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FM 54-40

Area Support Group

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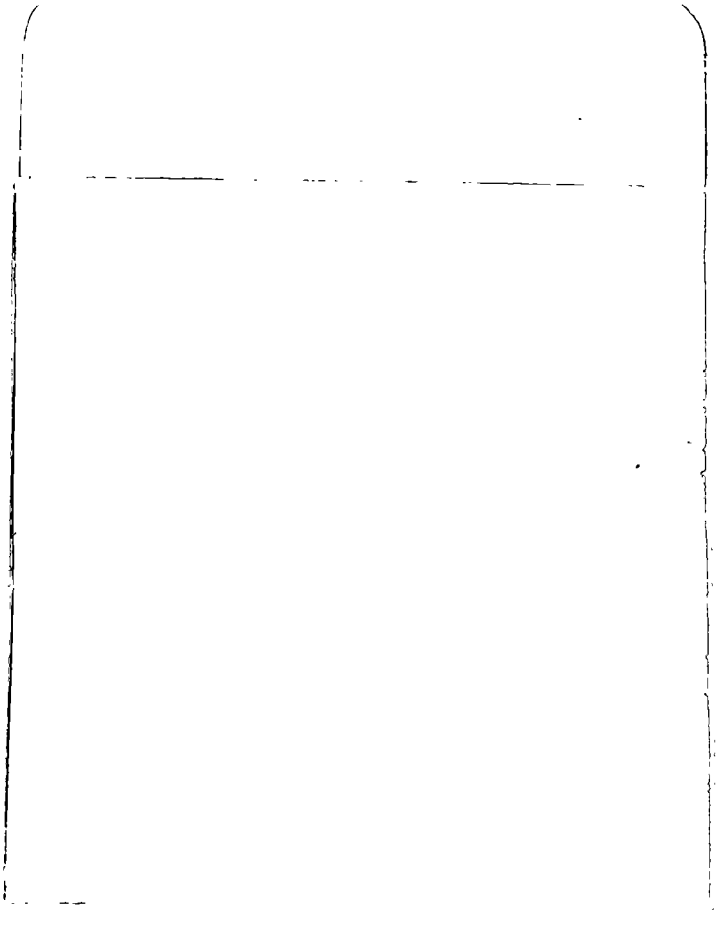
HEADQUARTERS, DEPARTMENT OF THE ARMY



Field Manual
No. 54-40

HEADQUARTERS
DEPARTMENT OF THE ARMY
Washington, DC, 29 July 1987

AREA SUPPORT GROUP

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*This manual supersedes FM 29-5, 7 July 1967.

Preface

This manual describes the missions, functions, organization, and operations of an area support group. It is intended to assist commanders and staffs assigned or attached to an ASG. Interrelationships and interdependencies between the ASG and other organizational elements in the theater are identified. Personnel assigned to other organizations can use this manual to increase their understanding of the ASG mission.

The basic functions of all ASGs are standard. However, each has a unique, detailed set of responsibilities. The capabilities and resources associated with each ASG are tailored to the needs of the local area supported and to the theater. This manual does not attempt to describe all of the possible variations of the ASG mission. It serves as a basis for understanding the support role of an ASG. Personnel requiring functional level details must consult doctrine written for specific units associated with the ASG.

ASGs perform maintenance and supply operations for most of the items in the theater. Each ASG has a command and control headquarters to which units are assigned or attached to tailor its capabilities to the needs of the forces supported. ASGs are fielded in lieu of the two types of support groups previously assigned to TAACOMs.

This manual is based on the doctrine in FMs 100-5, 100-10, and 100-16. FM 100-5 is the Army's keystone war-fighting doctrinal manual. FM 100-10 is the Army's keystone CSS doctrinal manual. FM 100-16 describes theater army, army group, and field army operations to include support operations. The missions and functions of a TAACOM are discussed in FM 63-4. FM 63-5 describes the functions and operations of CSS units assigned to the theater army.

An ASG commands and controls subordinate battalions. More detailed information about those battalions is contained in manuals written for each battalion. FM 29-146 covers functions of the supply and services battalion. FM 10-67 addresses the petroleum supply battalion.

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

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CHAPTER 1

The Battlefield

Today's battlefield is more diverse than ever before. Zones of activity cannot be precisely delineated. Threat doctrine stresses penetration into the enemy's support base. The battlefield includes rear areas where combat service support organizations operate. CSS units must constantly adapt their support to the changing needs of combat units. The ability of the CSS system to sustain battlefield operations is vitally important.

THE SETTING

The nature of the battlefield on which support groups will function cannot be predicted accurately. However, certain characteristics are likely to be exhibited. Whenever a TAACOM is deployed, a large, complex area of operations will exist. The enemy will be well organized and capable and will possess sophisticated weaponry.

US forces may be present in an area prior to war. A cooperative relationship with the local populace may exist. US forces must also be prepared to enter unfamiliar areas and deal with indifferent or hostile local personnel.

Sophisticated weapons and supporting systems will present unprecedented challenges to all personnel on the modern battlefield. Few safe havens will exist. Combat units will strive to take decisive actions and force an early conclusion to the fighting. The environment will be more hostile than ever before. Lingering dangers such as NBC contamination will make resupply and maintenance operations very difficult.

Clear lines of demarkation will not exist. The enemy will have the ability to strike anywhere within the theater. The time available to recover and regroup after a battle will be greatly reduced.

US combat forces will be more dependent than ever before on rapid, precise CSS from organizations like area support groups. The performance of the logistics base will influence the success of combat units more directly than ever before. Supporting organizations in rear areas must be viewed as an extension of the fight rather than as a disconnected, industrial backup zone.

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AIR-LAND BATTLE DOCTRINE

Army air-land battle doctrine prescribes the principles upon which tactical and operational procedures are based. Tactics, techniques, procedures, organizations, support structures, equipment, and training are all derived from these principles. Air-land battle doctrine clarifies the objectives and purposes of modern warfare while remaining flexible enough to be applied to all types of battlefields.

Air-land battle doctrine stresses securing or retaining the initiative and aggressively pursuing enemy forces to achieve a victory. Operations should surprise the enemy and frustrate his basic war plan. The Army will not restrict its attack to the leading formations of the enemy.

Flexibility, agility, and speed will be used to disrupt and disorient the enemy. The entire force must understand the theater commander's goals and priorities. The support structure must provide specific CSS on a timely basis to allow optimum effectiveness of combat units.

Success on the modern battlefield will depend on the Army's ability to fight in accordance with four basic tenets: *initiative, agility, depth,* and *synchronization. Initiative* refers to the offensive spirit in the conduct of operations. Controlling encounters with the enemy forces him to react to our actions. Some prudent risk-taking and independent actions will be routine. The result of taking the initiative will be a more successful suppression of enemy actions.

Agility is the quickness with which Army forces can react. The mental ability of all soldiers to assimilate information and determine a proper course of action is an important part of agility. Anything that slows down information flow or delays actions reduces agility. Hesitation increases risk.

Depth is a factor of space, time, and resources. An adequate amount of these commodities must be available to a commander. Reducing the enemy's availability of any one of these will contribute to the success of operations.

Synchronization is the process of arranging combat activities in time, space, and purpose to achieve maximum combat effectiveness. Full fighting potential is realized only when each component of the force exerts its full effort at the ideal time on a precise task.

The fundamental tenets of air-land battle *(initiative, agility, depth,* and *synchronization)* are the basis for development of all US Army doctrine, tactics, and techniques. CSS doctrine is derived from and is in support of these tenets. CSS maximizes the effectiveness of combat forces through timely support of tactical and operational plans. Support units operating with and behind combat forces sustain combat units.

CSS contributes to initiative by quickly responding to changing requirements with tailored support. CSS contributes to the agility of air-land battle forces by anticipating the commander's needs. Maintaining full equipment readiness permits unconstrained movement and maximum effectiveness of combat units. CSS units align their priorities with the missions of the units they are supporting. The use of teams that can advance with combat troops is an example of an integrated battlefield support plan. CSS is a key factor in the process of keeping resources available to sustain fighting units regardless of enemy actions. CSS units are involved in the overall battle plan. They ensure the depth of operations by repairing or replacing lost or expended materiel.

FM 100-5 provides detailed Army operational guidance.

THE THREAT

Area support groups must accomplish their missions despite threat activities. The nature of the enemy that the US Army will confront cannot be specified during peacetime. The enemy may be a poorly organized group of insurgent units using guerrilla techniques. The enemy may use highly sophisticated weapons and be well organized. The doctrine and tactics used by Soviet and Soviet surrogate forces are highlighted here. This is because the systems and doctrine we will face on the battlefield will probably be of Soviet origin or modeled after Soviet techniques.

Soviet forces are capable of continuous, extensive combat operations using a variety of weaponry. Their doctrine includes use of conventional and NBC weapons. Soviet tactics stress surprise, massing of fires and forces at critical places and times, deep maneuvers, and deployment in echelons. Their objective is to penetrate defense lines using artillery, air support, and high-speed, intensive attacks to achieve maximum penetration.

A primary objective of Soviet military doctrine is disruption of the enemy's rear area. This disruption may be achieved using forces that penetrate from the main battle area or by separate units dispatched to the rear area. Threat forces in the rear area may include airborne units, air assault units, heliborne units, special operations teams, sabotage and reconnaissance units, and nets of subversive agents. Powerful, rapidly maneuvering units called operational maneuver groups will drive into the defender's rear area early in the conflict. They conduct raids, seize critical objectives, and destroy the cohesiveness of the defense. The Soviets will support rear operations with artillery; air attacks; radio-electronic combat; and nuclear, biological, and chemical assets. The Soviet naval infantry may attack in coastal areas.

ASGs are located toward the rear of the theater. Considering the philosophy of the threat forces, the ASG cannot be assumed safe from enemy actions. The ASG and its subordinate units are lucrative targets within the COMMZ. Defense against enemy actions is a prerequisite to the functioning of the ASG.

Terrorist or saboteur activities will pose a threat to the ASG. The destruction and/or contamination from NBC weapons can reduce the ability of an ASG to perform its mission. Airborne, air assault, or amphibious threat operations could strike deeply and confront ASG units. The advance of threat forces through the FLOT to the COMMZ is not expected.

Chapter 9 of this manual provides an overview of rear operations. For more information on the Soviet army, see FMs 100-2-1, -2, and -3.

NBC ENVIRONMENT

US forces must be able to survive an NBC attack and perform their mission in an NBC environment. Threat forces possess and are trained in the use of NBC weapons. Threat doctrine indicates that chemical weapons will be used in conjunction with nuclear or conventional weapons. Threat forces are also well trained in survival techniques and defense against NBC attacks. Enemy combat units routinely conduct training in contaminated environments. Enemy combat support and combat service support elements are also trained and equipped to survive NBC attacks.

US Army CSS planners and operators must develop NBC defense plans. These

plans must be tailored to the perceived threat, the unit's mission, and available NBC equipment assets. Survival is enhanced by operations security, high mobility, and the ability to operate from widely dispersed positions. The ASG has very limited mobility. Its units vary in the ability to relocate. Dispersal may be possible to some degree. Often ASG units are located near one another to increase effectiveness or to share assets. The ASG is a probable target for persistent chemical agent contamination. These agents will pose a long-term physical hazard and may require extensive decontamination. Biological agents (including toxins) pose a special threat to rear area units because of their large area of effect.

It is imperative that NBC conditions be anticipated. Personnel must be able to deal with the problem while continuing to perform the mission. Critical supplies and equipment must be protected. Contamination avoidance procedures and nuclear weapons effects mitigation techniques must be integrated into daily operations where practical. Higher levels of protection are implemented when units receive an NBC warning. Detailed protection procedures are described in FMs 3-3 and 3-4.

The NBC warning and reporting system is used, to the extent possible, to alert personnel to potential NBC environments caused by friendly nuclear or chemical strikes in nearby areas. The NBC warning and reporting system is explained in FM 3-3. This system will not warn units of impending enemy nuclear or chemical strikes. This information will be provided through intelligence channels.

Enemy targeting technology is better than ever before. Large quantities of supplies and equipment are expected to be lost during a nuclear attack. Passive contamination avoidance procedures must be in use before an attack. This ensures that materiel not destroyed by a nuclear detonation can be utilized readily. The ADP equipment that supports ASG management and control may be extensively damaged or rendered useless by the electromagnetic pulse from a nuclear detonation. Electromagnetic pulse effects can be mitigated or eliminated by using hardened equipment. Operational procedures can be instituted to protect vulnerable equipment. For example, hardened shelters can house unhardened equipment.

Compounding ASG problems will be a reduction in the number of available personnel. The demand for medical care for casualties will challenge the medical organizations.

There will be a sharp increase in the maintenance work load after a nuclear attack. Damaged and/or contaminated materiel must be inspected, classified, and recovered if possible. Biological or chemical contamination may necessitate the use of MOPP gear. ASG personnel may be required to work for long periods of time while dressed in full MOPP gear, reducing worker efficiency. Some materiel may have to be repaired or used while it is contaminated. Training to perform tasks while wearing protective equipment is the key to minimizing the impact of contamination.

Formal plans and procedures must be established at the ASG to stress contamination avoidance, individual and collective protection, decontamination, and equipment utilization. NBC training must be an integral part of routine training. Intensive NBC training will increase survival rates and allow mission accomplishment in an NBC environment. Only cohesive, disciplined, and well-trained units can function in an NBC environment.

For additional information about functioning in an NBC environment, see FMs 3-3, 3-4, 3-5, and 3-100.

JOINT OPERATIONS

Joint forces include unified and specified commands and joint task forces. Each military service provides a contingent to unified and specified commands as required. Command and control of joint forces will conform to the provisions of the Joint Chiefs of Staff Publication 2.

Joint forces operate within two distinct chains of command—one for operations, another for administration and logistics. The administrative and logistics chain of command encompasses those functions of the military services not included in strategic direction. The military departments are responsible for administrative and logistics support of their forces wherever employed. ASGs will be tasked to provide support to joint forces operating in their areas.

COMBINED OPERATIONS

The Army must be prepared for combined operations with land, air, and naval forces of allied governments. Logistics support, while normally a national responsibility, must be coordinated in a combined effort to permit properly synchronized employment of the various allies' combat formations. Campaign planning in all of its facets is inherently a combined activity in coalition warfare.

In the past, the US Army has fought alongside allied forces in a wide variety of operational situations. Maneuver, fire support, air operations, combat support, combat service support, and naval support have all been effectively synchronized between allies in support of combined operations. Current battlefield doctrine is consistent with the demands of combined operations.

Allied commanders will coordinate the use of facilities such as highways, rail lines, ports, and airfields. They will also seek and usually regulate the CSS available in the theater of operations or from host nations. Combined commanders should form a combined logistics staff section as early as possible.

ASGs play a key role in the logistics support of combined operations. Materiel to support combined operations will be stored in and distributed from ASGs. Assistance provided by ASGs to allied forces must be consistent with support relationships established in formal agreements. The management of an ASG will be more challenging when atypical organizational configurations are operational in its area of support. Resultant changes in the CSS work load should be anticipated by MMC and ASG headquarters personnel.

Facilities controlled by other US services and by allied nations will be located in the area of responsibility of an ASG. The ASG will be tasked to provide some degree of area support to most of these organizations. In essence, they are "tenents" and receive assistance just as US units do, to the extent expressed in formal agreements. ASG commanders and staff officers will have to deal with the problems of liaison, language, and compatibility of equipment inherent in multinational military operations.

Host nation support can be used to supplement or substitute for US services, supplies, and facilities. Water, food, and construction materials will sometimes be obtained by a central allied agency and shared equitably between national contingents. Civil military operations officers can identify and coordinate US requirements for local resources, facilities, and support. Management and administration of the host nation support negotiated by civil affairs personnel is the responsibility of the ASG.

OPERATIONS SECURITY

Operations security is the process of denying the enemy information about the capabilities and intentions of friendly forces. It is achieved by identifying, controlling, and protecting indicators associated with planning and conducting military operations. The OPSEC program is applied to all aspects of military operations during peacetime, transition, and wartime. Its objectives are to ensure command security and preserve the element of surprise.

The enemy must be prevented from obtaining information that could improve its knowledge of friendly operations. OPSEC must be included routinely in ASG SOPs. A common mistake is underestimating the value of information. The OPSEC program requires an integrated effort in three areas:

- *Countersurveillance.* Countersurveillance measures include the use of secure communications, maintenance procedures that do not degrade electronic security features, camouflage, and concealment. Natural opportunities for concealment should be utilized. Camouflage netting, smoke, and other techniques can be used to deny enemy observation.

- *Countermeasures.* Countermeasures are specific actions taken to overcome an enemy intelligence collection operation. They may be passive protection measures or active measures to eliminate the threat's opportunity to obtain information. Technical advances in intelligence collection, sensors, processors, communications, and data processing provide increased opportunities for military forces to see and hear an enemy. Threat forces will attempt to deprive adversaries of control of the electromagnetic spectrum. Commanders must counter equipment such as infrared scanners, radars, television, night vision devices, and radio intercept direction-finding devices.

- *Deception.* Tactical deception actions are taken to mislead the enemy. Deception causes the enemy to take actions that are contrary to its goals. Counterintelligence teams will help ASG personnel create effective deception measures.

Intelligence and electronic warfare units provide OPSEC assistance to ASG units. Counterintelligence personnel support OPSEC by monitoring threat intelligence gathering efforts. They perform vulnerability analyses and recommend countermeasures to friendly units.

The enemy would profit from awareness of ASG operations. It could combine this information with other data and use it to predict US strategies or intentions. For example, increased movement of equipment and supplies could indicate a new combat operation. Hostile forces could analyze US maintenance programs or replacement personnel processing and vary their tactics accordingly. All CSS personnel must be constantly aware of the need for OPSEC. Actions that can be observed/intercepted by the enemy must be minimized. ASG operations can be concealed by using various methods of deception.

See FMs 34-1 and 34-60 for additional intelligence and electronic warfare information and FM 90-2 for tactical deception information.

CHAPTER 2

Mission and Organization

An ASG is a logistics headquarters in the COMMZ that commands and controls assigned units and attached units. Its mission is determined based on assessment of the CSS needs of units operational in the theater. The organization and specific missions of an ASG vary over time as the battlefield changes. This chapter describes a notional ASG because it is not likely that any two ASGs will be identically organized.

ASG MISSION

The ASG is a key organization in the force structure that sustains the Army's combat power. The success of any type of combat operation with any combination of light and heavy units depends on the sustainment available from the CSS system. Operational maneuver and exploitation of tactical successes by combat units are directly affected by the adequacy of the sustainment system. The basic missions of the ASG are instrumental in the overall sustainment of theater operations. The ASG command structure must acknowledge its role in sustainment as the primary reason for its deployment on the battlefield.

In the mid 1980s TRADOC redesigned the Army to conform to imposed manpower restrictions. It was determined that a single, multipurpose area support group would command and control specified CSS units in the COMMZ. The support group is a subordinate unit of the TAACOM. Its mission is—

- To command, control, and supervise all assigned and attached units.
- To provide intermediate (general support) maintenance in support of the theater supply system.
- To provide general support supply (less medical and ammunition) to units in the theater of operations.
- To manage and coordinate host nation support that replaces or augments portions of the ASG support mission.
- To plan and direct the provision of direct support supply, maintenance, and field services (less medical, ammunition, and centralized personnel and administrative services) to units located in or passing through the communications zone. Intermediate (direct support) maintenance is part of this mission and includes backup support to the corps when required.

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- To control and coordinate physical security and rear operations within its area of the COMMZ.

- To plan and coordinate the location or relocation of units within the ASG area and assist them in obtaining basic support services like engineer real property support.

As subordinate elements of the TAACOM, ASGs and other CSS organizations contribute to the accomplishment of TAACOM missions. The major missions of a TAACOM are—

- To provide direct CSS to units located in or passing through its assigned area. Included are intermediate (DS) maintenance, DS and GS supply (except nuclear ammunition and Class VIII items), DS and GS field services, limited P&A services, and limited internal transportation support. Medical service support, centralized personnel support, movement control, and line-haul transportation are not part of the TAACOM mission.

- To support the corps with specified logistics support.

- To provide intermediate (GS) maintenance in support of the theater supply system (work-load direction provided by the TAMMC).

- To coordinate area-related functions with host nation elements and supervise and coordinate real property maintenance activities with the ENCOM through its ASGs.

- To conduct rear operations in its assigned area.

Additional functions are coordinated and/or supervised by the TAACOM. See FM 63-4 for a detailed description of the operation of a TAACOM.

ASGs provide most of the support required by units in their areas that is not available from other sources or specialized organizations. Units such as the ammunition group, the P&A group, the GRREG battalion, and the EOD center provide specialized support in the TAACOM area. ASGs perform the highest level of supply and maintenance tasks in the theater for most items.

ASGs are comprised of those units required to provide support to units in the theater and to support the theater supply system. Each ASG is tailored to match the demand for its services. The forces in the theater, work-load requirements, and geographical constraints are assessed to determine the number of ASGs to be employed.

The most common situation requires each ASG to command and control a mix of DS and GS units. Separate battalions oriented to DS or GS may be assigned. Smaller ASGs may have both DS and GS units assigned to the same battalion. Each ASG coordinates host nation augmentation of its organic capabilities.

TAACOM commanders employ ASGs comprised of whatever subordinate units are appropriate. The ASG remains dynamic and changes as the services needed in the theater change. Unusual circumstances may result in the fielding of an ASG that departs from the organizational structure described in this chapter. For example, the IGSM mission may be a sizable portion of an ASG's mission or may not be performed at all.

SUPPLY

ASGs provide both theater-oriented and TAACOM GS supply support to forces in the COMMZ and in the corps. DS supply is also provided to units in the area assigned to an ASG. Theater army war reserve stocks and sustaining stocks are stored at ASG sites and

issued when directed by the TA through the TAMMC. Medical and ammunition supplies are not handled by the ASG.

MAINTENANCE

Each ASG performs intermediate (GS) maintenance on those items assigned to it by the TA. This maintenance function supports the theater supply system. Maintenance units at the ASG also perform intermediate (DS) maintenance for units located in or passing through the ASG area. The intermediate (DS) maintenance work load is based on requests received from customers.

OTHER SUPPORT

The ASG provides and/or coordinates field services and support services, to include base operations activities, for units in its assigned area. Units in the ASG area view the ASG as the "landlord." They expect the ASG to assist them or refer them to organizations that can satisfy their needs.

An ASG may operate supply points and refueling stations along a line of communications. Reception of reinforcing forces and evacuation of noncombatants missions may be assigned to the ASG. Temporary support missions such as reconstitution or out-of-sector support may be assigned to the ASG periodically.

