition transfer points in the division area. One is in each BSA and one is in the DSA. All ATPs operate under the staff supervision of the DAO. ATPs do not store ammunition. A brigade ammunition NCO from the DAO office in the DMMC is located in each BSA ATP. A division ATP NCO is in the DSA ATP. They account for the ammunition and authenticate requests for supplies. (For more information, see Chapter 9.)

The DIVARTY commander is assisted by a small CSS staff. Since field artillery headquarters do not have organic CSS means, CSS staff officers do not directly control any support activities for their units. The role of the headquarters staff is to assist the FA commander in planning, monitoring, and expediting CSS provided to FA units.

Like the AB, FA units are deployed throughout the entire division sector. Division artilleries are organized and equipped to support the division. Their organization and equipment, therefore, varies with the type, mission, and organization of the division to be supported. Usually, at least one FA battalion is placed in direct support of each maneuver brigade. Additional FA units may reinforce these direct support battalions or provide general support for the division.

Thus, DIVARTY elements require area support for CSS functions while in support of the division scheme of maneuver. This requires close coordination between the DISCOM and the DIVARTY for this area support from DISCOM units in the DSA and in the BSA. The DIVARTY S4 usually coordinates with the DISCOM S2/S3 for the support required from each FSB and the MSB.

DISCOM COMMANDER AND MSB COMMANDER

The MSB is under the command of the DISCOM commander. Requests for support from units in the DSA flow through the MSB headquarters to the DISCOM HHC and DMMC. This ensures that CSS requirements are coordinated with the DISCOM S2/S3 and with the DMMC.

DISCOM COMMANDER AND FSB COMMANDERS

While the FSBs support the division brigades, they remain under the command of the DISCOM commander. Requests for support from units in the BSA flow through the FSB headquarters to the DISCOM HHC and DMMC. This ensures that CSS needs are staffed with the DISCOM S2/S3, with the DMMC, and with the MSB.

DISCOM COMMANDER AND AMCO COMMANDER

While the AMCO provides AVIM support to the aviation brigade, it remains under the command of the DISCOM commander. Requests for AVIM support flow through the AMCO to the DISCOM HHC and DMMC. This ensures that AVIM needs are staffed with the DISCOM S2/S3 and with the DMMC.

DISCOM COMMANDER AND DMMC CHIEF

The DISCOM commander uses the DMMC as the primary logistics coordinating and managing element. The DMMC chief is directly subordinate to and receives policy and operational guidance from the DISCOM commander. The DMMC chief advises the DISCOM commander on materiel (supply and maintenance, less medical) management activities for which the center is responsible. These activities include—

- Determining requirements for supplies.
- Procuring and directing the distribution of supplies received by the division (except Class VIII).
- Developing and supervising the division authorized stockage lists, prescribed load lists, and operational readiness items.
- Maintaining the division property book and Army equipment status reporting data.
- Operating an integrated division maintenance management information program. The DMMC chief keeps the division staff, DISCOM staff, and support battalion commanders and their staffs informed on the status of maintenance. This includes problems, maintenance requirements, and unit materiel readiness in the division.

DMMC CHIEF AND MSB COMMANDER

The DMMC chief provides supply and maintenance management for the MSB. The DMMC determines requirements for, procures, and directs the distribution of supplies (except Class VIII). It develops and supervises ASL and ORF items. It maintains the division property book and Army equipment status reporting data. The DMMC also specifies the items and quantities of Class IX materiel to be physically located in the forward area. It provides instructions for evacuation of items that cannot be repaired by intermediate (DS) maintenance units of the MSB.

Day-to-day technical supply direction is provided by the supply sections of the DMMC to the S&S company of the MSB. In turn, this company returns information to the DMMC on its day-to-day supply transactions. The DMMC also provides day-to-day Class IX technical direction to the maintenance companies of the MSB. In turn, these companies return information to the DMMC on their day-to-day Class IX transactions.

Day-to-day maintenance technical direction is provided by the materiel section of the DMMC to the maintenance companies of the MSB. Since all those involved in the division rear maintenance effort need to be kept informed, maintenance information is passed between maintenance companies of the MSB and the support operations officer.

DMMC CHIEF AND FSB COMMANDER

The DMMC chief provides supply and maintenance management for the FSB. The DMMC determines requirements for, procures, and directs the distribution of supplies (except Class VIII). It develops and supervises the authorized stockage list and the operational readiness float list. It maintains division property book and Army equipment status reporting data. The DMMC also specifies the items and quantities of Class IX materiel to be physically located in the forward area. It provides instructions for excess turn-in and for evacuation of items that cannot be repaired by intermediate (DS) maintenance units of the FSB.

Day-to-day supply technical guidance is provided by the supply sections of the DMMC to the FSB supply company. In turn, the company returns information to the DMMC on its day-to-day supply transactions. The FSB support operations officer must be kept informed of this data exchange. The DMMC also provides day-to-day Class IX technical guidance and technical maintenance guidance to the maintenance company. In turn, the company returns information to the DMMC on its day-to-day Class IX and maintenance transactions. The FSB maintenance officer in the support operations office must be kept informed of this data exchange.

DMMC CHIEF AND AMCO COMMANDER

The DMMC chief provides ground support supply and maintenance management for the AMCO. The DMMC determines requirements for, procures, and directs distribution of supplies to the AMCO. It develops and supervises the ASL and ORF lists for the AMCO. The DMMC also specifies the items and quantities of repair parts (to include aircraft repair parts) to be physically located in the forward area. It provides instructions for evacuation of items that cannot be repaired by AVIM. The AMCO commander keeps the DMMC commander informed of AVIM repair status.

DMMC CHIEF AND SECTION CHIEFS

The DMMC chief carries out the materiel management policies of the division commander and of the DISCOM commander through the section chiefs of the center.

PROCESS

The second element of command and control, the process, is what the HHC and DMMC commander and staff do to accomplish the CSS mission. It includes the procedures and techniques used to find out what is going on, to decide what actions to take, to issue instructions, and to supervise execution of the CSS mission. The HHC and DMMC command and control process includes using the decision-making cycle and planning CSS to meet situational needs.

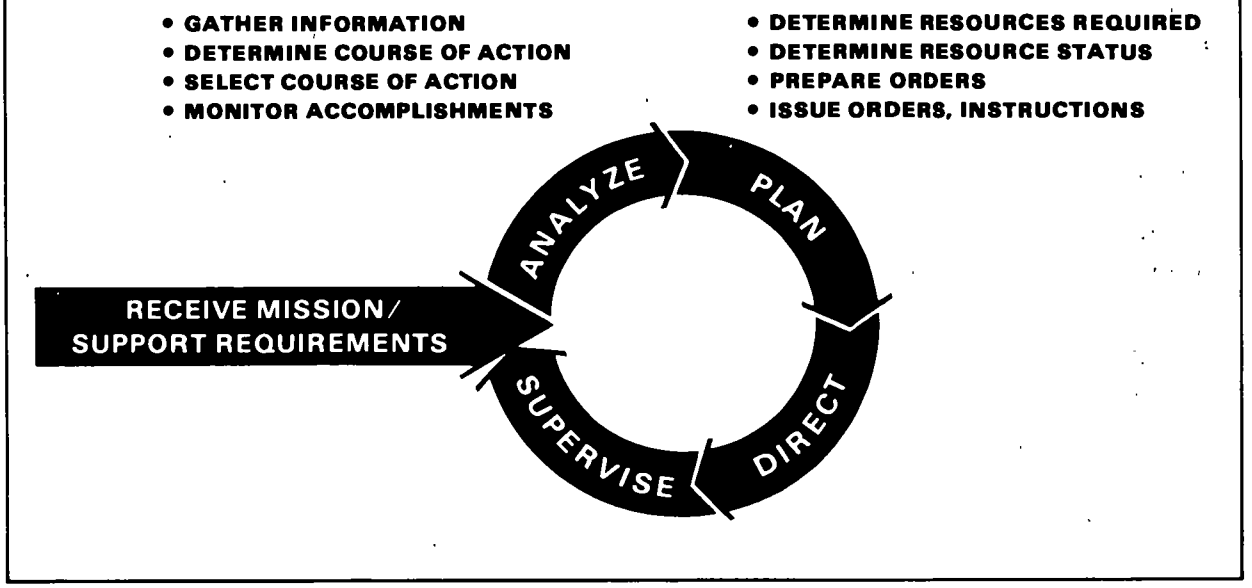
DECISION-MAKING CYCLE

The HHC and DMMC commander and staff make various decisions which affect the CSS mission. To assist in this decision making, the decision cycle at Figure 2-2 may be used. This cycle provides for analyzing, planning, directing, and supervising CSS operations.

This decision-making process is a continuous process. Although some actions ordinarily occur sequentially, others take place concurrently. Time available, urgency of the situation, and the judgment of the DISCOM commander affect the application of this logical approach to decision making.

Often, time becomes the most critical factor facing the DISCOM commander and HHC and DMMC staff in the decision-making process. The DISCOM commander may have to proceed through the decision-making process and issue oral orders based on his knowledge of the situation without taking the time required to formally include the staff in the process. In short, the procedures that assist decision making are not ends in themselves. They are means to ends. When time does not allow formal adherence to procedure, the DISCOM commander must take action to ensure timely decisions. To

Figure 2-2. Decision-Making Cycle



ensure that subordinate commanders and staff have sufficient time for planning, subordinate units should have at least two thirds of the available time to develop their plans.

Though estimating and planning are continuous, they are put more into focus upon receipt of a mission. Normally, the division commander assigns the mission, but the DISCOM commander may develop or deduce the mission. The mission or task to be accomplished initiates the decision-making process. The DISCOM commander may initiate mission analysis at this point. Mission analysis is discussed below.

The HHC and DMMC provide the DISCOM commander with available information based on knowledge of the latest facts and current situation. Subordinate commanders receive information concerning the mission and situation as early as practicable in the planning phase.

Information is an essential ingredient of command and control. The Army's command and control system operates to exchange information since it is the means by which organizations are assigned missions and the status of their execution is determined. To facilitate analysis of its command and control system as well as the information collection and processing that takes place within it, the Army has classified information into three categories—technical, staff, and command.

Examples of technical information are targeting information obtained from sensor outputs, requisitions for supplies or personnel, weather reports, or requests for maintenance support. Processing of data by humans or automated means is necessary to convert facts to meaningful information. Technical information is developed by units and exchanged with other units or higher echelon staffs to support command and control processes. Requisitions or requests for maintenance support may be exchanged between any unit and combat service support supply or maintenance units. Weather reports are provided to all units.

Staff information is information obtained from processing technical information that

enables the staff to plan, coordinate, direct, or control resources under its cognizance. Requisitions or requests for maintenance support, for example, provide information needed to allocate combat service support resources.

Command information is derived by the commander from his assimilation of the staff or technical information he acquires through observation or report. This information is exchanged by commanders to convey the condition of their organization, the perceived situation, or other information needed by commanders to discharge their responsibilities. Command information may also be directive in nature, establishing the commander's desired situation. It originates with the superior commander when it is a directive and is provided to either his subordinate commanders or staff at that echelon. Command information flows in accordance with the organizational arrangement established by the task organization of the force.

Based on available information, the DISCOM commander completes the mission analysis and issues planning guidance. The purpose of mission analysis is to ensure that the HHC and DMMC staff and subordinate commanders fully understand the mission, its purpose, and any constraints to its accomplishment and to allow the development of those tasks that are essential for its success. The DISCOM commander, usually assisted by the staff, performs mission analysis to identify the specified and implied tasks essential to the accomplishment of the CSS mission.

Planning guidance is provided by the DISCOM commander to subordinate commanders and to the staff as often as required. The frequency, amount, and content of planning guidance will vary with the mission, available time, situation, available information, and historical data. The DISCOM commander may choose to issue initial planning guidance to the staff when the division commander's restated mission is announced. This guidance is used to direct or guide the attention of the staff in the preparation or revision of staff estimates and to expedite the decision-making process. In deciding what, if any, planning guidance is necessary, the DISCOM commander must take care not to unduly bias staff estimates. Planning guidance is important, however, in that it provides a common start point for staff planning. The DISCOM commander's guidance may include—

- Restatement of the mission based on the DISCOM commander's analysis.
- Guidance for the use of nuclear and chemical weapons.
- Specific course(s) of support that the DISCOM commander may wish developed or eliminated by the staff in preparation or revision of estimates.
- Considerations such as deception; intelligence preparation of the battlefield; EW; C2; and deep, close, and rear operations.
- Other factors such as assumptions, constraints, type of reserve, and critical information needed.

The DISCOM commander may use the DMMC to develop logistics plans, estimates, and directives relating to supply and maintenance support operations. The DMMC provides the input to the S2/S3 on the DISCOM staff. The DISCOM commander provides the G4 with the CSS data and identifies major problems existing in providing the required support.

Although the DISCOM commander and staff plan continuously, it is not until they receive the division commander's decision with respect to the tactical employment of

units and the CSS mission that their plans can be finalized. Having received the division commander's decision and concept, the DISCOM staff must finalize all of the operational details. To do this, they must know—

- What each of the supported elements will be doing.
- When they will be doing it.
- How they will be doing it.
- Where they will be doing it.

In analyzing the concept of operation, the DISCOM staff must determine—

- What type of support is required.
- What quantities of support are required.
- What the priority of support will be.

Working with the division G4, the DISCOM staff determines the support capabilities of the CSS structure. They determine—

- What CSS resources are available (organic, lateral, and higher headquarters).
- Where the CSS resources are located.
- When CSS resources can be made available to the maneuver units.
- How they can be made available.

Based on this information, the DISCOM commander finalizes support operations and has the orders prepared to effect the CSS mission for the division. Orders must clearly describe tasks to be accomplished.

The operation plan or order is then presented to the DISCOM commander for approval. This is omitted if the urgency of the situation so warrants and if the DISCOM commander has previously delegated the authority to have it prepared and issued without personal approval. After approval, final preparation of the plan or order is made, copies are authenticated, and distribution is made.

After the order is issued, the DISCOM commander and staff supervise its execution. The primary purpose of the staff is to assist subordinate units to carry out the intent of the DISCOM commander's order. Refinement of plans and orders takes place in response to changes in the situation. After a decision is transmitted to units for execution, facts and situations that pertained when the order was published may be altered. Feedback of information is received through reports and personal observations by the DISCOM commander, the staff, or subordinate commanders and staff. This information is used to evaluate whether the mission is being accomplished. Necessary changes to previous instruction can be made while an operation is in progress. Feedback helps eliminate uncertainty and in some cases presents information not previously available, allowing better decisions to be made. As the situation changes, additional decisions are required and the process is repeated.

OPERATING VARIATIONS

Success on future battlefields will depend on how well CSS commanders and planners support the AirLand Battle and react to the needs generated from deep, close, and rear operations. To ensure unity of effort and success in combat, all three must be considered as interrelated parts to the same battle.

Deep operations refers to those operational responsibilities dealing with offensive operations. The key CSS considerations are to ensure that the attacking force carries enough with them into battle, then make sure that resources are available and that they are

moved forward in order to sustain the attacking force. The final consideration is to move forward by air in the event a major or emergency resupply is required by advancing forces.

Coordination for this kind of effort requires detailed planning on the part of all CSS planners. Once the attack is started, innovative thinking and rapid decision making will be key elements needed by CSS commanders to ensure that the momentum is maintained.

CSS in deep operations will become significantly dependent on availability of transportation assets. MSRs need to be open and secure. Ground transportation will move supplies in support of units moving to the LD as well as supporting those units once they move forward. The CSS units that displace early into the deep operations area should be able to sustain fuel, ammunition, food, medical, and maintenance support. Coordination of support from other sources should also be considered.

Close operations are made up of security and MBA operations. CSS in this situation will be focused on the support of the security force. A defense mission requires such actions as pre-positioning of supplies and forward positioning of maintenance. A delay mission (cover) requires the allocation of more time or more assets to pre-position supplies at additional locations to support the planned operation.

Rear operations are situational and planned for as a contingency and waged as the need arises with an intensity that varies with the threat. Attempts to disrupt or destroy command and control, combat support, and combat service support activities are the prime threat targets for rear operations. The support mission must be continuous during rear operations. Even with the prospect of being attacked, CSS units must continue their mission. Effective planning will require open communication lines and quick reactions on the part of all CSS players during rear area confrontations.

FACILITIES

The third component of command and control is facilities. This component includes command posts and supporting automation and communications systems. These facilities make possible processing and transmission of information and orders necessary for effective command and control. A general view for forthcoming HHC and DMMC automated C2 systems and command post guidelines is discussed below. HHC and DMMC communications systems are described in Chapter 3.

COMMAND AND CONTROL AUTOMATION

The use of automated systems within the DISCOM must allow the DISCOM commander to manage information to better use resources. Automated systems are composed of the machinery, programs, specialists, and organizations which operate to process data through the use of computers. Automated C2 aids the DISCOM commander in determining what CSS is required, what resources are available, where they are, and their state of combat readiness.

Past automation has been ineffective to support logistics command and control operations. There have been no standard Army information systems primarily oriented to support logistics C2. Currently, staff estimates and plans are developed manually based on data collected through voice, message, or courier-based communications. Use of technical data for command and control is

hampered by the fact that this information is usually too detailed, frequently in unusable formats, and not readily accessible from current automated functional systems. There are some one-to-one interfaces between automated functional systems, but there is no integration of data bases to support cross-functional decision making. Thus the present system creates a serious deficiency in the CSS commander's ability to gather and analyze data and to provide critical information to the force level commander, which allows timely decision making. A way to correct this situation is being implemented through a new command, control, and subordinate system that includes a CSS control system.

COMMAND, CONTROL, AND SUBORDINATE SYSTEM STRUCTURE

In order to increase the speed and accuracy of the command and control decision-making process, the Army has approved a Command, Control, and Subordinate System Structure to provide C2 for the battlefield.

CCS2 will provide the means of interfacing the five battlefield control functions of maneuver, air defense, CSS, intelligence/electronic warfare, and fire support. This command and control interface is called the Army Tactical Command and Control System. It will provide tactical commanders with a means of integrating functional information and will assist in the battle-planning and decision-making processes.

Initial fielding of the control system will begin in the second quarter of FY 90. A fully interactive, automated system is expected in 1995 when the objective CCS2 is realized.

The CSS Control System of the ATCCS will provide the means to rapidly collect, analyze, and present accurate and timely data for decisions on the best employment of limited CSS resources. It will provide this data from CSS functional systems and subordinate systems. Control system devices will be located down to battalion level to provide for the rapid collection, analysis, and distribution of essential CSS C2 data. The CSS Control System will be portable for two people to carry and will be capable of operation under battlefield conditions.

The CSS Control System will provide for the automated distribution of minimum essential command and control information to the division commander. Additionally, the CSS Control System will provide information for the DISCOM commander to provide a basis for deciding how to best support the force. A data base will be created in which decision support and algorithmic functions will be run, to project support requirements. System devices will be expected to receive, store, edit, retrieve, sort, process, print, display, and forward command and control information. The system will be capable of providing data output in formats for messages, forms, and other printed media.

The CSS Control System will interface with the other CCS2 nodes; that is, fire support, air defense, intelligence/electronic warfare, and maneuver. Information to be sent and received through this interface is specified in the user interface requirements for CSS and other nodes. The apex of the CSS Control System will be found in the DISCOM headquarters and will provide the means for gathering and presenting information for the DISCOM commander's use. Information to be sent and received through this interface is specified in the user interface requirements between the CSSCS and other nodes. The objective CSSCS will interface directly with the other nodes of CCS2. Until the objective CSSCS is fielded, however, a tactical computer processer will be provided by the

Maneuver Control System to DISCOM headquarters as the interface with the other CCS2 nodes.

A CSSCS device will be located in the DISCOM S2/S3 section. This device will provide the interface between the other CCS2 nodes and the CSSCS. Information from the CCS2 requiring dissemination through the CSSCS will be distributed through this device to its destination. Information, such as OPLANs, orders, and inquiries, that the DISCOM commander wishes to disseminate to subordinate organizations will be distributed through this device to its destination. Information required by the DISCOM commander is assembled by this device from subordinate units and systems. Information required to enter the CCS2 is assembled by this device from the data base, then transmitted through the system. CSS information requirements between division and corps may exist and will flow directly from the DISCOM S2/S3 CSSCS to the corps support command assistant chief of staff for security, plans, and operations CSSCS and back.

In the DMMC, the CSSCS will interface with the supply, maintenance, and transportation Standard Army Multicommand Management Information Systems. This interface will be between a CSSCS device (microcomputer) and the Tactical Army CSS Computer System, Decentralized Automated Service Support System, and unit level computer which provide automated support for STAMMIS. The initial system interfaces may be manual. Functional managers will extract the necessary information from outputs from each STAMMIS and enter it into the CSSCS. However, the objective system will provide automated interfaces.

There will be a CSSCS device in the main support battalion and the aviation maintenance company. In the MSB, the CSSCS device will be located in the support operations section. In the AMCO, the CSSCS device will be located in the headquarters element. The MSB and AMCO CSSCS devices will interface with STAMMIS, operate at that level, and then update the DISCOM data base.

The CSSCS device in the division G1 section/AG element will interface with personnel and medical STAMMIS computers. These interfaces may be manual with the initial system but will be automated in the objective system.

The division G4 section will have a CSSCS device to keep the division force level commander's principal logistics planners abreast of current CSS status. It will also give them a tool to conduct planning for future operations.

COMMAND POST GUIDELINES

The dynamics of the modern battlefield—speed, complexity, and lethality—will require the very highest level of organization and operational efficiency within the DISCOM command posts. Automated and manual information systems minimize the time required for administrative processing of information, ensure accurate portrayal of the tactical situation, prevent needless verification of data, and make information immediately available to the commander and members of the staff.

During the course of combat operations, the DISCOM command post receives, analyzes, coordinates, and disseminates information which is critical to successful operations—that is, to accomplish the support mission of the command. The DISCOM commander establishes procedures which clearly identify those command post functions that must be accomplished on a routine

basis to support operations and those which require command approval. In all situations, the commander will be kept informed.

The DISCOM commander establishes priorities and defines the level of authority within command posts. The extent of operational authority given to members of the command post is based on the DISCOM commander's desires and the experience of the staff. The exact operational authority will be established clearly in standing operating procedures.

Staff responsibilities and interrelationships must be clearly defined in the SOP. Clear, well-defined staff functions and tasks enhance the DISCOM ability to perform during periods of stress and to maintain continuous operations for an extended time. It may become necessary to conduct continuous operations during high-intensity situations. When this happens, two duty shifts might be used to ensure the C2 function. Although all personnel must be available during critical times, off-duty personnel usually maintain vehicles and equipment, provide command-post security, and rest. At Table 2-1 is an example of how the major DISCOM HHC staff positions could be organized into two shifts.

Table 2-1. DISCOM Staff Organized in Two Shifts

Personnel who *typically* occupy the command briefing tent:

GRADE	TITLE
COL	Commander
LTC	XO
E-9	CSM

Staff representatives as designated by the commander

Personnel who *typically* staff the S2/S3 and plans intelligence branch:

PEAK ACTIVITY		REDUCED ACTIVITY	
GRADE	TITLE	GRADE	TITLE
LTC	S2/S3	MAJ	Asst S2/S3
MAJ	S1	SGM	Op Sgt
MAJ	S4	SFC	Admin Sp
MAJ	MCO	SFC	Mov Sp
CPT	Chem Off	SFC	NBC NCO
SGT	Intel Sgt	SSG	Intel Sgt
CPL	Clerk/RTO		

Personnel who *typically* staff the DMOC:

PEAK ACTIVITY		REDUCED ACTIVITY	
GRADE	TITLE	GRADE	TITLE
LTC	C, MOC	CPT	Plans Off
MAJ	DISCOM Surg	SFC	Op (Evac)
MAJ	Plans/Op (Evac)	SFC	Op (Plan)
CSM	C Op Sgt	SGT	Clk/RTO
MSG	Op Sgt		
SFC	Intel NCO		
CPL	Clerk/RTO		

Personnel who *typically* staff the DMMO:

PEAK ACTIVITY		REDUCED ACTIVITY	
GRADE	TITLE	GRADE	TITLE
LTC	C, DMMO	MAJ	Asst DMMO
SGM	C, Mat Mgt Sgt	MSG	C, Sup Sgt
SGT	Admin Sp	SFC	Subs Sgt
PVT	Cbt Signaler	SFC	Petrl Sgt
MAJ	Sup Mgt Off	SSG	Mat Mgt Sgt
CPT	Subs Sup Off	MSG	C, Ammo
CPT	Petrl Off	SFC	Sup Acct Sgt
WO	Spt Sup Tech	CPT	Mat Con Off
MAJ	DAO	SFC	Armt Maint Sgt
MAJ	Sup Mgt Off	SFC	Maint Mgt
MAJ	Mat Mgt Off	SFC	Maint Coord
CPT	Mat Off	SFC	Acft Mgr
CPT	Mat Off	SFC	Msl Maint Mgr
CPT	C-E Mat Off	SFC	Mat Mgr
CPT	Avn Mat Off		
CPT	Msl Mat Off		
WO	Spt Sup Tech		

Establishment

The primary DISCOM C2 facility is the command post. A key consideration in determining the location of a CP is the ability of the site to provide for good communications with higher, lower, and adjacent organizations. The CP should be located near routes which allow relatively easy access into the area. Prominent terrain features or major road junctions should be avoided to prevent the enemy from readily determining the CP location.

When possible, the CP should be located in built-up areas. Barns, garages, and warehouses eliminate the need for extensive camouflage. Basements provide added protection from enemy fires. Covering windows and using basements enhance noise and light discipline. Use of built-up areas also reduces infrared and electromagnetic signatures and, thus, can reduce the requirement to move as often.

When a built-up area is not available, the CP should be located on the reverse slope to provide cover and concealment from both ground and air observation and fires. The ground must be firm enough to support vehicle traffic, have good drainage, and provide enough space to disperse vehicles.

The CP should travel light and be able to move often. A CP is a major source of electromagnetic and infrared energy. If the CP does not move often, its location can be fixed and targeted. The CP must also be ready to move. The larger and more elaborate the CP setup, the less rapidly the CP will be able to move. However, the more frequently the CP moves, the more command, control, and communications suffer.

When the CP does move, it displaces by echelons. Once an interim operational capability is established at the new location, the remainder of the CP elements move.

Dispersion

The commander must balance the need for security against the need for dispersion. In addition, the distances between troop units are influenced by specific missions, condition of road nets, disposition of other troops in the area, and tactics of the movement. It may be necessary, because of terrain restrictions or a guerrilla threat, to limit dispersion of CSS facilities even when an NBC threat exists. Ideally, CSS activities are dispersed enough to avoid the destruction of more than one unit if the enemy uses its largest yield tactical weapon or to prevent the total CSS structure from becoming contaminated with fallout or chemical agents. However, too much dispersion tends to reduce operational efficiency. It also increases the vulnerability of CSS units to sabotage, pilferage, guerrilla attack, and enemy conventional attack.

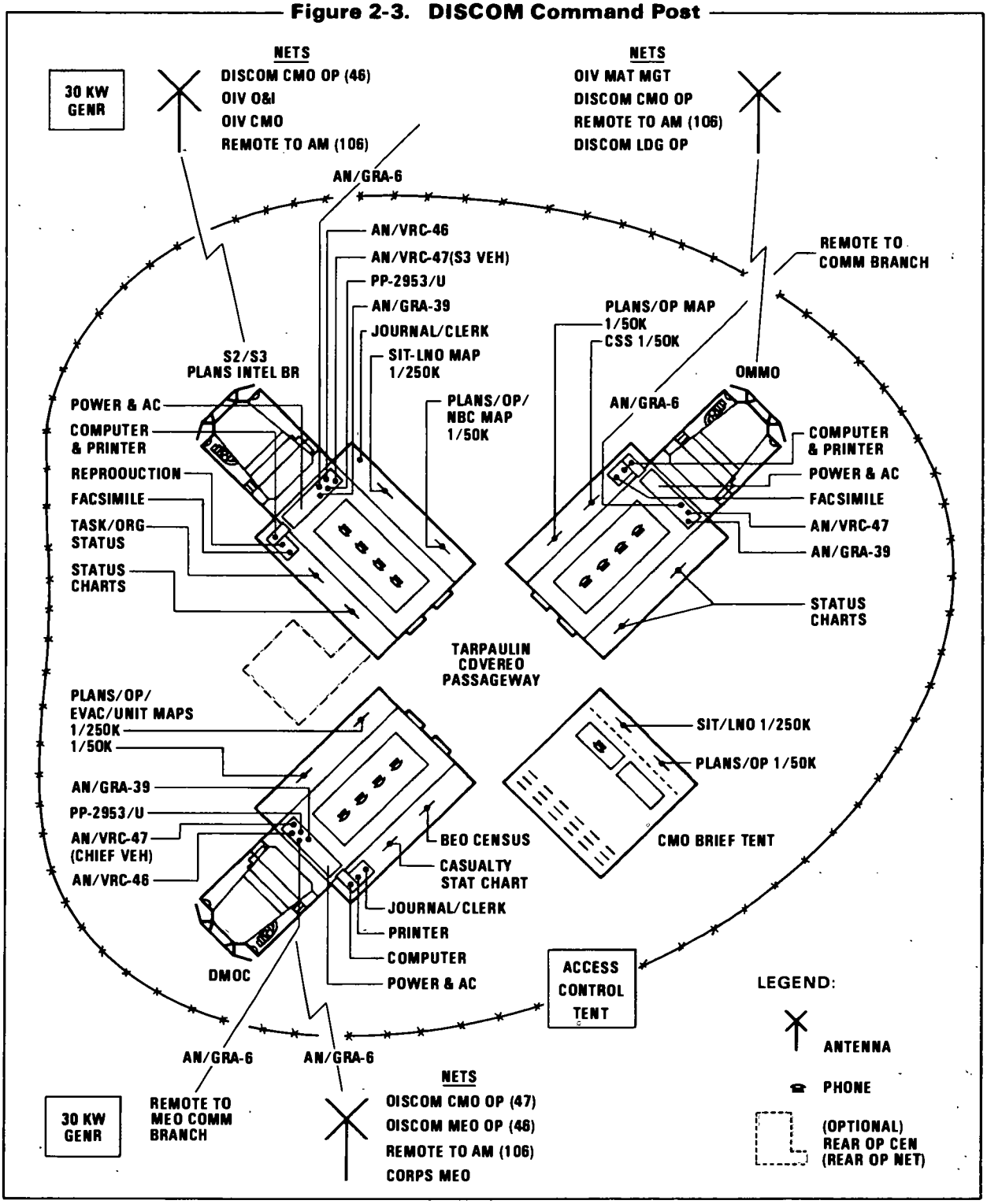
One alternative is applying a cellular CP concept. This cellular CP provides a much greater degree of survivability. It does this mainly through duplication of functions, reduced size and electronic signature, wide dispersion, and ease of concealment of the small cells.

CPs can be organized in many different ways and still accomplish their missions. The description and diagrams which follow show one way a DISCOM CP can be organized and deployed.

The optimum tactical configuration of the CP requires as many radios as possible to be remoted from the CP, and antennae should be placed outside the CP.

The DISCOM CP physical model is shown at Figure 2-3. The three primary cells consist of the S2/S3 and plans intelligence branch, the division materiel management office, and the division medical operations center. Additionally, a separate commander's briefing area provides a workplace for the command section in the CP area.

Figure 2-3. DISCOM Command Post



S2/S3 Office and Plans - Intelligence Branch. The functions and responsibilities of these two staff elements are discussed in detail in Chapter 4 of this manual.

Division Materiel Management Office. The responsibilities and functions of the DMMO are discussed in Chapter 6 of this manual.

DISCOM Medical Operations Center. The functions and responsibilities of the medical operations center are discussed in Chapter 4 of this manual.

CHAPTER 3

Communications

Effective command and control depends on a survivable and flexible communications system. Communications support to the DISCOM HHC and DMMC is tailored to meet HHC and DMMC needs.

CONTENTS

	PAGE
Principles	3-1
Radio Nets	3-1
Mobile Subscriber Equipment	3-7
ADP Continuity of Operations Plan	3-8

PRINCIPLES

Communications support for the DISCOM is provided by the DISCOM extension platoon from the area signal company of the division signal battalion. C-E support should be submitted to the assistant division signal officer by the platoon leader of the area signal company. The platoon leader also supervises the installation, operation, and maintenance of platoon communications facilities that support the DISCOM. The extension platoon—

- Installs and operates the truck-mounted teletypewriter terminal and the cryptographic equipment.
- Installs and maintains wire and cable within the DISCOM headquarters.
- Installs and operates the multichannel terminal and the related carrier equipment for telephone and teletypewriter service in the division communications system.
- Installs, operates, and maintains automatic telephone central and circuit-control facilities (DISCOM switchboard) for telephone and teletypewriter circuits.
- Provides telephones for the DISCOM HHC and DMMC.
- Installs and operates one multichannel communications terminal at the division's rear elements when these elements are situated in the division area, but not colocated with the DISCOM.
- Installs and operates a radio wire integrated station.

Telephone installer-repairer personnel are provided to install and maintain local telephones for the DISCOM headquarters. The signal battalion is responsible for maintaining (to include IDSM) its organic communications equipment. The DISCOM main support battalion provides IDSM for all other communications equipment.

RADIO NETS

DISCOM LOGISTICS OPERATIONS NET (AM)

The DISCOM S2/S3 support operations section is the control station for this net. The

net provides the necessary long-range command and control link between the DISCOM, the FSBs, the MSB, and the DMMC. (See Figure 3-1.)

DISCOM MATERIEL MANAGEMENT NET (FM)

As the materiel manager for the DISCOM, the DMMC is a major element of the DISCOM materiel management net. This net maintains continual communications between the components of the DMMC and certain other nonorganic stations relative to materiel operations. Figure 3-2 shows the wire net for the telephone switchboard within the DMMC.

The DISCOM command/operations net (FM) is shown in Figure 3-3, and the DMMC net (FM) is shown in Figure 3-4.

Figure 3-1. Heavy Division DISCOM Logistics Operations Net (AM-SSB)

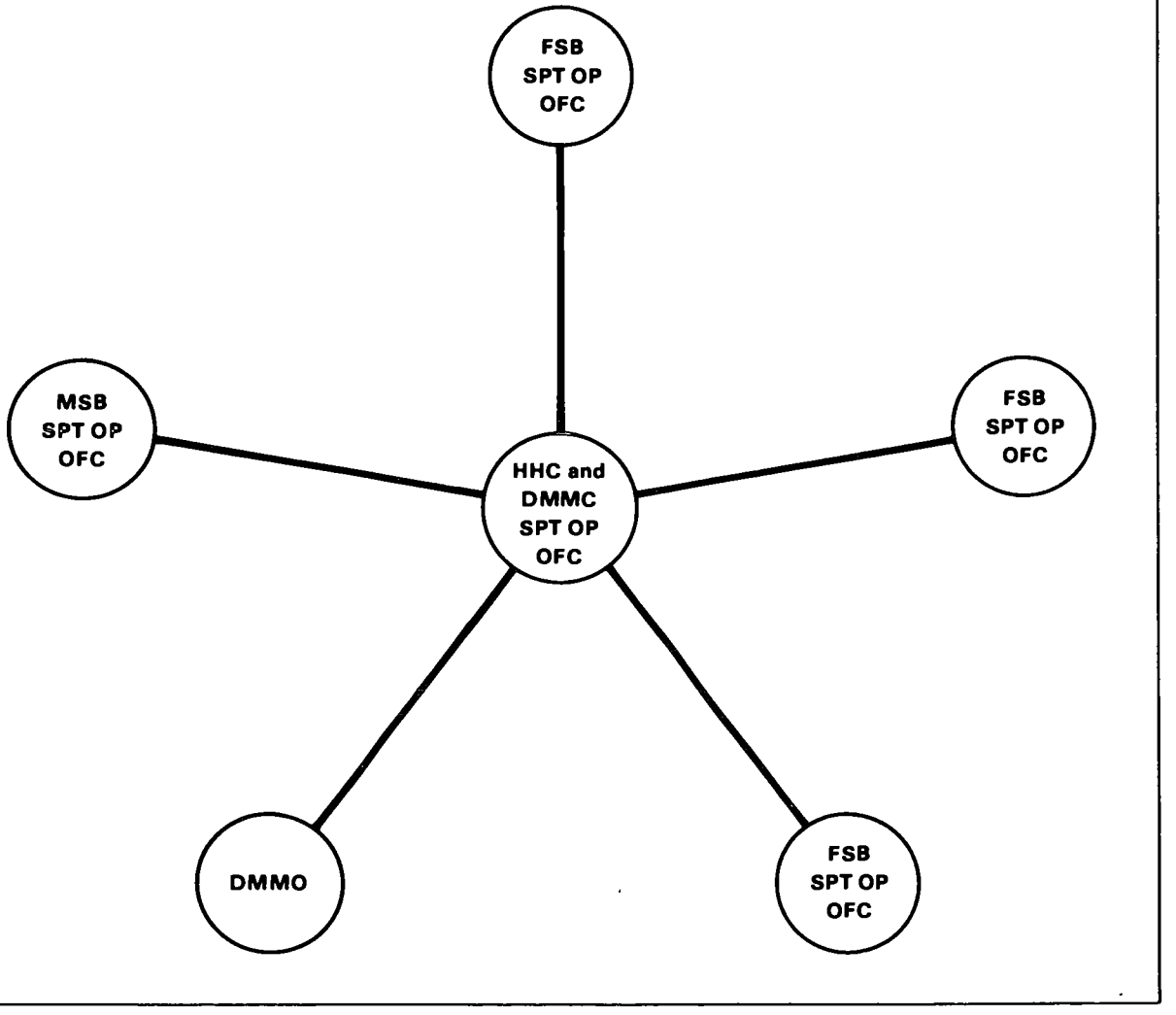


Figure 3-2. DISCOM Wire Net

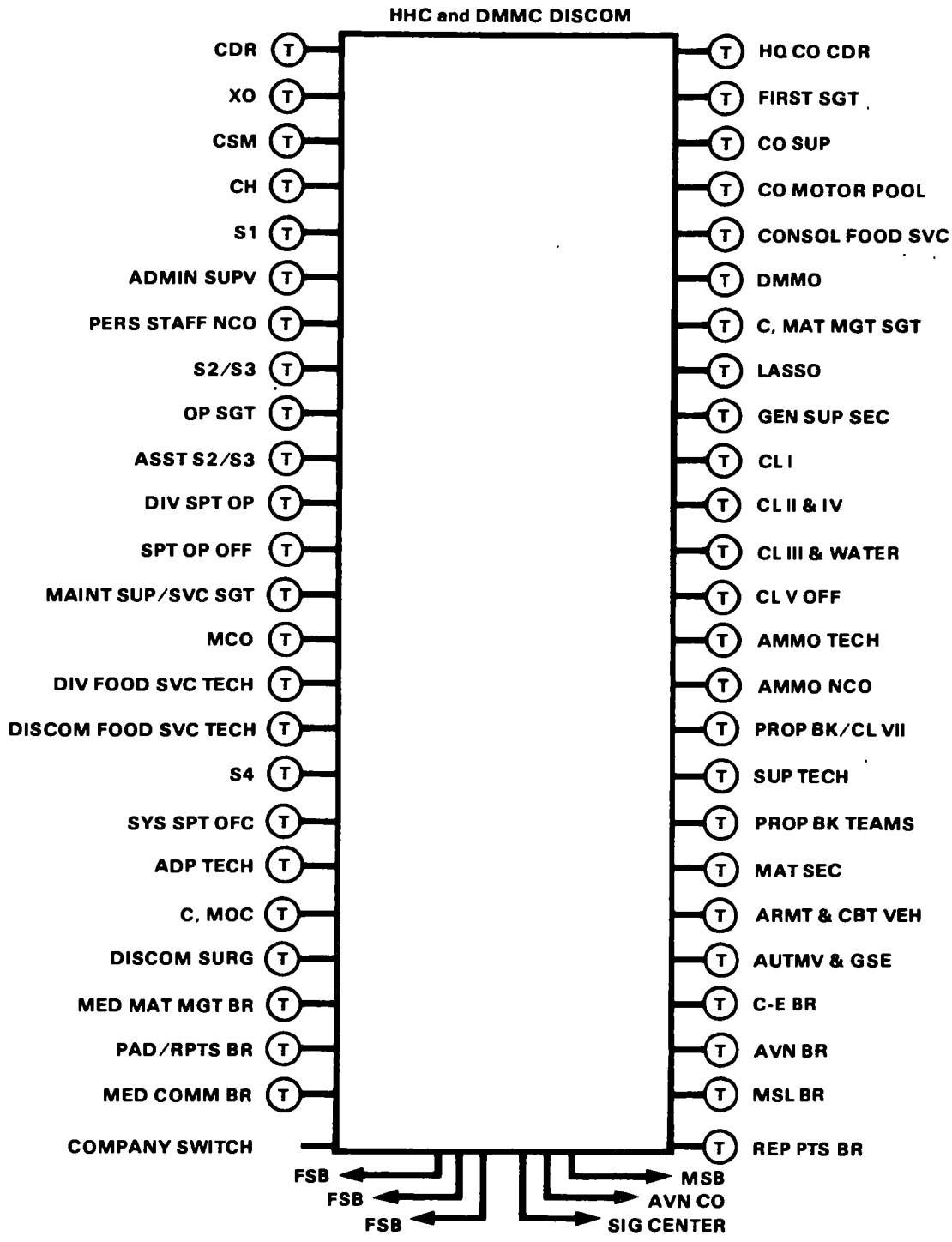


Figure 3-3. Heavy Division DISCOM Command/Operations Net (FM)

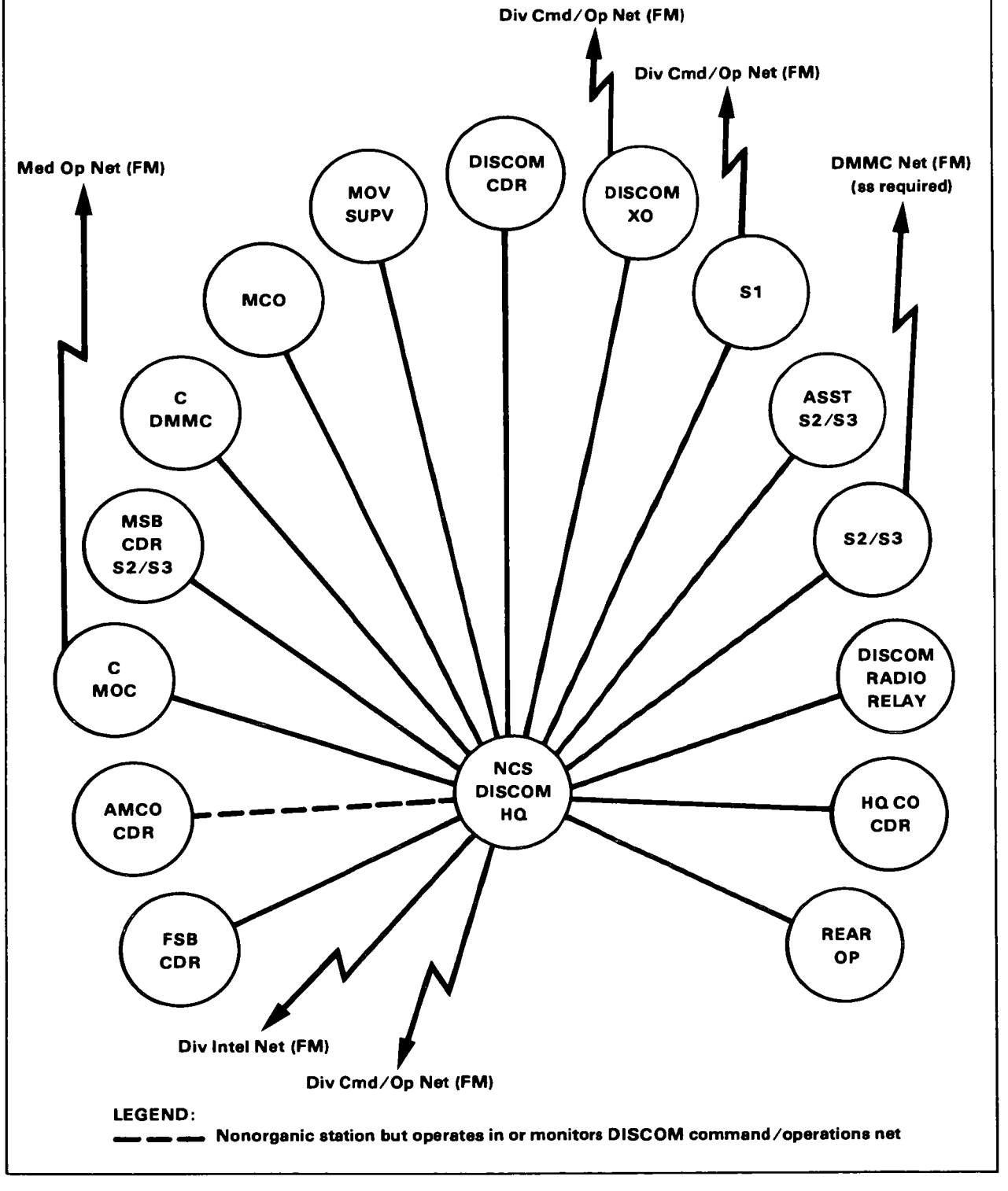
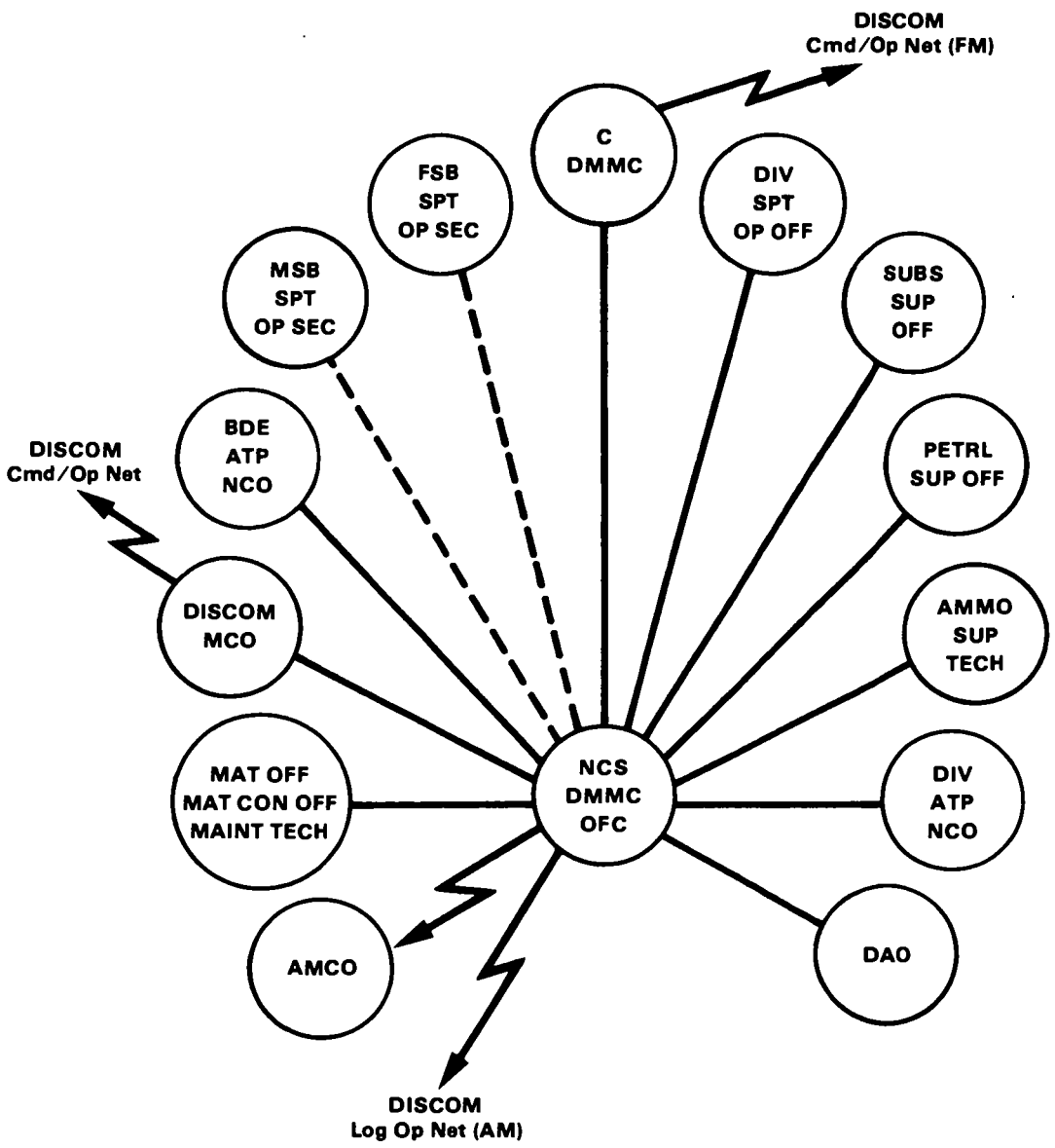


Figure 3-4. Heavy Division DMMC Net (FM)



DMMC Chief and Staff

The DMMC chief is required to use a mobile station in the command operations or DMMC net. This mobile station gives the chief a continuous communications link while on the move to provide instructions to DMMC personnel.

To maintain needed communications links, the DMMC chief uses two radios. One radio operates in the DISCOM command/ operations net and the other radio serves as the net control station for the DMMC net. These radios are colocated in a truck van. DMMC personnel use the DMMC net to operate throughout the division area. The principal operations center is located in the DSA. This station provides the necessary control links for the DMMC staff members to perform their mission.

Class I and III Supply Branch Officers

These branches, subordinate to the general supply section, are also distinct operating entities within the DMMC. The Class I supply branch officer has one radio for the Class I point. The Class III supply branch officer has one radio for the Class III point. Each branch uses a mobile station in this net to coordinate with other DISCOM elements on issue points, problems, shortages, excesses, trends, and requirements. Agents of these branches are constantly traveling within the division and brigade areas to ensure the smooth functioning of their respective supply operations.

Class II and IV Supply Branch Technician

The Class II and IV supply branch technician, although not assigned a radio, has access to the net by using radios assigned to other branches in the DMMC. The layout of the DMMC will determine which branch radio he will use.

Class V Supply Section Officer

The division DAO uses the DMMC net to provide coordination and control necessary to monitor ammunition supply. The DAO uses a mobile station in this net to ascertain and solve problems while on the move. The DAO is responsible to the DMMC chief and must be able to communicate with the chief at all times. The DAO maintains contact with the G3, COSCOM MMC Class V section, and each support battalion.

Within this net, the DAO has a radio. The ammunition supply technician, the chief ammunition NCO, and the ammunition inspection NCO share a radio and normally function from the DMMC field location. The two radios are in separate trucks. These radios provide a communication link with the division and brigade ammunition NCOs at the ATPs. The ATP NCOs are located at the ATPs and operate by communicating with these two sources for their information and guidance.

Materiel Officer

The materiel officer and materiel managers use the mobile stations in this net to provide close and constant coordination within the DMMC. The materiel officer and managers from the materiel branches of the materiel section travel throughout the division area. The location and the time spent at a location usually preclude the use of the division telephone system. One radio is used by the materiel officer, the repair parts support supply technician, and the supply/staff maintenance technician. Three other radios are pooled for use by the materiel managers.

Nonorganic Stations

Operating within the DMMC net are several nonorganic stations that are related to the materiel mission. These stations are at the FSBs and the MSB.

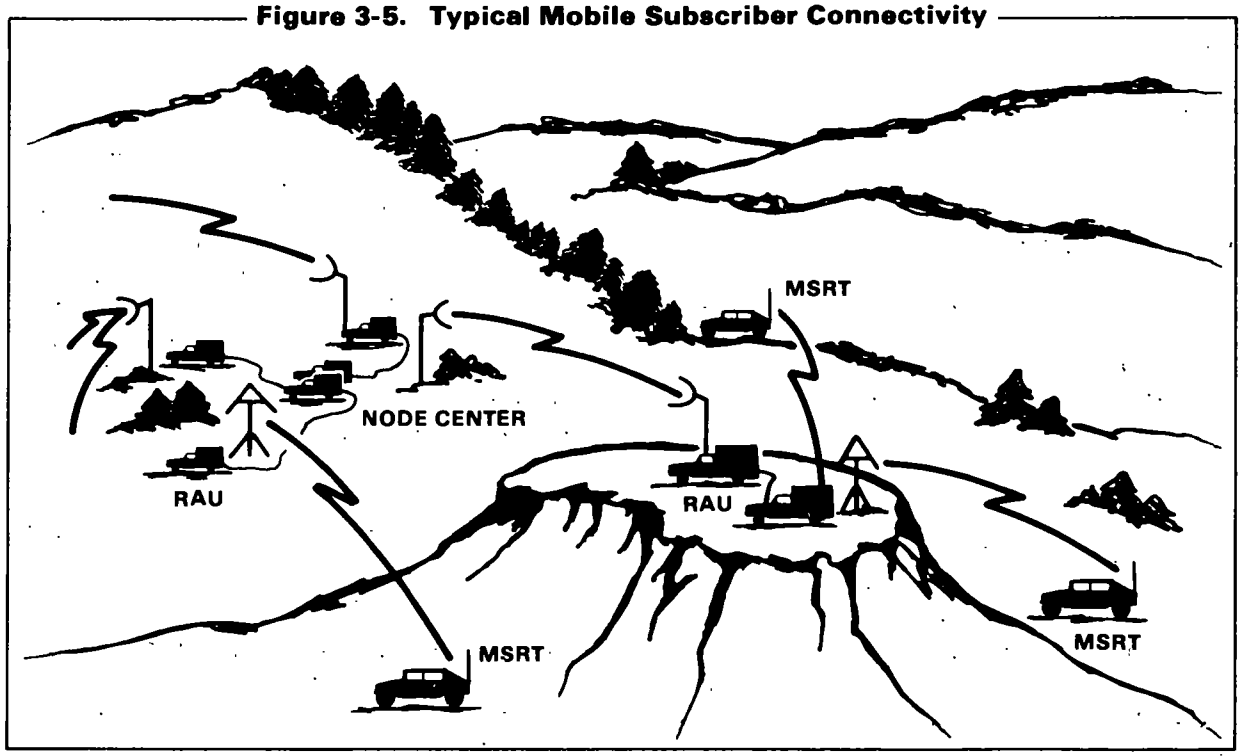
MOBILE SUBSCRIBER EQUIPMENT

Mobile subscriber equipment is a common-user area communications system geared to meet the requirements of the dynamic and integrated AirLand Battlefield. The system goes from the corps rear boundary forward to the division maneuver battalion's rear area. The intent of the system, when totally fielded, is to replace the existing mix of INTACS and ATACS communications equipment in the corps and divisions. The light and heavy divisions will have organic MSE signal battalions consisting of an HHC, area signal companies, and a signal support company.

Figure 3-5 shows how the system will integrate the functions of transmission, switching, control, and terminal equipment. The DISCOM will be served either by a large extension switch (176 lines), or a series of small extension switches (26 and 41 lines). The typical MSE node, however, will consist of a node center, small extension switches, radio access units, and a complement of line-of-sight assemblages. This system will allow the user to communicate throughout the battlefield in either a mobile or static situation. The line-of-sight terminals will contain the necessary equipment to provide radio communications across a terrestrial link to another line-of-sight assemblage. MSE will change the existing communications system and provide the HHC and DMMC with a switched telecommunications system extended by mobile radio telephone.

MSE telephones, mobile radio telephones, facsimilies, and data terminals will be user owned and operated. The HHC and DMMC will be responsible for running their own wire to designated junction boxes which tie their MSE telephones into extension switches which access them to the system. By being

Figure 3-5. Typical Mobile Subscriber Connectivity



tied into the extension switch, the HHC and DMMC and their customers can communicate with each other on a discrete address basis using fixed directory numbers regardless of their battlefield location. The radio access units will allow the radio telephone users in the HHC and DMMC to communicate with other mobile and wire telephone users in their area of operation and beyond.

ADP CONTINUITY OF OPERATIONS PLAN

AR 18-7 gives guidance on planning for ADP continuity of operations. Specific guidance for each of the functional computer systems is in the users' manuals for these systems. Mainly, these manuals require the development of COOPs. The development of a COOP will usually consider—

- Threat and risk analysis. This area should recognize and evaluate the major threats to the division's CSS computer systems. It should measure the risk the commander is prepared to accept for each threat. Action can then be taken to reduce the risk related to each threat. The importance of the continued ADP functions in emergency or wartime conditions should be considered equal to the importance of the roles of the supported users.

- Work-load priorities. Users should work together to determine the priority of the systems which the CSS computer system supports. This effort must recognize that under emergency conditions CSS computers might not be able to continue their usual level of support to all users. Also, note that turn-around time will be longer and that users' missions may change.

- Protection of files, programs, and documentation. There should be at least two copies of each major file, program, or procedure. Thus, if one copy is damaged or destroyed, the second copy may be used to continue the ADP functions. For best protection, the second copy should be stored at a separate location that is fairly close to its host computer. The storage site, however, should not be so close as to render both sites vulnerable to the same threat. Procedures must be established to update the material stored at separate locations.