The ASG manages and coordinates HNS in its area. The administration of HNS agreements may require a substantial degree of effort from the ASG headquarters staff. The ASG coordinates the logistics civil augmentation program within its assigned area. The ASG commander interrelates with local government leaders as the representative of Army forces in the area.

Rear operations are coordinated within the assigned area by a RAOC attached to the ASG. Area damage control is conducted when necessary. Explosive ordnance disposal is coordinated for units in the area. Intelligence gathering, processing, and dissemination are accomplished by ASG personnel in conjunction with the RAOC.

ASG ORGANIZATION

An ASG is a logistics support organization in the COMMZ. One ASG is employed to command and control three to seven battalions or battalion equivalents. As the population in a theater increases, this span-of-control guideline is used to indicate when additional ASG headquarters are needed. Work-load levels and the geographic dispersal of units also influence the decision to deploy ASGs.

The ASG typically commands and controls maintenance battalions, supply and services battalions, a petroleum supply battalion, and wholesale theater organizations as determined by MOA or MOU. The number and types of units comprising an ASG depend upon the number and makeup of units in the theater. A typical organizational structure is depicted in Figure 2-1.

Theater army and TAACOM commanders delineate the specific mission of each ASG. Only those units necessary to perform the mission are assigned to an ASG. Changes to the structure or composition of an ASG will be made whenever appropriate to match its support to the needs of the theater of operations.

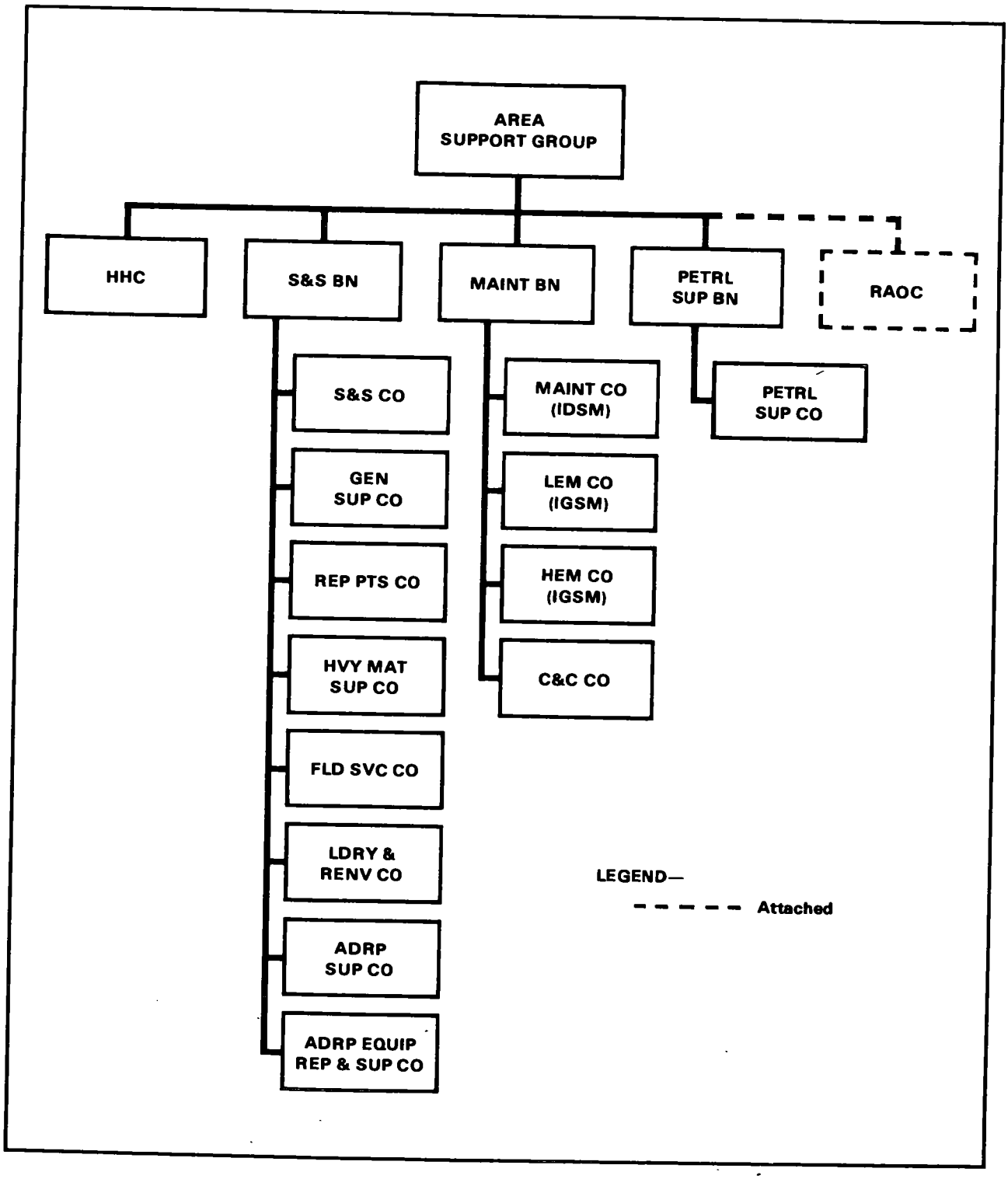

Figure 2-1. Area Support Group

HEADQUARTERS AND HEADQUARTERS COMPANY

The HHC, ASG, consists of a command section, a headquarters company, and a directorate staff. See Figure 2-2. The command section is the executive element of the ASG. Its principal function is to command all units assigned or attached to it. This includes prescribing the authority of and assigning responsibilities to the directors. Additional command and control information is contained in Chapter 3 of this manual. Figure 2-3 shows a more detailed representation of the headquarters.

The headquarters company is responsible for support of the ASG headquarters. That includes administration, training, discipline, feeding, supply, billeting, security, and other miscellaneous support. This company performs unit maintenance on organic equipment and equipment belonging to the ASG RAOC.

The directorate staff consists of the following:

- *Personnel and administration directorate.* This directorate is responsible for directing, supervising, and coordinating the management of personnel and administration activities in the ASG. Its responsibilities include providing personnel service support, administrative services, and liaison with the TAACOM P&A group. It also coordinates ASG law and

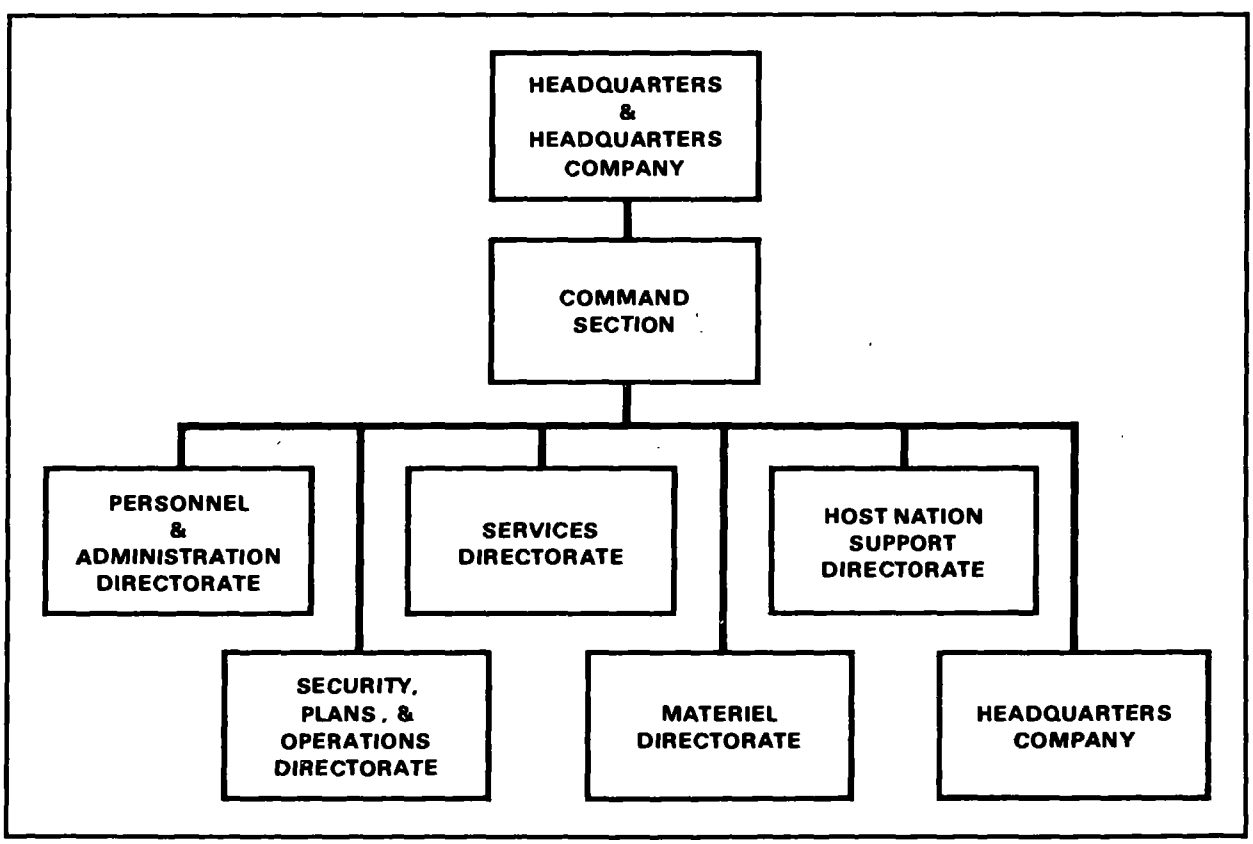

Figure 2-2. ASG Headquarters Structure

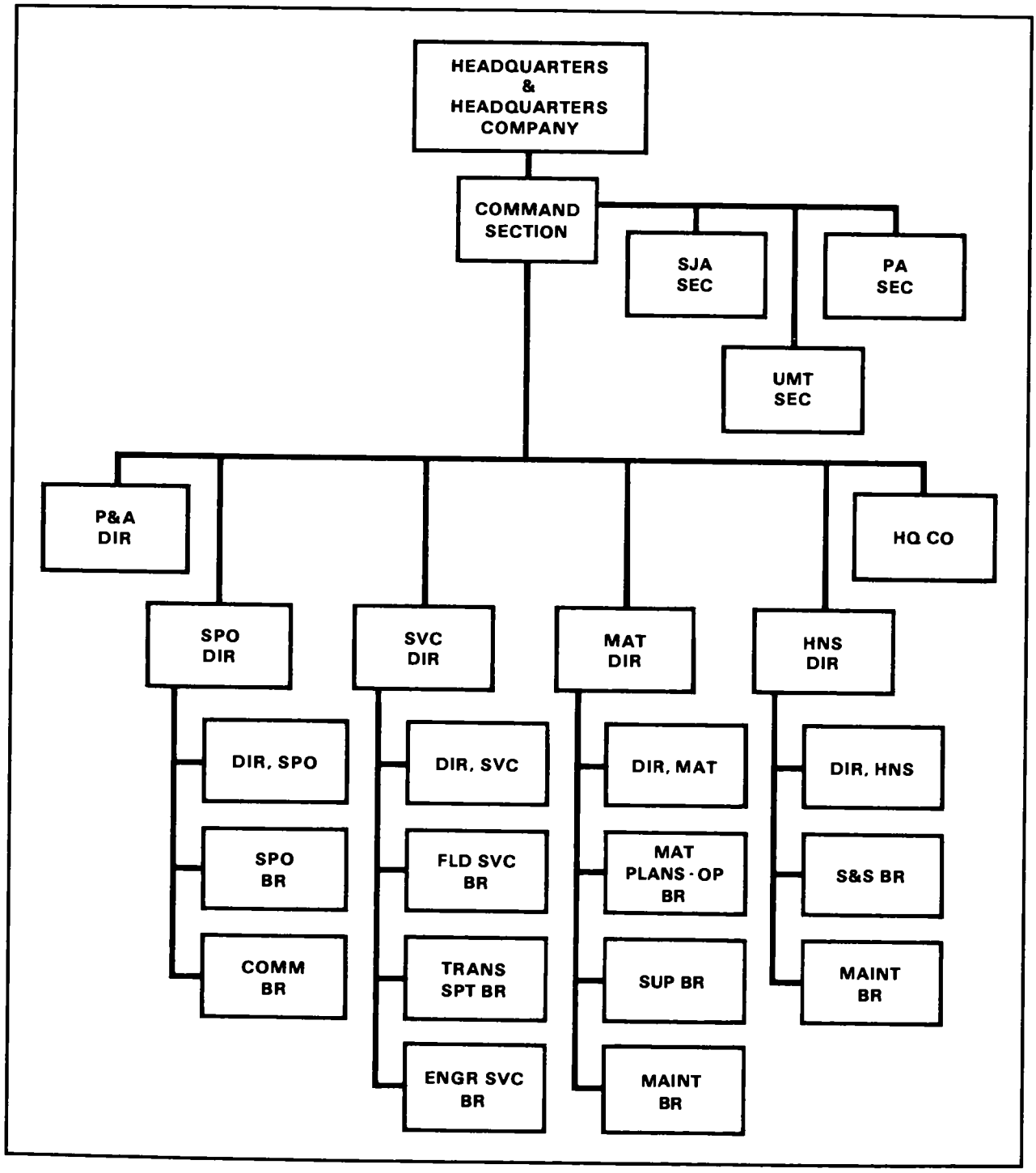

Figure 2-3. Typical ASG Headquarters Organization

order (MP) operations, labor services, and prisoner-of-war processing.

• *Security, plans, and operations directorate.* This directorate is responsible for preparing planning guidance, policies, and programs for support group organizations, operations, and functions. ASG operational plans and orders are coordinated and integrated by the SPO directorate. It directs, supervises, and coordinates intelligence and security activities for the ASG. It coordinates rear operations, to include area damage control, with the ASG rear area operations center. This directorate also coordinates communications-electronics functions of the ASG. It exercises staff supervision over the communications-electronics functions of units subordinate to the ASG. Personnel in the SPO directorate coordinate NBC defense procedures and manage training.

• *Services directorate.* This directorate develops policies, plans, and programs for field service functions of the ASG. It provides staff supervision over field service functions of subordinate units. It is responsible for the coordination of field services provided by HNS. Transportation support to the ASG is coordinated by this directorate. ENCOM support is coordinated by this directorate. Engineer teams that provide dedicated support to the ASG are supervised by personnel in this directorate. ASG real property and associated services and utilities are managed by personnel in this directorate.

• *Materiel directorate.* This directorate plans, supervises, and coordinates the supply and maintenance activities of the ASG. It supervises the supply functions of assigned subordinate units. It also supervises assigned maintenance units and coordinates the maintenance work load to ensure timely execution of maintenance programs. Performance standards for subordinate units are established and compliance inspections are conducted. This directorate is responsible for storage activities, audits and inventories, and coordination of the use of materiel and personnel resources to perform the supply mission. (Inventory management is performed at MMCs.)

• *HNS directorate.* This directorate manages and coordinates host nation support. The materiel and services obtained as a result of CA-team-negotiated agreements are integrated into the US CSS system. All phases of post-agreement HNS administration are accomplished by this directorate to include vendor performance assessments.

S&S BATTALION

S&S battalions operating in the COMMZ are assigned to ASGs. Both the materiel directorate and services directorate provide technical direction and supervision for elements of an S&S battalion. An S&S battalion is responsible for the command and control of assigned or attached organizations. The battalion headquarters is organized using standard "S" staff sections. Units most often assigned to the S&S battalion include the—

- S&S company.
- General supply company.
- Repair parts company.
- Heavy materiel supply company.
- Field services company.
- Laundry and renovation company.
- Airdrop supply company.
- Airdrop equipment repair and supply company.

Supply operations at the ASG are described in Chapter 4 of this manual. See the appendix for projected changes in quartermaster units.

MAINTENANCE BATTALION

Maintenance battalions in the COMMZ are assigned to ASGs and operate under the staff supervision of the materiel directorate. The maintenance battalion headquarters is responsible for the command and control of assigned or attached units. Units are assigned as necessary to perform the maintenance missions identified for each ASG. No two maintenance battalions have identical capabilities. Normally ASG maintenance units do not work on missile, ammunition-peculiar, medical, marine, and rail equipment. A missile support company may be attached to an ASG maintenance battalion. One of these companies will probably support the entire theater population of missiles. Units most often assigned to the maintenance battalion include the—

- Maintenance company (IDSM).
- Light equipment (IGSM) maintenance company.
- Heavy equipment (IGSM) maintenance company. (See the appendix for evolving changes in maintenance units.)
- Collection and classification company.

Specialized maintenance support teams are attached to intermediate maintenance companies to support specific systems and related auxiliary equipment. These teams are assigned to ASG units only when required. One team may be able to service the entire theater. The teams are dispatched to forward areas when necessary. Many of these teams may be required in the combat zone only. Teams that may be attached to the nondivision maintenance company (IDSM) include the—

- Special artillery turret and fire control team.
- Turbine engine repair team.
- Engineer equipment repair team.
- Track vehicle repair team.
- Towed artillery fire control repair team.
- Radar repair team.
- Thermal sight bottle charging and cleaning station repair team.
- Wheeled vehicle repair team.
- Communications-electronics repair team.
- Tank turret repair team.
- ORF maintenance team.
- Controlled cryptographic item and classified COMSEC equipment repair team.
- NICAD battery charger team.
- Mobile maintenance repair team.
- Light infantry division support team.
- TACFIRE repair team.
- Fabric repair team.
- Remotely piloted vehicle equipment repair team.

Teams that may be attached to the light equipment maintenance company (IGSM) include the—

- Turbine engine-driven power generation maintenance team.
- ADPE team.
- Radar/meteorological repair team.
- COMSEC equipment repair team.
- Audiovisual equipment repair team.

- Automatic test equipment team.
- Electronic warfare/intercept equipment repair team.
- Office machine equipment repair team.

Teams that may be attached to the heavy equipment maintenance company (IGSM) include the—

- Fire control instrument repair team.
- Fire control systems repair team.
- Artillery repair team.

PETROLEUM SUPPLY BATTALION

A petroleum supply battalion provides GS bulk petroleum support in the TAACOM area. It is normally assigned to an ASG. This battalion provides the interface between the pipeline system and the DSUs that issue fuel to consuming units. Units in the COMMZ typically receive fuel supplies from ASG S&S units. When required, the battalion can provide bulk and retail supply point distribution.

Petroleum supply companies are attached to the battalion as necessary. The battalion may be augmented with a mobile laboratory. A medium truck company is attached to this battalion to transport bulk fuel. The petroleum supply battalion responds to distribution directives from a Class III manager at the TAACOM MMC.

REAR AREA OPERATIONS CENTER

A rear operations officer commands and controls rear operations in the ASG area. He is assisted by the ASG RAOC. The RAOC coordinates tactical planning for rear operations. It is assigned to the TAACOM and attached to the HHC of the ASG. Responses to threat activities are coordinated by the RAOC. MP and engineer assets are employed as necessary to help bases and base clusters repulse threat actions. An officer in the SPO directorate maintains liaison with the ASG RAOC and provides status information to the ASG commander. More detailed information is provided in Chapter 9 of this manual.

OTHER SUPPORT UNITS

Additional units are assigned or attached to the ASG to facilitate mission accomplishment or to support units in the ASG area. The ASG must be free from enemy harassment and have selected basic support services available in order to conduct its daily business. Most units in the ASG area are not capable of totally independent operation. They depend on assistance from specialized support units. Units often assigned or attached to the ASG include—

- *An AVIM battalion.* Nondivision AVIM units are employed on an area basis in the COMMZ consistent with aircraft density. Each unit is tailored to match the aircraft it supports. AVIM units and their battalion headquarters are assigned to ASGs. See Chapter 5 of this manual for additional information. Detailed information concerning Army aviation maintenance units is contained in FM 1-500.
- *Graves registration companies.* GRREG companies identify and process human remains and perform related activities in the ASG area.
- *MP security companies.* MP companies perform routine safeguarding of activities and facilities and conduct rear operations.
- *Facility engineer teams.* Engineer teams provide combat and general engineering support in the ASG area.
- *Signal companies.* Signal companies operate and maintain the COMMZ communication network.

- *EOD teams.* EOD teams are dispatched to neutralize or remove explosive devices.

- *MI companies.* MI companies issue warnings, recommend counterintelligence procedures, and provide intelligence information to ASG units concerning threat activities.

- *Chemical companies.* Chemical companies provide contamination avoidance guidance, decontamination, NBC reconnaissance, and large area smoke assistance to area units.

- *Property disposal teams.* Disposal teams direct or perform essential disposal operations.

- *AMC activities.* AMC activities in the ASG area provide technical advice and assistance, perform depot maintenance, and calibrate and repair TMDE as stipulated in memorandums of understanding and theater operational war plans.

The ASG organizational structure presented here is representative of what will be deployed. The list of units is not intended to be all inclusive. Numerous other units may be fielded and attached to an ASG when their capabilities are required in the theater. Often the entire theater can be supported adequately by one company or team providing a certain kind of support. For example, one audiovisual equipment repair team or one property disposal team may be able to support the entire theater. In such instances only one of the ASGs will be given that capability. This may necessitate out-of-sector support planning. The ASG headquarters will command and control whatever units are assigned or attached to it by higher headquarters. Changes in capabilities at the ASG must be expected as a conflict progresses.

CONTINGENCY OPERATIONS

Contingency operations are military actions requiring rapid deployment to perform military tasks in support of national policy. Such operations are normally undertaken when vital national interests are at stake and direct or indirect diplomacy and other forms of influence have been exhausted or need to be supplemented by either a show of force or direct military action. Contingency operations involving Army forces may provide a rapid show of force—

- In support of a threatened ally to deter aggression by a hostile neighbor.
- To react to the invasion of a friendly nation.
- To protect property of US nationals.
- To rescue hostages.
- To perform other tasks.

Some contingency operations are anticipated, and plans have been prepared for them. Other contingency operations will not have been foreseen.

The Grenada operation of 1983 was an unforeseen contingency. Very little planning time was available. An operation in Southwest Asia to protect the Persian Gulf oil fields and the Strait of Hormuz is an example of a foreseeable contingency. Detailed plans have been made for that contingency and are continuously refined. Plans are made for most anticipated contingency operations. Time constraints and finite planning resources limit the number of operations that can be planned.

One of the tenets of force structuring is to deploy to an area only those units needed to do the mission. Units must be phased into the

area in the order in which they are needed. Combat and combat support forces are inserted first to secure vital areas and protect the lodgment area. Combat service support forces immediately follow to establish the sustainment base. Then the bulk of combat and combat support forces are introduced to begin sustained combat operations. The situation dictates the overall sequence of force introduction.