- Alternate site operations. The use of compatible ADPE is usually the best backup solution, especially for long outages. The COOP should identify one or more alternate sites. First thought should be given to other CSS computers with similar equipment and missions. This will take advantage of similar equipment, software, and personnel skills. Selection of an alternate site must be based on a number of factors. One factor is the compatibility of equipment with the software to be run. Another factor is the convenience of the potential site for the communication and transportation of inputs and outputs. Another factor is the vulnerability of the alternate site to the same threats as the supported site.

Once the COOP has been developed, it should be reviewed and updated at least annually. This review should include testing portions of the COOP. If possible, these tests should provide for actual movement to the alternate site and should test the use of backup materials. CSS computer systems should be moved periodically to ensure their mobile performance.

Regardless of the cause or duration of an ADP outage, proper attention to continuity of operations procedures can lessen the impact of the outage and ensure that critical CSS functions are accomplished.

PART TWO

DISCOM HEADQUARTERS AND HEADQUARTERS COMPANY

CHAPTER 4

Headquarters

The DISCOM headquarters provides command and control of combat service support units and provides combat service support information and advice to all organic and attached units of the division.

CONTENTS

	PAGE
Mission	4-1
Personnel and Functions	4-1

MISSION

The DISCOM headquarters commands and controls organic and attached units of the DISCOM. It supervises and controls all support operations within the division and advises the division commander and staff concerning supply, maintenance, medical, transportation, and field services functions throughout the division.

The headquarters conducts inspections to determine the proficiency of the DISCOM and attached units in the field. It organizes the movement of subordinate units within the DSA in accordance with tactical plans. This function requires coordination with the division G3 and G4 concerning current and proposed locations and movement of all DISCOM units. It is responsible for training personnel and units of the DISCOM. It also coordinates and implements plans for assigned rear operations responsibilities in the DSA.

PERSONNEL AND FUNCTIONS

The DISCOM headquarters consists of a command section, an S1 section, an S2/S3 section, an S4 section, and a medical operations center. Figure 4-1 shows a typical DISCOM headquarters organization.

COMMAND SECTION

This section provides command and control of organic and attached units of the DISCOM. It is typically staffed with a commander, a medical operations center chief, an executive officer, an S1, an S2/S3, an S4, a chaplain, a command sergeant major, a driver, and an aid. Figure 4-2 shows typical staffing in this section.

Commander

The commander has command responsibility and CSS responsibilities. The commander strives to improve support provided to units the DISCOM supports. The commander looks within the DISCOM and becomes involved in standard command and administrative matters. The commander looks at higher echelon support provided to the DISCOM by a COSCOM or other support activity and ensures that there are appropriate interfaces between the DISCOM units and their backup support.

Figure 4-1. DISCOM Headquarters

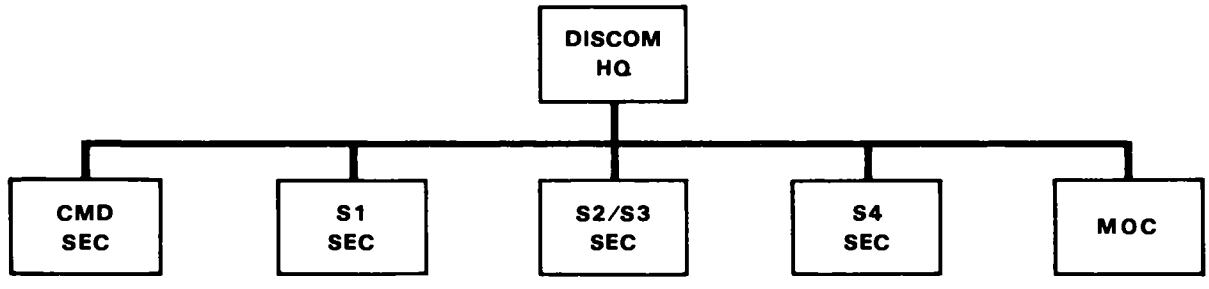


Figure 4-2. Command Section, DISCOM Headquarters

CDR
C, MOC
XO
S1
S2/S3
S4
CH
CSM
CHAUFFEUR
EXEC ADMIN ASST

NOTE: Personnel resources are subject to change. The latest TOE should be checked for current staffing.

Medical Operations Center Chief

The chief, medical operations center, has overall responsibility for directing and coordinating the activities of the medical operations branch. Along with the division surgeon, he coordinates with the division G1 for AMEDD personnel assignments and replacements. In coordination with the division commander, division surgeon, and division G3, he directs the reallocation of division medical assets as required by the tactical situation.

Executive Officer

The executive officer is the principal assistant and advisor to the commander. He is responsible for directing the execution of staff tasks, the coordinated effort of staff members, and the efficient and prompt response of the staff. He coordinates rear operations activities for the commander.

S1

The S1 is the principal staff officer for personnel service support (less health support) within the DISCOM.

S2/S3

The S2/S3 is the principal staff advisor to the DISCOM commander on military intelligence and counterintelligence, organization, training, communications, plans, operations, NBC matters, and CSS mission-related matters less medical service support. Medical service support is the staff responsibility of the medical operations center under the DISCOM surgeon. The S2/S3 establishes the DISCOM CSS SOP.

S4

The S4 is the principal staff officer for the commander in matters of internal DISCOM

supply, maintenance, transportation, and field services.

Chaplain

The chaplain coordinates the efforts of all unit ministry teams in the command to ensure that overall denominational, unit, or area religious coverage is provided. The chaplain, when authorized, may also provide religious services to local populations as part of the civil action program. He also exercises staff coordination over subordinate battalion chaplains.

Command Sergeant Major

The command sergeant major is the senior NCO in the command and advises the commander on enlisted personnel matters.

Chauffeur and Executive Administrative Assistant

The chauffeur and executive administrative assistant provide routine clerical, administrative, and transportation functions.

S1 SECTION

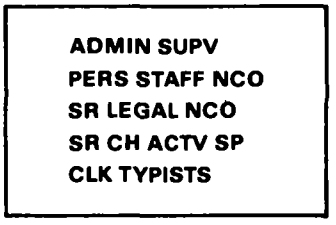
This section provides and coordinates personnel service support for the command. Support from organic assets includes limited personnel and administrative services, legal service support, and chaplain activities. Coordination with division and corps assets provides additional P&A and legal support as well as finance support, postal services, morale and welfare activities support, and public affairs support.

The S1 section responsibilities include—

- Preparing the DISCOM personnel estimate.
- Strength accounting.
- Casualty reporting.
- Conducting replacement operations.
- Developing casualty projections with special emphasis on critical low-density MOSs, nuclear, and chemical weapons effects.
- Developing reconstruction procedures (both reorganization and regeneration).
- Processing personnel actions and reports.
- Developing procedures for emergency evacuation.
- Establishing and operating the EPW system within the DISCOM.
- Monitoring duty rosters.
- Monitoring legal support functions.
- Controlling, publishing, and distributing orders, directives, and forms originating at the DISCOM level.
- Maintaining close coordination with the MOC, the WSM, and the S4.

The section is typically staffed with an administrative supervisor, a personnel staff NCO, a senior legal NCO, a senior chaplain activity specialist, and clerk typists. See Figure 4-3 for typical staffing of this section.

Figure 4-3. S1 Section, DISCOM Headquarters



NOTE: Personnel resources are subject to change. The latest TOE should be checked for current staffing.

Administrative Supervisor

The administrative supervisor assists the S1 by supervising the performance of administration services (classified document control, reports and forms control, correspondence preparation, distribution, files and records management, and reproduction support) for the DISCOM headquarters. He is assisted by the clerk typists.

Personnel Staff NCO

The personnel staff NCO coordinates and supervises personnel service activities (strength accounting, casualty reporting, replacement operations, and personnel actions) for the DISCOM headquarters. He is assisted by the clerk typists.

Senior Legal NCO

The senior legal NCO provides legal service support. He reviews all legal correspondence for the DISCOM.

Senior Chaplain Activity Specialist

The senior chaplain activity specialist is a member of the unit ministry team and assists the chaplain in carrying out the team's mission (for example, to nurture the living, to care for the casualties, and to honor the dead).

Clerk Typists

The clerk typists provide clerical and typing support for the section. They also assist with the distribution of mail and provide the driver for the vehicle used in message center activities.

S2/S3 SECTION

The mission responsibilities of the DISCOM fall into two major areas: those identified as CSS (supply, field services, maintenance, medical, and transportation) and those that are not CSS (for example, rear operations and military intelligence). The primary staff responsibility for these areas rests with the S2/S3 section.

The S2/S3 section responsibilities include—

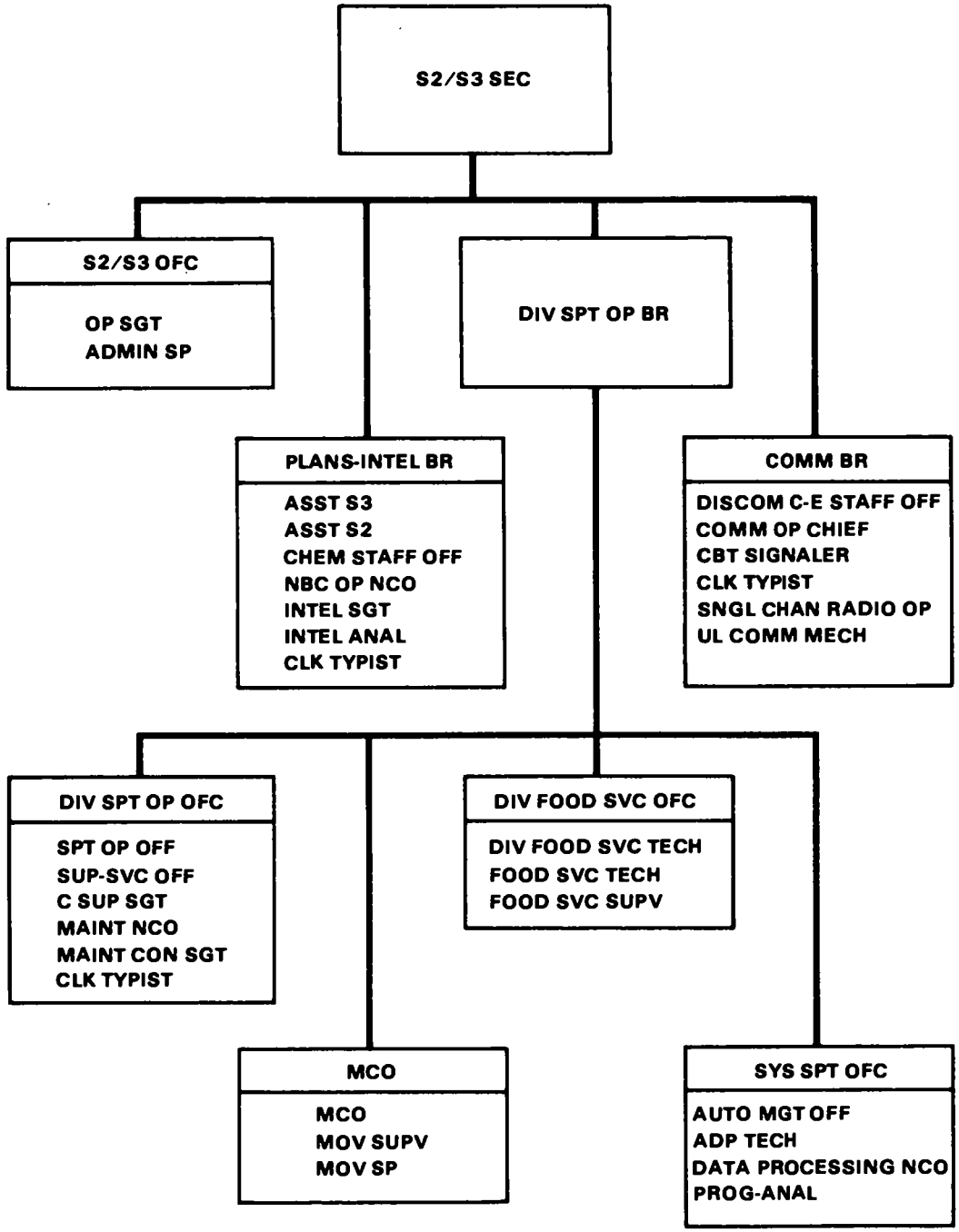
- Assisting the commander in areas of intelligence, operations security, NBC defense, rear operations, plans, and orders.
- Developing intelligence estimates.
- Supervising rear area surveillance by subordinate units.
- Disseminating intelligence products.
- Developing plans for the collection and dissemination of intelligence information.
- Coordinating counterintelligence, counterespionage, and countersubversion.
- Preparing, coordinating, authenticating, and publishing operation estimates, OPLANs/OPORDs, and SOPs.
- Preparing current and long-range contingency plans.
- Publishing combat orders.
- Planning for combat support operations.
- Developing and coordinating administrative and logistics plans.
- Recommending priorities for allocating critical resources.
- Planning time-phased force development for support of missions.

The S2/S3 section consists of an S2/S3 office, a plans-intelligence branch, a division support operations branch, and a communications branch. Figure 4-4 shows typical organization and staffing of this section.

S2/S3 Office

The S2/S3 office is typically staffed with an operations sergeant and an administrative specialist.

Figure 4-4. S2/S3 Section, DISCOM Headquarters



NOTE: Personnel resources are subject to change. The latest TOE should be checked for current staffing.

Operations Sergeant. As principal NCO in the S2/S3 section, the operations sergeant supervises development and preparation of operations information, plans, maps, sketches, overlays, and related data to employ supply, transportation, and maintenance organizations. This NCO also provides advice on supply and service matters and assists in development of CSS.

Administrative Specialist. The administrative specialist composes and proofreads correspondence and sets up and maintains logs, rosters, status boards, charts, graphs, and office files. This specialist also serves as a light vehicle driver and radio operator.

Plans-Intelligence Branch

The plans-intelligence branch is responsible for monitoring those DISCOM mission responsibilities that are *not* classified as CSS. These include—

- Planning and monitoring defense against chemical, biological, and nuclear attack; air defense; and defense against unconventional and psychological warfare operations.
- Planning and coordinating DISCOM intelligence and security matters.
- Preparing the rear operations plans for the DISCOM, ensuring that the plans are compatible with the division plan, and implementing execution of the plans for the DISCOM commander.
- Coordinating and maintaining a line of communications with division units in the DSA for rear operations coordination.
- Planning, coordinating, and monitoring DISCOM participation in civil affairs activities.
- Planning and coordinating tactical and technical training of DISCOM units.
- Planning and coordinating DISCOM rear operations.

This branch is typically staffed with an assistant S3, an assistant S2, a chemical staff officer, an NBC operations NCO, an intelligence sergeant, an intelligence analyst, and a clerk typist.

Assistant S3. The assistant S3 assists the S2/S3 in matters concerning operations, plans, and organization. This individual assists in areas of training, communications, NBC matters, and CSS mission-related matters.

Assistant S2. The assistant S2 assists the S2/S3 in providing, analyzing, and evaluating intelligence information. This individual assists in directing all elements in the intelligence and counterintelligence support roles.

Chemical Staff Officer. The chemical staff officer provides advice and assistance to the S2/S3 on NBC matters. This officer provides an NBC threat estimate based on enemy force activities, provides advice on smoke and flame operations, maintains tactical and technical supervision for NBC plans (includes SOPs against NBC attacks) and staffing, monitors decontamination operations, and directs the issue of chemical agent protective clothing within the DISCOM. As the nuclear, chemical target analyst, this officer collects, interprets, analyzes, and evaluates NBC intelligence data.

NBC Operations NCO. The NBC operations NCO assists the chemical staff officer in planning NBC doctrine, decontamination, smoke and flame operations, and smoke operations and advises the chemical officer on DISCOM NBC preparedness. This NCO

collects, interprets, analyzes, and disseminates NBC information and performs duties similar to those of the chemical staff officer.

Intelligence Sergeant. The intelligence sergeant assists the S2/S3 and staff officers in the appraisal of intelligence, operations, and training procedures and assisting division units in collection and production of intelligence information within the DISCOM area. This sergeant also identifies physical security hazards and potential hazards; prepares physical security plans; and supervises security of storage sites and facilities.

Intelligence Analyst. The intelligence analyst considers enemy organizations, dispositions, equipment, capabilities, tactics, and intelligence resources in the development of collection tasks and assessment of enemy vulnerability and probable courses of action. This analyst analyzes current intelligence holdings to identify intelligence gaps and informs staff members of information of immediate tactical value.

Clerk Typist. The clerk typist performs typing, clerical, and administrative duties in support of the plans-intelligence branch. This clerk establishes proper file titles and numbers and maintains a functional filing system. This clerk sorts, routes, and delivers incoming message center correspondence and prepares and dispatches outgoing distribution and mail.

Division Support Operations Branch

The division support operations branch includes a division support operations office, a movement control office, a division food service office, and a system support office.

This branch ensures that supply, maintenance, and field services resources are used efficiently and effectively. The branch provides management support and direction to those division assets responsible for providing CSS support. Management includes planning, coordinating, and controlling the allocation and use of available resources to fulfill the commander's CSS requirements. The DISCOM S2/S3 is charged with providing CSS direction for the division. The DISCOM S2/S3 exercises this control through the division support operations branch. The division support operations branch—

- Maintains coordination with adjacent and backup maintenance units.
- Advises the DISCOM S2/S3 on problems affecting supply, maintenance, and field service support operations.
- Recommends to the DISCOM S2/S3 the future allocation and location of maintenance and repair parts elements.
- Ensures that supply, maintenance, and field service SOPs are established.
- Plans, coordinates, and evaluates supply, maintenance, and field service operations.
- Prepares appropriate supply, maintenance, and field service directives and operating orders for DISCOM internal operating elements based on information received from the DISCOM S2/S3.
- Coordinates, monitors, and informs division elements and attached units of the location of DISCOM supply points.
- Coordinates interface between the DMMC and nondivision support units.
- Recommends maintenance plans and policies.
- Coordinates and interfaces with the DMMC, ensuring that maintenance, supply, and transportation priorities are carried out.

Division Support Operations Office. The division support operations office is responsible for monitoring the supply, field services, and maintenance resources of the DISCOM. This office is typically staffed with a—

- Support operations officer. The support operations officer advises the DISCOM commander and his staff on management of supply, field services, and maintenance operations and recommends actions to improve the CSS posture. This officer is responsible for monitoring the supply, field services, and maintenance resources of the DISCOM.
- Supply-services officer. The supply-services officer manages the supply and services of the division. This officer ensures coordination with the DISCOM S2/S3 on such matters as production, support, and controls.
- Chief supply sergeant. The chief supply sergeant assists the support operations officer and supply-services officer in coordinating and supervising supply-services operations. This sergeant establishes priorities and assigns work to ensure effective and efficient supply operations. This sergeant also inspects completed work for accuracy and compliance with established procedures.
- Maintenance NCO. The maintenance NCO assists the support operations officer in supervising and coordinating maintenance operations and in accomplishing the repair mission.
- Maintenance control sergeant. The maintenance control sergeant assists the maintenance NCO in coordinating maintenance operations and in accomplishing the repair mission.
- Clerk typist. The clerk typist performs typing, clerical, and administrative duties in support of the branch. This clerk sorts, routes, and delivers incoming correspondence and operates a light vehicle when directed by the support operations staff.

Movement Control Office. The movement control office ensures that transportation resources are used efficiently and effectively. The office provides management support and direction for planning, coordinating, and controlling the allocation and use of available transportation resources to fulfill the commander's CSS requirements. The movement control office—

- Advises the DISCOM S2/S3 on problems affecting movement support operations.
- Ensures that transportation SOPs are established.
- Plans, coordinates, and evaluates transportation operations.
- Manages transportation assets.
- Prepares appropriate transportation directives and operating orders for DISCOM internal operating elements based on information received from the DISCOM S2/S3.
- Advises and assists commanders and staffs in transportation matters for which the DISCOM is responsible.
- Coordinates and interfaces with the DMMC, ensuring that movement priorities are met in transporting supplies.

The movement control office is typically staffed with—

- A movement control officer. This officer centrally controls the employment of the transportation resources

assigned or attached to the division for CSS within the division. This officer coordinates transportation requirements and priorities with the DTO. Transportation requirements within the BSA and DSA are forwarded to the FSB and MSB, respectively, where they are consolidated by these units prior to submission to the MCO.

- **A movement supervisor.** The movement supervisor assists the movement control officer in controlling employment of the transportation resources within the division. This individual supervises the movement specialists in using transportation resources to fulfill movement requirements. He reviews and verifies accuracy of all movement control documentation. This individual provides technical instructions to divisions as directed and requested. He also determines transportation capabilities of area units and limitations of subordinate units.

- **Movement specialists.** The movement specialists assist in coordination and allocation of transport capabilities to meet valid movement requirements. They gather statistical data to be used in preparing movement reports.

Division Food Service Office. This section is responsible for planning and conducting the Army food management program within the division. It is typically staffed with—

- **A division food service technician.** The division food service technician serves as food advisor to the division and plans and conducts the Army food management program within the division.

- **Food service technicians and a division food service supervisor.** The food service technicians and division food service supervisor inspect field feeding facilities of teams assigned to the brigades, DIVARTY, DISCOM, and separate battalions or companies. They advise commanders and their staffs on sanitation, food preparation, and subsistence accountability.

Systems Support Office. This office serves as the central point of contact for coordinating CSS automated systems software receipt, distribution, implementation, retrieval, and disposal as directed by higher headquarters. It also provides division-wide support for all logistics and medical CSS STAMMIS software run on TACCS and ULC, to include implementation of change packages, trouble shooting, and sustainment training, as required, for TACCS and ULC operators. NOTE: SIDPERS software will be supported by the personnel service company supporting the division. The DAS3 system will also be supported until the system is phased out. When this occurs, three MOS 74F programer/analyst and three MOS 76P positions which are currently assigned to the logistics systems support office will be transferred to the SSO and support TACCS and ULC software.

The office advises the DISCOM signal officer on the status of CSS automated systems, to include architecture, integration, communications interface, and hardware/software. The SSO is typically staffed with—

- **An automation management officer.** The automation management officer provides CSS systems management to include division-wide CSS software support.

- **An ADP technician.** The ADP technician assists the automation management officer in providing systems

management pertaining to ADP and logistics functions.

- A data processing NCO. The data processing NCO provides the technical expertise and supervisory responsibility for enlisted ADP personnel.
- Programer-analysts. The programer-analysts are responsible for systems maintenance of CSS ADP software.

Communications Branch

The communications branch provides communications-electronics support within the DISCOM. This support includes fixed telecommunications systems as well as combat operations equipment. The functions of the communications branch are—

- Planning and coordinating DISCOM communications-electronics requirements and activities.
- Planning, directing, and monitoring the operation and management of DISCOM field communications systems.
- Determining capabilities and limitations of assigned C-E equipment as related to the tactical mission.
- Directing and controlling the installation, operation, and maintenance of C-E equipment for all means of communications and advising commanders, staffs, and other interested parties on C-E/COMSEC requirements, capabilities, and operations.
- Assisting in resolving maintenance problems within the DISCOM on assigned C-E equipment.

The communications branch is typically staffed with a DISCOM C-E staff officer, a communications operations chief, a combat signaler, a clerk typist, single channel radio operators, and a UL communications mechanic.

DISCOM C-E (Signal) Staff Officer. The DISCOM C-E (signal) officer serves as advisor to the DISCOM commander on matters pertaining to communications. Responsibilities of this officer include planning, employing, and maintaining the communications equipment and systems organic to the DISCOM. This officer is also responsible for implementing and coordinating information mission area actions within the DISCOM and coordinating IMA actions with the assistant division signal officer.

Communications Operations Chief. The communications operations chief coordinates activities of subordinate communications elements in establishment of effective communications systems. This chief supervises the operational activities of radio and wire communications and advises the commander and staff on communications matters.

Combat Signaler (Radio Team Chief). The combat signaler installs, maintains, and operates the field wire communications system. This signaler serves as team chief for the radio operators in the branch.

Clerk Typist. The clerk typist performs typing, clerical, and administrative duties that include filing, answering the telephone, preparing and maintaining suspense control documents, and controlling incoming and outgoing correspondence and official mail distribution. This clerk operates a light vehicle when required.

Single Channel Radio Operators. The single channel radio operators perform various tasks within the communications branch that include operating a single channel radio, radio teletype, and single channel satellite equipment. Tasks may also include

operating a teletypewriter keyboard to prepare for message transmissions; erecting antennas; operating single channel radio/satellite equipment; installing and operating power generators, cryptographic devices, and wire integration facilities; and operating a light vehicle.

UL Communications Mechanic. The UL communications mechanic installs, operates, and performs unit maintenance on radio and wire communications systems and equipment organic to the DISCOM. This mechanic also maintains the PLL, performs repairs and replacement of parts and components, and operates a light vehicle.

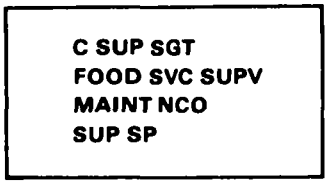
S4 SECTION

This section is responsible for all logistics matters pertaining to DISCOM units but is not concerned with division-level logistics. The responsibilities of the S4 section are—

- Reviewing internal logistics status reports.
- Maintaining the current status of the commander's critical list.
- Coordinating transportation requests for administrative moves.
- Submitting requests for highway clearances.
- Assigning facilities and locations.
- Exercising technical supervision over internal supply and maintenance procedures.
- Determining consumption rates for MOPP gear and decontamination.
- Providing staff supervision and overall coordination for the command food service program.
- Monitoring supply economy in subordinate units.

This section is typically staffed with a chief supply sergeant, a food service supervisor, a maintenance NCO, and a supply specialist. See Figure 4-5 for typical staffing of the S4 section.

Figure 4-5. S4 Section, DISCOM Headquarters



NOTE: Personnel resources are subject to change. The latest TOE should be checked for current staffing.

Chief Supply Sergeant

The chief supply sergeant assists the S4 in coordinating and supervising supply activities. This sergeant establishes priorities and assigns work to ensure effective and efficient supply operations. This sergeant also inspects completed work for accuracy and compliance with established procedures.

Food Service Supervisor

The food service supervisor will serve as food advisor for the DISCOM and conduct the Army food management program within the DISCOM to include inspection of subordinate battalion dining facilities.

Maintenance NCO

The maintenance NCO assists the S4 in the staff supervision of maintenance activities within DISCOM units. This NCO supervises and instructs lower skilled personnel in troubleshooting and in proper unit maintenance practices and procedures.

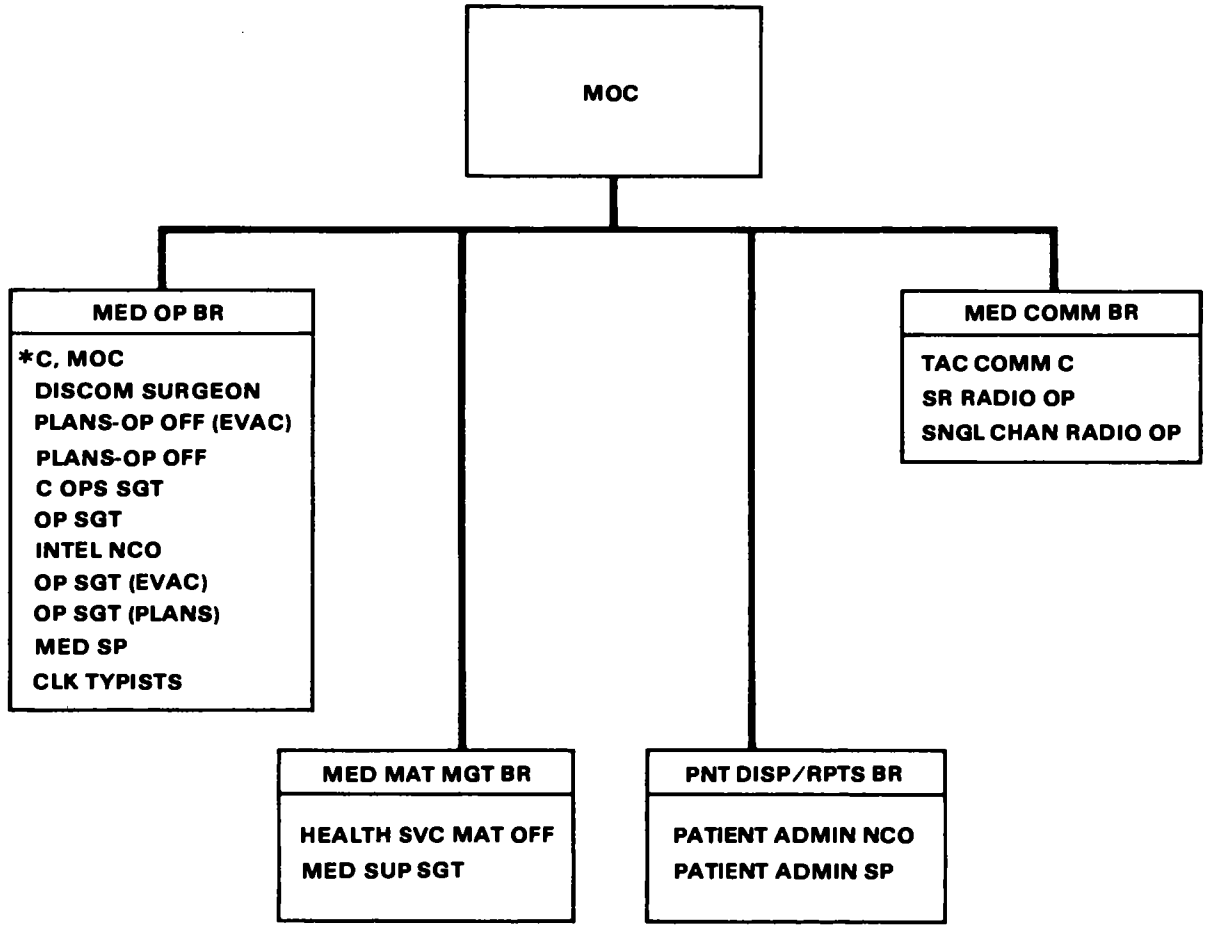
Supply Specialist

The supply specialist requests, receives, stores, issues, accounts for, and preserves supplies and equipment.