When planning for major contingencies, an important document is the time-phased force deployment list. The TPFDL is a listing of units showing their arrival dates and ports of debarkation in the area of operations.

For illustration purposes, suppose the national command decides that enemy action is probable and begins an operation. The date when that occurs is designated C-day. Reserve units may or may not be mobilized immediately. Some active units are alerted, and some may deploy to the general area as a deterrent "show of force." If the situation worsens, RC units may be mobilized. For example, the TPFDL may show selected combat units arriving in the area and commencing operations on C+20. Those units carry enough supplies to operate for five days. On C+25, supplies must be available to them from support units. As the situation develops, the combat and combat support forces eventually require a formal supply support structure. On C+35, supply and maintenance units arrive just as they are needed. Gradually the whole division arrives, perhaps at C+50.

Since a division requires support, corps forces begin to arrive prior to C+50. Gradually all corps units join the operation, say by C+75. If the conflict becomes a very large operation, an Army EAC structure is planned. EAC units will probably begin to arrive well before C+75, just as corps units began to arrive prior to C+50.

Suppose that our example becomes a major contingency. The corps has gained considerable ground. Its rear area becomes large. It can no longer control its entire area efficiently. This is an indication that the corps area of responsibility should be reduced. This could lead to the establishment of a COMMZ.

A small number of selected EAC personnel may be deployed to the AO and designated an Army support element-forward. Early arriving EAC units may initially be dependent on the corps for some support. Ultimately the corps will be fully committed to the combat zone and will be incapable of supporting EAC elements. A need will then exist for EAC logistics units to support EAC units.

EAC commands that may be deployed to the AO include medical, engineer, transportation, communications, military police, and personnel service elements. Various headquarters units will also be deployed. Included might be theater army, TAACOM, ENCOM, TRANSCOM, PERSCOM, MEDCOM, and Theater Communications Command (Army) headquarters. In addition, there may be contingents from other services present. The Army may be responsible for providing support for them based on interservice agreements. The need for complex CSS creates a requirement for support elements normally assigned to an ASG.

EAC units phase into the AO gradually. When the corps becomes unable to support them, dedicated EAC support elements deploy to the area. The various elements of the ASG arrive in theater incrementally, the same way all command elements are phased in. In our example, elements of EAC commands arrived in theater on C+60. The corps moved inland. The support of non-corps troops became difficult.

At C+60, there will be perhaps 2,000 EAC troops of various commands present. They will be clustered around a sea port and within

support range of each other. Their total logistics requirements will not approach the capacities of an entire S&S company and a maintenance company.

The nucleus of an ASG may be a composite company made up of a supply platoon and a maintenance platoon. The supply platoon should consist of only those people and equipment required to provide essential supplies (Classes I, limited II, III, limited VII) and services. The maintenance platoon should include only the resources necessary to provide essential IDSM and Class IX supply for common equipment (wheeled vehicles, power generators, and so forth).

As the supported population increases, the supply platoon is joined by its parent S&S company. The maintenance platoon is joined by its parent company. Gradually the ASG forward element evolves into a composite support battalion (maintenance and S&S) with a provisional battalion headquarters element. Over time, separate maintenance and S&S battalions evolve as the requirement for them develops. The logical extension of this is a fully developed ASG. It provides GS CSS to the theater as well as DS logistics support to EAC troops.

The ASG needs to control rear operations within the area in order to perform the support mission. For this reason, the ASG RAOC is probably deployed early with the ASG headquarters element to become familiar with the area and to refine plans.

The timing of events presented in the example described here did not illustrate the need for very early deployment of some EAC elements. EAC headquarters and functional units may be required just after the conflict begins. Selected ASG units may be deployed to support low-intensity conflicts. Small segments or teams may be extracted from EAC units and deployed early. These early arriving EAC elements may initially be dependent upon the corps for some of their support. This is particularly likely when corps elements are within support distance and are not overtaxed.

While EAC elements are within the corps boundaries, they are subject to corps direction in matters such as rear operations planning and execution and facilities and real estate allocation. As a general rule, EAC elements should not come under the direct command and control of the corps. Otherwise, the temptation to divert them from their primary mission is too great. Command and control of EAC elements should come from their own command structure. Their headquarters may be in country, off shore, or in CONUS.

CHAPTER 3

Command, Control, and Information Services

Command and control is the process through which the activities of the ASG are directed, coordinated, and controlled to accomplish the mission. This process is accomplished by integrating personnel, equipment, communications, facilities, and procedures. Information is gathered and analyzed, plans are formulated, instructions are issued, and execution of operations is supervised. Comprehensive battlefield automated systems are necessary to achieve maximum CSS effectiveness.

COMMAND

Command is defined as the authority to direct, coordinate, and control subordinate units. It includes the authority and responsibility for effectively using available resources and for planning the employment of, organizing, directing, coordinating, and controlling military forces for the accomplishment of assigned missions. It also includes responsibility for the health, welfare, morale, and discipline of assigned personnel.

The mission of an ASG headquarters is to command and control all assigned and attached units. Subordinate elements are assigned or attached to the HHC as necessary to meet mission requirements. The support provided by each ASG headquarters and its subordinate units varies. The dynamic nature of modern warfare requires flexibility and quick responses from ASGs. The full potential of combat forces can be realized only when the CSS system provides the needed support. The staff structure of an ASG HHC is shown in Figure 2-2.

COMMANDER

The ASG commander is responsible for the overall functioning and security of the ASG. The commander provides guidance and objectives to the staff. Subordinate commanders exercise initiative, respond to changing situations, and report their activities to the ASG commander. The ASG commander must ensure that subordinate commanders have the resources and time to perform their missions. Procedures must be established to monitor those ASG activities that receive their work load from MMCs. The commander is also responsible for the health, welfare, morale, training, and discipline of assigned and attached personnel.

CONTENTS

EXECUTIVE OFFICER

The ASG executive officer directs and coordinates the activities of the directorates. He performs the duties of a chief of staff. The XO establishes staff operating policies and monitors the collection and dissemination of information pertinent to the ASG. He represents the commander when authorized.

STAFF

The ASG headquarters is organized in a standard directorate structure. Directors respond to policies and guidance from the commander. They implement the commander's guidance by directing subordinate elements. The functioning of subordinate units is monitored and coordinated to ensure that goals are achieved and priorities are understood. Performance reports are provided to the commander. Within assigned areas of responsibility, requirements are analyzed and courses of action are recommended to the commander. Often activities at the ASG must be integrated with other organizations in the COMMZ. Staff operations are discussed in detail in FM 101-5.

COMMAND RELATIONSHIPS

An area support group is an organizational element of the TAACOM. Each ASG interacts with organizations in the COMMZ. Most units in the COMMZ depend on the ASG for combat service support. Many of those units also provide services to the ASG that are vital to the accomplishment of its mission. Other units provide tasking direction and work load to the ASG.

WITH HIGHER HEADQUARTERS

The ASG is a major subordinate command of the TAACOM. The TAACOM headquarters provides policy direction and general guidance for mission accomplishment to the ASG. The ASG performs DS supply, GS supply, intermediate (DS) maintenance, and field service missions in accordance with the TAACOM's direction. The TAACOM headquarters also commands other organizations in the COMMZ that may interact with the ASG or provide support to the ASG.

The ASG is tasked by the theater army to perform GS supply for TA-controlled items and intermediate (GS) maintenance tasks. Aggressive management is necessary at the ASG to effect the dual orientation of simultaneously performing supply and maintenance tasks for both command levels. Priorities may have to be reevaluated when ASG capabilities or battlefield conditions change significantly. Specific supply and maintenance missions are received from TAACOM and TA materiel management centers. The MMCs provide detailed instructions to the ASG supply and maintenance units that implement the guidance received from the TAACOM headquarters and TA headquarters. The ASG coordinates directly with the MMCs on technical matters. Otherwise, the ASG receives direction via classic staff relationships. FMs 63-4 and 63-5 provide detailed descriptions of the TAACOM and theater army.

WITH OTHER ORGANIZATIONS

The ASG interacts with many other organizations in the COMMZ. These units impact each other's mission effectiveness even though they are not directly related in a single chain of command. For example, the ASG depends upon units of the TRANSCOM and the TCC(A) for transportation and communications services. The ASG provides DS supply and intermediate (DS) maintenance services to units located in, or passing

through, the ASG geographic area. Complex coordination is necessary to ensure that the ASG effort is expended on the most important tasks. Elements of other services may also exchange services with the ASG.

Many organizations receive services from the ASG and provide other valuable services to the ASG at the same time. The rapid changes expected on the battlefield make flexibility and adaptability very important. The TAACOM headquarters or TA headquarters will negotiate the support relationships between the ASG and other organizations. The execution of agreed-upon exchanges of support will occur daily at the ASG level. Some support relationships will be temporary. For example, deploying units move through the ASG area and receive support. Tactical units conducting rear operations also receive support from the ASG until they return to the combat zone.

Cooperation between the ASG and the MP, ENCOM, TRANSCOM, and other units in the area is coordinated through typical command channels. For example, a request for transportation support is conveyed from the ASG to a movement control team which tasks a TRANSCOM truck unit. If the TAACOM MMC needs transportation support, it requests it from an MCT which tasks a TRANSCOM truck unit. Transportation services are thus provided to the ASG. These procedures work well when communications support is available and when relationships are firmly established and mutually understood.

WITH SUBORDINATE UNITS

The ASG commander directs and supervises the activities of the units assigned or attached to the ASG. Some aspects of this mission are simply passed on from higher headquarters. Other areas require analysis and judgment. Additional units are added to the ASG or placed under its operational control as necessary to match ASG capabilities to the needs of the area and the theater. Each subordinate unit must be kept aware of how it is contributing to the achievement of overall ASG objectives.

The ASG commander must invoke procedures that facilitate work-load control and management. Although subordinate units should be allowed to function without frequent intervention, the ASG commander must be aware of their activities at all times. ASG directors should develop criteria or limits that trigger active involvement in the operations of subordinate units. Examples of these are unusual requirements, new missions or programs, changes in performance levels, sequencing or priority questions, changes in work-load levels, or changes in available resources.

The ASG headquarters is actively involved in the operations of subordinate battalions. It develops policies and planning guidance, provides priorities and locations to subordinate commanders, and reviews and integrates unit plans. The headquarters resolves conflicts between ASG units and customer units. It evaluates capabilities of subordinate units and resolves discrepancies to ensure a productive, efficient relationship with MMCs. Much of the work load for the battalions is determined by MMCs. The ASG also provides facilities and basic services for subordinate units. For example, legal services, public affairs support, and maintenance of real property are centrally controlled by the ASG headquarters.

WITH THE HOST NATION

An ASG may rely heavily on services from a host nation. Conversely, many services may be provided to host nation units. The TA commander authorizes the use of host nation support. Agreements with the host nation for support are initiated at the TA or TAACOM

level. CMO personnel are assigned to these headquarters to negotiate the agreements.

The ASG HNS directorate manages and coordinates support received from the host nation. This includes verification of the proper execution of contracts and integration of the support into the US Army system. Rarely will two host nation support agreements be identical. Even if the same nation is providing support to two ASGs, the support agreement details may differ. Use of HN sources for materiel or services frees ASG assets to perform other tasks. Full use of HNS is encouraged within limits. US forces must not become overly dependent upon HN units.

The ASG commander may contract with the host nation or control HN assets. The ASG may also be committed to providing vital support to HN units. HN units may be given a US force/activity designator and receive supplies from the Army wholesale supply system just as US units do. HN industrial facilities may be used by ASG units. The ASG staff must be sensitive to the local population and operate in a manner that respects their homeland.

ADP SUPPORT

The mission of an ASG is impacted by numerous battlefield automated systems that are operational in the theater. Theater objectives are established and threat activities are analyzed using computer systems. The work load of ASG units is determined by the TA, the TAACOM, and their MMCs using computer-processed requirements and consumption/usage data. An area communications system will be used to transfer data into and out of the ASG using computer terminals. ASG headquarters supervision of subordinate units may be computer assisted. Some ASG personnel will use minicomputers to speed or enhance the performance of their jobs. The advantages of modern battlefield automated systems must be exploited by all major CSS organizations to make available the highest quality support.

With a high degree of reliance on data processing systems comes an obligation to safeguard the hardware, software, and communications network from enemy action. ASG computer assets should be located in concealed, secure locations. They must be mobile to enhance survivability. Enemy intelligence personnel must be prevented from monitoring or accessing computerized records. Hostile activities can damage ADP equipment in many ways. Fire, heat, radiation, electromagnetic pulse, and electronic countermeasures can render the devices inoperable.

The use of automated management systems offers many advantages to the Army. One inherent disadvantage is the possible loss of computer support for short periods of time. The ASG and activities it interacts with must be capable of continuing to function during interruptions in battlefield automated systems support. Scheduled interruptions result from procedures such as equipment maintenance, replacement, or movement. Unscheduled interruptions may be due to equipment failure or damage caused by the enemy.

Contingency plans must be established in advance to minimize the impact of interruptions in automated systems. A manual backup system equivalent to the automated one is usually not practical. Limited manual backup procedures may be feasible for selected systems. Hardware and software redundancy is the best way to compensate for computer losses due to enemy activities. A compatible computer device from a lower priority system or unit may be made available to replace a nonfunctioning computer.

Software transportability is possible with some systems. The software is moved to another computer without requiring conversion programming. The use of modular computer hardware and software may permit gradual functional degradation rather than sudden shutdown. Redundant data storage is a simple, effective way to facilitate reestablishment of records. Master files are periodically duplicated and stored in a safe, remote location.

The use of decentralized or multiple hardware locations in the theater lessens the likelihood of a massive loss of battlefield automated systems equipment. The ASG will possess some computer devices. ASG units receive their work load from MMCs that use large, sophisticated computers. The ASG headquarters must prepare a plan to cope with reductions in, or loss of, ADP services. Guidance from the MMCs may be less precise during periods of degraded ADP support. A greater degree of materiel management responsibility may be delegated to ASG headquarters personnel.

The ASG commander must use innovation and imagination during emergencies to communicate with and supervise subordinate units. Specific continuity of operations guidance can be found in each system's user's manual and in AR 18-7.

ORGANIZATIONAL RESPONSIBILITIES

COMMAND SECTION

The ASG commander, assisted by the executive officer, controls and supervises all assigned or attached units. The command section monitors the work load of subordinate units and ensures that their performance is satisfactory. The commander may have to implement special reporting procedures to obtain the management information necessary to control subordinate units. Typical tasks that are accomplished include—

- Analyzing mission requirements.
- Issuing planning guidance.
- Organizing available resources.
- Advising higher headquarters of current operations.
- Monitoring unit activities.
- Monitoring unit maintenance.
- Monitoring tactical and technical performance of units.
- Monitoring logistics support.
- Monitoring base security.
- Monitoring air defense priorities of CSS facilities.

HEADQUARTERS COMPANY

The headquarters company provides necessary unit-level support to the ASG staff elements and the attached RAOC. This will include administration, unit personnel functions, food service, unit supply and maintenance, security, and training. Specific tasks performed by the headquarters company include—

- Supervising the establishment of a perimeter defense.
- Supervising camouflage activities.
- Supervising field sanitation operations.
- Supervising unit maintenance and operator maintenance.
- Coordinating unit medical support.

- Supervising response to ground or air attacks.
- Monitoring physical security measures.
- Assisting MP in processing captured enemy prisoners of war and equipment.
- Providing Standard Installation/ Division Personnel System inputs.
- Assisting graves registration personnel in performing GRREG functions.
- Establishing and operating a field kitchen.
- Establishing and operating a motor pool.
- Establishing and operating a unit supply activity.
- Managing a PLL using a unit-level automated system.
- Requesting, receiving, and issuing ammunition.
- Accounting for items of property at the headquarters using the Standard Property Book System.
- Conducting and coordinating training for personnel in the HHC.
- Arranging for the physical relocation and space allocation of the headquarters under the supervision of the P&A director.

SJA SECTION

The SJA of the ASG serves on the special staff of the commander. He advises the commander on the legal implications of decisions or courses of action. Members of the SJA office prepare the legal annex to the OPLAN. They review the entire OPLAN to ensure that it conforms to legal requirements imposed by domestic and international law. The review also determines whether constraints not mandated by law are contained in the OPLAN.

SJA personnel advise the commander on contracting, civil affairs operations, and the legal status of US personnel deployed overseas. They provide legal assistance to soldiers and their families to ensure that personal affairs are in order. They process claims arising from operations and assist in the negotiation of international agreements. Violations of the laws of armed conflict, whether committed against or by US forces, are investigated and prosecuted.

Courts-martial are convened at the ASG when necessary. The SJA advises the convening authority on the disposition of criminal charges and trial prosecution by courts-martial. Trial defense counsel are detailed to defend those accused of offenses. Military judges are detailed for all special and general courts-martial. See AR 27-1 for additional judge advocate information.

UNIT MINISTRY TEAM SECTION

The UMT section advises the commander on matters concerning religion, morals, and morale affected by religion. The ASG chaplain plans and manages pastoral ministry and related activities in the ASG area. The chaplain provides technical supervision to the chaplains of units subordinate to the ASG. The UMT section monitors activities in the ASG area to ensure that religious support activities are available to all personnel. Host nation religious beliefs and local mores are explained to ASG personnel to minimize conflicts with local customs. Additional duties of chaplains are discussed in AR 165-20 and FM 16-5.

PUBLIC AFFAIRS SECTION

Public affairs operations in the ASG are limited. The PAO is the principal advisor to the commander on public affairs matters. He has a small staff and the office has limited capabilities unless augmented by a public affairs detachment.

The ASG PAO develops and disseminates PA plans, policies, and guidance. The PAO provides units located within or moving through the area with limited PA support. He responds to queries from news media and subordinate units, manages the Hometown News Release Program, takes and disseminates PA photos, and provides limited media escorts.

During peacetime, the ASG PA office may be augmented with TDA personnel. During wartime, a PA detachment may be attached to provide expanded command and public information capabilities.

The ASG PA office has limited news gathering and production capabilities. It can produce news sheets or, when augmented by a PA detachment, a daily newspaper.

P&A DIRECTORATE

The director of personnel and administration develops and implements plans, policies, and procedures for P&A support in the ASG. Centralized P&A services are provided to organizations in the TAACOM area by a P&A group. It is under the technical staff supervision of the TAACOM ACofS, personnel. See FM 12-3-4 for details.

The P&A directorate informs the ASG commander of personnel actions or changes in strength or capability that impact the ASG mission. By regulation or policy, certain personnel actions require decisions from the commander. Typical ASG P&A directorate tasks include—

- Developing the administrative portion of OPLANs or OPORDs.
- Coordinating personnel management services.
- Providing administrative support.
- Preparing strength and status reports using the SIDPERS.
- Coordinating disciplinary guidelines and enforcing law and order.
- Monitoring morale support programs.
- Coordinating medical support.
- Monitoring the processing of recovered, captured, or detained US and allied personnel.
- Providing records library services.
- Developing and coordinating training programs for directorate personnel.
- Controlling classified materials.
- Maintaining personnel data cards.
- Coordinating postal services.
- Preparing the P&A portion of the ASG SOP.
- Recommending changes to personnel service support authorizations when necessary.

SECURITY, PLANS, AND OPERATIONS DIRECTORATE

The director of SPO develops policies, programs, and procedures for matters pertaining to security, intelligence, plans, operations, communications, and training. He coordinates these activities with ASG staff officers and subordinate units. Information is provided to the ASG commander as necessary or when requested.

Responsibilities of the SPO directorate include—

- Preparing planning guidance, policies, programs, estimates, orders, and directives pertaining to command organization, operations, and functions.
- Developing, coordinating, and issuing group estimates, studies, policies, standing

operating procedures, administrative/ logistics plans and orders, and operational plans and orders.

o Preparing, coordinating, and maintaining the ASG troop list and authorization documents.

o Reviewing and processing unit status reports.

o Briefing higher headquarters concerning the operational situation (unit readiness, problems requiring external assistance).

o Coordinating and controlling operations when ASG elements are task-organized for special missions.

o Initiating and maintaining liaison with adjacent commands.

o Exercising staff supervision over OPSEC activities.

o Integrating intelligence and counterintelligence requirements into group operations to include electronic warfare and deception functions.

o Developing plans and policies for collecting, processing, and disseminating intelligence.

o Coordinating the intelligence activities of attached military intelligence and counterintelligence detachments.

o Disseminating tactical and intelligence information to subordinate units. This includes threat, weather, and terrain data.

o Determining requirements for, and exercising staff supervision over, communications services related to ASG operations and linkage to TAACOM headquarters. An interface with the theater army communications system will be provided by the TCC(A). A supporting signal unit provides a limited amount of record traffic, facsimile, and messenger service.

o Operating a telephone communications system for internal ASG use.

o Maintaining a continuous liaison with civil affairs and psychological operations units operating in the ASG area.

o Planning, coordinating, and supervising physical security activities.

o Planning, coordinating, and supervising NBC attack detection and avoidance or decontamination procedures.

o Planning and coordinating rear operations in conjunction with ASG RAOC, engineer element, chemical element, and host nation personnel.

o Planning and coordinating area damage control activities. Preparing an area damage control plan and implementing it when necessary to include coordination of EOD support.

o Preparing the SPO portion of the ASG SOP to include the intelligence estimate and annexes.

o Planning and coordinating deception and denial activities.

o Developing a destruction plan to deny use of facilities and materiel to the enemy.

o Developing training policies and guidance.

o Coordinating and evaluating training programs to ensure that they are appropriate, comprehensive, and professional.

o Determining general geographic locations for tenant and subordinate units and commands, assigning available facilities, and managing displacements. This requires force tracking within the ASG area.

o Supervising the headquarters company when it is relocating to include physically positioning the ASG headquarters complex.

- Assisting the executive officer by coordinating the content of command briefings.