MEDICAL OPERATIONS CENTER

The medical operations center is responsible for advising and assisting the DISCOM commander and staff in determining requirements for health service support. In coordination with the division surgeon and appropriate elements of the division coordinating staff group, it is responsible for providing division-level health service support. Figure 4-6 shows typical organization and staffing of the center. The MOC consists of a medical operations branch, a medical materiel management branch, a patient disposition/reports branch, and a medical communications branch.

Figure 4-6. Medical Operations Center, DISCOM Headquarters



*Carried in the DISCOM headquarters command section

NOTE: Personnel resources are subject to change. The latest TOE should be checked for current staffing.

Medical Operations Branch

The medical operations branch is typically staffed with the DISCOM surgeon, plans-operations officers, a chief operations sergeant, operations sergeants, an intelligence NCO, a medical specialist, and clerk typists.

DISCOM Surgeon. The DISCOM surgeon provides medical staff advice to the DISCOM commander. This individual provides technical medical advice to division-level medical assets within the DISCOM and maintains and manages medical priorities throughout the division.

Plans-Operations Officer (Evacuation). The plans-operations officer (evacuation) plans and coordinates patient evacuation to corps-level medical facilities by Army assets. This officer reallocates corps-level medical support to the division.

Plans-Operations Officer. The plans-operations officer develops and maintains the medical troop basis to ensure task organization for mission accomplishment. In conjunction with the DISCOM surgeon, this officer plans, monitors, and allocates the preventive medicine and division mental health and combat stress resources and programs.

Chief Operations Sergeant. The chief operations sergeant is required to assist the chief, MOC, in accomplishing his operational duties.

Operations Sergeant. The operations sergeant assists the plans-operations officer and supervises the enlisted personnel assigned to this branch.

Intelligence NCO. The intelligence NCO collects intelligence information and reports. This NCO coordinates and manages the disposition of captured medical materiel. This NCO conducts and monitors the division medical intelligence program.

Operations Sergeant (Evacuation). The operations sergeant (evacuation) assists the plans-operations officer (evacuation) in accomplishing his duties.

Operations Sergeant (Plans). The operations sergeant (plans) assists the plans-operations officer in accomplishing his duties.

Medical Specialist. The medical specialist coordinates the timely submission of all routine reports. This specialist supervises the clerical activities of the branch.

Clerk Typists. The clerk typists provide typing support and files maintenance for the DISCOM medical operations branch. The clerk typists are also designated as drivers.

Medical Materiel Management Branch

The medical materiel management branch is responsible for coordinating and managing medical logistics and medical equipment maintenance programs for the division. The branch is typically staffed with a health service materiel officer and a medical supply sergeant.

Health Service Materiel Officer. The health service materiel officer coordinates and manages the medical logistics for the division. This officer coordinates and manages medical equipment maintenance programs for the division.

Medical Supply Sergeant. The medical supply sergeant assists the health service materiel officer in accomplishing medical supply duties.

Patient Disposition/Reports Branch

The patient disposition/reports branch is responsible for coordinating patient disposition throughout the division. It is typically staffed with a patient administrative NCO and a patient administrative specialist.

Patient Administrative NCO. The

patient administrative NBC assists the operations officer (evacuation) in the coordination of patient disposition in the division. This NCO prepares the required patient statistical reports and coordinates their timely submission to higher headquarters. This NCO supervises the patient administrative specialist.

Patient Administrative Specialist. The patient administrative specialist assists the patient administrative NCO in preparing patient statistical reports and in performing other patient administrative functions.

Medical Communications Branch

The medical communications branch is responsible for the operation of the radio and wire communications systems. This branch is typically staffed with a tactical communications chief, a senior radio operator, and single channel radio operators.

Tactical Communications Chief. The tactical communications chief supervises the enlisted personnel in the operation of radio and wire medical communications systems.

Senior Radio Operator. The senior radio operator is responsible for operating the field radio and for supervising the single channel radio operators.

Single Channel Radio Operators. The single channel radio operators operate the single channel field radio on a 24-hour basis.

CHAPTER 5

Headquarters Company

The headquarters company, with elements of the DISCOM headquarters, provides all necessary administrative and personnel service support for HHC and DMMC operations.

CONTENTS

	PAGE
Mission	5-1
Personnel and Functions	5-1

MISSION

The headquarters company is organized to provide the necessary administration, supply, unit maintenance, and field feeding to support unit operations. The company provides overhead and housekeeping support for the HHC and DMMC to include billeting, unit supply, and security. The company is responsible for accountability of equipment assigned to the company. It is responsible for command, control, and security of the company.

The headquarters company provides for billeting, training, disciplining, and security in the company. It also provides internal supply, food service, and unit-level maintenance for vehicles, generators, and construction equipment organic to the HHC and DMMC. The company arranges supplies so that fast and efficient support can be provided. It checks replenishment, verifies supplies against suspense files, and issues supplies promptly.

PERSONNEL AND FUNCTIONS

The headquarters company consists of a command element, a dining facility element, a motor pool element, and a supply/armor element. See Figure 5-1 for typical organization and staffing of the company.

COMMAND ELEMENT

The command element is typically staffed with a company commander, a first sergeant, a unit clerk, and a combat signaler.

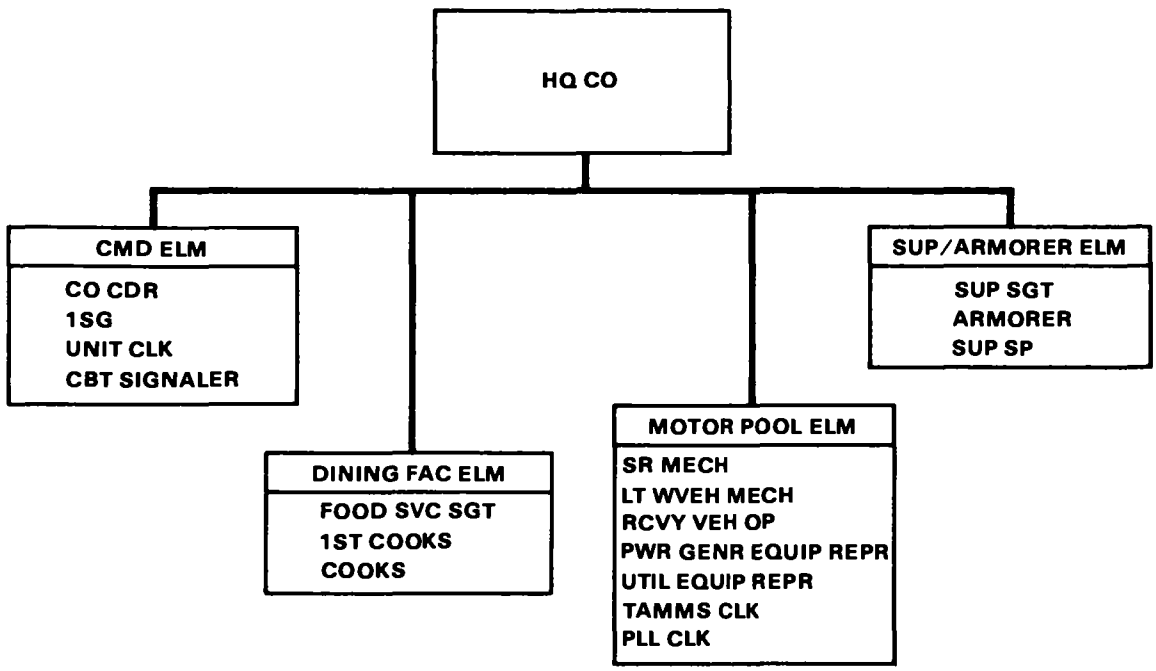
Company Commander

The company commander is responsible for the overall mission of the headquarters company and ensures that the mission of the company is performed satisfactorily. The commander directs, supervises, and supports activities involved in support of HHC and DMMC internal operations. He ensures that all required reports and data are prepared and transmitted. He is also responsible for organic training, management, upkeep, and accountability of supplies, equipment, and human resources of the company.

First Sergeant

The first sergeant is the principal enlisted assistant to the company commander.

Figure 5-1. Headquarters Company, DISCOM Headquarters



NOTE: Personnel resources are subject to change. The latest TOE should be checked for current staffing.

This sergeant assists the company commander in supervising the operation of the headquarters company.

Unit Clerk

The unit clerk assists the company commander and the first sergeant by performing administrative functions for the company.

Combat Signaler

The combat signaler installs, operates, and maintains basic wire, switchboard, and radio communications equipment systems.

DINING FACILITY ELEMENT

The dining facility element is typically staffed with a food service sergeant, first cooks, and cooks.

Food Service Sergeant

The food service sergeant coordinates, implements, and advises on the company's food service operations. This sergeant monitors requests for food items and equipment and is responsible for overall administrative duties.

First Cooks

The first cooks supervise preparing, cooking, and serving food. They assign duties to food service personnel and supervise their actions. They also maintain required food service records.

Cooks

The cooks prepare, cook, and serve food as directed by the first cooks. The dining facility personnel drive the vehicles assigned to the company in support of food service operations.

MOTOR POOL ELEMENT

The motor pool element is typically staffed with a senior mechanic, light wheeled vehicle

mechanics, a recovery vehicle operator, a power generation equipment repairer, a utilities equipment repairer, a TAMMS clerk, and a PLL clerk.

Senior Mechanic

The senior mechanic plans, supervises, and organizes the overall maintenance operations of the company. This mechanic manages the distribution of all fuel for the company.

Light Wheeled Vehicle Mechanics

These mechanics maintain the wheeled vehicles and all trailers. They operate or assist in the operation of wheeled vehicles in conjunction with maintenance and recovery operations.

Recovery Vehicle Operator

The recovery vehicle operator operates the 5-ton wrecker primarily used for the recovery of disabled vehicles that are organic to the headquarters company.

Power Generation Equipment Repairer

The power generation equipment repairer troubleshoots and performs unit maintenance on internal combustion engines, power generation equipment and accessories, tactical utilities and precise power generation equipment, electric motors, and associated items.

Utilities Equipment Repairer

The utilities equipment repairer performs IDSM on engines and electrical equipment.

TAMMS Clerk

The TAMMS clerk initiates and keeps records on equipment use, operation, history, maintenance, modification, and calibration. This clerk records equipment codes and maintenance data for automated data processing application. This clerk also provides input for materiel readiness reports.

PLL Clerk

The PLL clerk requests, receives, stores, and issues repair parts and tools required by mechanics. This clerk also maintains the prescribed load list for the company.

SUPPLY/ARMORER ELEMENT

The supply/armorer element is typically staffed with a supply sergeant, an armorer, and a supply specialist.

Supply Sergeant

The supply sergeant requests, receives, stores, safeguards, and issues supplies and equipment authorized the company. He also maintains company supply records and prepares ammunition reports.

Armorer

The armorer maintains the key control register for the weapon storage area. He issues and receives small arms, controls weapons and ammunition in the arms room, secures weapons in the unit arms room, and performs small arms unit maintenance. He also turns in unserviceable weapons for repair.

Supply Specialist

The supply specialist requests, receives, stores, issues, accounts for, and preserves individual, organizational, installation, and expendable supplies and equipment.

PART THREE

DIVISION MATERIEL MANAGEMENT CENTER

CHAPTER 6

Division Materiel Management Office

The division materiel management office is the supervisory element of the DMMC. This office plans, directs, and supervises the center's functions. It implements DISCOM policies and sets up procedures and standards of operation. It also provides data reduction services to the DISCOM.

CONTENTS

	PAGE
Mission	6-1
Personnel and Functions	6-2

MISSION

The division materiel management office plans, directs, and supervises the center's operations, administration, employment, training, and discipline. DISCOM policies are executed and procedures and mission standards are prescribed for the center. The responsibilities of the DMMO include—

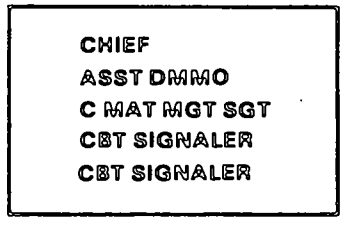
- Advising the DISCOM commander and staff on management of supply operations and recommending actions to improve the CSS posture.
- Ensuring that DISCOM SOPs contain uniform procedures for supply records and reports.
- Managing the division water distribution system.
- Ensuring coordination with the DISCOM S2/S3 on such matters as production, support, reports, and controls.
- Managing and coordinating Class I (bakery) field service support with echelons above division.
- Coordinating with the DISCOM S2/S3 on locations for supply distribution points.
- Maintaining coordination with logistics operators on supply matters in support of future operations.
- Providing supply management data to the DISCOM S2/S3 in support of CSS operations.
- Providing technical assistance and advice to division units on materiel management.
- Preparing or reviewing and approving detailed plans and policies for supply operations from a management point of view, based on guidance received from the DISCOM commander.
- Maintaining, with ADP support, the division materiel management status profile.
- Providing continuous information in coordination with the DISCOM S2/S3 in support of DISCOM CSS operations.
- Cross-leveling repair parts supplies.

- Advising the commander on the status of maintenance and repair parts.
- Balancing DS work loads among maintenance companies when feasible.
- Operating the division property book.
- Directing and coordinating the technical assistance program.
- Providing stock control for all classes of supply for which responsible.

PERSONNEL AND FUNCTIONS

The division materiel management office is typically staffed with a chief, an assistant DMMO, a chief materiel management sergeant, an administrative specialist, and a combat signaler. Figure 6-1 shows typical staffing of the DMMO.

Figure 6-1. Division Materiel Management Office



NOTE: Personnel resources are subject to change. The latest TOE should be checked for current staffing.

CHIEF

The chief or materiel management officer plans, directs, and supervises the DMMC. He is responsible for the execution of assigned missions. The chief uses manual and automated systems to manage division supply and maintenance functions. He is also responsible for managing division supplies.

ASSISTANT DMMO

The assistant DMMO assists the chief in managing the DMMC and assumes responsibility when the chief is absent. This assistant coordinates the operations of the DMMC and is responsible for adequately planning and managing logistics support for all new equipment introduced into the DISCOM. He is the point of contact for the Department of Army Materiel Command Logistics Assistance Office in solving division supply and maintenance problems that involve the DMMC. This assistant is usually the division weapon system manager. (For more information on the duties of the WSM, see Appendix A.)

CHIEF MATERIEL MANAGEMENT SERGEANT

The chief materiel management sergeant is the senior NCO in the DMMC and exercises authority over all enlisted personnel in the DMMC. This sergeant executes established policies and standards pertaining to performance, care, conduct, appearance, personnel management, and training of enlisted personnel. This sergeant also sets and maintains job performance standards for the center.

ADMINISTRATIVE SPECIALIST

The administrative specialist performs administrative functions and coordinates the timely submission of all routine reports.

COMBAT SIGNALER

The combat signaler installs and operates field communications equipment to transmit and receive messages in voice radio nets. This includes remote, speech-secure, and retransmission equipment.

CHAPTER 7

Logistics Automation Systems Support Office

The LASSO exercises operational control and management over ADP operations. It plans, coordinates, and performs administrative and logistics activities necessary to support data processing operations. It develops policies to ensure effective and efficient utilization of ADP personnel and equipment.

CONTENTS

	PAGE
Mission	7-1
Personnel and Functions	7-2

MISSION

The LASSO provides data processing equipment and services for the DMMC and advises the DMMC chief and staff on ADP matters. It cross-levels resources and manages day-to-day automation operations of the DMMC. The office is responsible for—

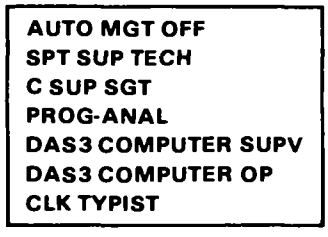
- Resolving systems problems and managing daily operations of the ADPE.
- Receiving, distributing, and controlling customer input and output to ensure proper processing in accordance with established procedures.
- Processing and controlling documents received from storage sites, support units, and DMMC elements.
- Operating the DAS3 consoles and ADP peripheral and auxiliary equipment required to produce user reports.
- Performing data reduction and cycle breakdowns.
- Performing automatic data reduction for internally generated manager directions for issues, off-line receipts, local procurement actions, local catalog updates, inquiries, file changes, and post-post operations.
- Managing processed data and organizing and manipulating unprocessed data prior to processing.
- Performing service support functions which require distribution of incoming documents.
- Supporting and maintaining TACCS.
- Establishing suspenses for actions.
- Ensuring proper utilization of equipment.
- Determining changes in processing as required.
- Verifying return data and maintaining hard-copy documentation of an audit nature required by AR 710-2.
- Transporting and receiving data and reports from the telecommunications center (transceiver site) and data processing detachment.

- Establishing and coordinating schedules of supply cycles with data-processing operations personnel.

PERSONNEL AND FUNCTIONS

The logistics automation systems support office is typically staffed with an automation management officer, a support supply technician, a chief supply sergeant, programer analysts, a DAS3 computer supervisor, DAS3 computer operators, and a clerk typist. See Figure 7-1 for typical staffing of the LASSO.

Figure 7-1. Logistics Automation Systems Support Office



NOTE: Personnel resources are subject to change. The latest TOE should be checked for current staffing.

AUTOMATION MANAGEMENT OFFICER

The automation management officer serves as chief of the LASSO and plans, directs, and supervises the office's operations. This officer coordinates any problems that require top-level decisions with the DMMC chief. He also ensures that COOP procedures are developed and employed at all times.

SUPPORT SUPPLY TECHNICIAN

The support supply technician provides assistance and serves as supply advisor to the automation management officer in planning and directing the operation of the office. This technician provides technical supervision of the supply mission.

CHIEF SUPPLY SERGEANT

The chief supply sergeant supervises personnel in supply activities. This sergeant ensures professional development of soldiers in the lower skill levels. This sergeant establishes priorities and assigns work to ensure effective and efficient supply operations. This sergeant also inspects completed work for accuracy and compliance with established procedures.

PROGRAMER-ANALYSTS

The programer-analysts are responsible for systems maintenance of ADP software.

DAS3 COMPUTER SUPERVISOR

The DAS3 computer supervisor ensures proper use of the DAS3 equipment. He supervises the DAS3 computer operators and operates the DAS3 console to produce user reports.

DAS3 COMPUTER OPERATORS

The DAS3 computer operators operate the DAS3 computers and ADP peripheral and auxiliary equipment required to produce user reports.

CLERK TYPIST

The clerk typist distributes all mail, assists in maintaining suspenses, types, and assists in maintaining administrative files.

CHAPTER 8

General Supply Section

The general supply section coordinates and supervises supply management for water, Class I, II, III, and IV supplies in support of the division. The section does not manage classified maps, aircraft, airdrop equipment, or COMSEC equipment.

CONTENTS

	PAGE
Mission	8-1
Personnel and Functions	8-1
Supply Procedures	8-4

MISSION

The general supply section of the DMMC manages the supply of division Class I, II, III, and IV items. It determines requirements and recommends priorities, allocations, and other controls. It provides advice on the receipt, storage, and distribution of Class I, II, III, and IV supplies. It also establishes and maintains files of all supply publications and regulations required to support section activities. It also provides catalog research and retrieval service. It develops requirements for current and contingency operations. It also analyzes and assists in the development of the supply portion of logistics operations or administrative orders.

PERSONNEL AND FUNCTIONS

The general supply section consists of a general supply section office, a Class I supply branch, a Class II-IV supply branch, and a Class III and water supply branch. See Figure 8-1 for typical organization and staffing of this section.

GENERAL SUPPLY SECTION OFFICE

The general supply section office is typically staffed with a supply management officer and a chief supply sergeant.

Supply Management Officer

The supply management officer (with the advice and assistance of the branch chiefs) plans, directs, and supervises section operations.

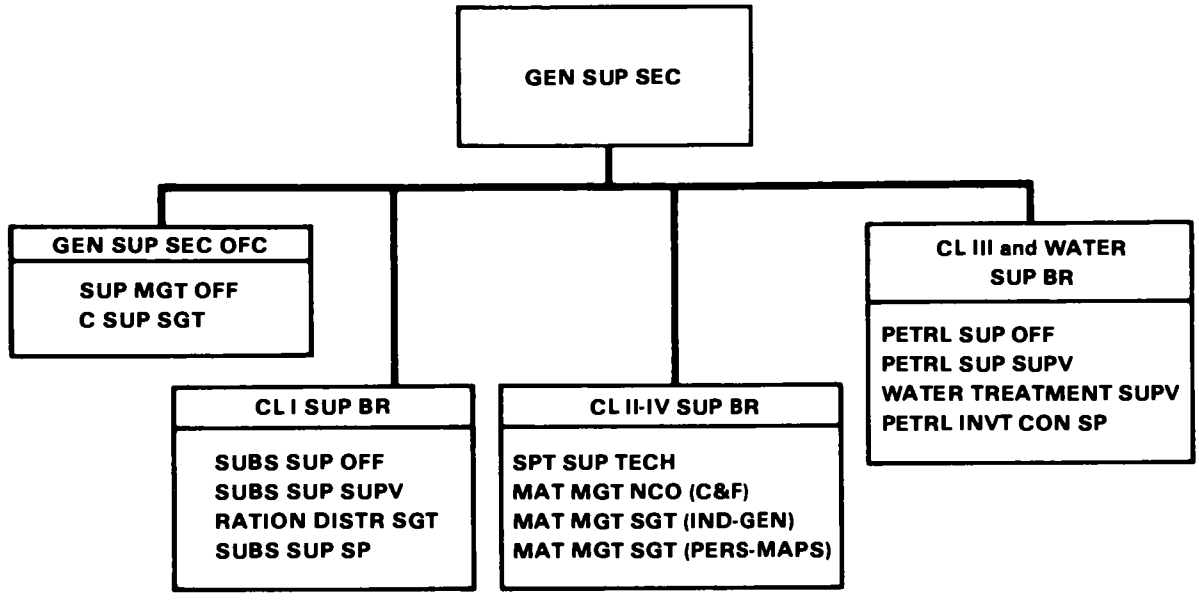
Chief Supply Sergeant

The chief supply sergeant assists the general supply section officer in managing the Class I, II, III, and IV responsibilities. This sergeant also supervises and assists in developing the enlisted personnel in the section.

CLASS I SUPPLY BRANCH

The Class I supply branch performs manual stock control over the Class I supplies and the free issue of sundry items. It develops unit and division basic load data. The Class I supply branch is typically staffed with a

Figure 8-1. General Supply Section, DMMC



NOTE: Personnel resources are subject to change. The latest TOE should be checked for current staffing.

subsistence supply officer, a subsistence supply supervisor, a ration distribution sergeant, and a subsistence supply specialist.

Subsistence Supply Officer

The subsistence supply officer plans and prepares for the procurement, receipt, accountability, storage, and issue of subsistence supplies. This officer plans, coordinates, and supervises the operation of the Army's subsistence supply system. He is the Class I accountable officer for the division.

Subsistence Supply Supervisor

The subsistence supply supervisor assists the subsistence supply officer in supervising the receipt, storage, breakdown, and issue of Class I supplies.

Ration Distribution Sergeant

The ration distribution sergeant supervises ration distribution and plans and coordinates subsistence supply activities. This sergeant also performs general administrative duties in subsistence inventory control operations.

Subsistence Supply Specialist

The subsistence supply specialist assists the subsistence supply supervisor in managing the receipt, storage, and issue of Class I supplies.

CLASS II-IV SUPPLY BRANCH

The Class II-IV supply branch performs automated stock control for expendable and durable division Class II, III (packaged), and IV items stocked and supplied by the operating units of the DISCOM. It manages and supervises Class II (including unclassified map supply), III (packaged), and IV expendable and durable items. The branch is responsible for all expendable Class II, III (packaged), and IV supplies in division ASLs.

The Class II and IV supply branch is typically staffed with a supply support technician, a materiel management NCO (construction and fortification), a materiel management sergeant (industrial-general), and a materiel management sergeant (personnel-maps).

Support Supply Technician

The support supply technician develops and supervises Class II (including unclassified maps), III (packaged), and IV expendable and durable items. The Class II, III (packaged), and IV support supply technican is the division's accountable officer for Class II, III (packaged), and IV supplies.

Materiel Management NCO (Construction and Fortification)

The materiel management NCO performs stock record functions pertaining to receipt, distribution, and issue of construction materials.

Materiel Management Sergeant (Industrial-General)

The materiel management sergeant manages the supply or replacement of mission-support items and division special project items.

Materiel Management Sergeant (Personnel-Maps)

The materiel management sergeant manages map ASL requirements for contingency operations and for current operations. This sergeant is responsible for maintaining accurate stock records and replenishment of ASL stockage. He provides liaison with the map supply point in the MSB. He is also responsible for Defense Personnel Support Center related supplies and the supply of unclassified maps.

CLASS III AND WATER SUPPLY BRANCH

The Class III and water supply branch controls and manages the supply of bulk petroleum, oils, and lubricant products to division elements. It uses automated control to manage packaged petroleum products. It also reviews prescribed load data; determines requirements; and recommends priorities, allocations, and other controls for petroleum products. It manages all fuels in division ASLs. The branch also manages water distribution in an arid environment.

This branch is typically staffed with a petroleum supply officer, a petroleum supply supervisor, a water treatment supervisor, and petroleum inventory control specialists.

Petroleum Supply Officer

The petroleum supply officer is the Class III accountable officer for the division for fuel and water. He directs the acquisition, storage, inspection, testing, issue, and distribution of petroleum products. This officer also directs preparation of reports and maintenance of records pertaining to petroleum accounting and distribution of petroleum products.

Petroleum Supply Supervisor

The petroleum supply supervisor plans, coordinates, and supervises branch operations. This supervisor also performs staff and advisory duties by assisting and coordinating petroleum operations.

Water Treatment Supervisor

The water treatment supervisor supervises the acquisition, storage, inspection, testing, issue, and distribution of water.

Petroleum Inventory Control Specialists

The petroleum inventory control specialists are responsible for receiving inventories

of stocks from the MSB. They reconnoiter petroleum storage sites. They supervise the maintenance of POL accounting and provide input for automatic data processing.

SUPPLY PROCEDURES

CLASS I

The DISCOM provides Class I items through the S&S company of the MSB and through supply companies of the FSBs. Elements of these companies operate Class I distribution points in the DSA and in each BSA. These procedures will vary when T Rations are used by the division. Reserve rations (two to three days) for all units in the brigade areas and for all other elements of the division are stocked by the MSB S&S company in the DSA. Figure 8-2 shows request and delivery procedures for Class I supplies.

Units of the division submit a DA Form 3161 (Request for Issue or Turn-In) for each day's rations. These are usually consolidated at battalion level and then sent to the supporting Class I distribution point. These consolidated requests are then forwarded to the DMMC.

The DMMC Class I section converts figures from personnel status reports to stock the number of rations to be pushed to the forward supply point. The DMMC Class I section prepares a materiel release order, DD Form 1348-1 (DOD Single Line Item Release/ Receipt Document), for the main direct support unit.

The main DSU delivers supplies to the foward supply point as directed by the DMMC. The forward distribution points issue supplies to units using unit issue slips. The forward distribution point forwards DD Form 1348 (Transportation Movement and Control Document), DD Form 1348-1, and signed issue slips to the DMMC for daily posting to the consumption cards.