MATERIEL DIRECTORATE

The director of materiel develops policies, plans, procedures, and programs for supply and maintenance activities. Other related logistics support services are also provided by this directorate. For example, local procurement is accomplished by this directorate when authorized. TA and TAACOM commanders provide guidance and missions to this directorate through the ASG commander. Selected personnel assigned to this directorate must possess extensive functional area expertise in order to evaluate and advise units that are staffed with specially trained technicians. Functions of the directorate of materiel include—

- Developing the materiel portion of OPLANs and OPORDs.
- Planning, coordinating, and supervising all materiel operations within the command.
- Recommending supply and maintenance units to be assigned to the ASG to accomplish the mission.
- Conducting staff visits to subordinate units and activities to provide assistance and evaluate supply and maintenance operations. Included are appraising techniques and procedures being used and ensuring that work directives are being executed in a timely manner.
- Providing staff supervision to subordinate S&S and maintenance battalions.
- Resolving work-load and performance issues raised by customer units, ASG units, MMCs, and higher headquarters.
- Monitoring equipment operational readiness within the command.
- Developing estimates or summaries of support requirements associated with supply and maintenance programs.
- Advising the ASG commander on all matters concerning supply and maintenance capabilities and limitations and work load of the ASG.
- Ensuring appropriate distribution of supplies to subordinate units. Verifying that all ASG units have authorized equipment on hand or on order.
- Coordinating the GS and DS supply functions. Included are receipt, storage, distribution, issue, or disposal of supplies and equipment as directed by the MMCs. Water supply operations are part of this function.
- Maintaining up-to-date records on critical items of equipment and supplies.
- Monitoring all phases of supply operations to ensure conformance with higher headquarters guidance.
- Coordinating HNS that augments the supply and maintenance missions.
- Performing local purchase and contingency contracting as necessary when authorized by higher headquarters.
- Supervising the provision of intermediate (DS) maintenance support to units located in, or passing through, the ASG area as stipulated in current administrative or logistics orders.
- Supervising the provision of intermediate (GS) maintenance for specified items or systems as directed by the TAMMC.
- Planning for the accomplishment of expected maintenance work load and the modification or product improvement of materiel stored at ASG units.
- Ensuring that adequate facilities are

available to attached or assigned maintenance and supply units.

- Conveying requirements for transportation support to the director of services.
- Recommending locations for supply and maintenance facilities.
- Developing and implementing procedures for subordinate units to report supply and maintenance mission information (work load, performance) to the ASG commander. This is especially important when units receive their work load directly from MMCs.
- Processing inventory adjustments and reports of survey for subordinate property book accounts.
- Preparing the materiel (supply and maintenance) portion of the ASG SOP.
- Conducting and coordinating controlled exchange of selected items, collection and classification of materiel, and disposal of items no longer usable.
- Supervising the collection and disposal of salvaged and captured enemy supplies and equipment. Processing of enemy equipment is coordinated with the ASG intelligence officer.
- Planning and coordinating the use of labor by subordinate units. The requirements are passed to the director of P&A.
- Reporting work performed and actions taken to the TAACOM headquarters and/or the organization that sanctioned the activity.
- Determining the impact of rear operations on the ASG materiel management mission and advising the director of SPO of the impact.
- Developing and scheduling training programs within the directorate to enhance the skills possessed by assigned personnel.

SERVICES DIRECTORATE

The director of services is responsible for planning, implementing, directing, coordinating, and supervising those operations necessary to provide field services, food service, transportation, and engineer services in the ASG area. Tasks accomplished by this directorate include—

- Developing plans, policies, procedures, priorities, and directives for field services, transportation, engineer services, and related matters at the ASG. Activities supervised include food services, bakery, laundry, airdrop, bath, clothing exchange, textile renovation, and graves registration. Construction, real property acquisition and maintenance, utilities, and firefighting are also managed by the director of services.
- Monitoring and directing the deployment and operation of ASG service units. Recommending changes to ASG service unit authorizations when appropriate.
- Advising the ASG commander about the status of services and the logistics support necessary for current and proposed operations.
- Assisting and advising commanders of ASG subordinate units on services issues.
- Coordinating and directing ASG real property maintenance activities to include the acquisition, construction, maintenance, operation, and assignment of facilities. Performing inspections of ASG facilities.
- Coordinating utilities and firefighting services for ASG real property assets.
- Maintaining a liaison with the ENCOM to coordinate and prioritize requirements for services such as barricade emplacement, construction services, fire fighting, or area damage control.
- Coordinating, directing, and monitoring the movement or relocation of materiel

and personnel using organic transportation assets and TRANSCOM services. Determining priorities for the allocation of transportation assets to ASG units.

- Obtaining, conducting, and managing field services and other services required by ASG units and other units in the ASG area.

- Coordinating with chemical units to obtain contamination avoidance and decontamination guidance and assistance. Directing the internal ASG decontamination program.

- Adjusting or realigning service support missions in response to changes in ASG organizational structure and/or changes in units receiving ASG geographic support.

- Supervising the conduct of GRREG operations in the ASG area and coordinating these activities with the TAACOM GRREG battalion.

- Integrating the services provided by the ASG with other organizations or agencies located nearby and engaged in similar logistics services.

- Coordinating the use of HNS to supplement ASG services.

- Preparing the services portion of the ASG operational plans and orders.

- Preparing the services portion of the ASG SOP.

- Planning training programs for services directorate personnel.

HNS DIRECTORATE

The director of HNS develops plans, policies, and procedures for efficient utilization of support received from local sources. All potential theaters can be expected to include some degree of HNS. The host nation support directorate manages and coordinates services and materiel obtained from countries located in the theater. When fully staffed, the HNS directorate will have a director's office, HNS S&S branch, and HNS maintenance branch. The HNS directorate must ensure that maximum benefits are obtained from host nation support. This is achieved by integrating HNS with US-provided support. Guidance for the use of HNS is provided to the ASG by the TAACOM headquarters.

Contact with HN organizations is handled by civil affairs teams. A CA element is assigned, attached to, or placed in support of the TAACOM to provide CA command support in the COMMZ. CA teams are normally attached to each ASG. In Europe these teams are designated CIMIC teams. The CA teams and the ASG HNS directorate staff work together to obtain and use appropriate HNS. The execution of HNS agreements is monitored and facilitated by this directorate. The degree of responsibility delegated to the HNS directorate is determined by higher authorities and will vary. This directorate coordinates with the TAACOM headquarters, TAACOM MMC, TAACOM functional units, and other ASG directorates to gain maximum effectiveness from available HNS.

Specific tasks that may be performed by the HNS directorate include—

- Reporting on organic ASG capabilities so that determinations to employ HNS to obtain specific materiel or services can be made.

- Providing assistance to units in the ASG area that wish to document a formal requirement that would involve HNS (format, justification).

- Supporting the materiel and services directorates of the ASG by managing HNS

agreements that complement their mission.

- Serving as the central contact point between units in the ASG area and the CA team that obtains HNS in the area.

- Coordinating issue of US materiel to the HN when the agreements so specify. This would include timely shipping of unserviceable reparable items to support HN maintenance agreements.

- Initiating and monitoring the interface between HN elements and US units when such a relationship is stipulated in an agreement.

- Coordinating the receipt of materiel and services obtained from the HN. This includes preparing the documentation to update materiel records at the MMCs.

- Managing inspection and quality control services to verify HN compliance with agreements.

- Comparing HNS contract stipulations to the performance of HNS vendors and calling attention to discrepancies. HNS directorate personnel may be appointed contracting officer's representatives.

- Maintaining records of the assistance obtained from the host nation.

To accomplish these tasks the HNS directorate may require assistance from other elements. The necessary technical expertise to write specifications or to inspect products may not be available in the HNS directorate. Specialists from the materiel directorate or from TAACOM functional units may be needed to ensure HNS compliance with guidance. The director of HNS at the ASG requests assistance through normal command channels.

The need for HNS may originate in the materiel or services directorate of the ASG. The director of HNS assumes responsibility for obtaining the needed support. Formal procedures should be established for this in the ASG SOP. The CA team negotiates the agreement with the host nation. See Chapter 7 of this manual for more information about civil affairs.

CONTROL

Control is the authority exercised by a commander over part of the activities of subordinate organizations or other organizations. The authority to control always includes the responsibility for the performance of controlled units. Mechanisms or procedures to guide units and to measure their success must be established by the commander exercising control. Orders or directives from higher authorities are implemented by tasking units under the commander's control.

The ASG commander and his staff must monitor the accomplishment of the ASG mission. If necessary, actions must be taken to ensure that subordinate units perform as directed. Control of ASG units is challenging due to their diversified activities. Also, some units will be geographically separated from the ASG headquarters.

Control of ASG subordinate units is achieved using communications systems, management analyses, data processing systems, and decision-making procedures. Commanders must be knowledgeable of the current techniques for controlling support operations. The emerging CSS Control System will assist the commander and his staff in obtaining and evaluating timely information. This system will automate information used by CSS managers. The continuation of mission accomplishment during

threat activities in the ASG area will demand rapid modifications to the control techniques being used.

SCOPE OF CONTROL

Command relationships must be clear at all times. Each commander must ensure that subordinate units accomplish required functions. The diversity of units comprising an ASG makes control a difficult function. Control techniques must be implemented to sequence tasks and integrate independent actions when necessary. Subordinate units must be afforded sufficient latitude to allow initiative and technical expertise to be applied to challenges encountered. Often subordinate personnel have greater technical knowledge than the commander who must control their activities. Better decisions are made by managers who monitor activities continually. Subordinate units should be consulted to obtain pertinent information. The control function should not be delegated.

Control is exerted at each level from the overall theater down to the team or platoon level. Control consistency and rapid decisions will enhance the effectiveness of CSS units. A diverse array of units must be disciplined, aligned, and integrated to accomplish the ASG mission.

TECHNIQUES OF CONTROL

A commander should be familiar with several different techniques to control operations within his command. Some control techniques rely heavily on scientific analyses and data processing. Others place emphasis on a commander's experience and subjective judgment. No one approach is best in all situations. Control mechanisms must be modified or changed to accommodate variations in the battlefield environment. Peacetime decisions may be based on different control parameters than wartime decisions.

A commander must possess a thorough understanding of the purpose and objective of the units commanded before a control system can be selected and implemented. Control is possible only when an effective communications system is operational. See FM 101-5 for additional information on staff relationships.

FACILITIES

A commander must consider facilities as one of the variables that affect a unit's capability to perform its mission. The nature of the work performed by certain units will make pipelines, rail lines, highways, airfields, ports, industrial structures, and data processing resources important location influencers. ASG units may be located in urban terrain. Industrial property, utilities, cover, and local vendor services may be available. Vulnerabilities inherent in urban locations should be compared to advantages.

An ASG may have to set up and operate in an area where very few facilities exist. The accomplishment of the ASG mission in an undeveloped area is particularly challenging. Any assumption about facilities upon which planning is based must be well documented. The ASG commander will relocate units as needed to enhance their mission performance or safety.

INFORMATION SERVICES

A commander must be aware of what is going on, determine actions to be taken, issue instructions, and supervise or monitor the execution of the actions. The quality of decisions made by the ASG commander is directly related to the quality and timeliness

of the information upon which the decisions were based. The communications system must be flexible, expandable, survivable (including nuclear and chemical survivability), and capable of sustained operation. Alternate routing and backup systems should be established when feasible. The communications-electronics equipment must be capable of being relocated rapidly to reduce targetability. Equipment must be geographically dispersed. The ASG is tailored to meet the requirements of the theater. The information services support to the ASG is also tailored to specific circumstances.

THEATER

The information services support for a TA is provided by the Theater Communications Command (Army). TCC(A) is a subordinate command of the US Army Information Systems Command. The TCC(A) is under the operational control of the TA commander in both peace and war. The communications system at the theater level is the theater communications system (Army). It is installed and operated by the TCC(A). TCS(A) is capable of handling secure and nonsecure voice, data, teletypewriter, video, and facsimile requirements. Communications support is provided via a grid network extending from CONUS through the worldwide defense communications system to the theater and into the echelons-above-corps area. TAACOM communications assets interface with the TCS(A) at designated access points.

The TCS(A) consists of area links traversing a nodal system. It uses single and multichannel satellites, multichannel line of sight and tropospheric scatter systems, radios, cables, telephones, message switching centers, and technical control facilities. The TCS(A) interfaces with existing combined communications systems and any existing local telephone and telegraph systems. This is accomplished in accordance with standardization agreements and HNS agreements. TCS(A) communications links interconnect the TA with its subordinate unit headquarters. A diagram of the communications links is shown in Figure 3-1. FM voice communications capability is extended to units through a net radio interface.

An area nodal system is composed of a network of interconnecting communications points called nodes. Area signal nodes are depicted in Figure 3-2. Area links interconnect the area nodes. This permits alternate routing of communications in the event one or more nodes becomes inoperative. Subscriber links connect area nodes to unit-level switchboards within the COMMZ. Individual units use the system to communicate with each other. The TCC(A) provides supply and maintenance support for assigned information systems in conjunction with the ASG. See FM 11-23 for detailed TCC(A) information.

THEATER ARMY AREA COMMAND

Information services for the TAACOM are provided by a signal operations company. It is described in detail in FM 11-26. This unit provides—

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

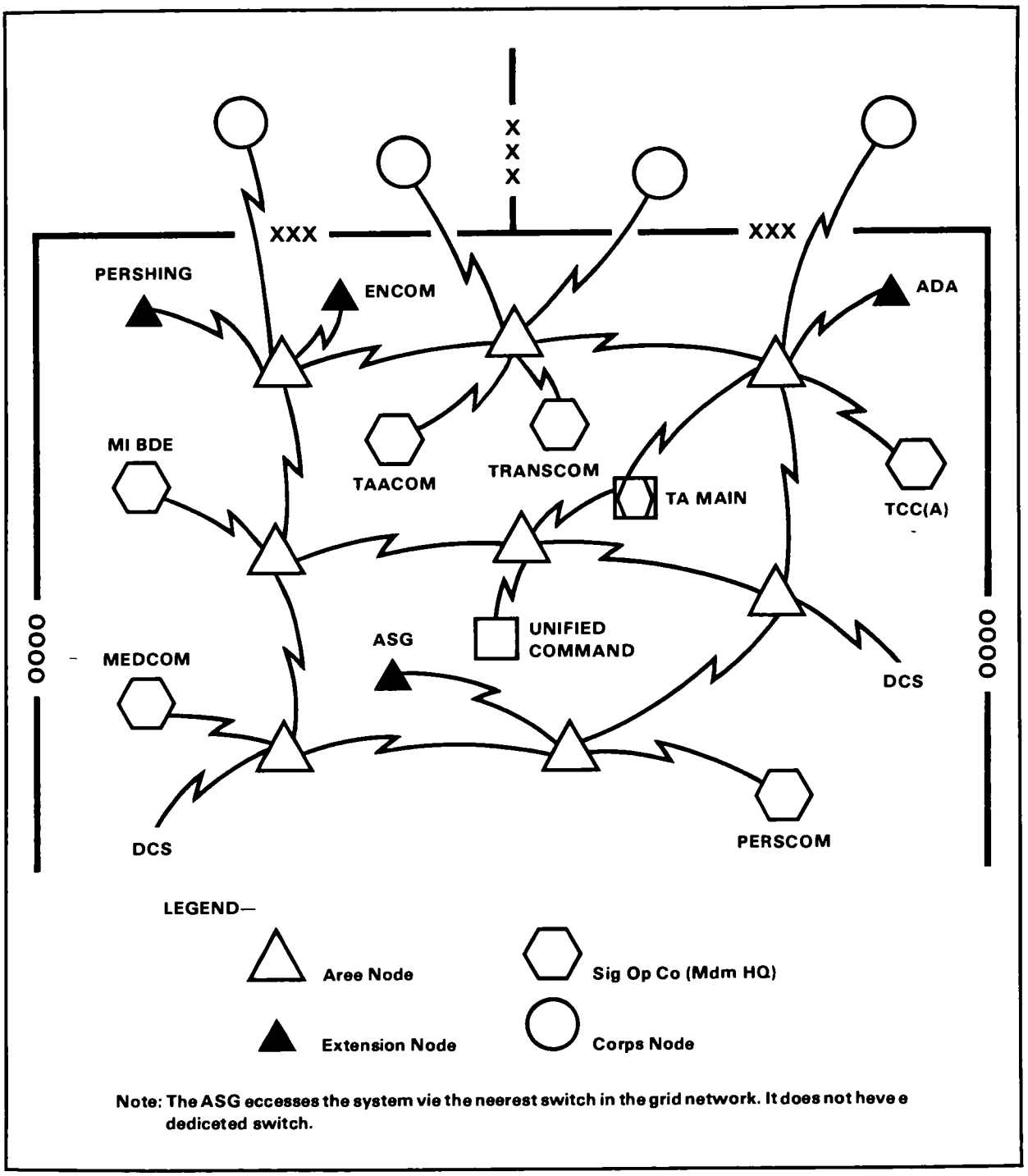

Figure 3-1. Army and Area Command Communications System

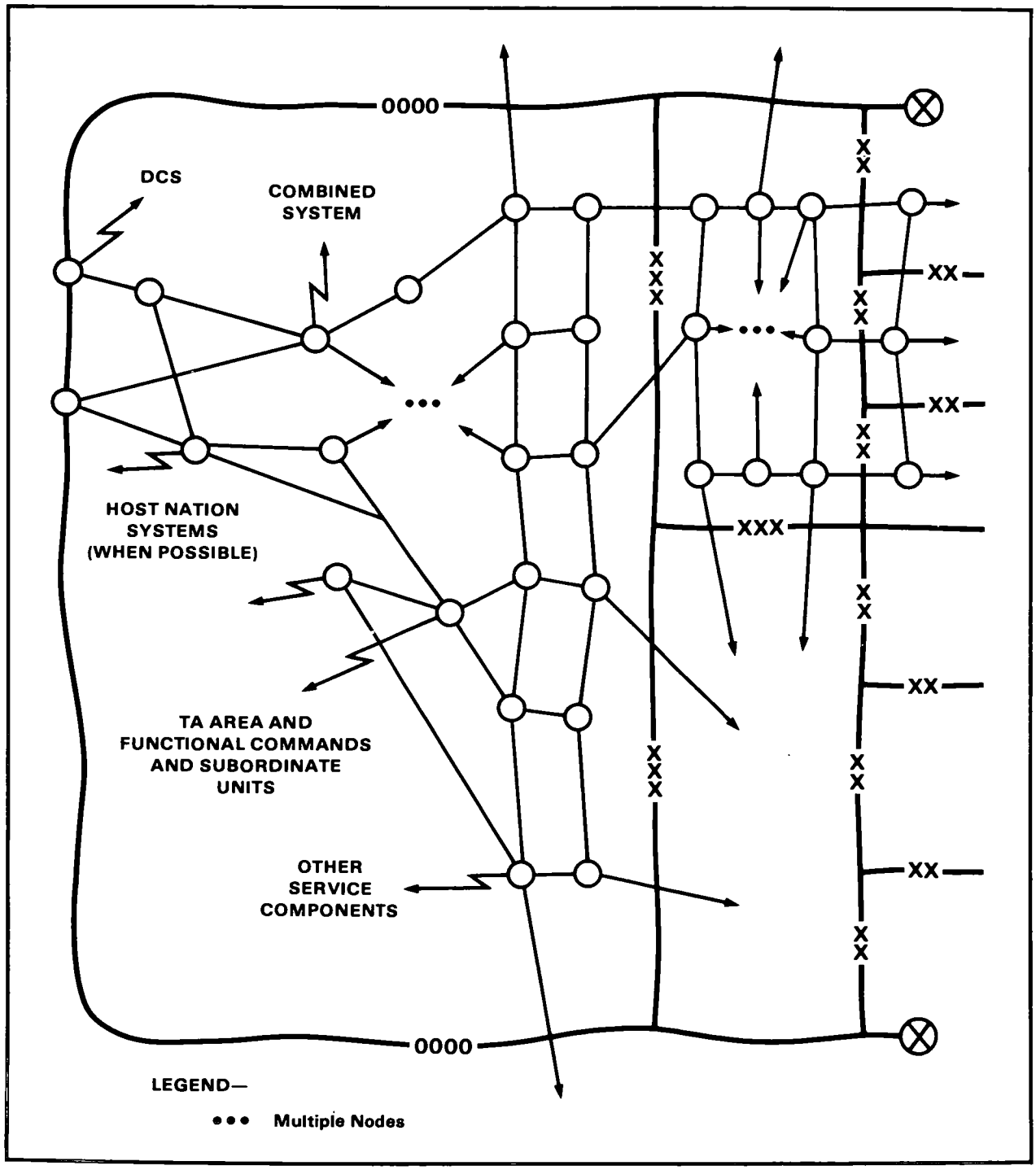

Figure 3-2. Area Nodal Systems

Figure 3-3 depicts typical communications links used by the TAACOM headquarters.

The TAACOM commander must coordinate with the TA signal brigade to ensure that the needed services are provided. Communications facilities within the TAACOM are directly controlled by the commander. Organic communications assets and signal unit assets combine to make the required support possible. Headquarters staff personnel develop plans, policy, and procedures to maximize the benefits derived from the available communications system. The effectiveness of the TAACOM headquarters will be reduced by any significant degradation of the communications system.

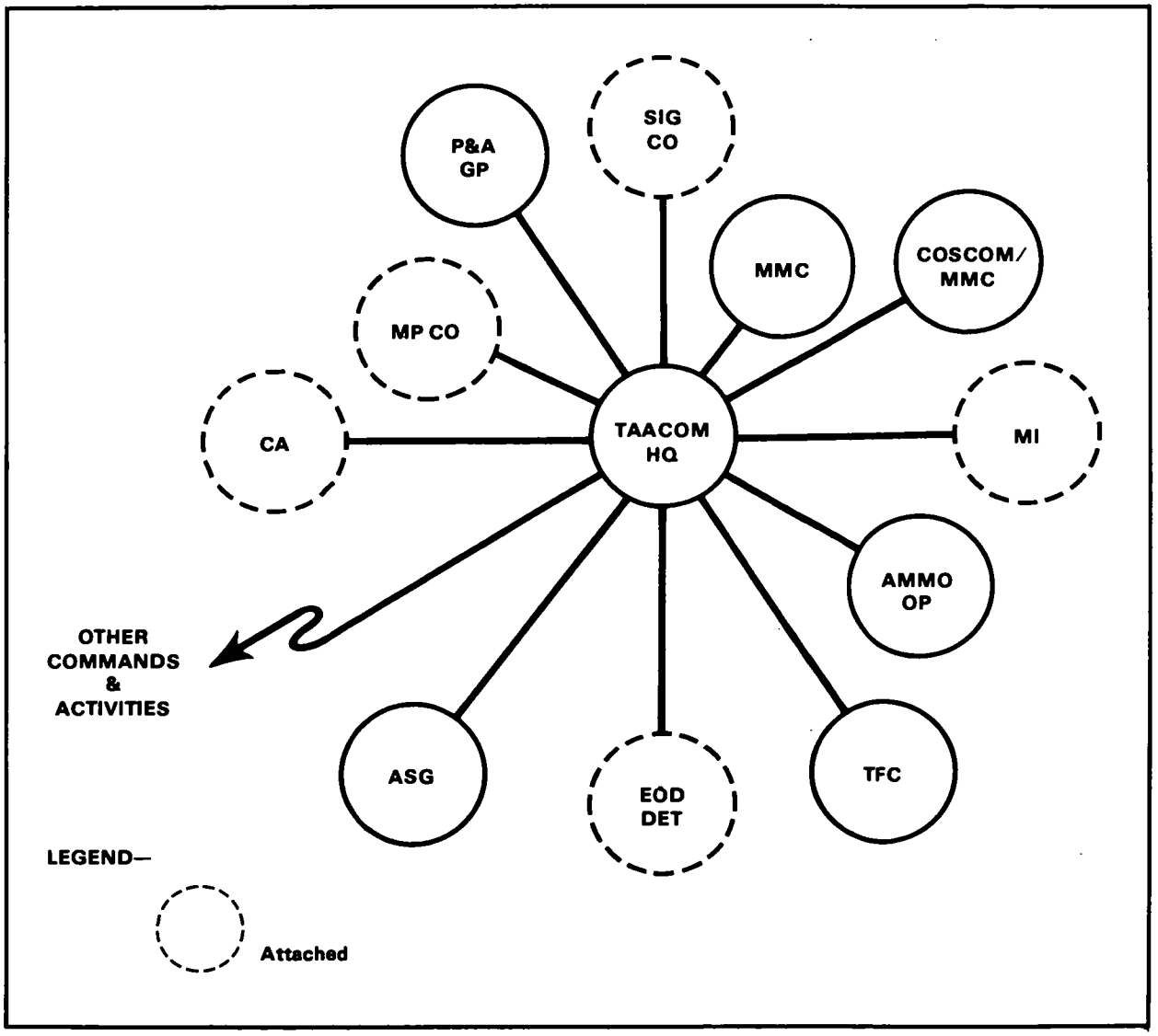

Figure 3-3. Typical TAACOM Communications Links

AREA SUPPORT GROUP

The ASG uses the area communications system. This system facilitates communications among the TA, TAACOM, and the ASG. Operational plans and directives are disseminated through the area systems. Typical ASG communications links are depicted in Figure 3-4. Internal headquarters communications assets for units subordinate to the TAACOM are the responsibility of those subordinate commands. The required assets are part of the subordinate unit's TOE. Organic communications within the ASG include—

- Switching facilities with trunk access to area system for voice and data.
- Facsimile terminal.
- AM voice radio for interface with TAACOM and subordinate units.

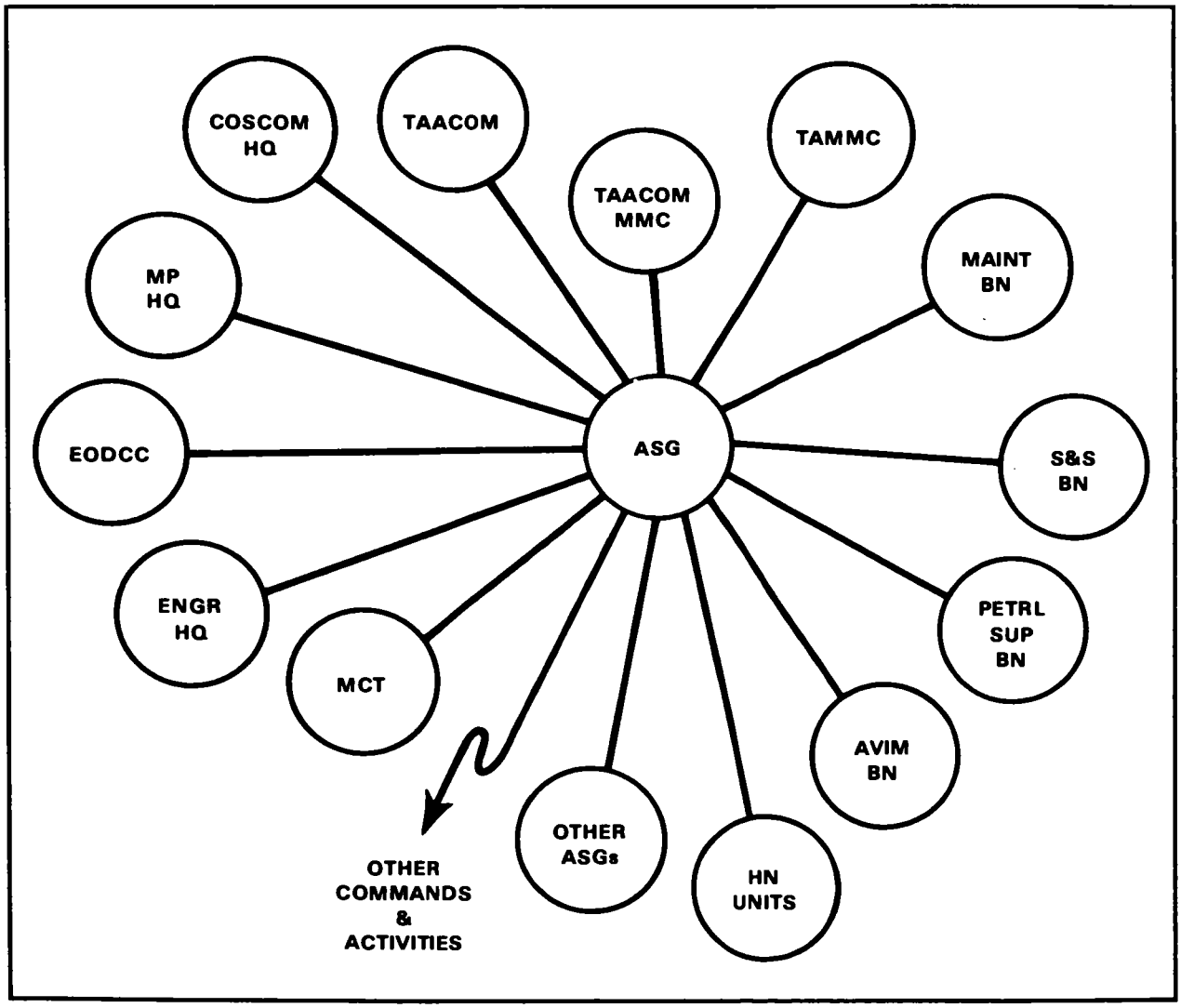

Figure 3-4. Typical ASG Communications Links

The local area communications node or extension node provides access to the area system for voice and data transmission. A supporting signal unit provides over-the-counter record traffic service. This service is available until individual units gain this capability. The signal company may install a junction box at the ASG headquarters for wire communications. Normally this same signal unit supports other organizations also. Figure 3-5 represents typical ASG wire service.

The ASG commander must have functioning CE facilities at the headquarters. This requires active participation in the planning and procedures necessary to adapt the communications network to changes in the mission or operating environment. Automation and standardization of key CSS information ensures quick reactions to critical situations. Contingency plans to continue ASG operations in circumstances of disrupted communications (for example, a nuclear environment) must be developed by the

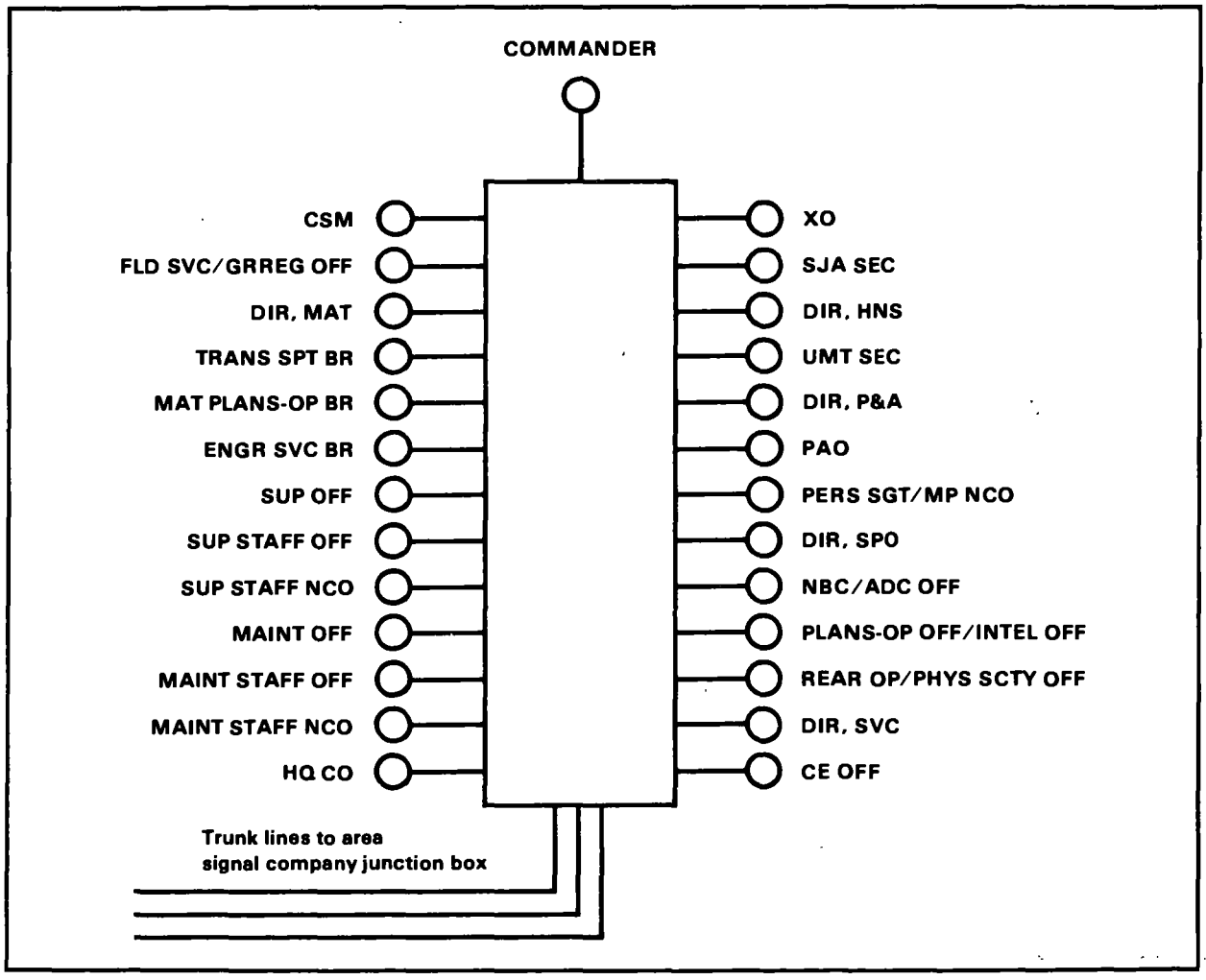

Figure 3-5. ASG Telephone Net

ASG commander. Signal personnel should be consulted.

A communications branch is assigned to the ASG. It implements the commander's directives to ensure that continuous, high-quality communications are available at the ASG.

Communications within the ASG should be established in a manner that facilitates command and control of subordinate units. The area communications system provides service to the units and functional commands of the theater army on a common-user, geographic basis. A network of communications lines is necessary at the ASG level. A formal plan for the ASG communications system must be provided to the TCC(A) in accordance with current operation plans. The communications system must be refined as additional units are assigned/attached to the ASG. The TCC(A) must be consulted before units are relocated to ensure continuity of support.

The communications branch within the ASG SPO directorate is responsible for ASG-level planning for and operation of communications devices. This may include telephone, radio, data, and facsimile transmission and reception capabilities. Continuous voice and data intercommunication is necessary for ASG mission accomplishment. The ASG headquarters and its subordinate units respond to directives communicated from MMCs and higher headquarters. Units supported by the ASG must be able to request support and receive status information. Warnings of threat activities are received on communications media.

Emerging management technology places heavy reliance on computers. To be effective these devices must use a high-quality communications network. The communications branch provides the necessary interface with an area node of the theater communications system (Army). Specific communications services provided will be tailored to the ASG's mission and location.

Regardless of threat activities, communications links of some kind must be maintained between the ASG headquarters, its subordinate units, and TAACOM headquarters. A HN commercial communications system may be available. A commander cannot command and control attached or assigned units without a means to communicate with them.

COMMUNICATIONS SECURITY

Communications security refers to those procedures followed or precautions taken to prevent unauthorized persons from obtaining information from friendly communications. COMSEC is the responsibility of everyone involved in theater communications activities. Seemingly ordinary ASG communications transmissions can be of value to the enemy.

Communications experts are available to assist in the establishment of effective COMSEC procedures. A theater communications-electronics office is responsible for overall COMSEC management in the theater. This office provides guidance and support to all units using secure communications and cryptonetted systems. The fielding and use of COMSEC assets and systems are coordinated by this office.

CHAPTER 4

Supply

Supply is the logistics function that provides items/materiel necessary to equip, maintain, and sustain a military force. It includes procuring, receiving, storing, and issuing items. This chapter discusses the DS and GS supply services provided by an area support group. Materiel is stored in ASGs to shorten requisition response time. ASGs perform the supply function for all types of commodities except Classes V and VIII.

THEATER SUPPLY SYSTEM

Materiel is stored in the theater to reduce the elapsed time between placement of a request for an item and receipt of the item. Other materiel is stored in the theater to facilitate deployment of additional forces to the theater. Whenever practicable, materiel is dispatched from CONUS directly to the user using the direct support system and air lines of communication.

The supply system is designed to ensure that units with the most crucial need for an item receive the first available item. The supply system increases or decreases in size and complexity as necessary to provide supply support to the theater.

The TA commander controls supplies and sets guidelines to best support the battlefield. Visibility of overall theater needs is attainable only at the theater level. War reserve stocks are also controlled and released at the theater level.

The principal supply management organization for the theater army is the TAMMC. The TAMMC provides supply information to the TA commander. The TA commander sets priorities and makes decisions after considering this information. The TAMMC exchanges information continuously with TAACOM and COSCOM MMCs.

The TAMMC controls materiel that has been designated TA-controlled stock. Other materiel is managed by TAACOM and COSCOM MMCs in conformance with TA directives. The TAMMC uses computer systems to process information. A reliable communications network is vital to connect the

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TAMMC with other supply-oriented organizations. Unimpeded flow of supply data up and down the chain of command is necessary to achieve optimum utilization of resources.

The ACofS, materiel, at TAACOM headquarters is the staff supervisor of supply activities in the TAACOM. TAACOM subordinate units that provide GS supply support respond to instructions and directives from the TAACOM MMC and the TAMMC. Most TAACOM supply units are assigned to the ASGs.

Most supplies are physically accounted for by supply support activities from the theater port of entry until they are in the possession of a user. The size and complexity of the battlefield determines the number of SSAs through which an item will pass. Minimal handling is most efficient. Therefore items may bypass some or all SSAs if so directed by the MMCs. Materiel is processed through the GS and DS SSA network unless it is throughput or is handled by specialized commodity-oriented supply activities. DS SSAs provide requested materiel to units in their assigned areas.

GS SUPPLY

GS supply support activities provide supplies to DS SSAs. Supplies are released based on established policies when requisitions are received at the MMCs. The stock control function is performed by the TAACOM MMC or TAMMC for GS SSAs at the ASG.

A GS SSA that responds to TAMMC directives issues stock to a TAACOM-MMC-oriented GS SSA. The TAMMC-oriented GS SSA also issues stock to corps GS SSAs. The corps GS SSAs issue stock to DS SSAs in the corps or division areas. The TAACOM GS SSAs issue stock to DS SSAs in the TAACOM area. This tiering of GS supply organizations permits precise control of assets. Figure 4-1 depicts the dual GS unit missions at the ASG.

In a full-scale deployment two distinct GS SSAs may be operational at the ASG. One performs as directed by the TAMMC, the other one responds to TAACOM MMC directives. Less than full-scale deployments may necessitate a single GS SSA serving both MMCs. Precise supply discipline is necessary for these relationships to function as designed. Procedures and controls must be in place to facilitate this management structure.

During periods of reduced availability of stocks a bonafide requisition for an item is not sufficient justification for issuing it. The item must be delivered to the user that has the most critical need for it. These decisions are made at the MMCs. GS SSAs react to MMC directives and are not involved in pass/fill decisions.

DS SUPPLY

DS SSAs provide supplies directly to using units on a customer-demand basis. All units in the geographic area served by the ASG request supplies from a DS SSA at the ASG. DS supply work load is based on requests received from supported units. Selected critical items can be designated for TAACOM MMC management at the DS level.

A DS SSA is the retail end of the supply pipeline. It is the lowest level organization that both acquires and issues stock. Requisitions originate at DS SSAs. They are prepared to obtain materiel requested by users or to return DS SSA stockage to authorized levels. Stockage at DS SSAs is based on the economic order quantity or days of supply stockage policy. Supplies stored in DS SSAs are dropped from MMC stock record accountability and are not included in TAACOM asset balances.

DS SSAs adjust their activities to match the needs of supported units. Past history and scientific estimates are used to plan for the local area DS supply work load. Requirements must be recalculated frequently

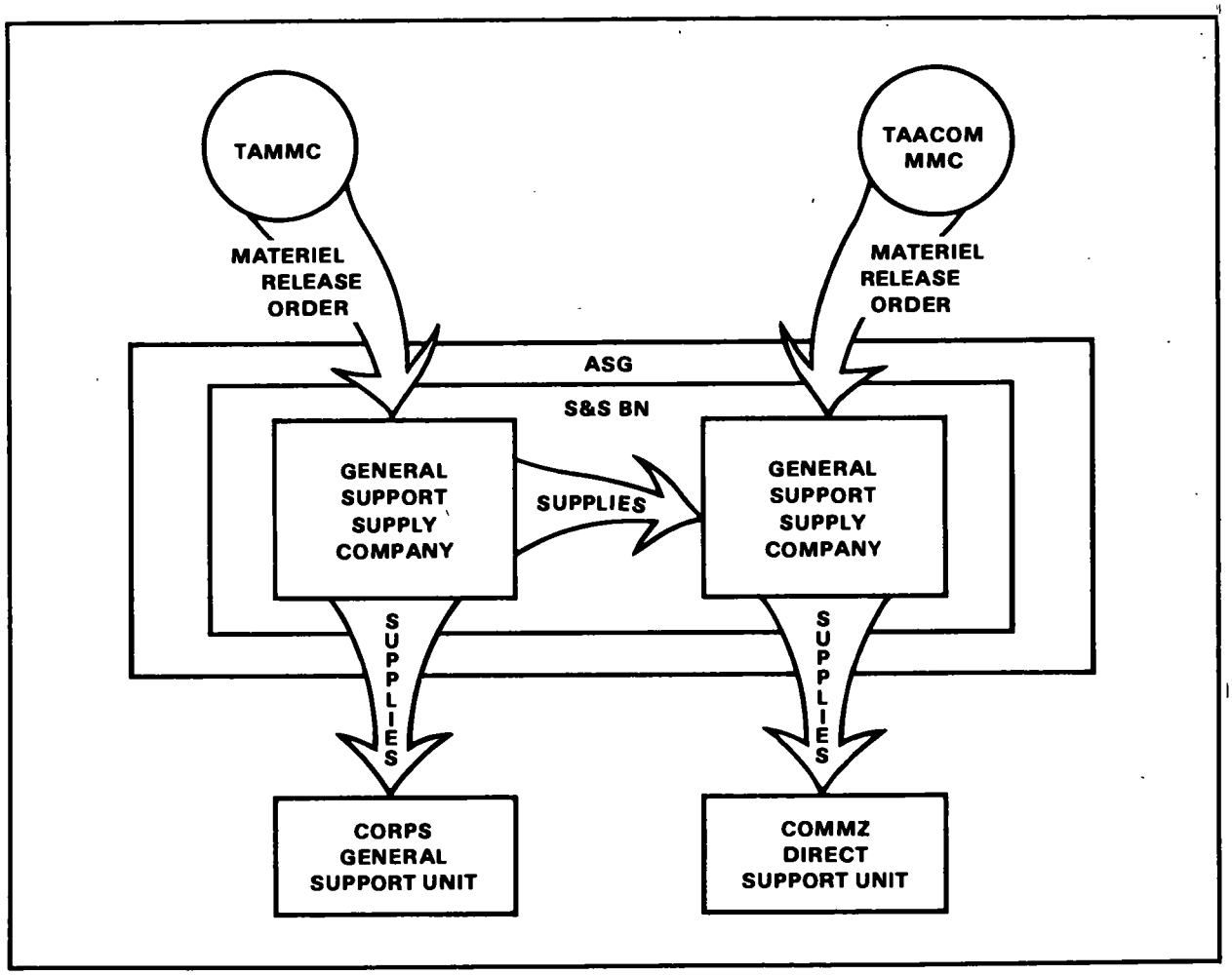

Figure 4-1. ASG S&S Battalion Dual GS Missions

to keep pace with changing conditions and movement of customer units.

ASG SSAs do not participate directly in supply planning. If the work load begins to approach the maximum capacity of an ASG SSA, the ASG staff must be alerted. The ASG headquarters will coordinate with other functional elements to ensure appropriate use of assigned or attached units.

SUPPLY MANAGEMENT

PLANNING

Supply planning is accomplished by MMCs. At the corps level and below supply planning is relatively straightforward. Supply levels are determined based upon

strength figures, end item densities, and demand history. The personnel and materiel supported by the COSCOM usually belong to the corps. Through the TAACOMs, the TA provides supply support to the corps for most items and to units in the COMMZ for specified commodities.

Supply planning in echelons above corps is more complicated and difficult. Units located in or passing through the COMMZ receive supply support from TAACOMs. Many of the units supported by the TAACOM are not organic or assigned or attached to the TAACOM. Based on TA policy, either the TAMMC or the TAACOM MMC will respond to demands from units in the theater. Demand history is used as a basis for stockage decisions. Significant changes in the units supported or their missions will necessitate adjustments to the stockage levels.

The supply mission is estimated and expressed as tonnage. The estimate is based on troop strength in the area, consumption rates, and days of supply required. The basic calculations are further modified for types of units, location on the battlefield, and other variables that are observed. Supply workload estimates are used to develop transportation and storage estimates. The basic supply planning guidance in FMs 10-13 and 101-10-1 is modified and adapted to local conditions to increase accuracy.

CONTAMINATED SUPPLIES

NBC contamination of stocks as a result of enemy actions is a serious threat to supply availability. Chemical personnel must be consulted to determine the decontamination procedures to be implemented. It may be prudent to discard some items. Contaminated stocks are normally not issued.

In emergency situations selected contaminated supplies may be issued. This is done only if the contaminated supplies will provide a decisive tactical advantage to the using unit. Contaminated supplies are issued first to units that are similarly contaminated. Only under dire circumstances are contaminated stocks issued to an uncontaminated unit.

The decision to issue contaminated supplies must be made jointly by the issuing and receiving commanders. Large quantities of replacement stocks may have to be requisitioned from CONUS to replace contaminated materiel. The mission is the dominant consideration when planning for supply operations in a contaminated area. Risks to personnel will have to be taken when wartime supply operations are performed amid contamination.