Class I supplies are delivered to the division DSU based on personnel status reports. The DSU checks to see if DD Form 1348 and DD Form 1348-1 are received with each shipment. The DSU also inspects shipments of rations for type, number, and condition of item received.

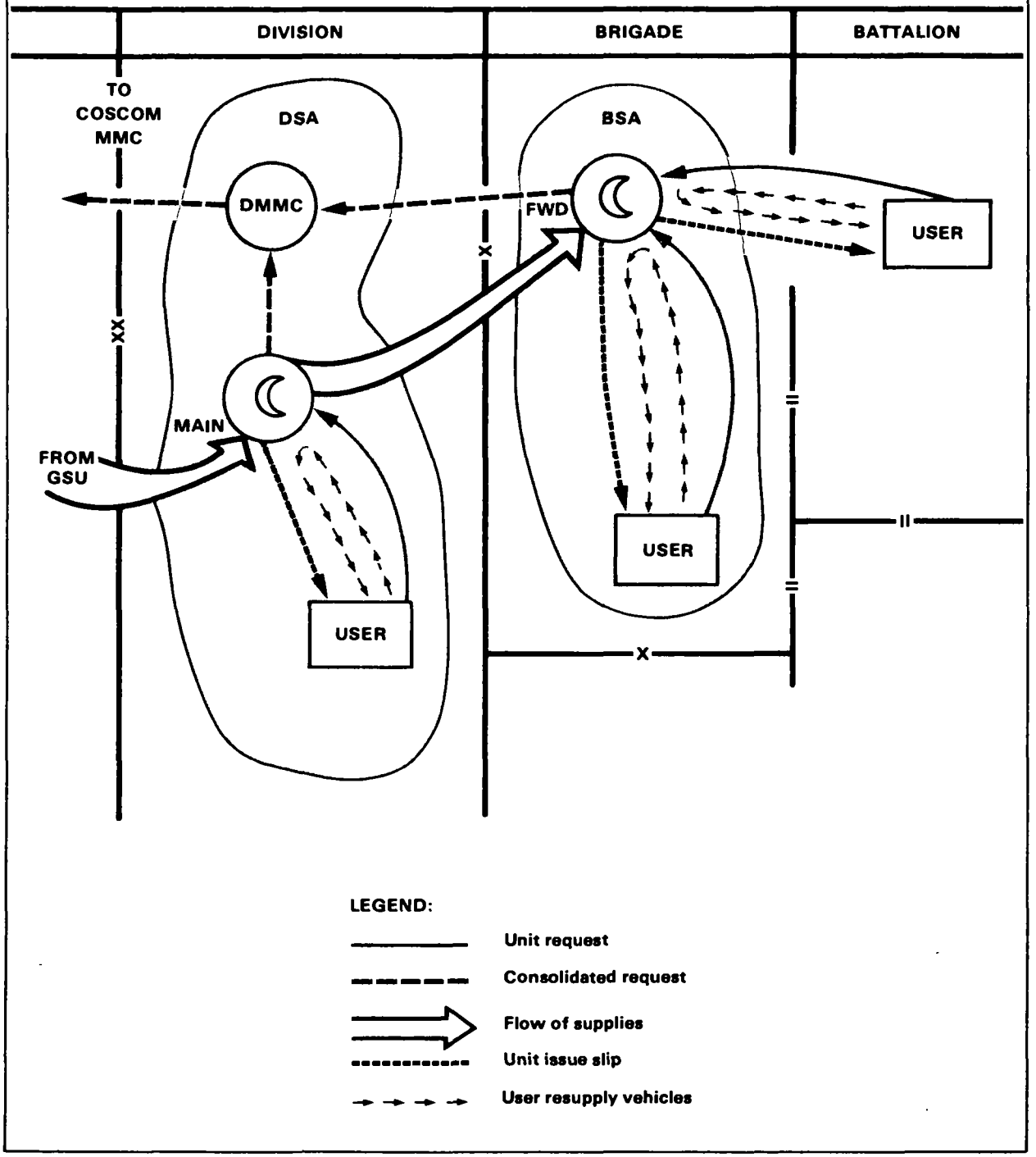
The ration supplement-sundries pack should not be confused with Class VI supplies. The sundries pack is composed of items necessary to the health and comfort of troops; for example, essential toilet articles and confections. This packet is made available in theaters of operations for issue, pending establishment of adequate service facilities. It should be noted that RSSPs can only be expected after approximately 120 days from the time the decision is made to procure them. In short-notice deployments, the AAFES will probably be in operation long before RSSPs can be provided.

When the division is engaged in combat, the ration supplement-sundries pack usually is issued with the rations to division troops and to those attached troops operating in the division area. When the combat situation stabilizes, the theater commander may approve the introduction of the AAFES into the theater and into division areas. When approved by the division commander, the AAFES may establish exchange service in the division.

CLASSES II, III (PACKAGED), AND IV

Class II, III (packaged), and IV items are provided to users in the BSAs by the supply companies of the forward support battalions

Figure 8-2. Request and Delivery of Class I Supplies



and to users in the DSA by the MSB S&S company. The division does not ordinarily carry reserves of Class II, III (packaged), and IV items. The ASL contains a small reserve through the application of safety levels.

Brigade units of the division submit their requests for Class II, III (packaged), and IV items to one of the forward distribution points in the BSA operated by one of the supply companies of the FSB. If the forward distribution point has items on hand, it issues them to the customer and notifies the DMMC of the issue. If supplies are not on hand at the forward distribution point, the FSB sends the request to the DMMC. Personnel in the Class II-IV supply branch of the DMMC check their records. If they find the items are on hand in the main distribution point in the DSA, they direct the main distribution point to send the items to the forward distribution point near the user. If DMMC personnel do not find the supplies in the division, they request them from the next higher supply source; for example, the COSCOM MMC. For units in the DSA, similar procedures are used and support is provided by the MSB. Figure 8-3 shows request and delivery procedures for Class II, III (packaged), and IV items.

Requests for intensively managed Class II, III (packaged), and IV items of supply may require command approval. The request for these assets must go from the DMMC to the division G4 for approval to grant release.

The supporting COSCOM activity delivers Class II, III (packaged), and IV supplies to the main distribution point in the DSA. All Class II, III (packaged), and IV items not in stock in the FSB will be processed in the MSB and shipped to FSBs for issue to the requesting unit. Construction and fortification items are delivered by DISCOM or COSCOM transportation assets. These items are carried as far forward as possible without transshipment. Oversize loads (such as bridge timbers) may be carried directly to the construction site.

MAPS

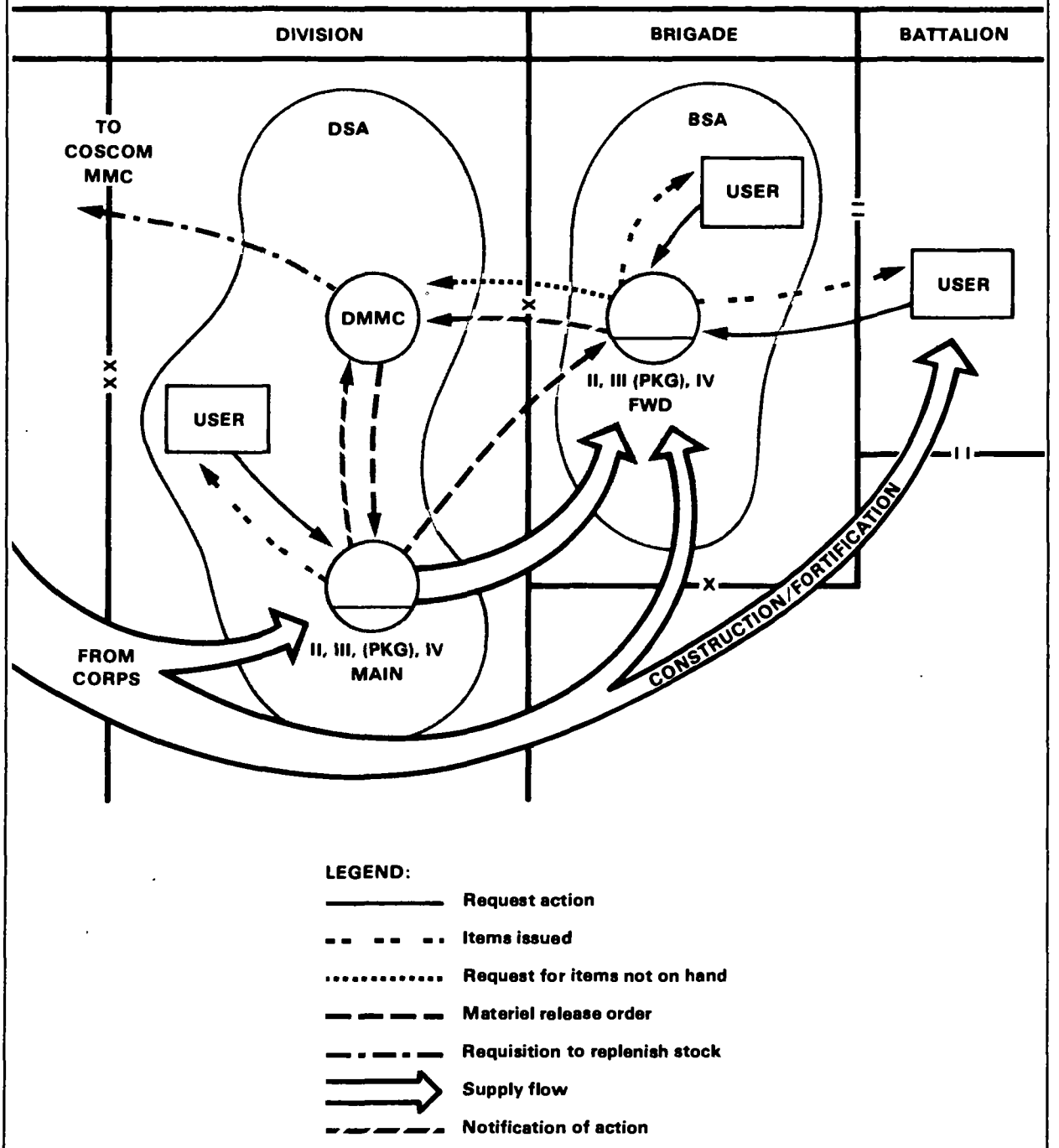
The allocation of unclassified maps is determined by the division G2. The DMMC manages and consolidates requirements and places bulk orders for these maps. Unclassified maps are stored at the MSB. Units order maps from the DMMC using DA Form 2765-1 (Request for Issue or Turn-In). The DMMC directs the distribution point to issue the ordered maps if the requests meet G2 requirements. The maps requested must have been identified by the G2 as authorized for the unit. The amount requested must not exceed the G2-established distribution scheme for that map. When units request maps that have not been allocated by the G2 or that exceed the G2 distribution scheme, they must get approval from the G2 prior to the DMMC taking action. Unclassified map requirements of the divisions and the COSCOM supply and service company are submitted to the COSCOM MMC. The S&S company will provide DS map support to nondivision units on an area basis and on a GS basis to the division.

Classified map requirements are submitted through command channels to the appropriate intelligence staff officer. Classified maps are ordered and distributed by the G2.

CLASS III (BULK)

There are four support battalions and an aviation brigade in the heavy division that receive, temporarily store, issue, and distribute bulk fuel supplies. These are the MSB (located in the DSA), the three FSBs (located in the BSAs), and the aviation brigade (normally located in the DSA). The Class III section of the aviation brigade receives fuel

Figure 8-3. Request and Delivery of Class II, III (Packaged), and IV



from the MSB or COSCOM and provides bulk fuel supplies to aviation units within the division. The petroleum storage and distribution platoon, S&S company, MSB, operates the main Class III distribution point in the DSA.

The division main distribution point provides for receipt, temporary storage, and distribution of petroleum products to all petroleum consumers in the DSA. This includes aviation elements less Class III A1. The distribution point employs a combination of unit and supply point distribution. This point supports the forward distribution point in each BSA. It maintains a one-day Class III supply reserve for the division. Collapsible tanks, petroleum-handling equipment, and petroleum vehicles of the MSB are used to handle bulk fuel. The 5,000-gallon tank trucks are rotated between forward Class III distribution points and the main Class III distribution point for fuel distribution. These tank trucks should not be used for static storage.

The division maintains one day of supply and the unit maintains two days of supply. The theater army commander may establish a greater or lesser amount based on the situation. Stock replenishment is based on forecasts to the COSCOM MMC.

The petroleum sections of the FSB supply companies operate the forward Class III distribution points in the BSAs. See Figure 8-4 for bulk fuel flow. The distribution point in the BSA provides for the receipt, mobile (temporary) storage, and issue of petroleum products to units operating in the BSA. The petroleum products are primarily motor gasoline and diesel fuel.

In the brigade support areas, fuel may be dispensed from the forward Class III distribution point into 500-gallon collapsible tanks. These can then be carried by vehicle or aircraft to suitable refueling points.

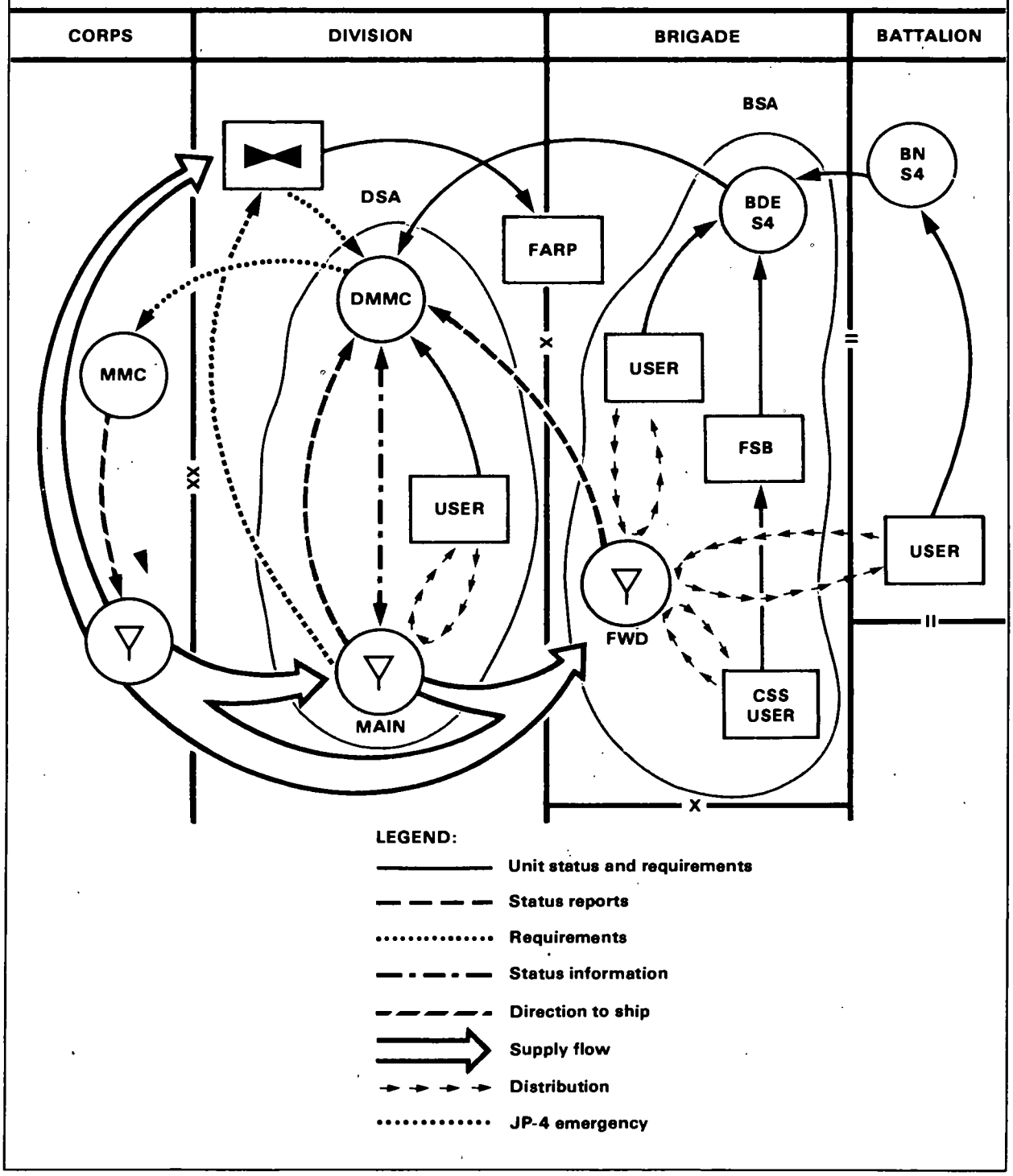
The supply of bulk fuel is based on forecast requirements prepared by the using unit (company and battalion). They are reviewed and consolidated at the brigade level and forwarded to the DMMC. The DMMC forwards a consolidated report to the COSCOM MMC.

The amount of fuel needed to fill operational needs is issued when unit refueling vehicles arrive at the Class III distribution point. Aircraft and vehicles are refueled as needed. Major commands of the division (the three maneuver brigades, division artillery, and the aviation brigade) daily forecast their needs for the next 72 hours. The DMMC uses this data to compute overall division needs. In addition, Class III distribution points provide the DMMC with on-hand figures which are used in DMMC computations. Lubricants which are used in large quantities (such as motor oil and turbine engine oil) are handled in the same manner. Greases and other packaged products which are used in small quantities are requested in the same manner as Class II, IV, and VII items.

The DISCOM receives bulk petroleum products by a land line of communication, by air delivery, or by a combination thereof. Usually, the supporting COSCOM delivers by tank trucks and/or by rail tank cars.

The COSCOM resupplies the division with bulk fuel daily. It uses 5,000-gallon tank trucks (or railcars, pipelines, and hoselines, if available) for this resupply. Whenever possible, the COSCOM delivers bulk fuel as far forward as a forward Class III distribution point in a BSA. However, bulk fuel usually is delivered to the division main distribution point in the DSA where it is either stored or taken directly to forward distribution points

Figure 8-4. Request and Delivery of Class III (Bulk) Supplies



in corps tankers. Upon delivery, bulk fuel is either stored or transferred to the MSB 5,000-gallon fuel-servicing tank trucks or collapsible tanks. These MSB tank trucks deliver to the forward Class III distribution points operated by the FSBs in the BSAs. Tactical units pick up fuel in a BSA with organic refueling vehicles and deliver it directly to the combat vehicles. Depending upon the terrain and tactical situation, the unit refueling vehicles may refuel weapon systems in their combat positions or the systems may be moved to defilade.

To meet armored or mechanized division requirements in emergency situations, bulk petroleum may be delivered by air to the DSA. This is done by USAF aircraft employing aerial bulk fuel delivery systems, by US Army cargo helicopters carrying 500-gallon collapsible tanks, or by a combination of both. The empty tanks in excess of division requirements are returned to the supporting petroleum supply unit designated by the COSCOM.

Aircraft refuel at either a FARP, operated by aviation units, or at specific refueling sites. Fuel will be delivered in 5,000-gallon semitrailers, and the receiving unit must be able to accept the entire load. Aviation units in the DSA refuel their own aircraft. Nondivision Army aircraft under the control of the aviation brigade or CBAA and employed in the DSA are refueled by the aviation unit designated by the aviation brigade or CBAA commander. The aviation brigade or CBAA establishes and operates FARPs for helicopters used for combat and combat support operations at or beyond the FEBA. The aviation operating units provide the personnel, equipment, and supply of petroleum for any refueling required at or near the FEBA. Replenishment stocks of petroleum required by the FARP are provided by the aviation Class III section by supply point distribution or by throughput from the MSB with backup from the COSCOM. The DMMC works with the movement control officer on aircraft fuel deliveries to ensure timely support. The division main distribution point supports any aircraft or vehicle in an emergency, or as directed by higher authority, if possible.

Aviation units assigned or attached to the brigades refuel their own aircraft. Jet fuel usually is provided by supply point distribution as described above. Nondivision aircraft refueling procedures and the procedures for the establishment of FARPs are identical to the procedures discussed in the preceding paragraph. The brigade distribution points support any aircraft in an emergency, or as directed by higher authority, if possible. For additional details on petroleum supply in theaters of operations, see FM 10-67.

WATER

Because the water and petroleum storage and distribution systems are similar, the Class III and water supply branch of the DMMC will manage water distribution as required.

Water purification and distribution are accomplished by the MSB. It establishes and operates water points in locations that best support tactical operations. Corps engineer teams are requested if well drilling is required. Water points should be located as close as possible to the supply unit in the area so that water can be available for issue along with Class I items. Using units will usually pick up water at the water point using their organic water trailers. The FSBs and the MSB will distribute water to those customer units without organic water-carrying capability and to other customers in emergency situations.

Water points usually are established in the BSAs and in the DSA. The water point may either purify water or distribute water, or both, depending on the location of an adequate water source. Whenever possible, an adequate water source should be a concern when selecting the brigade and division support areas. If there is a usable water source within the support area, the water supply team positions its equipment, purifies the water, and dispenses it directly to supported units from the water purification site. If there is no adequate water source within the supply point or support area, the water team sets up its equipment at the nearest water source. Water is then drawn from the purification site and transported by water tankers to the water distribution site colocated with the Class I distribution point in the area. Water is dispensed from the tankers to user vehicles.

In unusual circumstances, for example desert operations, the water source for the division may not be within the division area. In such a situation, the water supply section, augmented with additional storage capability, will operate water storage and distribution points. Purified water may be delivered to the division by corps hoseline or pipeline or may be trucked to the water points by the water distribution section tankers, augmented with tankers from corps.

CHAPTER 9

Class V Supply Section

The Class V supply section maintains records of ammunition allocations, receipts, quantities on hand at ATPs, and expenditures for division units. It staff coordinates activities of division and brigade ammunition transfer points, and it provides technical assistance and advice on ammunition management to division units.

CONTENTS

	PAGE
Mission	9-1
Personnel and Functions	9-1
Supply Procedures	9-4

MISSION

Class V is one of the most critical classes of supply. These supplies must be provided at the right time and the right place to enable the division to win the battle.

The Class V section of the DMMC keeps records on ammunition so that Class V supplies will be available when and where needed. These records include allocations, credits, debits, and expenditures for all division units, including basic loads, training ammunition, CSRs, RSRs, and other necessary data.

The Class V supply section is a continuous refill system. Stocks issued to the user are replaced by stocks moved up from the rear area. Records of ammunition allocations, receipts, and expenditures for division units are maintained by this section.

PERSONNEL AND FUNCTIONS

The Class V supply section consists of a Class V supply section officer, an inspection element, an operations element, and an ATP element. Figure 9-1 shows typical organization and staffing of this section.

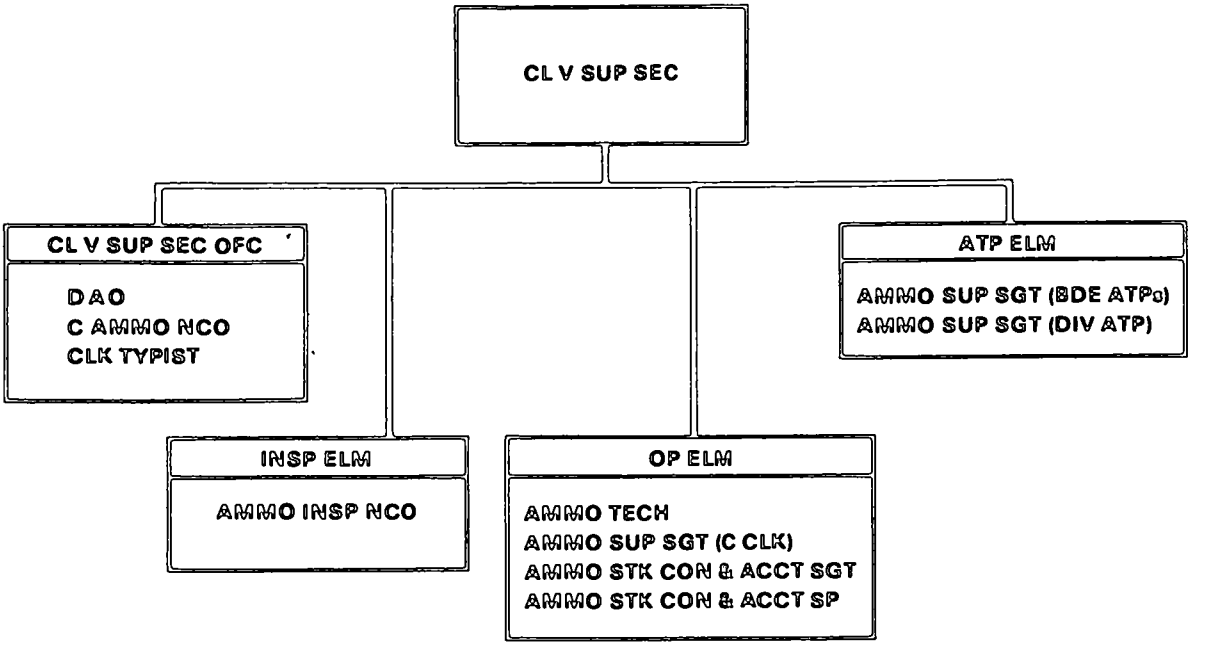
CLASS V SUPPLY SECTION OFFICE

The Class V supply section office is typically staffed with a division ammunition officer, a chief ammunition NCO, and a clerk typist.

Division Ammunition Officer

The division ammunition officer serves as chief of the Class V supply section and provides assistance on ammunition support for the division. The division ammunition officer is the division manager for ammunition. This officer provides assistance in all matters pertaining to ammunition support to the division and represents the DMMC and DISCOM commander on matters pertaining to ammunition requirements and availability. The DAO maintains liaison with the division G3 and G4 within limits defined by the DISCOM commander and the

Figure 9-1. Class V Supply Section



NOTE: Personnel resources are subject to change. The latest TOE should be checked for current staffing.

DMMC chief. On routine matters, the DAO usually deals directly with the G3 and G4, keeping the DMMC chief and the DISCOM commander informed. In cases having major impact on the DISCOM mission, the DAO obtains approval of the DISCOM commander and/or the DMMC chief before taking action.

The DAO coordinates and controls the use of Class V supplies for the division. He monitors required supply rates as provided by the G3, enforces controlled supply rates determined by the G3 and G4, and approves ammunition requests for users. The DAO also provides staff coordination for the operation of the ATPs. He maintains liaison with the supporting ammunition supply points, the corps storage area, and the COSCOM MMC.

For RSRs, the DAO provides technical advice concerning types, correct nomenclatures, and DODACs. Quantity requirements for RSRs are computed by the tactical commanders based on the tactical mission of the division. The G3 consolidates the RSRs. After approval of the G3, RSRs are forwarded through channels to the next higher command. The corps informs the division G4 and DISCOM commander of the approved supply rates received from higher headquarters and any CSRs imposed. The DAO then coordinates resupply in conformance with the CSRs.

Chief Ammunition NCO

The chief ammunition NCO is the principal enlisted assistant to the DAO. He supervises all enlisted personnel assigned to the Class V supply section. This NCO conducts on-the-job training to ensure job proficiency and cross-training of Class V section enlisted personnel. He makes recommendations to the DAO on assignments, training, promotions, leaves, and morale issues for enlisted personnel in the office and serves as

documents custodian for classified documents. This NCO ensures that maintenance on authorized or assigned equipment is conducted on a scheduled basis. He also controls driver assignments and dispatch of vehicles.

Clerk Typist

The clerk typist distributes mail and assists the NCO in maintaining suspenses. This clerk types correspondence and assists in maintaining administrative files.

INSPECTION ELEMENT

The inspection element consists of one ammunition inspection NCO, who advises the DAO on safety, serviceability, maintenance, and security of ammunition assets in the division. This NCO evaluates the division's use of ammunition storage and safety procedures in garrison and in the field and recommends improvements on these procedures to the DAO. Duties are to observe and assist in investigations on ammunition malfunctions concerning division weapon systems.

This NCO acts as liaison to the explosive ordnance disposal team chief whenever EOD assistance is required. He maintains records and reports of ammunition inspections conducted on units in the division. In addition, he monitors ammunition suspension notices. This NCO maintains specifications on packaging and storing of ammunition. Using applicable ammunition storage and outloading drawings, he monitors the division's ammunition activities to ensure proper and safe loading for movement of munitions.

OPERATIONS ELEMENT

The operations element provides technical advice and assistance on ammunition supply, transportation, handling, and storage. It maintains all ammunition stock records and supporting documentation. It ensures that the latest stock information is available to the DAO. It assists units in preparing ammunition forecasts. It ensures that division units are being supported as required.