AUTOMATION

Inventory management, inventory control, and readiness reporting are supported by automatic data processing systems. GS supply units respond to the Standard Army Intermediate Level Supply System. It provides automated support for supply management, stock control, stock accounting, and requisition processing at intermediate levels. MMCs use the SAILS to determine the GS supply mission work load of units at the ASG. SAILS processes on CTASC or DAS3 hardware. CTASC is a mobile computer system that will be fielded in the late 1980s.

Supply GSUs in the COMMZ may have dedicated local computers to support their internal operations. Automation permits higher volumes of materiel to be handled. However, ASG GSUs are not fully automated and personnel at the GSU must also be able to function in a manual mode.

DS supply units request, receive, store, and issue Class I, II, III (packaged), IV, VII (ORF), and IX items using the Direct Support Unit Standard Supply System. The DS4 processes on DAS3 hardware and interfaces

with the SAILS at the TAACOM MMC and the TAMMC. DSUs must be able to perform their mission during periods when the automated system is unavailable. Emergency manual procedures may have to be implemented for short periods of time.

EAC automated systems are in a period of transition. A significant advancement in supply automation at EAC will occur when the Standard Army Retail Supply System is fully implemented. SARSS will operate at all levels of supply from the DSU through the theater or major command levels. It will serve both tactical and installation organizations. SARSS will employ recent technology to enhance the automation of most supply functions. It will feature real-time processing, user-friendly terminals, a query capability, and software to provide word processing and spread sheet capabilities. SARSS will replace the DS4 and SAILS. SARSS will automate receipt, issue, and inventory procedures at DS and GS supply units at the ASG. Portions of the SARSS will process on the Tactical Army CSS Computer System. Other segments of SARSS will process on the Corps and Theater ADP Service Center computer.

Other automated systems are being fielded that will interface with SARSS to exchange supply management data. For example, the Unit Level Logistics System will operate on a unit-level computer at the battalion and separate company level. Data from ULLS will update SARSS. DSUs and GSUs will use this information to perform their supply missions. The Standard Property Book System will process on TACCS hardware at battalion and separate company level. It also interfaces with SARSS.

Transition from old to new supply automation architecture is underway. Completion of this modernization program depends on technology and funding. See Figure 4-2 for a summary of these changes.

STOCK LEVELS

Sufficient stock must be available to satisfy requirements until resupply can be effected. Stocking items at unit level for every possible contingency would burden units unreasonably. Divisions and corps must be able to relocate readily. This feature constrains their ability to store quantities of supplies. The TA and TAACOM are less mobile and can stockpile critical supplies in the ASGs. Storing materiel in the ASGs promotes quick-reaction capabilities within the theater. However, limited transportation resources and finite availability of supplies discourage storing materiel in the ASG beyond minimum essential quantities. ASGs are more vulnerable to threat actions than CONUS depots. Materiel is committed to a specific theater as required to support deployed forces.

Criteria used to decide whether to stock a specific item at DS or GS level is contained in AR 710-2. Stockage policy is a complex issue. Many factors must be analyzed before precise theater supply policy can be formulated.

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

Pre-positioned war reserve materiel stocks are stored primarily at ASGs. As a war progresses these will be depleted. CONUS resupply lines are refined and used to support combat operations.

A segment of the theater reserve portion of the PWRMS is designated the general support supply base. The purpose of the GSSB is to facilitate transition to war and ensure sustainability during hostilities. Levels of combat-essential items are maintained in the GSSB to satisfy high-priority requisitions

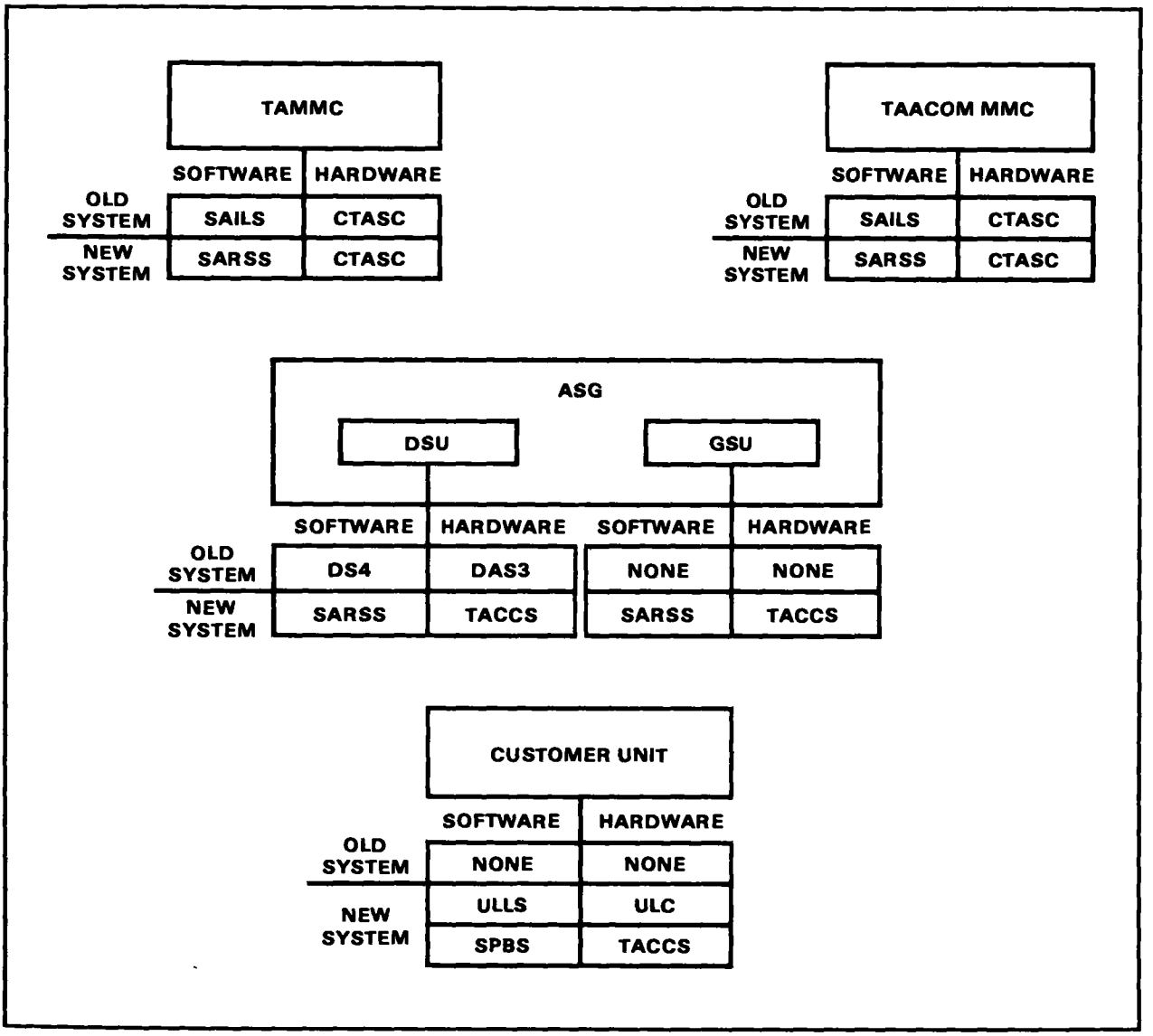

Figure 4-2. Supply Automation Modernization

and to accommodate interruptions in the pipeline. GSSB assets are stored at ASGs. Selected GSSB assets are controlled and stored by the corps. Wartime operating levels and additional information are contained in AR 710-2.

DIRECT SUPPORT SYSTEM

The direct support system is the standard Army distribution system. It is designed to operate in peacetime as it will in wartime. DSS customers are usually activities with a supply support mission. Surface shipment is used to satisfy routine requirements for Class

I, II, III (packaged), IV, V (missile components only), VII, and IX (ALOC-ineligible) supplies.

The air lines of communication system is used by the DSS to deliver air-eligible items to units designated to receive ALOC support. Requisitions meeting the criteria are satisfied via ALOC for all priorities. Air-eligible items include selected Class VIII, Class IX, and maintenance-related Class II. Activities designated for ALOC support have a primary mission to provide repair parts support.

DSS surface shipments should be throughput to the consignee when feasible. Throughput is usually faster and eliminates handling and transportation requirements at intermediate facilities. ALOC and throughput shipments routinely bypass ASGs when the recipients are non-ASG DSUs.

SUPPLY ORGANIZATIONS AND MISSIONS

THEATER ARMY MATERIEL MANAGEMENT CENTER

The TAMMC is the TA control center for supply and maintenance management. The TAMMC performs theaterwide materiel management for all items except Class VIII items. It allocates items of supply in accordance with priorities established by the TA commander. Priorities are established to ensure that limited assets are put to the best use. The TAMMC has the ability to evaluate and compare the needs of the entire theater. Critical items in short supply are controlled by the TAMMC to ensure optimum use of the assets. The TAMMC relies on automated support from the SAILS or SARSS to accomplish its mission.

The ASG stores materiel that is managed by the TAMMC (including theater critical items and war reserves). TAACOM MMCs assume control of materiel when the assets are released to them by the TAMMC. The TAMMC will issue MROs to have materiel sent directly to a corps. It will also issue MROs to release stock to TAACOM-oriented GS units. An information copy of each MRO should be provided to the TAACOM MMC and the ASG headquarters.

The TAMMC can use a second method of stock control wherein MROs are forwarded to the TAACOM MMC. The TAACOM MMC sends them to the appropriate TAMMC-oriented ASG GSU. In either instance, the TAMMC performs stock control to ensure that it has visibility of GS stocks theaterwide. The TAACOM might also maintain stock records on this materiel if necessary for operational purposes. The TAACOM cannot originate MROs for TA-controlled materiel unless so directed by the TA commander.

In a large-scale operation, two GS supply companies may be assigned to the ASG for the same commodity classes. One will respond to TAMMC directives. The other will respond to TAACOM MMC directives.

A TAMMC is usually operational only when required to support a massive deployment. TAACOM MMCs may handle the entire materiel management mission for smaller scale deployments.

TAACOM MATERIEL MANAGEMENT CENTER

Each TAACOM is responsible for the supply requirements for a geographic area within the COMMZ. All units located in or passing through that area are supported by

that TAACOM. The TAACOM commander, through the TAACOM MMC, manages and provides stock control over GS stocks that are TAACOM assets. Supply organizations are assigned to the TAACOM as necessary to provide the required capabilities. The TAMMC may require the TAACOM to provide support to the corps depending upon the TAACOM's location in the COMMZ. Most often the TAACOM MMC issues MROs to release stock to COMMZ DSUs.

Supply management in the TAACOM is the responsibility of the TAACOM MMC. Non-air-transported materiel is obtained by requisitioning it through the TAMMC. Materiel in support of ALOC units is requisitioned directly from CONUS NICPs by either MMC. The TAACOM MMC objective is to satisfy the supply needs of units within their area of responsibility. To do this, materiel is stored and cared for in the ASG. Special commodities such as ammunition are handled by specialized organizations. The TAACOM MMC operates the SAILS or SARSS to accomplish the supply management mission.

AREA SUPPORT GROUP

The ASG storage mission is determined by the supply management actions of MMCs. The identity and quantity of materiel entering, stored in, and issued from ASG supply units are determined by MMCs. The ASG headquarters must ensure that its subordinate units perform the required actions. Performance reports will originate at MMCs and at ASG subordinate units. Timely responses to the supply needs of units in the theater depend upon management actions of MMCs and materiel processing efforts of the ASG. ASGs also provide DS supply on demand to units located in or passing through their geographic area. ASG DSUs replenish their stocks by sending requisitions to the TAACOM MMC.

REQUISITION AND MATERIEL FLOW

Supply operations in the theater vary based upon the combat environment. Wartime supply procedures are usually different from those used during peacetime. In wartime, effectiveness must be maximized. In peacetime, the orientation is toward acceptable readiness at an affordable cost. The transition to war is a special challenge for supply support operations. The need for ASG supply units is related to the density and identity of units in the theater.

PEACETIME

US forces are forward deployed during peacetime in some areas of the world. Civilians may be performing some of the tasks associated with supply management. Peacetime supply procedures must withstand economic evaluations. The transportation services that resupply the system are very dependable. Consumption rates for most combat-related commodities are very low.

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

Establishing the theater where no prior operations exist will present formidable challenges to logisticians. A phased buildup of forces may begin in peacetime. Supply procedures must be flexible and adapt to the increasing organizational complexity and volume of requirements. Temporary changes to policy may be necessitated by the buildup. For example, selected noncritical items may

be restricted. As a buildup occurs, Active Army and Reserve Component units are deployed as necessary to perform supply support functions.

War reserve stocks are acquired in peacetime to meet the increased requirements that occur in the early stages of war. War reserves support mobilization and sustain operations until the wartime supply system is fully operational. A portion of war reserve stocks is stored in theaters. Locating stocks in the theater speeds response time and lessens the transportation burden when war is declared.

ASGs will store most of the war reserve stocks pre-positioned in the theater. These items are not accessible for peacetime use except in emergencies. War reserves are issued in the early stages of a war and are not replaced. Policies and procedures for management of war reserves are described in AR 710-1.

TRANSITION TO WAR

The conversion from peacetime to wartime places enormous strain on the supply system. During the transition phase all supplies and logistics functions nonessential to the war effort are suspended. MMCs initiate selective cancellation actions on requisitions deemed not essential for combat, health, and welfare. When sea lines of communication are open and the logistics structure has grown to war-sustaining size, full-service supply operations are resumed.

MMCs may cancel nonessential requisitions to reduce the work load on CSS organizations such as the ASG. Reserve stocks in the theater are used to sustain combat units until a wartime resupply system is operational.

During the first days of a war, units will fight using the supplies in their possession and items issued from the PWRMS. Limited airlift capabilities will restrict air shipments to critical items only. Before the in-theater stocks are depleted, supplies must begin arriving from CONUS. These shipments are received at the TA- or TAACOM-oriented GSUs (assigned to an ASG), or throughput to corps GSUs or TAACOM/corps DSUs.

In areas with forward-deployed forces, there are usually PWRMS or other reserve stocks stored in theater. Upon the outbreak of war, those stocks sustain the force until sufficient supplies have been received by surface and ALOC. These are normally TA-controlled during peacetime. At or near the start of hostilities, they are released to the corps and TAACOMs in whose area they are stored. The MMCs and the units that store the war reserve stocks must get them into the hands of troops within the warning time available. In the case of COMMZ units, requisition flow is from DSUs to the TAACOM MMC. Materiel flow is from TAACOM-oriented GSUs to COMMZ DSUs to the user. The corps normally maintains 10 days of PWRMS (other than ALOC-eligible items) within its area. After this is exhausted, the corps requisitions from the TAMMC which directs the TAACOM to issue from its TA-oriented GSUs at the ASG.

Reserve stocks of surface-delivered supplies are stored in the ASGs. These are issued to DS supply units and to deploying units at the direction of the TAMMC. A 30-day supply of most maintenance-related Class II and Class IX ALOC-eligible items is stored in the ASGs. It is issued during the transition to war to satisfy high-priority requisitions.

As supplies begin to arrive from CONUS, the requisition and materiel flow continues as described above. The ASG in the COMMZ becomes the GS base for supplies in support of theater units.

Corps and TAACOM MMCs requisition items for non-ALOC-eligible units directly from CONUS inventory control points in

peacetime. Conversion to a wartime posture includes placing these requisitions on the TAMMC. The TAMMC either satisfies the requirements from TA stocks or passes the requisitions to CONUS. Wartime requisition and materiel flow using surface lines of communications is shown in Figure 4-3.

INITIAL DEPLOYMENT

Supply operations in areas where no prior forward deployment existed will be difficult. Specific procedures and sequencing of events will depend upon assessments of the terrain, the threat, and the needs of the combat units. Only the barest essentials will be made available at first. Supply units may be afloat offshore or based in a nearby third country for an initial period. GS supply functions will be conducted, but an ASG is not established until justified. The ASG will be deployed only when the level of work load and duration of involvement require such capabilities. As a major conflict evolves, the role of the ASG

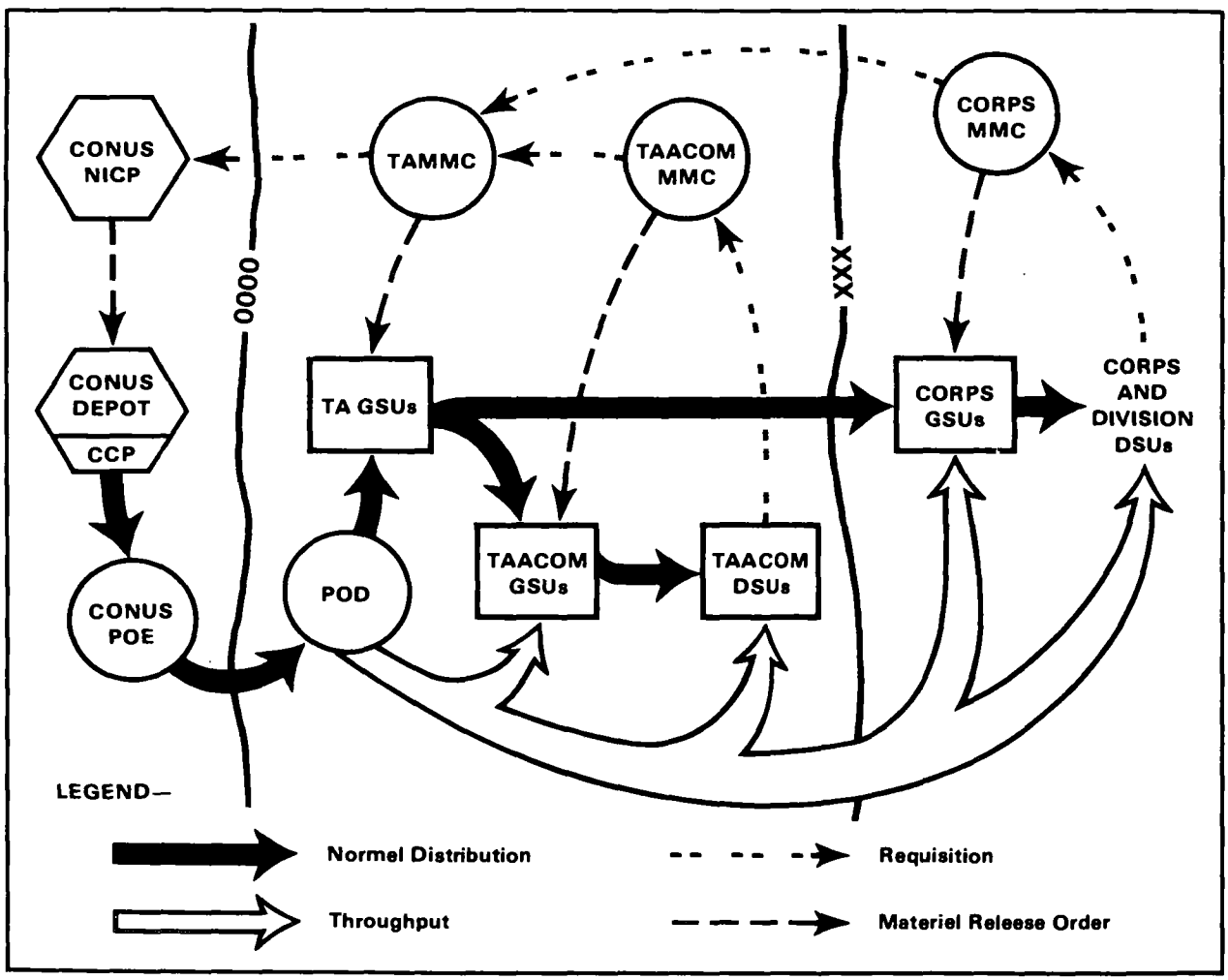

Figure 4-3. Surface Supply Requisition and Materiel Flow

and the requisition and materiel flow will approach the procedures described above.

WARTIME

PWRMS (and Class IX combat ASL and PLL) materiel is consumed during the initial stage of a war. The TAMMC continues to be the principal manager of combat-critical Class I, II, III, IV, V, VII, and IX items that are supplied through a surface LOC. Most of these stocks are stored and cared for at the ASG. Items with Air-Eligible Category Code 1 or 3 that are needed by units designated for ALOC support are requisitioned directly from CONUS by the corps and TAACOM MMCs. Critical items are always requisitioned through the TAMMC.

Stockage objectives for the theater are prescribed by DA. Stockage quantities are computed by multiplying the daily wartime combat consumption rate by the number of days of supply required. See AR 710-2 for more information on supply levels.

THROUGHPUT DISTRIBUTION

Where feasible, DSS surface shipments are throughput to the consignee. The ASG and other intermediate supply points are bypassed. This practice speeds resupply and reduces transportation and handling requirements. Goals are established to encourage maximum use of it. Supply and transportation managers must consider all factors carefully when deciding how to route supplies. For example, some units may not be able to handle or store the materiel due to organic equipment constraints or their requirement to be mobile. Throughput materiel flow is shown in Figure 4-3.

The ALOC system features direct air delivery during peacetime and does not change when war is declared. Corps and TAACOM MMCs continue to requisition from CONUS. Materiel is delivered to the DSU, which is the requesting unit in the corps. In the COMMZ, materiel is delivered to the DSU that supports the requesting unit. Items in support of ALOC units are restricted to Class II (maintenance-related), Class VIII, and Class IX with Air-Eligible Category Code 1 or 3. The TAACOM intermediate maintenance units requisition ALOC-eligible Class IX (except tonnage items) and selected maintenance-related Class II materiel from the TAACOM MMC. The MMC either directs the issue from TAACOM repair parts supply companies or passes the requisition directly to a CONUS NICP. An exception is TA-controlled items which are passed to the TAMMC to be filled by TA-oriented repair parts companies or passed to CONUS.

Materiel flows from CONUS to the aerial port of debarkation nearest the original requisitioner. From the APOD the items are delivered to a designated drop point. The customer unit picks up the items or items are delivered to the customer unit. Figure 4-4 depicts requisition and materiel flow for items in support of ALOC units.

ASG HEADQUARTERS SUPPLY MISSION

The ASG headquarters commands and controls subordinate GS and DS supply units. GS supply units perform their mission in response to directives and materiel release orders from MMCs. Direct support units respond to customer requests.

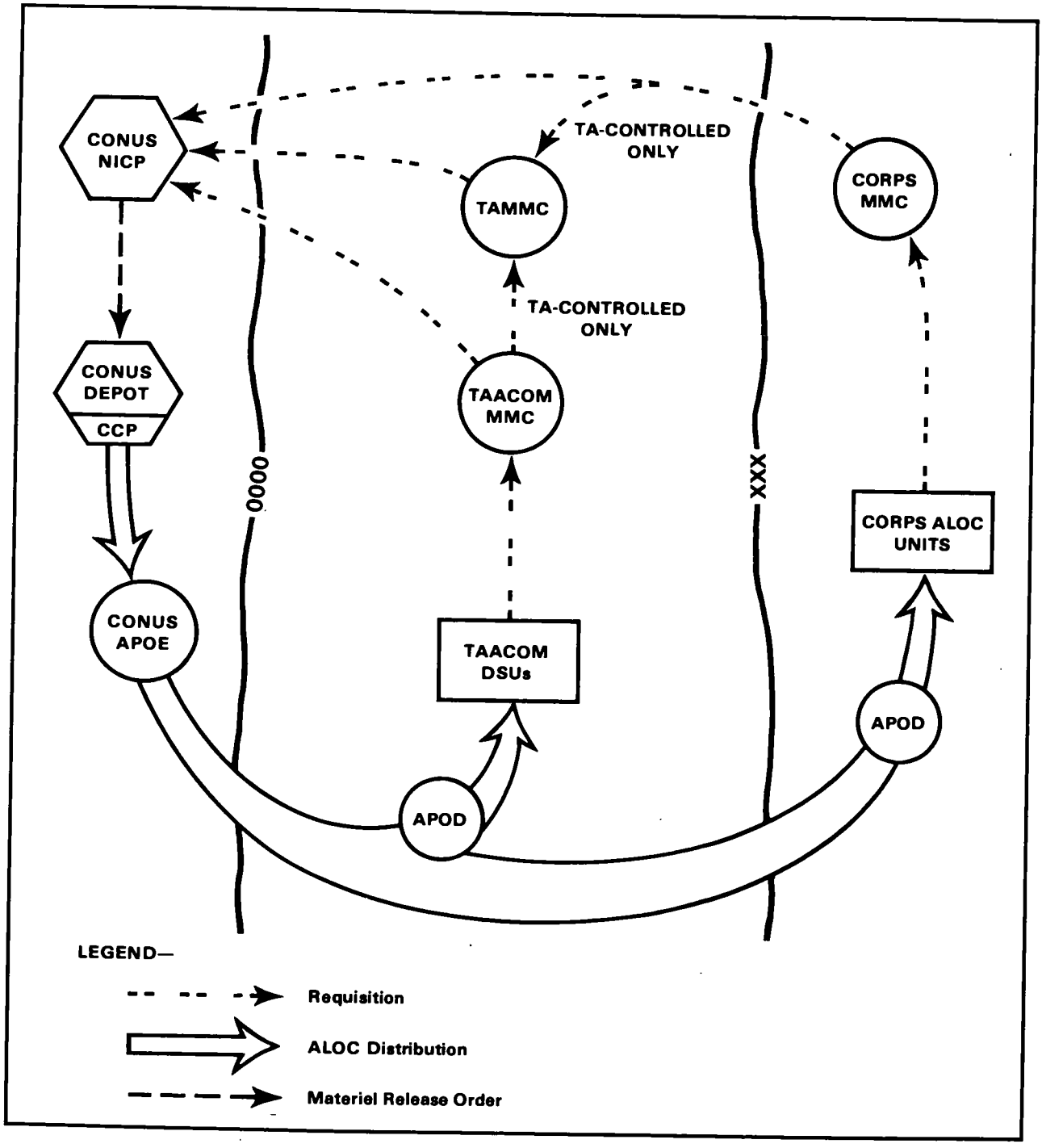

Figure 4-4. Supply Requisition and Materiel Flow in Support of ALOC Units

Planning must be done to adapt the ASG organizational structure and capabilities to changing supply requirements. The ASG headquarters gathers supply unit performance data, plots trends, and makes recommendations to improve the accomplishment of the mission. Support units in the ASG area and TAACOM headquarters personnel are consulted to help identify future requirements for supply support. Productivity levels must remain high regardless of changes in work load or environment.

The materiel plans and operations branch of the materiel directorate is responsible for controlling units that perform the supply mission. Personnel in this branch prepare SOPs and directives that specify how ASG units should perform their missions. Information is provided to the ASG SPO directorate for inclusion in operational plans and orders. Policies and guidance are published that clarify the responsibilities of supported units in the area and the duties of supply units at the ASG. SOPs describe the procedures to be followed by ASG units.

The supply branch in the ASG materiel directorate monitors the performance of ASG supply units to ensure compliance with SOPs and MMC directives. The ASG headquarters monitors the work load received from the TAMMC and TAACOM MMC to ensure that ASG supply units are not over committed. If a unit's assigned work load exceeds its capabilities, alternatives are recommended.

The supply branch checks periodically to ensure that storage facilities are operated according to regulations. Problems surfaced by customer units are investigated and resolved by ASG headquarters personnel. Conflicts between MMC directives and the ability of ASG units to respond are also resolved by headquarters personnel.

Repair parts technicians are assigned to the supply branch. They ensure that critical repair parts are expedited. This is important because of the potential impact on Class VII items if parts are delayed. They monitor consumption of repair parts and resolve problems related to repair parts availability.

A purchasing and contracting officer is assigned to the ASG materiel directorate. The ASG administers contracts that have been let by the materiel section of the TAACOM headquarters. These contracts may result in the receipt of supplies at ASG units. Limited purchasing and contracting authority may be delegated to the ASG commander for expedient acquisition of selected items of supply.

To accomplish their mission, ASG headquarters personnel must travel to sites used by ASG units. Some members of the ASG headquarters will have daily contact with ASG units. Personnel in the supply branch act as consultants to ASG units. Headquarters personnel conduct inspections, provide advice and assistance, revise procedures, and review performance reports. Expertise equal to that possessed by subordinate personnel is a prerequisite to discharging the duties summarized here.

METHODOLOGY

All materiel supplied to units in the theater is important to mission accomplishment. However, several commodities are directly related to the outcome of battles. Effective resupply of these commodities must take precedence over the others. Specifically, petroleum fuels, ammunition, and major end items are most critical in wartime. These items are usually centrally controlled, managed, and allocated. In areas where potable water is not readily available it becomes a high-priority, critical commodity.

The items grouped into a class of supply are managed and handled in ways that accommodate the characteristics of those items. This section briefly describes the supply procedures associated with the classes of supply.

CLASS I SUPPLIES

During peacetime the Defense Logistics Agency is the wholesale manager for subsistence support to all US forces. It has defense subsistence regions in established theaters during peacetime. Conversion to wartime transfers the responsibility for subsistence to the theater army. Defense subsistence region personnel are transferred to the TAMMC.

Class I supplies are shipped from CONUS to the TA GSUs at the ASG. TA GSUs issue to TAACOM and corps GSUs. TAACOM and corps GSUs issue to the DSUs which support the consuming units. Supplies stored at the ASG vary depending upon the level of fighting and resultant opportunities to serve conventional hot meals to combat units. FM 10-60 covers details of subsistence supply and management in theaters of operations.

CLASS II, PACKAGED III, AND IV SUPPLIES

Supply operations for Classes II, packaged III, and IV are conducted by the S&S company and the general supply company at the ASG. General support is provided to the TAACOM and corps GSUs. Processing of supplies to other US and allied forces or the host nation is based on existing support agreements. Control of selected Class IV construction material is accomplished by the TAMMC in coordination with the ENCOM commander. See FM 10-27 for details of Class II, packaged III, and IV supply in theaters of operations.

BULK CLASS III SUPPLIES

Bulk petroleum fuels are centrally controlled, managed, and allocated through the TAMMC. The TA petroleum group is responsible for the theater bulk fuel distribution system. A petroleum pipeline and terminal operating battalion is assigned to the petroleum group. It operates large-scale distribution and storage facilities and delivers fuel to petroleum supply battalions. Figure 4-5 depicts bulk petroleum supply procedures. Site selection for pipeline terminal locations and storage facilities is coordinated with the TAMCA. The expected high volume of petroleum movements must be integrated into the highway circulation plan.

A petroleum supply battalion assigned to the ASG provides GS supply support of bulk Class III. Petroleum supply battalions provide an interface between pipeline or terminal loading facilities and the DSUs that issue the fuel. Petroleum supply companies and medium truck companies are assigned to this battalion. A mobile laboratory may be attached to the battalion to monitor the quality of the fuel.

S&S companies assigned to the ASG receive bulk fuel from the petroleum supply battalion. Nondivisional units operating in the COMMZ receive fuel supplies from these companies. S&S company petroleum platoons set up and operate storage and issue points for bulk fuel. Usually the using units pick up bulk fuel from the supply point. However, some unit distribution is required. Some packaged petroleum products may be issued at bulk supply points for user convenience. FM 10-67 provides details on bulk Class III supply in theaters of operations.

CLASS V SUPPLIES

The TA commander prescribes levels of ammunition supply for the combat zone and

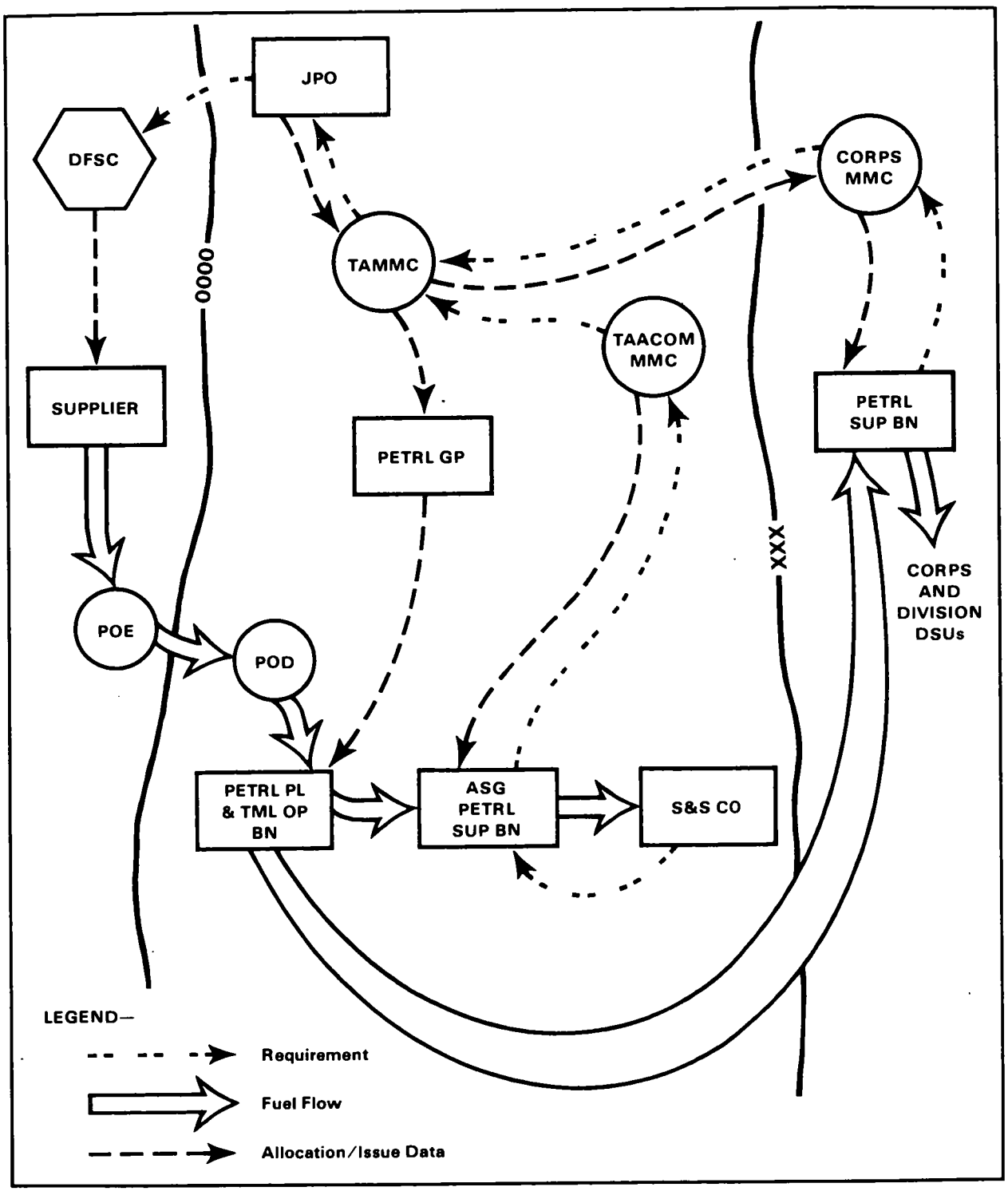

Figure 4-5. Bulk Petroleum Supply in the Theater

COMMZ. He establishes nuclear ammunition allocations and combat rates for conventional ammunition. The TAMMC provides theater-level management of ammunition. A TAACOM ammunition group receives, stores, maintains, and issues conventional and chemical ammunition in the TAACOM. It provides GS to the corps and DS to units located in or passing through the COMMZ.

A special ammunition brigade is the logistics system manager for nuclear ammunition and large rockets and missiles in the theater. The brigade is a major subordinate command of the TA. Information concerning special ammunition direct and general support is contained in FM 9-84.

Theater storage areas are operated by the TAACOM ammunition group. Personnel specially trained in ammunition handling and storage perform supply functions at the TSA. Ammunition is shipped from the TSA to ammunition supply points or to corps storage areas. Some ammunition is shipped directly from the port to the corps area, bypassing the TSA. Automated management support for ammunition is available from the Standard Army Ammunition System. Detailed information concerning ammunition supply in a theater of operations is contained in FM 9-6.

CLASS VI SUPPLIES

Class VI supplies include health, sanitation, and personal demand items. Essential post exchange services should be available to all personnel as soon as practicable. During wartime, special sales teams may be dispatched to combat units. If post exchange services are not available to a unit, the issue of sundry packs is authorized. These packs contain toothbrushes, razors, candy, gum, tobacco, and other hygiene or morale-oriented items. A sundry pack is issued on the basis of 1 per 100 personnel. Sundry packs are issued along with Class I materiel by S&S companies. Control of the availability and variety of Class VI supplies is exercised by the TA commander. See FM 10-27 for details of Class VI supply in theaters of operations.

CLASS VII SUPPLIES

Major end items are managed by the TAMMC. Corps and TAACOM MMCs provide requisitions and battle loss reports to the TAMMC for Class VII items. The TAMMC keeps the TA headquarters informed of the supply status of Class VII items. Based on the TA commander's guidance, the TAMMC sends materiel release orders to GSUs at the ASGs to release items to the TAACOMs and corps. The TAACOM MMC will manage all Class VII items during moderate-sized deployments where no TAMMC is deployed.

Class VII materiel is usually stored in the ASG before being issued. The TA will maintain 10 percent of authorized end items at the ASG. The S&S battalion at the ASG must be prepared to receive, store, and issue Class VII items as directed by the TAMMC. These items are often critical, high-dollar end items that may be challenging to store and protect. The principal GSUs responsible for receipt, storage, and issue of Class VII items at the ASG are the heavy materiel supply company and the S&S company. Items not handled by these companies include aircraft, missiles, watercraft, rail items, COMSEC items, and aerial delivery items. Requisition and materiel flow is shown in Figure 4-6. See FM 10-27 for details of Class VII supply in theaters of operations.

CLASS VIII SUPPLIES

The health service support mission is the responsibility of the TA commander. The medical command commander manages health services in the COMMZ. The TA manager for Class VIII materiel is the medical logistics control group assigned to

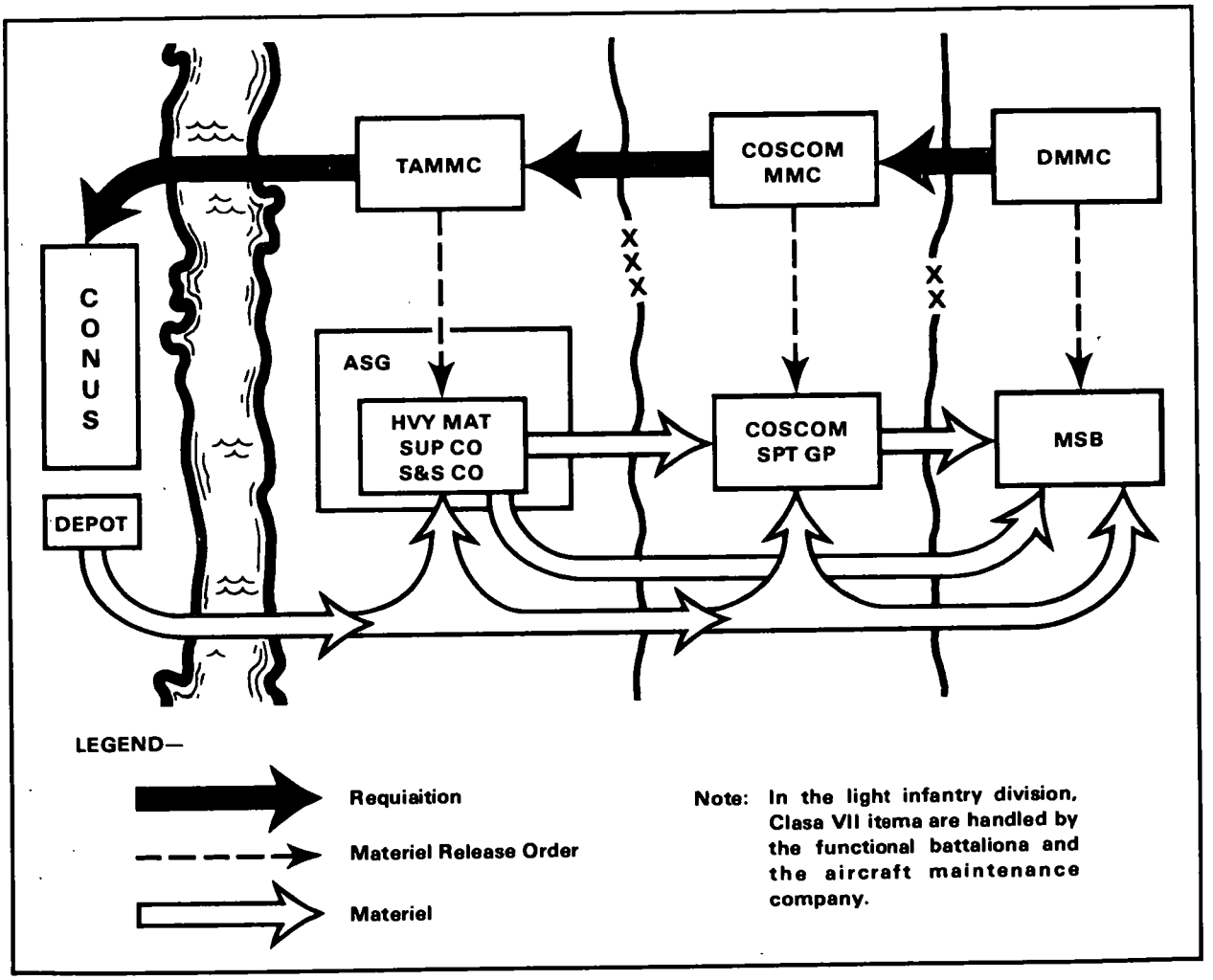

Figure 4-6. Class VII Requisition and Materiel Flow

the MEDCOM. Medical logistics battalions provide medical resupply, medical oxygen, medical-grade water, biomedical equipment, and optical fabrication support to medical units located in the corps and COMMZ.

CLASS IX SUPPLIES

Repair parts are managed by materiel management centers. The TAMMC manages PWRMS, items not in support of ALOC units, and intensively managed items designated by the TA commander. TAACOM and COSCOM MMCs manage all other repair parts. PWRMS and non-ALOC-eligible items are stored at the ASG.

During wartime the TAMMC stores Class IX items (non-ALOC-eligible) at the ASG. The PWRMS is issued during the transition-to-war phase. Cannibalization and controlled exchange may be authorized to make additional parts available. These activities normally take place at the ASGs.

Unserviceable assets returned to the ASG may be a valuable source of usable component parts. The ASG in a mature theater has a repair parts company that is responsible for the receipt, storage, and issue of Class IX supplies. Repair parts companies at the ASG are GS sources of supply for Class IX items in the COMMZ. They also provide support to corps repair parts companies.

Maintenance units assigned to the ASG issue selected repair parts to supported units. These parts become part of the user's PLL and are used for unit-level repair procedures. Repair parts companies stock supplies to cover the ASLs of the units they support. The range of each GS supply unit's ASL is controlled initially by wartime expected usage and thereafter by suitable wartime demand criteria.

The Class IX distribution system is complex and dependent on ADP systems. The management, inventory, and control of repair parts and components (to include kits, assemblies, and subassemblies) is computerized. Some Class IX items directly affect the readiness of major weapon systems. FM 29-19 provides details of Class IX supply in theaters of operations.

CLASS X SUPPLIES

Military sources may provide some supplies to the civilian population if the resources of the territory are inadequate. Civil agencies of the US government and private charitable organizations may provide materiel for civilian consumption. The ASG may be involved in processing and storing Class X materiels. Civil affairs supply information can be found in FM 41-10. See FM 10-27 for details of Class X supply in theaters of operations.

MAP SUPPLY

The Defense Mapping Agency compiles, produces, stores, and distributes standard topographic, aeronautical, and nautical maps and charts to the armed services. Distribution of unclassified map products is accomplished through standard Class II supply channels. The S&S company at the ASG provides unclassified maps. Army engineer topographic units extend Defense Mapping Agency support on the battlefield. They provide combat-oriented terrain analysis, updates, nonstandard maps, map reproduction, and other services. Unclassified maps are obtained by S&S companies from map depots operated by engineer cartographic units. Classified maps are requisitioned and supplied through intelligence channels.

WATER

Water is a critical commodity. The necessity for specialized, intensive water supply management varies depending on the theater environment. ASGs require large quantities of water to perform their missions. Host nation water sources are used when available and usable.

The TAMMC monitors water priorities and allocation procedures. It provides water supply status to the TA commander. Water support units (companies, detachments, and teams) provide general support in the theater when necessary. Water elements of the supply and service battalions provide direct support in the COMMZ. Engineer terrain analysts locate potential sources of water. Engineer well-drilling teams drill required wells.

The water section of the ASG S&S company treats, stores, issues, and transports water. When necessary this DS capability is augmented with appropriate general support water units. The ASG receives, stores, repairs (when authorized), and issues water purification and storage equipment. Details concerning water supply are contained in FM 10-52.

CHAPTER 5

Maintenance

Materiel maintenance is the performance of work with the goal of optimizing the quantity and quality of materiel available for use. Maintenance is the function of sustaining materiel in an operational status, restoring it to serviceable condition, or improving its performance or reliability. The repair and reissue of an item is often the most expedient way to make equipment available to a unit. Replacement equipment will be scarce on the battlefield. Almost all maintenance procedures are less costly than materiel replacement and thus conserve resources.