The element provides assistance to units on storage, maintenance, and handling of ammunition basic loads. It reviews and updates basic load authorizations for the division.

The operations element processes DA Forms 581 (Request for Issue and Turn-In of Ammunition) and monitors the submission of DA Forms 1687 (Notice of Delegation of Authority) by using units.

The operations element is typically staffed with an ammunition technician, an ammunition supply sergeant (chief clerk), ammunition stock control and accounting sergeants, and ammunition stock control and accounting specialists.

Ammunition Technician

The ammunition technician is responsible for providing the DAO with current ammunition supply status. This technician advises the DAO on ammunition in short supply in the division.

Ammunition Supply Sergeant (Chief Clerk)

The ammunition supply sergeant is responsible for supervising stock accounting records, the document register, reports, and files for ammunition.

Ammunition Stock Control and Accounting Sergeants

The ammunition stock control and accounting sergeants perform manual and automated stock management related duties.

They supervise the performance of the ammunition stock control and accounting specialists.

Ammunition Stock Control and Accounting Specialists

The ammunition stock control and accounting specialists perform ammunition supply stock management duties using both automated and manual procedures.

ATP ELEMENT

The ATP element is staffed with ammunition supply sergeants who represent the DAO at ATP sites. They coordinate the operations of the ATPs and control the issue of ammunition in the BSA and DSA based on guidance from the DAO. The ATP NCOs ensure that the operations of the ATPs are being conducted according to division SOPs. They ensure that corps transportation assets are backhauled on a timely basis. They also ensure that the ATPs do not have excessive numbers of vehicles or trailers loaded with ammunition. Ammunition at the ATPs is accounted for at all times. All incoming vehicles loaded with ammunition are inventoried. The ATP NCOs ensure that the TCMD is signed and distributed according to established procedures to include forwarding one copy of the TCMD to the supporting CSA to verify that the load arrived at the ATP.

SUPPLY PROCEDURES

Tactical units draw their high-usage or high-tonnage ammunition items from ATPs and from ASPs on an exception basis only.

The DAO controls the quantity and availability of ammunition for the division. The division ammunition office is located where it can best control ammunition supply for the division and attached units. The location of the division ammunition office is selected to prevent unnecessary detours by units for the authentication of DA Forms 581. The NCO who represents the DAO at an ATP or ASP authenticates requests for ammunition to be drawn from the ATP or ASP on DA Form 581, using stock records, CSR, RSR, and DA Form 1687.

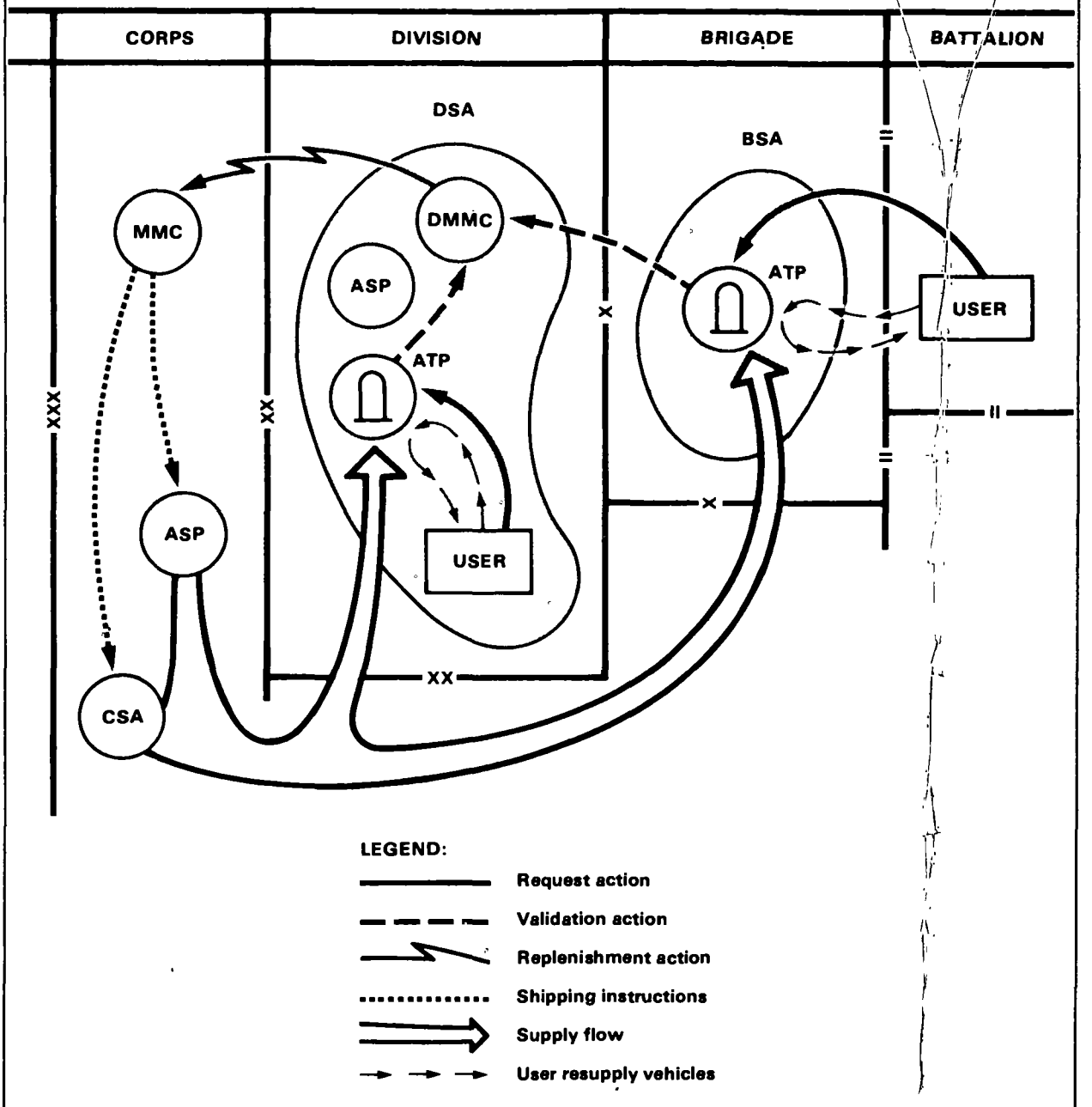
Using units present requests on DA Form 581 to the DAO or a DAO representative for approval. Approval is usually based on replacement of expenditures and announced supply rates. The DAO maintains records of the ammunition issued to each unit and controls the issue of intensively managed ammunition items according to the established CSR. The DAO or a DAO representative validates all ammunition requests before requests are filled. Figure 9-2 shows the request and delivery of Class V supplies.

The ammunition vehicles of the using units return to the ATP or ASP to obtain ammunition necessary to support combat operations. The DAO controls the amount of ammunition issued to prevent elements of the division from stockpiling and exceeding assigned allocations.

After coordination between the DAO and the COSCOM MMC, selected high-usage or high-tonnage ammunition items are delivered to the ATP for using units. The DAO, in coordination with the G3, G4, and DISCOM and division commanders, determines the amount and type of ammunition to be delivered to the ATP.

All ATPs operate under the operational control of the support battalions and under

Figure 9-2. Request and Delivery of Class V Supplies



NOTE: The distance between the ATP in the brigade area and the ASP is approximately 30 kilometers. The CSA is located approximately 100 kilometers from the ASP.

the staff coordination of the DAO. The division ATP in the DSA is operated by the S&S company of the MSB. The brigade ATPs in the BSAs are operated by the supply companies of the FSBs. The ATP NCO has a dedicated FM radio and vehicle for communication with the DAO.

The ATP layout must provide for smooth traffic flow and quick turnaround of resupply vehicles without creating traffic densities. ATP lift capability can be supplemented by crane equipped HEMTTs.

Ammunition for each ATP is placed on COSCOM stake and platform semitrailers. The DAO is informed of any division resupply requirements. The corps responds with transportation assets, reassigns priorities, or requests additional transportation assets from echelons above corps.

The corps storage area is the normal source of ammunition resupply for ATPs. The ATPs are paired with an ASP for 20 percent backup support. The CSA provides 80 percent of the support to an ATP. The usual flow of ammunition into the ATP is by throughput from the CSA, with an emergency backup transport capability provided by the DISCOM MSB.

CHAPTER 10

Property Book-Class VII Section

The property book-Class VII section maintains the consolidated division property book and manages the Class VII items stocked and supplied by operating units of the DISCOM.

CONTENTS

	PAGE
Mission	10-1
Personnel and Functions	10-1
Supply Procedures	10-4

MISSION

The property book-Class VII section establishes working boundaries for the automated process and directs the execution of desired processes. It maintains division property books and transaction registers.

This section receives supply transaction documents and verifies, records, and processes data for the division property book. It manages the hand-receipt accounts and processes reports of survey and statements of charges. It assists in equipment status reporting. In addition, it manages division Class VII assets and Class II, IV, and VII nonexpendable supplies.

PERSONNEL AND FUNCTIONS

The property book-Class VII section consists of a property book-Class VII section office, a requisition edit-document control branch, a management-asset accounting branch, and a reports branch. See Figure 10-1 for typical organization and staffing of this section.

PROPERTY BOOK-CLASS VII SECTION OFFICE

The property book-Class VII section office is typically staffed with a supply management officer and a supply accounting NCO.

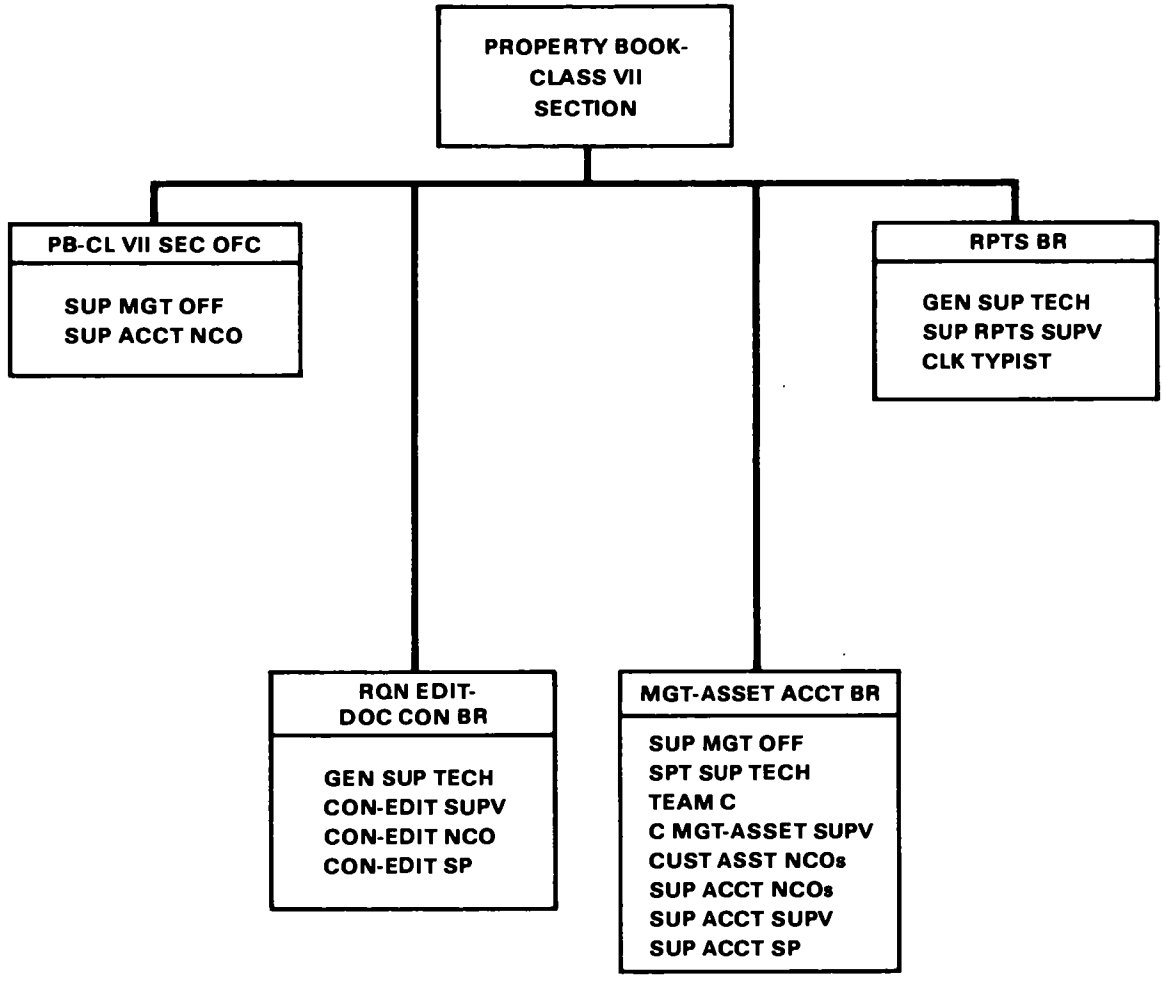
Supply Management Officer (Division Property Book-Class VII)

The supply management officer supervises the section and controls all input and output from automated processes supporting the property book system. This officer also controls the automated processes to the extent of establishing working parameters for the automated processes and directing the execution of the desired process.

Supply Accounting NCO

The supply accounting NCO assists the division property book and Class VII officer. This NCO coordinates the supply transaction documents and verifies, records, and processes data for the division property book.

Figure 10-1. Property Book-Class VII Section



NOTE: Personnel resources are subject to change. The latest TOE should be checked for current staffing.

REQUISITION EDIT-DOCUMENT CONTROL BRANCH

This branch receives, records, and verifies data entered on supply transaction documents received as input for processing by the division's decentralized mobile computer. It also receives all printed listings and machine-produced cards as output from the LASSO. These are distributed within the division property book office and to units of the division. This branch controls all input and output from the automated processes which support the property book system. This branch is typically staffed with a

general supply technician, a control-edit supervisor, a control-edit NCO, and control-edit specialists.

General Supply Technician

The general supply technician serves as branch chief and provides technical supervision for accomplishing the functions of data transaction recording.

Control-Edit Supervisor

The control-edit supervisor supervises the work of the control-edit specialists and assists the general supply technician.

Control-Edit NCO and Specialists

The control-edit NCO and specialists receive, store, and account for supply transaction documents received in the branch.

MANAGEMENT-ASSET ACCOUNTING BRANCH

This branch manages the hand-receipt accounts for division units. It processes unit requests for issue and turn-in of organizational property and hand-receipt annex items. It also processes all data input to the division property book. It evaluates and acts on cards and listings produced as output from the computer. In addition, it identifies, reports, and makes recommendations on redistribution of excess property. The branch provides for seven property book teams, (six in motorized divisions). Each team consists of a property book technician, a supply accounting sergeant, and two supply accounting specialists.

The branch also provides input to the G4 to develop Class VII requirements for contingency operations and assists in the development of the Class VII supply portions of administrative orders. It provides a catalog research and retrieval service. It coordinates the return to supply channels of excess end items. It coordinates equipment processing with the FSBs and MSB. This branch is typically staffed with a supply management officer, a support supply technician, a team chief, a chief management-asset supervisor, customer assistance NCOs, supply accounting NCOs, a supply accounting supervisor, and supply accounting specialists.

Supply Management Officer (Supply Control)

The supply management officer serves as branch chief and supervises the management of the hand-receipt accounts for each individual unit in the division.

Support Supply Technician (Class VII)

The support supply technician implements policies, provides standardization to the property book teams, and provides technical supervision for the Class VII and property book mission of the branch.

Property Book Team Chief

The property book team chief provides technical supervision for the property book team. The property book teams are responsible for the hand receipts of each unit and are accountable for all equipment.

Chief Management-Asset Supervisor

The chief management-asset supervisor is responsible for supervising the enlisted personnel in the branch and for supervising the hand receipt accounts.

Customer Assistance NCOs

The customer assistance NCOs provide assistance in managing the hand receipt accounts for the issue and turn-in of organization property. They pick up and issue property book items to the units and assist in solving any problems concerning these items.

Supply Accounting NCOs

The supply accounting NCOs are responsible for supervising the supply accounting supervisor and supply accounting clerks in performing their duties on property book teams. They maintain the document register and suspense files. They are the hand receipt control clerks.

Supply Accounting Supervisor

The supply accounting supervisor is responsible for processing all input and output to the division property book. He is the NCOIC of the branch.

Supply Accounting Specialists

The supply accounting specialists serve on property book teams. They are responsible for processing supply requests and property book records and providing necessary clerical assistance.

REPORTS BRANCH

This branch processes reports of survey and statements of charges and similar documents. It assists in equipment status reporting. For more specific information on reports of survey, see AR 735-5. This branch is typically staffed with a general supply technician, a supply reports supervisor, and a clerk typist.

General Supply Technician

The general supply technician provides technical supervision for all incoming and outgoing reports of surveys and statements of charges.

Supply Reports Supervisor

The supply reports supervisor assists the general supply technician in processing all reports of survey and equipment status reporting.

Clerk Typist

The clerk typist performs typing, clerical, and administrative duties in support of the reports branch.

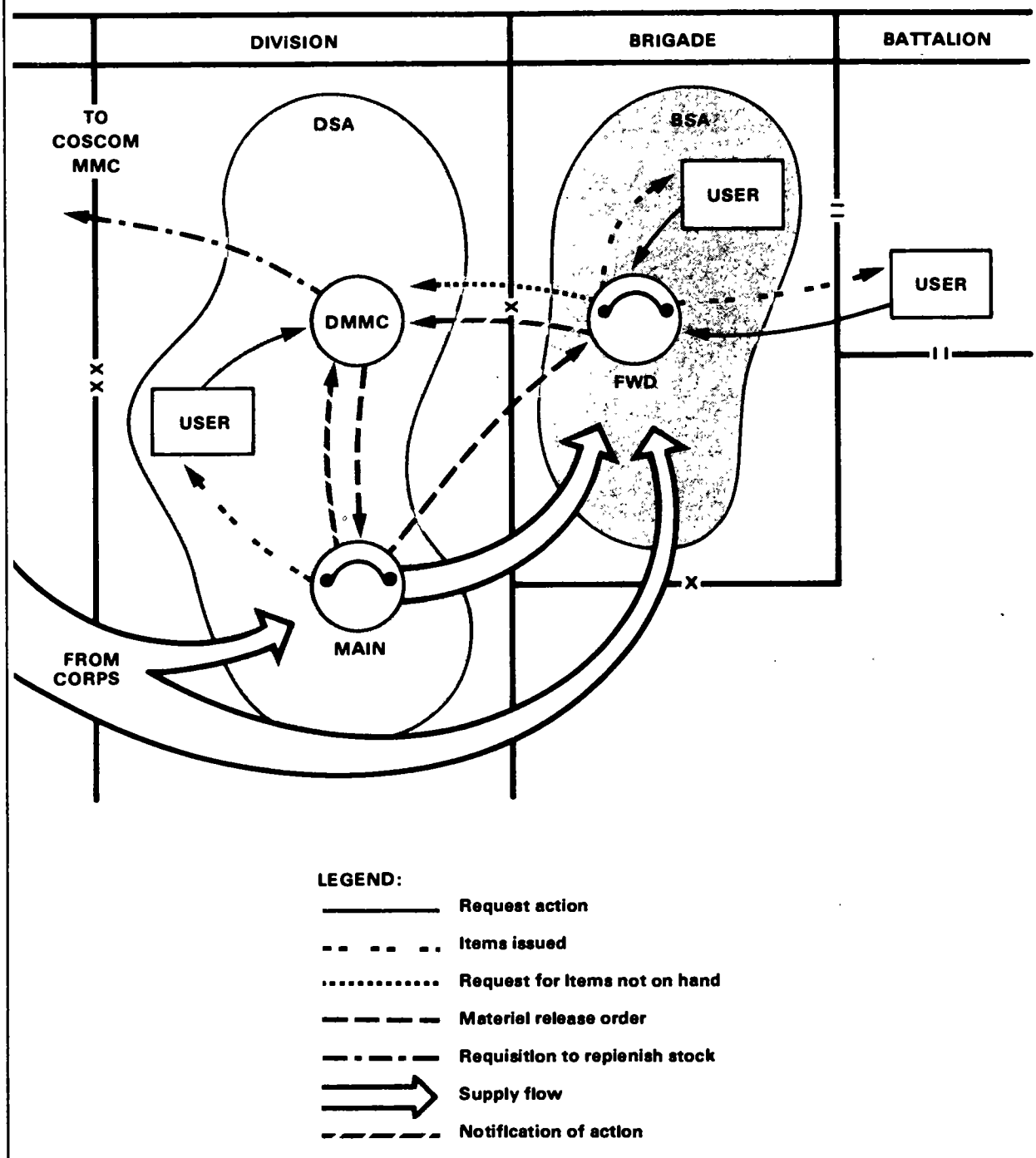
SUPPLY PROCEDURES

Class VII stocks are maintained at corps level and higher. Division units submit their requests for Class VII items to the property book-Class VII section of the DMMC. If excess stocks are available within the division, the section will direct lateral transfer of stocks between units to satisfy the requirement. If stocks are not available within the division, the DMMC will requisition them from the COSCOM MMC. Physical distribution of incoming stocks are handled through the same channels as Classes II, IV, and III (packaged). Figure 10-2 shows the request and delivery flow of Class VII items.

If a weapon system is damaged or destroyed, it must be reported because each weapon system has an impact on the battle. The general supply technician serves as the DMMC point of contact in coordinating with the WSM for the delivery of weapon systems under weapon system replacement operations doctrine. This system is designed to marry the crew with the selected weapon system to ensure that the customer unit has a ready-to-fight replacement weapon system. (For more information on the WSM, see Appendix A. For more information on WSRO, see FM 63-2-2.)

Combat loss reports and daily logistics status reports will be the primary methods of updating property books under wartime accountability. The tactical commander

Figure 10-2. Request and Delivery of Class VII Supplies



initiates the reports and forwards them through command channels. The DMMC initiates immediate action to get an end item as a replacement to the tactical commander. The end item may come from ORF assets.

Additional guidance on property book and asset accounting can be found in AR 710-2 and in automated standard property book system users' manuals.

CHAPTER 11

Materiel Section

The materiel section of the DMMC manages repair parts supply and maintenance. It designs and manages the division Class IX inventory and directs issue from it. The materiel section requisitions supplies through the COSCOM MMC.

CONTENTS

	PAGE
Mission	11-1
Personnel and Functions	11-2
Supply Procedures	11-7
Operational Readiness Float	11-9

MISSION

The materiel section manages Class IX supply and maintenance for all items of materiel, less medical and COMSEC. It supervises (less asset accounting) the ORF items that are stored and maintained by the MSB. It is responsible for new equipment, turn-in of equipment, and coordination of logistics support. It oversees the document control and edit functions. The section supervises its branches in providing integrated materiel management on a materiel-systems basis using DS4 and SAMS procedures.

Its management is limited to the maintenance functions that are generally external to the MSB and FSBs, such as monitoring unit maintenance throughout the division; collecting, analyzing, and reporting maintenance statistics; keeping records of the status of MWOs; compiling reports on the operational status of division equipment; and providing disposition instructions on unserviceable material.

One of its primary functions is to plan future maintenance support requirements based on information obtained from the DISCOM and division staffs. Maintenance management functions such as planning, scheduling, and supervising internal procedures and maintenance operations are the responsibility of the MSB and FSBs.

The section uses the SAMS as a tool for developing data and reports for maintenance management. The SAMS includes a maintenance control system and MWO accounting procedures. Data to support the SAMS are provided from using organizations, support maintenance units, and the US Army Materiel Command. The data are summarized and prepared in the form of reports. These reports are used for management purposes by supported units, maintenance unit commanders, the DMMC, and the DISCOM commander and staffs. Vehicles and radios are pooled to permit the materiel manager to go to brigades and trouble spots in the division.

Each systems-oriented branch manages designated materiel systems end items and

selected Class IX items that are critical or maintenance significant to the operational readiness of those systems. Each branch—

- Recommends maintenance data requirements and report formats.
- Implements ADP collection procedures and supervises the operation of the maintenance data reporting system.
- Analyzes data and reports (automated and manual). This is done to recognize trends, problem areas, and any other data that create a need for action by the maintenance units and staff elements.
- Compiles special reports on the status of division equipment.
- Assists in developing policies and plans for controlling and managing the maintenance effort. This is done by collecting and managing data and reports and suggesting corrective action.
- Provides disposition instructions for unserviceable (salvaged) items of equipment that exceed the repair ability or capacity of maintenance support units. This is done together with the property book and Class VII section. Working closely with the DISCOM movement control office, each branch develops transportation requirements for removing such items from the division area.
- Develops maintenance plans to support projected combat operations. This is done by coordinating with the maintenance units and staffs.
- Monitors unit maintenance operations and evaluates procedures and use of equipment and personnel.
- Maintains the status of all MWOs for equipment and recommends the order of completion for MWOs.
- Coordinates with other DMMC sections on the replacement of ORF equipment and the status of end item supply.
- Identifies materiel that needs calibration. It schedules calibration actions to be completed by TMDE support activities or TMDE maintenance battalions. It coordinates the calibration of division test, measurement, and diagnostic equipment by supporting the calibration activity.

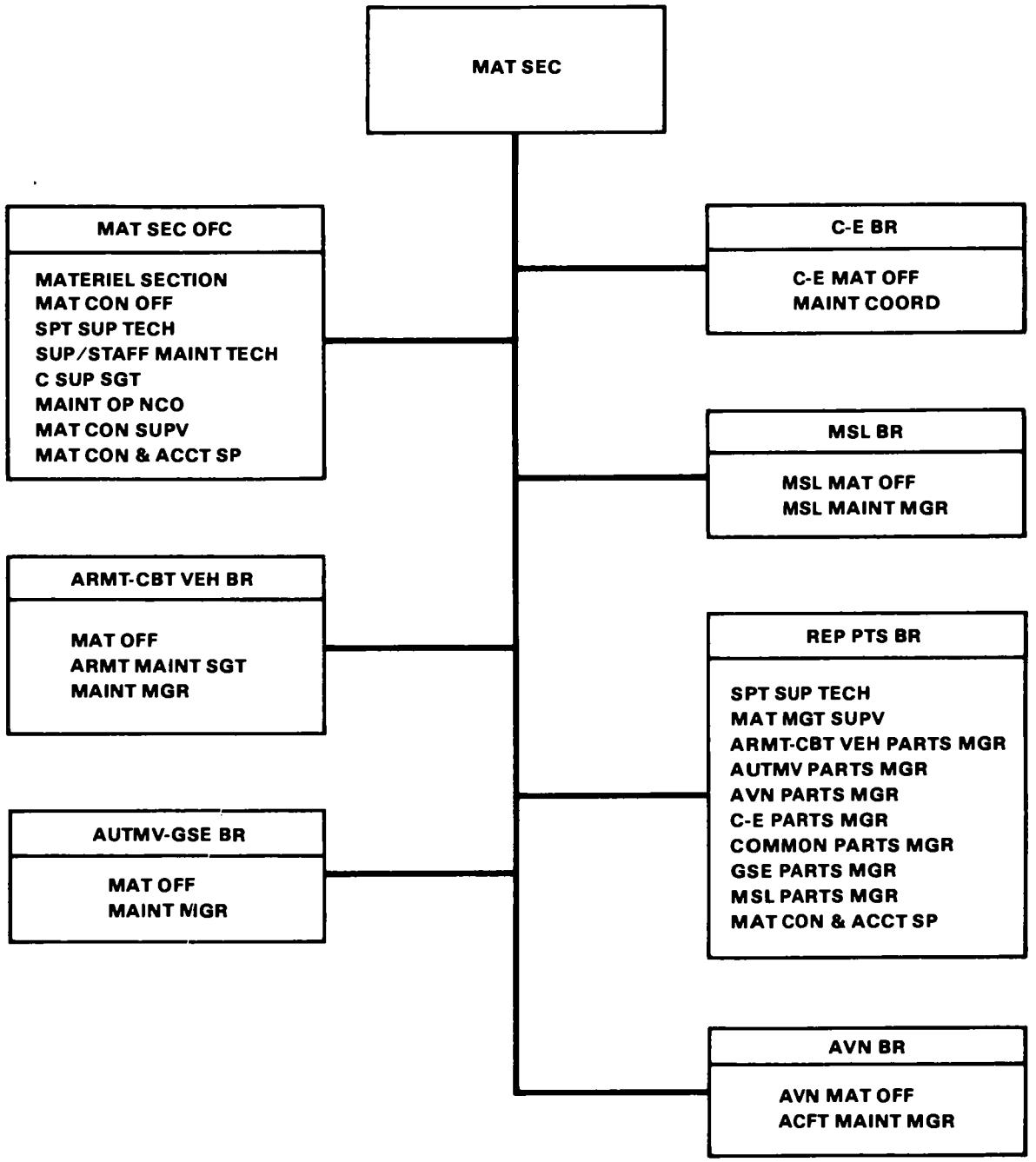
PERSONNEL AND FUNCTIONS

The materiel section consists of a materiel section office, an armament-combat vehicle branch, an automotive-GSE branch, a C-E branch, an aviation branch, a missile branch, and a repair parts branch. Figure 11-1 shows typical organization and staffing of the materiel section.

The materiel section receives all repair parts supply requests from the DS units organic to the FSBs, the MSB, and the AMCO. The section assigns control numbers to the documents and maintains registers of such documents. It receives all machine-produced outputs (printed listings or punch cards) for distribution to the section's branches and to the DSUs. It also provides catalog research and retrieval service (using microfilm catalog data) and provides catalog changes to materiel managers. The section serves as the message center for the materiel section.

Through its branches, the section serves as the centralized maintenance management

Figure 11-1. Materiel Section, DMMC



NOTE: Personnel resources are subject to change. The letest TOE should be checked for current steffing.

activity for the division. Centralized management takes care of much of the effort related to, but not directly involved in, repair operations. The management effort mainly includes reporting, compiling, and interpreting data as a basis for management decisions.

MATERIEL SECTION OFFICE

The materiel section office is typically staffed with a materiel officer, a materiel control officer, a support supply technician, a supply/staff maintenance technician, a chief supply sergeant, a maintenance operations NCO, a materiel control supervisor, and materiel control and accounting specialists.

Materiel Officer

The materiel officer is responsible for supervision of repair parts supply and maintenance activities to include requisitioning supplies.

Materiel Control Officer

The materiel control officer assists the materiel officer in managing repair parts supply requests and in managing maintenance for all maintainable items of materiel and is the accountable officer for Class IX supplies.

Support Supply Technician (Repair Parts)

The support supply technician provides technical advice on repair parts supply requests and repair parts supply status.

Supply/Staff Maintenance Technician

The supply/staff maintenance technician provides technical advice on maintenance activities.

Chief Supply Sergeant

The chief supply sergeant requests, receives, stores, safeguards, and issues supplies and equipment handled by the section.

Maintenance Operations NCO

The maintenance operations NCO is responsible for managing intermediate (DS) maintenance.

Materiel Control Supervisor

The materiel control supervisor supervises the preparation and maintenance of inventory reports and maintains stock locator records. He also verifies the accuracy of data entered on supply transaction documents prior to processing.

Materiel Control and Accounting Specialists

The materiel control and accounting specialists prepare requests for supplies and keep records of all supply transactions for the section. They assist the materiel control supervisor in editing manual entries.

ARMAMENT-COMBAT VEHICLE BRANCH

The armament-combat vehicle branch performs integrated materiel management for armament (weapons) and combat vehicles. This includes artillery weapons, individual and crew-served weapons, common-type armament tools, and common-type armament tool and shop sets. The armament-combat vehicle branch is typically staffed with a materiel officer, an armament maintenance sergeant, and a maintenance manager.

Materiel Officer (Armament-Combat)

The materiel officer is responsible for the supervision of armament-combat vehicle maintenance activities. These include classification and diagnosis of malfunctions, repair and replacement of parts, overhaul of components, and testing and final inspection of equipment.

Armament Maintenance Sergeant

The armament maintenance sergeant assists the materiel officer in performing his duties.

Maintenance Manager (Armament-Combat)

The maintenance manager supervises intermediate (DS) maintenance of armament-combat vehicles. He applies production control and quality control principles and procedures to intermediate (DS) maintenance procedures.

AUTOMOTIVE-GROUND SUPPORT EQUIPMENT BRANCH

The automotive-ground support equipment branch performs integrated materiel management for automotive-ground equipment. This includes management for tactical wheeled and general purpose vehicles; construction and materials handling equipment; and test equipment that is a part of, or used with, assigned materiel. This branch is typically staffed with a materiel officer and a maintenance manager.

Materiel Officer (Automotive-GSE)

The materiel officer is responsible for the supervision of automotive-ground support equipment maintenance activities. These include classification and diagnosis of malfunctions, repair and replacement of parts, overhaul of components, and testing and final inspection of equipment.

Maintenance Manager

The maintenance manager supervises the maintenance of automotive vehicles. He also applies production control and quality control principles and procedures to intermediate (DS) maintenance procedures.

COMMUNICATIONS-ELECTRONICS BRANCH

The communications-electronics branch performs integrated materiel management for communications equipment, communications-electronics intelligence equipment, electronic warfare, combat surveillance, target acquisition, and night vision equipment. This branch is typically staffed with a C-E materiel officer and a maintenance coordinator.

Communications-Electronics Materiel Officer

The communications-electronics materiel officer provides recommendations on employment of signal units based upon mission and equipment. This officer supervises the unit maintenance of unit C-E equipment. He also coordinates communications support to provide planning information and to resolve communications-related problems.

Maintenance Coordinator

The maintenance coordinator organizes and supervises subordinate personnel activities of units, shops, or activities engaged in maintenance, calibration, or installation of communications-electronics equipment. This includes quality assurance.

AVIATION BRANCH

The aviation branch performs materiel management for aeronautical and airdrop equipment and test equipment that is a part of, or used with, assigned materiel. Equipment includes materiel for aircraft and airdrop, avionics, aircraft armament, and related test equipment. This branch is typically staffed with an aviation materiel officer and an aircraft maintenance manager.

Aviation Materiel Officer

The aviation materiel officer is responsible for exercising staff supervision over aviation

maintenance activities. These include classification and diagnosis of malfunctions, repair and replacement of parts, overhaul of components, and testing and final inspection of equipment. In the event of AVIM work overload, he coordinates passback to the corps MMC.

Aircraft Maintenance Manager

The aircraft maintenance manager supervises the maintenance of aircraft. He also applies production control principles and procedures to aviation intermediate maintenance procedures.

MISSILE BRANCH

The missile branch performs integrated materiel management for missiles, less the Class V portion of missiles that are managed by the DAO. Missile materiel includes rockets, guided missiles, ballistic missiles, target missiles, missile fire coordination equipment, and related special purpose and multisystem test equipment. Test equipment which is a part of or used with assigned materiel, missile launching and ground support equipment, and missile fire control is also included. The missile branch is typically staffed with a missile materiel officer and a missile maintenance manager.

Missile Materiel Officer

The missile materiel officer is responsible for the coordination of missile maintenance activities. These include classification and diagnosis of malfunctions, repair and replacement of parts, overhaul of components, and testing and final inspection of equipment.

Missile Maintenance Manager

The missile maintenance manager supervises the maintenance of missiles. He also supervises intermediate (DS) maintenance on missile systems, systems-associated test equipment, power-generating equipment, and calibration of systems-associated equipment.

REPAIR PARTS BRANCH

The repair parts branch manages Class IX supply functions. It develops and controls overall ASL-PLL repair parts supply. It evaluates all ADP output pertaining to repair parts supply and provides advice to DSUs on catalog changes. This branch measures system performance through the use of appropriate management techniques and tools. This includes pertinent records and reports such as stock status reports, the daily transaction register, and the input transaction and error listing. The branch determines, in coordination with the division G4 and the DISCOM (AMCO, FSB, and MSB) commanders, the wartime ASL load plan. The branch is typically staffed with a support supply technician; a materiel management supervisor; armament-combat vehicle, automotive, aviation, C-E, common parts, GSE, and missile parts managers; and a materiel control and accounting specialist.

Support Supply Technician

The support supply technician plans requirements and supervises input on requisitions, distribution, and accountability of repair parts, and maintenance-related supply items. He also controls inventories and stock records and ensures that the use of operational float stocks conforms to DA policy.

Materiel Management Supervisor

The materiel management supervisor assists the repair parts supply technician in supervision of the repair parts branch. He also assists in the development and preparation of branch operations, performs

inspections, provides technical assistance, and analyzes reports on supply support operations.

Parts Managers

Armament-combat vehicle, automotive, aviation, C-E common parts, ground support equipment, and missile parts managers are responsible for managing the line items for their respective repair parts.

Materiel Control and Accounting Specialist

The materiel control and accounting specialist prepares requests for supplies and keeps records of supply transactions for the section.

SUPPLY PROCEDURES

The job of Class IX supply in the division is shared by the direct support units and the DMMC. The direct support units receive, store, issue, and turn in the parts. Supply personnel in the materiel section of the DMMC manage and account for the Class IX inventory. They use demand history and command-directed actions to help them do this.

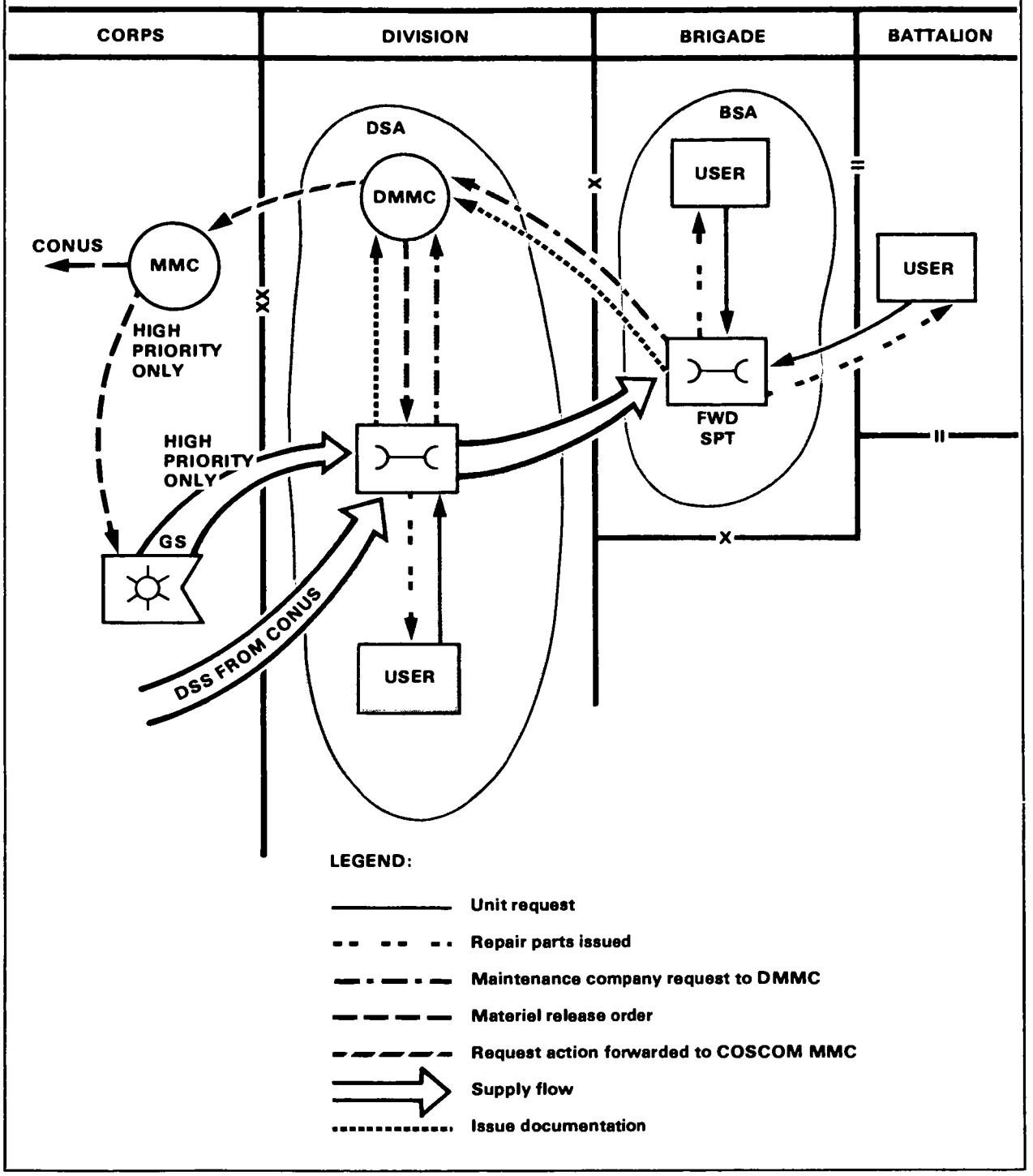
To prevent overstockage in the DSUs, forward stockage points for Class IX are restricted to ten days of supply. The DMMC decides the type of items that are physically located in the forward area. Selection is made in coordination with the MSB support operations officer and with the FSB commander. Determinations are based on the PLLs of the units to be supported from the forward locations and on the immediate mobility needs of the forward support maintenance units. The remaining stocks of the division Class IX ASL are maintained by the proper maintenance operating units (such as conventional, missile, and aircraft) usually located in the DSA.

For most Class IX supplies, using units submit their requests (usually DA Form 2765) to their designated direct support activity. Reparable exchange for selected reparable items (to include components and subassemblies) is handled on the basis of a simple exchange of the unserviceable item for a serviceable item. If the unit does not have an unserviceable item to exchange, it must submit a request (DA Form 2765-1) for the item. In some cases, controlled exchange and cannibalization may be required to obtain Class IX supplies.

Customers in the BSA submit their requests to the maintenance company in the FSB or aircraft support element. Customers in the DSA submit their requests directly to the specified maintenance operating unit (light maintenance company, AMCO, or missile support company). The supporting maintenance operating unit in the BSA or DSA will usually pass requests directly to the DMMC. This permits the DMMC to update required records, cross-level stocks, and process requests to the COSCOM MMC. Figure 11-2 shows the flow of Class IX supplies.

Class IX items arriving in the division are received by appropriate maintenance operating units in the DSA and reported to the DMMC. Nonstocked items are forwarded directly to the user in the DSA or to the FSB elements for issue to the users located in the BSA. Maintenance operating units employed in the BSA and in the DSA store and issue Class IX items to their customers. All issues are reported to the DMMC for updating

Figure 11-2. Request and Delivery of Class IX Items (Less Aircraft Items)



records. Turn-ins are handled in the same manner as receipts and are also reported to the DMMC.

Class IX items stocked by maintenance operating units located in the DSA are distributed—

- To customers located in the DSA by any combination of unit pickup, when transportation is available, and delivery to the unit by ground transportation that is available from the DISCOM MSB.
- To forward support maintenance elements located in the BSA by division surface transport and by division or nondivision aircraft in emergencies.

Class IX items stocked by forward support maintenance elements in the BSA are distributed to their supported customers by unit pickup and by DISCOM or nondivision transportation.

OPERATIONAL READINESS FLOAT

The ORF is a controlled amount of selected end items and components approved for stockage at the DS level. It is used to replace unserviceable items in using units when support maintenance cannot repair these items within certain time limits.

Excess equipment, components, assemblies, and parts listed in equipment repair parts lists will not be used as ORF. Items authorized for reparable management are not used as ORF.

Policies for ORF are established by the responsible major commander (for example, theater and corps). The division commander may establish the division stockage level for these items within limitations outlined by higher headquarters. Within the division, the DISCOM commander, aviation brigade commander, or CBAA commander (for aviation-unique items) establishes policies and procedures for the control and use of the ORF.

The ORF for the division is usually located at the MSB in the DSA. Forward support maintenance elements in the FSB do not usually have the ability to maintain the ORF.

The DMMC is the accountable office for the division ORF. The materiel section of the DMMC coordinates with other DMMC elements on the replacement of ORF equipment. The property book and Class VII section of the DMMC must participate in transactions for ORF exchanges. The MSB is responsible for the storage and maintenance of the ORF. The DMMC checks with the MSB on the processing of this equipment prior to its issue.

The issue of ORF items is rigidly controlled. The ORF is not used as a routine supply source. It is used so that users are not deprived of critical end items which are awaiting maintenance longer than established time standards. The decision to issue an ORF asset will be made by the maintenance shop officer.

Prior to turning in an unserviceable item for ORF exchange, the using unit will complete all unit maintenance required. If repair parts or maintenance ability are not available to accomplish the required maintenance, the turn-in still will be accepted.

The exchange of an unserviceable reparable end item for a like serviceable ORF asset will be posted to the property book as simultaneous turn-in and issue transactions processed on a post-post basis. Necessary forms

will be completed as prescribed in local SOPs.

Combat loss reports and daily logistics status reports are the primary methods of updating property books under wartime accountability. The tactical commander initiates the reports and forwards them through command channels. The DMMC initiates immediate action to get an end item as a replacement to the tactical commander.

APPENDIX A

Weapon System Manager

To support WSRO, a WSM is assigned at each level of command. This person is charged with weapon system management. The WSM should have a logistics background, with primary skills in supply and maintenance management. A WSM must be aware of the commander's priorities for issue of weapon system assets, the unit's weapon system shortages, and assets available to fill unit needs. The WSM's mission is to maximize the number of operational weapon systems available to the fighting forces.

The DISCOM commander usually assigns the ADMMO as the WSM for the division. The WSM interfaces with the division G1/AG for weapon system personnel replacement. The DMMC Class VII supply technician serves as the point of contact in coordinating with the WSM for the delivery of weapon systems under WSRO doctrine.

The WSM must keep abreast of weapon system status in the unit and of system crew members and equipment available or due in (including estimated time of arrival). Some sources of personnel and equipment are new replacements, equipment returned from maintenance, and personnel returned to duty. Gross disproportion of personnel and equipment in units due to crew or weapon systems survivors must be prevented. The WSM must also coordinate closely with the materiel section in the DMMC to verify the status of weapon systems being repaired in maintenance units.

To ease the marrying of crew and equipment, the division G1/AG designates a person within the personnel management branch to be the WSM assistant. This person coordinates, manages, and provides crew and crew-member replacements. This assistant remains in the personnel management branch where all the loss and replacement data are maintained. The assistant reacts to the unit's critical shortages from strength reports to obtain replacements. Coordinating with the WSM, the assistant directs the crew or crew members to the linkup point where the WSM assigns the crew to a weapon system. When requested by the WSM, the assistant contacts the replacement detachment to place unit crew members on standby status and to arrange for crew members to bypass the linkup point and be sent directly to the unit. This situation usually occurs when personnel and equipment losses are low. Final assignment of personnel is based on priorities established by the commander. This coordination is conducted by personal visits or through the division area signal system. The WSM—

- Coordinates closely with the personnel management office (WSM assistant) to obtain crew replacements. Frequency of requests depends on the availability of weapon systems needing a crew or on weapon systems requiring crew-member support to make a system ready to fight.
- Reconciles, by brigades, shortages in each battalion as reported by the

weapon system status report and by the situation report.

- Coordinates with the materiel officer to obtain the number of weapon systems in maintenance units and the number of crew members performing maintenance support to make systems ready to fight.
- Coordinates with property book and Class VII supply personnel to obtain weapon system status. Monitors the number of weapon systems available for issue and due in from Class VII supply or repaired weapon systems due in from maintenance sources.
- Coordinates with the MSB to move weapon systems with heavy equipment transporters.
- Directs "quick fixes," using available surviving assets, weapon systems, and crew members, and thereby maximizes use of ready-to-fight weapons where commanders' priorities dictate.
- Coordinates with the WSM assistant and the MCO for movement of available partial crews to the linkup point. Here the partial crew will assist maintenance elements in making weapon systems ready to fight. Crews are formed by the WSM assistant using individual, partial-crew, or full-crew replacements. Crews may drive the weapon system to the unit or accompany the weapon system on a HET. The WSM/DMMO is responsible for ensuring that all BII and associated items (radios, machine guns) are married to end items and crews. The crew will fuel and arm weapon systems from supplies provided by the MSB/DISCOM.
- Alerts the S&S company, MSB, and the division G1/AG when weapon systems are arriving in the division area.
- Alerts the brigade and FSB when weapon systems are being transported to the unit.
- Allocates weapon systems to the unit based on the commander's priorities. Obtains instructions to move weapon systems forward to the unit based on the tactical situation.
- Prepares the WESS report for the corps WSM who consolidates and summarizes division critical shortages by brigade.
- Arranges for familiarization training for newly formed crews or for new crews arriving in the division.

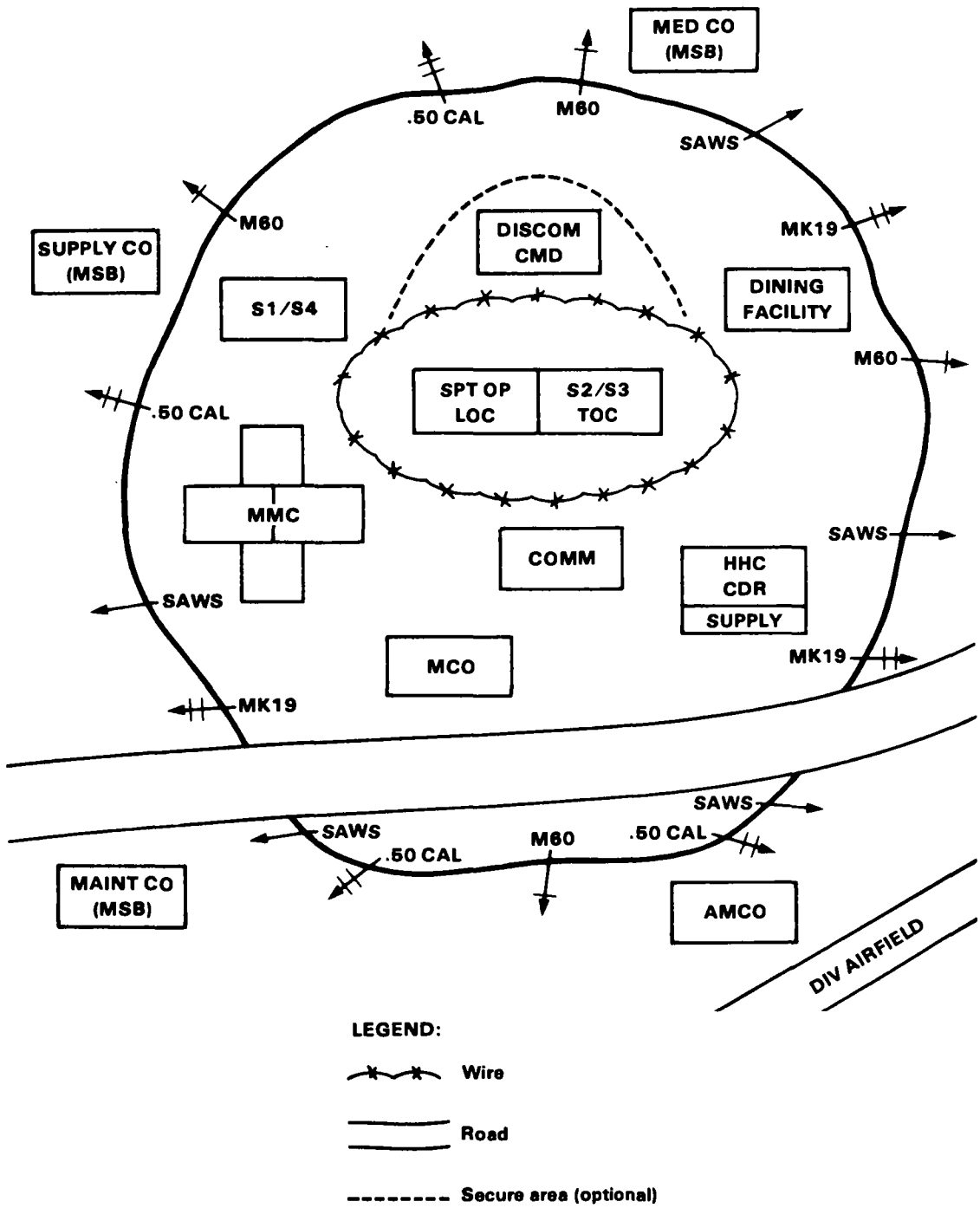
For more information on WSRO, see FM 63-2-2.

APPENDIX B

Self-Defense of the HHC and DMMC

The HHC and DMMC organization is responsible for self-defense within its own area. The commander will incorporate self-defense and rear operations planning for the AirLand Battle to ensure sustainment through the full depth of the battlefield. A typical defense layout of the HHC and DMMC is shown at Figure B-1.

Figure B-1. HHC and DMMC Self-Defense Layout



SECURITY

The HHC and DMMC organization must be prepared to protect itself with the assets that it has. The enemy has the capability to attack and will exercise that capability. To avoid being helpless, common-sense measures can be taken to avoid attack and to limit damage if attacked.

Peacetime defense measures, if followed routinely, will reduce the probability of attack and will limit damage if attack cannot be avoided. Response should be closely coordinated and tightly controlled.

The two types of proactive defense measures are attack avoidance measures and damage limiting measures. Attack avoidance measures are those actions taken to avoid being seen by the enemy such as concealment, deception, and camouflage. The philosophy is that what can be seen can be hit, and if it cannot be seen, the probability of it being hit diminishes. Everything possible should be done to avoid an attack, but if an attack cannot be avoided, cover and dispersion to limit the amount of damage should be used.

Reactive defense is direct defense action taken to destroy or reduce the effectiveness of attack. If attacked, the DMMC must consider the mission and tactical situation in making the decision to fight back.

The HHC and DMMC organization plans and conducts rear operations within the DSA and BSA. It plans, coordinates, and responds to Level I threats; assists the military police to act against Level II threats; and delays against Level III threats.

For an explanation of rear operations, see FM 90-14.

AREA DAMAGE CONTROL

ADC measures include—

- Providing SOPs and implementing instructions for self-help within each CSS unit.
- Designating, training, and employing the required firefighting, damage clearance, decontamination, rescue, food service, chemical detection, radiological survey, medical, chaplain, and repair personnel in CSS units.
- Assessing the extent and significance of damage and instituting ADC measures to reduce the effects of losses in personnel, materiel, and facilities. Control and assessment teams are formed in DISCOM headquarters and in other designated DISCOM units.
- Isolating the affected area by controlling or rerouting vehicles, stragglers, and refugees; securing critical facilities; conducting NBC detecting and reporting; and preventing looting and pilferage.
- Dispersing facilities to reduce the possibility of their becoming lucrative targets for attack by nuclear weapons or chemical and biological agents.
- Ensuring compatibility with the local civil defense plan.

The DISCOM provides ADC support to the brigade sectors when tasked by the division commander. Area damage control such as hostile fire, penetration of secured area, or MSR damage within the rear area is an inherent responsibility of the rear operations officer. The division commander is responsible for ADC and will delegate the execution

of ADC to the rear operations officer. The rear operations officer will exercise ADC through the RAOC.

The division G4 provides the rear operations officer with staff input related to ADC. The DISCOM commander is responsible for plans and activities to reduce the effects of enemy attack or natural disaster on CSS units in the DSA. In planning and supervising ADC, the rear operations officer places priorities on actions that prevent or reduce the interruption of CSS operations. The rear operations officer must consider the effect of diverting CSS elements to ADC tasks and be prepared to use all available resources to prevent interruption of CSS to division or attached units. The division commander and staff must be aware of any diversion of CSS units to an ADC mission.

The personnel and equipment of subordinate and other units in the DSA are the principal ADC means available to the rear operations officer. The rear operations officer coordinates for engineer, MP, aircraft, and signal support in ADC activities. Locally procured resources and assistance from nondivision units in the DSA may be available in some cases.

APPENDIX C

Examples of SOP Annexes

This appendix contains three sample annexes to the DISCOM Combat Service Support SOP. The sample annexes are the DMMC mission, functions, and organization annex; the maintenance annex; and the Class IX annex. The appendix is meant to serve as a guide.

ANNEX __ (DMMC MISSION, FUNCTIONS, AND ORGANIZATION) TO VOLUME __ OF THE DISCOM COMBAT SERVICE SUPPORT STANDING OPERATING PROCEDURES

1. PURPOSE. To prescribe the policies and procedures for operation of the DMMC.

2. SCOPE. Applicable to all units assigned or attached to _____ Division.

3. GENERAL.

a. Materiel management for the division is provided by the DMMC. It is the logistics coordinating and control element of the division. It provides materiel management for weapon systems, controls maintenance priorities, and coordinates and controls supply functions to meet the operational needs of the division.

b. Personnel and functions of the DMMC are devoted to the management of division supply and maintenance. A technical supply officer assigned to the MSB is the interface between the MSB and the Class IX supply section of the DMMC with frequent contact between the Class IX warehouses and the DMMC. Similarly, the DMMC also manages the maintenance and supply of division aircraft resources. The DISCOM aircraft maintenance company also has Class IX support responsibilities similar to those of the MSB. The DMMC manages all materiel for which the DISCOM is responsible except Class VIII supplies. It exercises materiel management using DS4, MRM, and SPBS. The DMMC may be colocated with DISCOM headquarters. In combat, elements of the DMMC may be positioned with various operating sections of the DISCOM. For example, a representative of the Class I and II section may be located in the main Class I/II distribution point. NCOs from the DMMC Class V section will be positioned forward in the ATPs to validate and authenticate ammunition requests. The

remainder of the DMMC may be located farther to the rear of the DSA. In its role of providing materiel management for the division, the DMMC--

(1) Advises the DISCOM commander and staff on the management of supply and maintenance operations.

(2) Based on guidance received from the DISCOM commander, prepares or reviews and approves detailed plans and policies for distribution point operations, quick supply store operations, self-service supply center operations, and other supply and maintenance operations.

(3) Establishes coordination channels with the COSCOM MMC and takes action required in relation to such matters as evacuation of materiel, provision of backup support, emergency requirements, and technical assistance.

(4) Provides continuous evaluation, in coordination with the MSB, FSB, and aircraft maintenance company commanders, of supply and maintenance workload capabilities.

(5) Serves as the focal point within the division for coordination and execution of weapon system replacement operations.

(6) Monitors the division authorized stockage lists for supplies and repair parts maintained by the MSB, FSB, and AMCO. Appropriate management elements of the DMMC are responsible for the ASLs within assigned classes of supply.

(7) Assists, upon request, all DISCOM unit commanders in the discharge of their responsibilities as they relate to supply and maintenance operations.

(8) When authorized by the DISCOM commander, prepares and distributes directives of a materiel management nature and makes direct contact with operators relating to such matters as receipts, MROs, inventories, and

preparation and submission of requests. Authority for command directives relating to operational matters will be retained by the DISCOM headquarters. Logistics directives relating to division operations external to the DISCOM will be coordinated with and published by the division G4. All directives are implemented through the normal chain of command.

(9) Places requirements on the DISCOM movement control office (DISCOM S2/S3 section) for transportation as required to support the DISCOM materiel movement mission.

(10) Develops and controls ORF lists for selected equipment that is stored and maintained in the support battalions. Accounts for these items in accordance with AR 710-2.

(11) Coordinates with the MSB on requirements for the processing of equipment prior to issue, particularly operational readiness floats and weapon systems.

(12) Performs stock control (automated and manual) for items managed. The accountable officers are a part of the DMMC.

(13) Provides quality control for physical inventory and reconciliation of stock records.

(14) Provides catalog and technical document reference service.

(15) Maintains, with ADP support, the division property book and Army equipment status reporting data.

(16) Maintains automated records on Class II, III (packaged), IV, and IX supplies.

(17) Assists the division G4 in developing plans for purchasing and contracting services relating to supplies and services. The DMMC may convert unit requests to purchase requests.

(18) Assists DISCOM units and activities to ensure that directives are complied with and that adequate service is provided to supported units.

(19) Plans and coordinates the collection and disposition of excess, salvage, and captured materiel by division units when required.

(20) Prepares and submits supply and maintenance management reports as necessary.

(21) Establishes and monitors the Army Oil Analysis Program to ensure that oil analysis is performed in accordance with directives.

ANNEX __ (MAINTENANCE) TO VOLUME __ OF THE DISCOM COMBAT SERVICE SUPPORT STANDING OPERATING PROCEDURES (WARTIME)

1. PURPOSE. To prescribe the policies and procedures for maintenance operations during periods of limited or general war. Those procedures applicable to a particular OPLAN will be published in the service support annex/paragraph of that plan.

2. SCOPE. Applicable to all units assigned or attached to _____ Division.

3. GENERAL.

a. Maintenance operations in the field will follow standard maintenance procedures as fully as the tactical situation permits.

b. All maintenance will be performed at the lowest level consistent with maintenance allocation charts in applicable TMs.

c. Maintenance teams and MSTs will perform on-site repair to the maximum extent possible.

d. Equipment records will accompany equipment turned in for repair.

e. Normal maintenance operations data will be compiled by DSUs based upon shop records. Report requirements will be determined by the G4 in coordination with the DISCOM and as outlined in the division tactical SOP.

f. Urgent MWOs will be applied as soon as possible. Application of lower priority MWOs will be accomplished as the tactical situation permits.

g. Battalion commanders have the authority to conduct controlled substitution.

h. Equipment evacuated to GS will be dropped from unit accountability. The DS unit will notify both the owning unit and the DMMC so that replacements may be requested.

i. Maintenance priority, unless otherwise announced, is first to combat, combat support, and then to combat service support units. Priority to a particular brigade will be determined by the G3.

4. RECOVERY AND EVACUATION.

a. Battlefield recovery is a unit responsibility. Backup support will be provided by the FSBs and MSB. DISCOM and combat units will plan for evacuation of maintenance backlog to alternate locations or designated maintenance collection points to prevent equipment from being captured. Unserviceable equipment that cannot be evacuated will be stripped of serviceable secondary items and destroyed. Unit cannibalization can be authorized only with the help of the DSU.

b. Evacuation routes and collection point locations will be reported to the G4. Current information will be available in the division operations order and on the combat service support overlay.

c. Units at the lowest echelon of recovery will remove required serviceable items from unreparable equipment prior to turn-in at salvage points.

d. Units may remove needed serviceable secondary items not available through channels from materiel awaiting evacuation for maintenance. Inspection reports will be amended accordingly.

ANNEX __ (CLASS IX) TO VOLUME __ OF THE DISCOM COMBAT SERVICE SUPPORT STANDING OPERATING PROCEDURES (WARTIME)

1. PURPOSE. To establish standard procedures for Class IX supply support to units of the _____ Division during wartime.

2. SCOPE. This SOP is applicable to all _____ Division units.

3. GENERAL.

a. The DMMC--

(1) Manages Class IX supplies within the division.

(2) Maintains asset visibility over the Class IX ASL.

(3) Submits requisitions for supplies to the corps MMC.

(4) Manages distribution of supply management data.

(5) Receives requests from FSBs and the MSB for processing.

b. The DSUs--

(1) Receive, store, and issue Class IX supplies IAW applicable regulations and directives.

(2) Receive, fill, or forward Class IX supply requests from supported units.

c. The using units--

(1) Maintain Class IX PLLs IAW applicable regulations and directives.

(2) Request Class IX supplies as needed.

4. PROCEDURES.

a. General.

(1) The DSU for division aviation repair parts is operated by the AMCO.

(2) All division missile repair parts are supported by __ Company, ___ MSB. This company will provide maintenance support teams to forward brigades as required.

(3) Common repair parts will be provided in the brigade support area by the FSBs. The MSB will support units in the DSA.

(4) __ and __ Companies, ___ MSB, and ____ AMCO DSUs are normally located in the DSA.

(5) Any part stocked in any _____ Division DSU is available to any unit within the division.

b. Requesting Supplies.

(1) Efforts should be made by unit PLL clerks to prepare DA Forms 2765-1 to request parts. Under intense situations, verbal requests or documents in any form will be accepted by the supporting DSU so long as minimum essential information is provided.

(2) Units may be directed by the DSU or DMMC to go to maintenance collection points for cannibalization of battle damaged equipment by either the DSU or the DMMC.

(3) Maximum triage of battle damaged equipment in the immediate area should be considered as the first means of supply.

(4) Repair parts not available in the BSA will be pushed forward from the DSA and may be throughput from corps or theater level SSAs.

c. Receiving Supplies.

(1) The basic instructions for receiving supplies are found in AR 710-2 and DA Pamphlet 710-2-1.

(2) All parts available at the DSU will be issued on a post-post basis. The DSU is responsible for forwarding issue documentation to the DMMC.

(3) Post-post issues may be made by any DSU to any US or allied unit in the support area. Priority of support will be directed by the G4 through the DMMC.

d. Reparable Exchange.

(1) Recoverable items will be exchanged whenever possible so that the unserviceable part can be repaired and returned to the supply system.

(2) Parts exchanged to the DSU will be cannibalized by DS if determined to be unreparable. Unusable parts will be destroyed or evacuated to the salvage collection points for further friendly use.

(3) Parts reparable at GS level will be turned in to the supply system for evacuation to the GSU.

(4) DSUs will not reject a request for a recoverable item because the unserviceable turn-in is not available.

e. Quick Supply Store.

(1) The main DSUs of the _____ Division each operate a QSS.

(2) Items in the QSS are available on a free issue basis.

(3) Parts not immediately available for NMCS requirements will be placed on requisition and delivered forward when received.

f. Prescribed Load List/Shop Stock List Management.

(1) Basic guidance for prescribed load list and shop stock list management is found in Chapter 11, TM 38-L32-11, and AR 710-2.

(2) The exception to the prescribed policy within the _____ Division is that prepunched/preprinted DA Form 2765 will not be used.

(3) PLL will be determined by the DMMC in coordination with the unit and IAW G4 guidance and operational necessities. The PLL will be approved by the G4. Formal PLL review boards will not be conducted.

5. REPORTS. This section addresses reports provided by the DMMC repair parts branch and required unit responses to these reports. These reports are as follows:

a. QSS Catalog. This is an information-only report, requiring no response. Items on this list are available for free issue at the QSS. Requests for items on the QSS catalog, will, if processed as regular requests, be rejected out of the DS4 daily cycle.

b. Reparable Listing. This report is for information only and requires no direct unit response. The listing advises units which components are available through which reparable exchange activity.

c. Prescribed Load List. This listing is the unit's PLL listing. It is for information only and requires no direct unit response.

d. PLL Change List (PLL Update). This is a response-required report. All instructions for its use are found, with an example, at Figure 11-2, pages 11-8 through 11-10, TM 38-L32-11. The report should be annotated and returned to the DMMC. Any requested additions to PLL not found on the PLL change list will be submitted per TM 38-L32-11.

e. PLL Change List (Catalog Update). This is an information-only report, requiring no direct unit response. Instructions for the printout use are found at Figure 11-3, pages 11-11 and 11-12, TM 38-L32-11.

f. Unit Demand Summary List. This is an information-only report, requiring no response.

g. Customer Dues-Out Reconciliation List. This is an information-only report produced twice each month. Requests not appearing on the report may be presumed lost and should be reordered as soon as possible.

Glossary

A

AAFES — Army and Air Force Exchange Service

AB — aviation brigade

AC — air conditioner

acct — accounting

acft — aircraft

actv — activity

ADA — air defense artillery

ADC — area damage control

admin — administration

ADMMO — assistant division materiel management officer

ADP — automatic data processing

ADPE — automatic data processing equipment

AG — adjutant general

AIM — armored-infantry-mechanized

AM — amplitude modulated

AMCO — aircraft maintenance company

AMEDD — Army Medical Department

ammo — ammunition

anal — analysis, analyst

AOE — Army of Excellence

AR — Army regulation

armt — armament

ASL — authorized stockage list

ASP — ammunition supply point

asst — assistant; assistance

ATCCS — Army Tactical Command and Control System

ATACS — Army Tactical Communications System

ATP — ammunition transfer point

auto — automation

autmv — automotive

AVIM — aviation intermediate maintenance

avn — aviation

AVUM — aviation unit maintenance

B

bde — brigade

BII — basic issue items

bk — book

bn — battalion

br — branch

BSA — brigade support area

C

C — chief

C2 — command and control

cal — caliber

C&F — construction and fortification

CBAA — cavalry brigade air attack

cbt — combat

CCS2 — Command, Control, and Subordinate System Structure

cdr — commander

C-E — communications-electronics

cen — center

CH — chaplain

chan — channel

chem — chemical

cl — class

clk — clerk

cmd — command

co — company

COL — colonel

comm — communications

COMSEC — communications security

con — control

consol — consolidated

CONUS — continental United States

COOP — continuity of operations plan

coord — coordinator

COSCOM — corps support command

CP — command post

CPL — corporal

CPT — captain

CSA — corps storage area

CSB — cavalry brigade air attack support battalion

CSM — command sergeant major

CSR — controlled supply rate

CSS — combat service support

CSSCS — Combat Service Support Control System

cust — customer

D

DA — Department of the Army

DA Form — Department of the Army Form

DAO — division ammunition officer

DAS3 — Decentralized Automated Service Support System

DD Form — Department of Defense Form

decon — decontamination

DISCOM — division support command

disp — disposition

distr — distribution

div — division

DIVARTY — division artillery

DMMC — division materiel management center

DMMO — division materiel management office(r)

DMOC — DISCOM medical operations center

doc — document

DOD — Department of Defense

DODAC — Department of Defense Ammunition Code

DS — direct support

DSA — division support area

DS4 — Direct Support Unit Standard Supply System

DSS — direct support system

DSU — direct support unit

DTO — division transportation officer

E

elm — element

EOD — explosive ordnance disposal

EPW — enemy prisoner of war

equip — equipment

evac — evacuation

EW — electronic warfare

exec — executive

F

FA — field artillery

fac — facility

FARP — forward arming and refueling point

FASCO — forward area support coordination officer

FAST — forward area support team

FEBA — forward edge of the battle area

1SG — first sergeant

fld — field

FM — field manual; frequency modulated

FSB — forward support battalion

FY — fiscal year

fwd — forward

G

G1 — Assistant Chief of Staff, G1 (Personnel)

G2 — Assistant Chief of Staff, G2 (Intelligence)

G3 — Assistant Chief of Staff, G3 (Operations and Plans)

G4 — Assistant Chief of Staff, G4 (Logistics)

gen — general

genr — generator

GMB — ground maneuver brigade

GS — general support

GSE — ground support equipment

GSU — general support unit

H

HEM — heavy equipment maintenance

HEMTT — heavy expanded mobility tactical truck

HET — heavy equipment transporter

HHC — headquarters and headquarters company

HQ — headquarters

I

IAW — in accordance with

IDSM — intermediate (direct support) maintenance

IMA — information mission area

ind — industry, industrial

insp — inspection

INTACS — Integrated Tactical Communications System

intel — intelligence

invt — inventory

J

JP-4 — jet propulsion fuel, type 4

K

KW — kilowatt

L

LASSO — logistics automation systems support office

LD — line of departure

LEM — light equipment maintenance

LNO — liaison officer

LOC — logistics operations center

log — logistics

lt — light

LTC — lieutenant colonel

M

maint — maintenance

MAJ — major

mat — materiel

MBA — main battle area

MCO — movement control office(r)

mech — mechanic

med — medical

mgr — manager

mgt — management

MI — military intelligence

MMC — materiel management center

MOC — medical operations center

MOPP — mission-oriented protection posture

MOS — military occupational specialty

mov — movement

MP — military police

MRM — maintenance reporting and management

MRO — materiel release order

MSB — main support battalion

MSE — mobile subscriber equipment

MSG — master sergeant

msl — missile

MSR — main supply route

MSRT — mobile subscriber radio telephone

MST — maintenance support team

MWO — modification work order

N

NBC — nuclear, biological, chemical

NCO — noncommissioned officer

NCOIC — noncommissioned officer in charge

NCS — net control station

NMCS — non-mission-capable supply

O

O&I — operations and intelligence

ofc — office

off — officer
op — operation(s)
OPLAN — operation plan
OPORD — operation order
ORF — operational readiness float
org — organization

P

P&A — personnel and administration
PAD — patient disposition
pam — pamphlet
PB — property book
pers — personnel
petrl — petroleum
pkg — packaged
PLL — prescribed load list
pnt — patient
POL — petroleum, oils, and lubricants
prog — programer
prop — property
pts — parts
PVT — private
pwr — power

Q

QSS — quick supply store

R

RAOC — rear area operations center
RAU — radio access unit
rcvy — recovery
rep — repair
repr — repairer(s)
rpts — reports
rqn — requisition
RSSP — ration supplement-sundries pack
RSR — required supply rate
RTO — radio telephone operator

S

S1 — Adjutant (US Army)
S2 — Intelligence Officer (US Army)
S3 — Operations and Training Officer (US Army)
S4 — Supply Officer (US Army)
SAMS — Standard Army Maintenance System
S&S — supply and service
SAWS — small arms weapon system
sec — section
SFC — sergeant first class
SGM — sergeant major
SGT — sergeant
SIDPERS — Standard Installation/ Division Personnel System
sig — signal
sit — situation
sngl — single
SOP — standing operating procedure
sp — specialist(s)
SPBS — Standard Property Book System

spt — support

sr — senior

SSA — supply support activity

SSB — single side band

SSG — staff sergeant

SSO — systems support office

STAMMIS — Standard Army Multicommand Management Information System

STANAG — standardization agreement

stat — status

stk — stock

subs — subsistence

sup — supply

supv — supervisor

surg — surgeon

svc — service

sys — system

T

tac — tactical

TACCS — Tactical Army CSS Computer System

TAMMS — The Army Maintenance Management System

TC — training circular

TCMD — transportation control and movement document

tech — technical, technician

TM — technical manual

TMDE — test, measurement, and diagnostic equipment

TOC — tactical operations center

TOE — table of organization and equipment

TRADOC — United States Army Training and Doctrine Command

U

UL — unit level

ULC — unit-level computer

US — United States (of America)

USAF — United States Air Force

util — utility

V

veh — vehicle

W

WESS — weapon system status

WO — warrant officer

WSM — weapon system manager

WSRO — weapon system replacement operations

WVEH — wheeled vehicle

X

XO — executive officer

References

RELATED PUBLICATIONS

Related publications are sources of additional information. They are not required in order to understand this publication.

ARMY REGULATIONS (ARs)

18-7 Automatic Data Processing Management Review Program

105-64 US Army Communications-Electronics Operation Instructions Program

220-1 Unit Status Reporting

310-3 Preparation, Coordination, and Approval of Department of the Army Publications

310-25 Dictionary of United States Army Terms

310-31 Management System for Tables of Organization and Equipment

310-34 The Department of the Army Equipment Authorization and Usage Program

310-50 Authorized Abbreviations and Brevity Codes

570-2 Manpower Requirements Criteria—Tables of Organization and Equipment

611-101 Personnel Selection and Classification, Commissioned Officer Classification System

611-201 Enlisted Career Management Fields and Military Occupational Specialties

710-2 Supply Policy Below the Wholesale Level

725-50 Requisitioning, Receipt, and Issue System

735-5 Basic Policies and Procedures for Property Accounting

750-1 Army Materiel Maintenance Policies

DEPARTMENT OF THE ARMY FORMS (DA Forms)

581 Request for Issue and Turn-In of Ammunition

1687 Notice of Delegation of Authority—Receipt for Supplies

2765 Request for Issue or Turn-In

2765-1 Request for Issue or Turn-In

3161 Request for Issue or Turn-In

DEPARTMENT OF THE ARMY PAMPHLETS (DA PAMs)

25-30 Consolidated Index of Army Publications and Blank Forms (Microfiche)

710-2-1 Using Unit Supply System (Manual Procedures)

710-2-2 Supply Support Activity Supply System: Manual Procedures

738-750 The Army Maintenance Management System

DEPARTMENT OF DEFENSE FORMS (DD Forms)

1348 DOD Single Line Item Requisition System Document (Manual)

1348-1 DOD Single Line Item Release/Receipt Document

FIELD MANUALS (FMs)

1-500 Army Aviation Maintenance

3-3 NBC Contamination Avoidance

3-4 NBC Protection

3-5 NBC Decontamination

3-100 NBC Operations

8-15 Medical Support in Divisions, Separate Brigades, and the Armored Cavalry Regiment

9-6 Ammunition Service in the Theater of Operations

10-7 Supply and Service Company, Supply and Transport Battalion, AIM Division

10-13 Supply and Service Reference Data

10-24 Ration Distribution Operations

10-60 Subsistence Supply and Management in Theaters of Operations

10-67 Petroleum Supply in Theaters of Operations

10-69 Petroleum Supply Point Equipment and Operations

11-50 Combat Communications Within the Division

12-3-2 Division/Separate Brigade Level Personnel and Administrative Doctrine

12-15 Wartime Casualty Reporting

12-16 Replacement Operations

16-5 The Chaplain and Chaplain Assistant in Combat Operations

19-1 Military Police Support for the AirLand Battle

29-12 Division Maintenance Operations

29-51 Division Supply and Field Service Operations

29-147 Supply and Service Company, Direct Support

44-8 Small Unit Self-Defense Against Air Attack

55-2 Division Transportation Operations

55-10 Movement Control in a Theater of Operations

55-30 Army Motor Transport Units and Operations

63-2 Combat Service Support Operations—Division

63-2-2 Combat Service Support Operations—Armored, Mechanized, and Motorized Divisions

63-20 Forward Support Battalion

63-21 Main Support Battalion—Armored, Mechanized, and Motorized Divisions

71-100 Armored and Mechanized Division Operations

90-14 Rear Battle

100-5 Operations

100-10 Combat Service Support

100-16 Support Operations: Echelons Above Corps

101-5 Staff Organization and Operations

101-5-1 Operational Terms and Symbols

101-10-1 Staff Officers' Field Manual: Organizational, Technical, and Logistical Data

704-28 Classes of Supply

STANDARDIZATION AGREEMENTS (STANAGs)*

2014 ——— Operation Orders, Warning Orders, and Administrative/Logistics Orders

2019 ——— Military Symbols for Land Based Systems

2034 ——— Land Forces Procedures for Allied Supply Transactions

2128 ——— Medical and Dental Supply Procedures

2135 ——— Procedures for Emergency Logistic Assistance

2361 ——— Minimum Essential Medical Supply Items in Theaters of Operations

2500 ——— NATO Handbook on the Medical Aspects of NBC Defensive Operations

2829 ——— Materials Handling Equipment

TRAINING CIRCULARS (TCs)

12-6 ——— Wartime Strength Accounting

TECHNICAL MANUALS (TMs)

38-L09-11** ——— Functional Users Manual for Maintenance Reporting and Management

38-L22-12** ——— Functional Users Manual for Division Logistics System: Property Accounting and Army Equipment Status Reporting in Divisions: Unit and Organization Procedures

38-L22-15-1** ——— Functional Users Manual for Division Logistics System: Class IX (Repair Parts) Supply System Supply Operating Procedures: System Description

38-L22-15-2** ——— Functional Users Manual for Division Logistics System: Class IX (Repair Parts) Supply System Supply Operating Procedures: Using Unit Procedures

38-L22-15-3** ——— Functional Users Manual for Division Logistics System: Class IX (Repair Parts) Supply System Supply Operating Procedures: Direct Support Unit Procedures

38-L22-15-4** ——— Functional Users Manual for Division Logistics System: Class IX (Repair Parts) Supply System Supply Operating Procedures and Supply Section Office Procedures

*Source of procurement: STANAGs are available for DOD users from Naval Publications and Forms Center, 5801 Tabor Avenue, Philadelphia, Pennsylvania 19120. DD Form 1425 may be used to requisition documents.

**Source of procurement: Cdr, USALOGC, ATTN: ATCL-SP, Fort Lee, VA 23801

38-L32-11 _____ Functional Users Manual for Direct Support Unit Standard Supply System (DS4): Customer (User) Procedures (Divisional and Nondivisional)

38-L32-12 _____ Functional Users Manual for Direct Support Unit Standard Supply System (DS4): Storage Operations Procedures (Divisional and Nondivisional)

38-L32-13-1 _____ Functional Users Manual for Direct Support Unit Standard Supply System (DS4): Stock Control and Supply Control Procedures (Divisional and Nondivisional)

38-L32-13-2 _____ Functional Users Manual for Direct Support Unit Standard Supply System (DS4): Stock Control and Supply Control Procedures (Divisional and Nondivisional)

38-L32-13-3 _____ Functional Users Manual for Direct Support Unit Standard Supply System (DS4): Stock Control and Supply Control Procedures (Divisional and Nondivisional)

38-L32-14 _____ Functional Users Manual for Direct Support Unit Standard Supply System (DS4): Executive Management Procedures (Divisional and Nondivisional)

38-L32-15 _____ Functional Users Manual for Direct Support Unit Standard Supply System (DS4): Supply Operating Procedures and Data Reduction Procedures (Divisional and Nondivisional)

Index

Aircraft maintenance company, 2-4, 2-5, 2-6

Aircraft maintenance company commander, 2-6, 2-8

Ammunition transfer point, 2-6, 9-4, 9-6

Area damage control, B-3

Automatic data processing continuity of operations plan, 3-8

Aviation brigade Class III section, 8-6

Aviation brigade commander, 2-4

Brigade support area, 2-2, 2-3, 2-4

Class I supply branch. See General supply section, Class I supply branch

Class II-IV supply branch. See General supply section, Class II-IV supply branch

Class III and water supply branch. See General supply section, Class III and water supply branch

Class V supply section, 3-6, 9-1
- ATP element, 9-4
- Class V supply section office, 9-1
- Inspection element, 9-3
- Mission, 9-1
- Operations element, 9-3

Close operations, 2-12

Combat service support SOP annexes, C-1

Command and control, 2-1
- Automation, 2-12
- Facilities, 2-12
- Organizational relationships, 2-2
- Principles, 2-1
- Process, 2-8

Command, control, and subordinate system structure, 2-13

Command post guidelines, 2-14
- Dispersion, 2-16
- Establishment, 2-16

Command post physical model, 2-16, 2-17

Communications, 3-1
- Principles, 3-1
- Radio nets, 3-1

Continuity of operations plan. See Automatic data processing continuity of operations plan

Decision-making process, 2-8

Deep operations, 2-11

Division artillery commander, 2-6

Division materiel management center, 1-5, 6-1

Division materiel management center chief, 2-7, 2-8, 3-6

Division materiel management office, 2-18, 6-1
- Mission, 6-1
- Personnel and functions, 6-2

Division support area, 2-2, 2-3

Division support command, 1-1
- Commander, 2-2, 2-4, 2-6, 2-7
- Functions, 1-6
- Movement control officer, 2-4
- Organization, 1-1

Division support command headquarters, 4-1
- Command section, 4-1
- Communications branch, 4-10
- Division support operations branch, 4-7
- Medical communications branch, 4-14
- Medical materiel management branch, 4-13
- Medical operations branch, 4-13

Medical operations center, 2-18, 4-12
Mission, 4-1
Plans-intelligence branch, 2-18, 4-6
S1 section, 4-3
S2/S3 office, 2-18, 4-4
S2/S3 section, 4-4
S4 section, 4-11

Division support command headquarters company. See Headquarters company

Division transportation officer, 2-4

Forward arming and refueling point, 8-10

Forward support battalion commander, 2-6, 2-7

General supply section, 3-6, 8-1
Class I supply branch, 3-6, 8-1
Class II-IV supply branch, 3-6, 8-2
Class III and water supply branch, 3-6, 8-3
General supply section office, 8-1
Mission, 8-1

Ground maneuver brigade commanders, 2-4

Headquarters company, 5-1
Command element, 5-1
Dining facility element, 5-2
Mission, 5-1
Motor pool element, 5-2
Supply/armorer element, 5-3

Logistics automation systems support office, 7-1
Mission, 7-1
Personnel and functions, 7-2

Main support battalion commander, 2-6, 2-7

Maintenance
Aviation intermediate, 2-4, 2-5
Aviation unit, 2-5

Maps. See Supply procedures, Maps

Materiel section, 11-1, 11-3
Armament-combat vehicle branch, 11-4
Automotive-ground support equipment branch, 11-5
Aviation branch, 11-5
Communications-electronics branch, 11-5
Materiel section office, 3-6, 11-4
Missile branch, 11-6
Mission, 11-1
Repair parts branch, 11-6

Medical operations center. See Division support command headquarters, Medical operations center

Mobile subscriber equipment, 3-7

Operating variations, 2-11

Operational readiness float, 11-9

Property book-Class VII section, 10-1
Management-asset accounting branch, 10-3
Mission, 10-1
Property book-Class VII section office, 10-1
Reports branch, 10-4
Requisition edit-document control branch, 10-2

Radio nets. See Communications, Radio nets

Ration supplement-sundries pack, 8-4

Rear operations, 2-12

Security, B-3

Self-defense, B-1

Standard Army Maintenance System, 11-1

Supply procedures
Class I, 8-4, 8-5
Class II, 8-4, 8-6, 8-7
Class III (bulk), 8-6, 8-9
Class III (packaged), 8-4, 8-6, 8-7
Class IV, 8-4, 8-6, 8-7
Class V, 9-4, 9-5
Class VII, 10-4, 10-5
Class IX, 11-7, 11-8
Maps, 8-6
Water, 8-10

Weapon system manager, A-1

By Order of the Secretary of the Army:

CARL E. VUONO
General, United States Army
Chief of Staff

Official:

R. L. DILWORTH
Brigadier General, United States Army
The Adjutant General

DISTRIBUTION:

Active Army, USAR, and ARNG: To be distributed in accordance with DA Form 12-11A, Requirements for HHC and Materiel Mgt Center (Qty rqr block no. 31) and Division Materiel Mgt Center (Qty rqr block no. 492).

☆U.S. GOVERNMENT PRINTING OFFICE: 1988-526-027/60178

3000021065

PENTAGON LIBRARY
3000021065

PIN: 064080-000