MAINTENANCE CONCEPT

Most of the equipment used by combat, combat support, and combat service support units requires some sort of periodic scheduled maintenance. The frequency and complexity of maintenance procedures vary greatly. Failure to perform maintenance tasks will result in equipment becoming or remaining nonoperational. The overall objective of materiel maintenance is to support the combat readiness and effectiveness of the Army. This is achieved by ensuring that a maximum quantity of weapons and equipment is in a fully mission-capable status. The maintenance program is structured to achieve this objective.

Combat conditions can produce unique equipment damage. Maintenance units must be flexible and adapt to the needs of the theater. Innovative procedures and temporary variations to policy may be necessary to achieve the maintenance objective during periods of disruption or reduced resources. The information presented in this chapter is a description of the maintenance system under relatively stable conditions.

Maintenance is performed at various locations within the theater. Different maintenance capabilities and tools are available at specific organizations. Materiel is evaluated based upon explicit criteria and then sent to the appropriate maintenance activity for repair. A maintenance allocation chart is used to identify the appropriate maintenance level.

CONTENTS

ARMY MAINTENANCE SYSTEM

The Army maintenance system is comprised of unit, intermediate, and depot levels. It is structured to accommodate battlefield requirements efficiently and effectively. The three-tier system balances responsiveness, flexibility, mobility, and safety. It consists of—

- *Unit maintenance.* Unit maintenance is required maintenance performed on equipment by personnel within the organization to which the equipment is assigned.
- *Intermediate maintenance.* Intermediate maintenance is required maintenance performed by designated maintenance activities in direct support of using units and in general support of the theater supply system. It is subdivided into intermediate (DS) and intermediate (GS) maintenance. IDSM doctrine emphasizes repair and return to user procedures. IGSM is usually the highest level of maintenance support provided in the theater. Items receiving IGSM are returned to the theater supply system for issue.
- *Depot maintenance.* Depot maintenance is required maintenance performed by selected commodity-oriented organizations including AMC depots, special repair activities, and contract personnel.

This structuring of the maintenance mission is flexible enough to be effective in both conventional and unconventional warfare anywhere in the world. Not all equipment needs the services of the full maintenance structure. Reduced or modified maintenance programs may be established for specific items of equipment. Nonstandard maintenance programs are implemented if they are cost effective over the life cycle of the item. Modern weapon systems are designed with features such as built-in test equipment and removable modules that facilitate repair within the forward areas.

Maintenance support is a factor in the accomplishment of most other missions in the theater. Maintenance is interrelated with supply, transportation, and other support services. The goal underlying all maintenance actions is to maximize operational readiness of Army equipment. Detailed maintenance system information is available in AR 750-1.

ASG MAINTENANCE PROGRAM

ASGs provide intermediate maintenance support in the COMMZ. All ASGs provide IDSM on an area basis. The specific IDSM tasks ongoing are determined based on the needs of units supported by the ASG. IDSM work load that cannot be accomplished by corps maintenance units within time constraints is reported to the corps MMC. The corps MMC reports the status of major end items (Class VII) to the TAMMC. If the items are urgently required, the unserviceable assets may be routed to the ASG to be repaired. Figure 5-1 depicts intermediate maintenance in the COMMZ and corps areas.

The IGSM mission is accomplished by IGSM companies assigned to ASGs. The TAMMC identifies IGSM requirements and distributes the work load in coordination with the TAACOM MMC. IGSM is performed to support the overall theater. A given ASG may provide IGSM for some commodities or may concentrate exclusively on IDSM.

INTERMEDIATE (DS) MAINTENANCE

The objective of IDSM is to keep a maximum amount of equipment operationally ready and in the hands of troops. One-stop

service is the goal of IDSM units when possible. IDSM is performed in the division, corps, and EAC. IDSM in echelons above corps is performed at ASGs.

All units located in, or temporarily in, the ASG's area of responsibility are eligible to receive IDSM from the ASG. Flexibility is a key feature in IDSM. The battlefield environment, equipment peculiarities, and other factors may necessitate departures from routine operating procedures.

IDSM units have a repair parts DS supply mission. The ASLs of these units support the PLLs of units in their area. IDSM units also have shop stocks to support their base and maintenance support team operations. Some of the parts necessary to accomplish IDSM are stocked in the repair parts supply company at the ASG.

IDSM includes all maintenance functions that are beyond the limits of unit maintenance and within the restrictions placed on

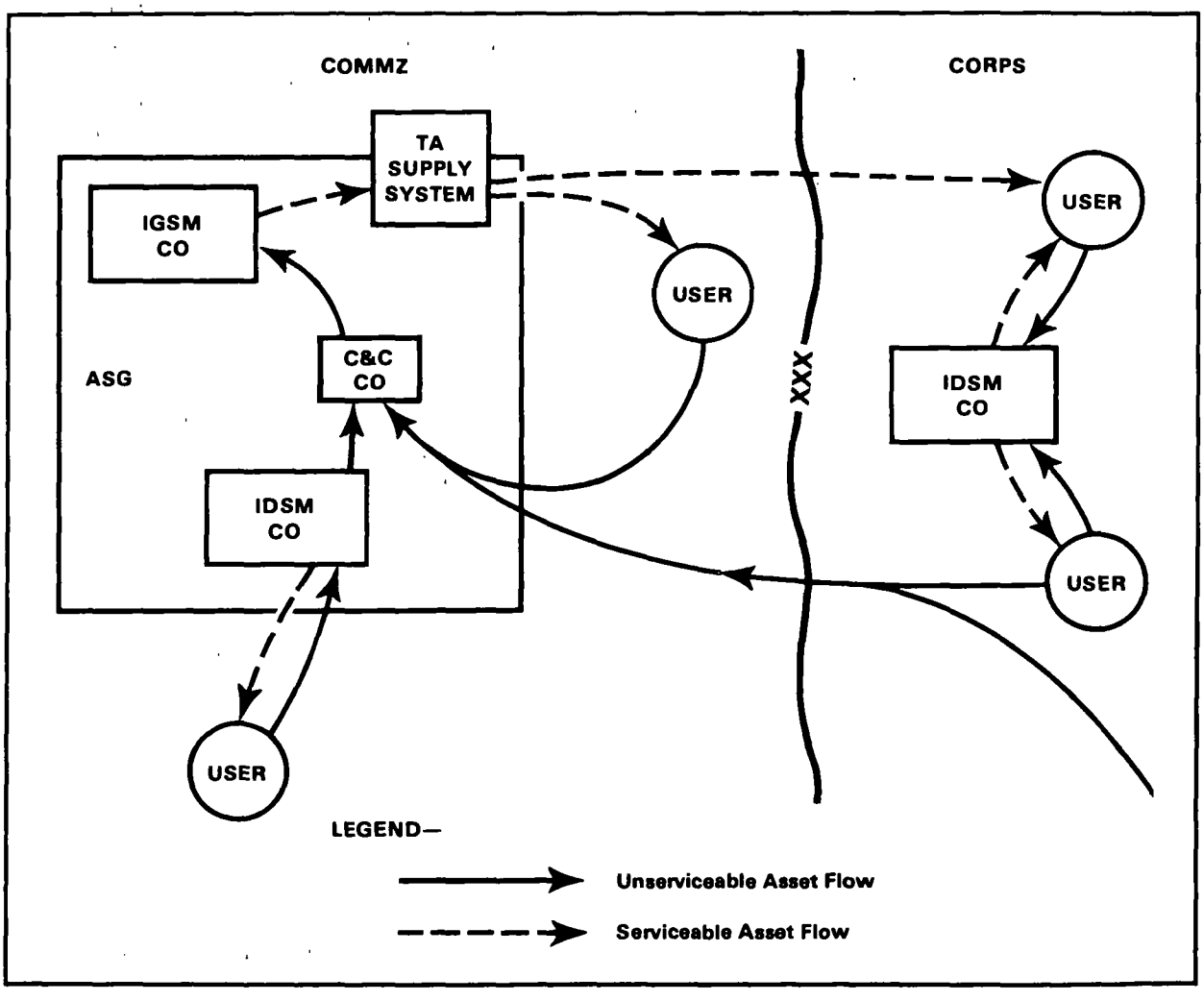

Figure 5-1. Intermediate Maintenance

IDSM units. The limitations may be in the form of stated procedures or elapsed time parameters. A battalion dedicated to IDSM may be established at an ASG if justified based on work load. A maintenance battalion at an ASG will command and direct three to seven maintenance units.

IDSM units provide support by receiving items, repairing them, and returning them to the user. Maintenance support teams may be dispatched from IDSM units to repair equipment in forward areas. Controlled exchange, cannibalization, battlefield damage repair, and other field expedients may be used to complete repairs within the guidelines on maintenance allocation charts. A maintenance allocation chart assigns specific maintenance tasks to specific levels of maintenance based on the complexity of the task and availability of equipment, personnel, and facilities. Class VII items at IDSM units requiring repairs beyond those authorized at the IDSM level are reported to the TAACOM MMC. The MMC may transfer the assets to an IGSM unit for repair.

Typical operations performed by IDSM units include—

- Diagnosing and isolating materiel or module malfunctions. This includes repair, adjustment, and alignment of modules that can be readily completed with assigned tools and TMDE.
- Repairing unserviceable, economically reparable materiel needing services beyond unit maintenance limits, but within parameters established in maintenance documentation for IDSM.
- Operating a reparable exchange activity. This includes repairing unserviceable items received under the reparable exchange program. Repair is limited by the same IDSM constraints that govern other materiel. Reparable exchange assets are evacuated to an IGSM facility if that level of repair is indicated.
- Managing an ORF. An operational readiness float is a controlled quantity of selected items authorized for stockage at IDSM level. ORF assets are used to replace unserviceable reparable items in using units when the items cannot be repaired within specified time limits.
- Providing repair parts to supported units to replenish their PLLs.
- Providing assistance to supported units to help them inspect and appraise unserviceable equipment.
- Evaluating unserviceable assets and providing disposition recommendations. Included here is assistance in performing preliminary battle damage assessment.

INTERMEDIATE (GS) MAINTENANCE

The decision to deploy IGSM units and the organizational structure in which they function is a response to conditions in the theater. The forces in the theater, tactics being used, geographic features, services available from host nations, and other variables are assessed before a maintenance structure is set in place. Certain types of Army deployment may not require IGSM at all. IGSM units are introduced into a theater only as necessary to preserve the necessary levels of operational equipment. IGSM in a conventional, large land mass theater of operations will be discussed here.

IGSM is performed at selected ASGs for specific commodities or items. The TA commander, in conjunction with the TAACOM commander, establishes IGSM programs. IGSM programs are periodically reevaluated to verify appropriateness and cost effectiveness. ASGs performing IGSM must be flexible enough to change their maintenance emphasis on direction from higher headquarters.

A maintenance battalion may contain more than 1,500 personnel. A diverse array of IGSM and related capabilities may be organic to it. A maintenance battalion headquarters at an ASG will typically command and control three to seven maintenance units.

ASGs with smaller IGSM missions have smaller organizational structures dedicated to IGSM. Since all ASGs have an IDSM mission, often it is efficient and cost effective to combine administrative support for IDSM and IGSM units. Both type units are assigned to the same battalion headquarters.

Typical maintenance units performing IGSM at the ASG are the light equipment IGSM company and the heavy equipment IGSM company. These units expend the majority of their effort performing IGSM on materiel that is subsequently returned to the supply system. They may also provide IDSM and supplementary maintenance support to overtaxed units on an exception basis.

Typical operations performed by IGSM units include—

- Repairing end items and modules for return to the supply system. In general, the work performed is beyond the capability of IDSM units and less sophisticated than depot maintenance.
- Diagnosing and isolating malfunctions to the internal part level. These procedures and associated adjustments, alignments, and repairs are similar to, but more complicated than those performed by IDSM units.
- Repairing modules involving significant technical procedures. For example, selected printed circuit boards are repaired.
- Repairing heavy bodies, hulls, turrets, and frames. This includes welding, cutting, pressing, shearing, sanding, and painting.
- Fabricating or manufacturing repair parts, assemblies, components, jigs, and fixtures with prior approval from the MMC.
- Repairing materiel using procedures outside of normal limitations when directed to do so by higher headquarters. This may include limited depot-level work on selected items or the assumption of work load normally performed by IDSM units.

IGSM units have limited internal Class IX supply operations to facilitate smooth, responsive mission accomplishment. IGSM units do not provide Class IX support to IDSM units.

The collection and classification service company may be part of the IGSM organization. It complements the intermediate maintenance mission by disassembling end items and classifying their components and assemblies for repair, return to supply channels, or disposal. Selected items may be evacuated or forwarded to intelligence organizations. Items peculiar to missile systems, cryptographic, medical, aircraft, and related components are not handled by the collection and classification service company.

WORK-LOAD MANAGEMENT

Commanders must consider many factors before establishing the maintenance work load to be accomplished by each unit. The ASG maintenance program must be continually reevaluated and modified to match the needs of the theater. ASG maintenance units concentrate on IDSM and IGSM. However, on an exception basis all levels of maintenance can be authorized and accomplished at an ASG. Efficient, expedient

return of items to serviceable condition takes precedence over pure segregation of maintenance taskings. Nonroutine procedures are coordinated by the MMC, battalion commander, and others.

The Standard Army Maintenance System is a management information system for maintenance management. It automates the basic forms, records, and reports that are necessary to accomplish the maintenance mission. The ASG headquarters uses SAMS to obtain status information and review the performance of subordinate maintenance units. IDSM and IGSM units operate the SAMS-1. It provides the necessary maintenance and readiness management data to the SAMS-2 at the MMCs. SAMS-2 provides management data to the SAMS-3 at the MACOMs. SAMS operates on the TACCS hardware. At the unit level, ULLS interfaces with SAMS-1.

MAINTENANCE MANAGEMENT

Maintenance management is the process of setting maintenance objectives and goals and ensuring that they are met. It includes—

- Forecasting the maintenance work load and planning for the accomplishment of the mission.
- Obtaining, organizing, directing, coordinating, controlling, and evaluating resources used to accomplish the maintenance mission.
- Determining the training, tools, TMDE, calibration equipment, facilities, funds, spares, repair parts, and other supplies needed to support maintenance technicians.
- Providing technical data and management information to help maintenance units accomplish their work load within the guidelines established.

Company commanders and team leaders perform maintenance management functions. Battalion commanders and ASG directors of materiel perform similar functions at their level. The TA and TAACOM headquarters manage maintenance programs in the theater through their MMCs. These levels of command complement one another and ensure a responsive and effective overall maintenance effort. The result is the best possible assortment of serviceable equipment available to the troops in the theater.

SAMS is used to store and process maintenance information. It provides equipment status, unit performance information, and other management data to all maintenance and command organizations. The materiel readiness support activity also uses SAMS.

INTERMEDIATE (DS) MAINTENANCE

The work load for a specific IDSM unit is identified based on the needs of the supported units. An unserviceable, reparable item must be repaired or replaced as quickly as possible. IDSM units at the ASG react to this need by repairing items and returning them to the using unit. Selected items are eligible for reparable exchange or the operational readiness float program. In both instances an immediate exchange is made to keep a serviceable asset in the using unit's possession. The unserviceable item that was turned in is repaired. It is exchanged with a unit that turns in an unserviceable item in the future.

IDSM units repair all materiel presented to them by supported units that meets IDSM eligibility and can be repaired within established time and/or procedural limitations. Parameters for IDSM are established on maintenance allocation charts.

Assets requiring IGSM are forwarded to an IGSM unit as directed by the MMC. IDSM work load that exceeds the capacity of an IDSM unit must either be transferred to

another IDSM unit or to an IGSM unit. An MMC may direct Class VII assets to an IGSM unit for IDSM repairs. This evacuation is not initiated by the overloaded IDSM unit.

Management of IDSM companies is performed at battalion headquarters and at the ASG directorate level. The ASG director of materiel has staff supervisory responsibility for maintenance support to users within the ASG area. The director of materiel monitors maintenance activities and advises the commander concerning maintenance support being provided by the ASG. Requirements can change rapidly during wartime. The capabilities of ASG units to respond to the IDSM requirements must be monitored closely. Management actions are taken when necessary to ensure that customer demands are satisfied and the IDSM resources are used efficiently. The ASLs of IDSM units are replenished using routine supply system procedures. The supplies needed may be issued from a repair parts company at the ASG in response to an MRO from the TAACOM MMC.

INTERMEDIATE (GS) MAINTENANCE

IGSM is performed in support of the theater supply system. Repair work is done on assemblies, components, modules, and other items of equipment as directed by the MMCs. The work performed must conform to established guidelines. Normally job or production-line repair procedures are performed on Class VII and Class IX items. The work is less complex than depot maintenance, yet more complicated than IDSM. See the appendix for maintenance unit TOE information.

IGSM is performed on items in response to directions from the TAMMC or the TAACOM MMC. The fact that an unserviceable asset has been turned in is not sufficient justification to repair it. The theaterwide requirement for the item and the economics of batch processing may make delaying repair work on certain items a viable course of action. IGSM units do not take the initiative in deciding what repair work will be performed.

IGSM units are managed by their battalion headquarters and the ASG headquarters for routine day-to-day activities. The maintenance work load is managed by the TAACOM MMC in support of the TA supply and maintenance program. The TAMMC has theaterwide visibility of assets and requirements. It apportions the theater IGSM work load among the TAACOMs. The TAACOM MMC manages its assigned portion of the TA repair program.

The TAACOM MMC estimates the quantities of repair parts required for each repair program and forwards the parts to IGSM units before the work begins. Additional parts and shop stock are requisitioned using routine supply procedures. Repair parts are usually stored in repair parts companies at the ASGs. The TAACOM commander is ultimately responsible for accomplishing the assigned maintenance mission.

UNSERVICEABLE EQUIPMENT

Inoperable equipment must be available to maintenance personnel before any repairs can be performed. Regardless of the urgency to provide serviceable assets to using units, the maintenance system cannot fabricate new modules or weapon systems. The recovery of unserviceable equipment and its evacuation to an appropriate maintenance activity is vitally important. Maintenance managers at MMCs must monitor the evacuation procedures in use. Changes in evacuation priorities and other guidance must be pursued if necessary to facilitate an effective maintenance program for specific items. The TRANSCOM supports evacuation by transporting equipment to maintenance facilities.

Recovery is the responsibility of all units. Reparable materiel must be retrieved from the battlefield. Equipment requiring unit maintenance and IDSM is usually given priority over heavily damaged or severely worn materiel. Major combat systems are typically evacuated before lesser systems and support equipment. Maintenance plans must influence evacuation guidance so that the most urgently needed materiel is evacuated first. Evacuation priorities for CSS units are determined by the appropriate MMC. Disposition instructions for assets requiring depot-level repairs are provided by the Army Materiel Command.

Enemy materiel is recovered and evacuated to obtain intelligence information and to deny materiel to the enemy. Procedures for handling and accounting for captured materiel must be coordinated with military intelligence units.

ASG HEADQUARTERS MAINTENANCE MISSION

The director of materiel exercises staff supervision over maintenance operations at the ASG. He establishes policies, plans, procedures, and programs for maintenance units attached or assigned to the ASG.

MMCs place requirements for IGSM on ASG maintenance units. Technical supervision to ensure that maintenance is accomplished as programed is the responsibility of ASG materiel directorate personnel. Shop procedures, efficiency, and quality of repair are monitored. Problems or discrepancies that are not resolved at the battalion level are resolved at the ASG materiel directorate level.

IDSM is performed by ASG units in response to the needs of units in the area. Materiel directorate personnel monitor the procedures and techniques used to verify that the work is being done in accordance with regulations and accepted procedures. Directorate personnel resolve conflicts as necessary.

A plans and operations branch is assigned to the ASG materiel directorate. A maintenance plans and policy officer is assigned to this branch. He develops plans and programs to ensure efficient accomplishment of current and future maintenance missions. He projects trends in maintenance work load and predicts future taskings. The plans and policy officer coordinates with the TAACOM MMC, TAMMC, TAACOM headquarters, internal staff elements, subordinate units, and supported units. He analyzes impacts of various alternatives and recommends courses of action to the director of materiel.

Personnel assigned to the supply branch, materiel directorate, must ensure that critical repair parts are available to ASG maintenance units. This branch monitors consumption of repair parts and components and resolves problems or conflicts at maintenance units related to parts availability.

A maintenance branch in the materiel directorate monitors the status of ASG maintenance programs. Significant achievements and problems are reported to the director of materiel. Personnel in the maintenance branch supervise daily maintenance activities. They ensure that work orders are completed on time. They evaluate the quality of repair and measure overall mission performance of subordinate units. The branch redistributes resources within the maintenance structure if necessary. For example, the branch may shift assets from one battalion to another in response to IDSM work load. This branch also measures customer satisfaction and investigates instances of dissatisfaction.

Personnel assigned to the maintenance branch must have functional expertise in specified areas. These positions require officers and NCOs that are fully qualified in their career fields and experienced in their assigned areas. Officers in the maintenance branch are responsible for detailed planning and accomplishment of maintenance programs.

NCOs in the maintenance branch are responsible for daily supervision of the ASG maintenance mission. They ensure that work orders are completed as scheduled. They collect and analyze data concerning production, quality assurance, and other control parameters. These NCOs routinely inspect maintenance shops to evaluate performance. They provide guidance to battalion headquarters as necessary. These maintenance managers require technical knowledge in broad areas of maintenance. Technicians must be qualified at Skill Level 4 to be assigned to these ASG headquarters positions.

Experts in the maintenance branch of the materiel directorate evaluate shop facilities, verify adherence to proper procedures, and furnish technical assistance on complex issues. The scope of responsibilities for each technician is flexible and is adjusted to match the needs of assigned units. The attachment of a unit performing specialized maintenance may necessitate a corresponding change in the staff of the maintenance branch at the ASG headquarters.

SPECIAL MATERIEL

Specialized units or teams provide maintenance services for some commodities or systems. The need for specialized technicians and equipment is the basis for the establishment of special maintenance teams or units. They may operate independently or in conjunction with other maintenance units or teams to repair entire systems. Special materiel maintenance technicians may be attached to ASG maintenance units. See Chapter 2 for a complete list of the teams that can be assigned or attached to ASG intermediate maintenance units.

AVIATION EQUIPMENT

Aviation intermediate maintenance is performed by AVIM units on an area basis in the COMMZ. AVIM units perform maintenance on Army aircraft, aircraft armament, and avionics components. They also stock related repair parts. Maintenance assistance teams are dispatched when necessary to support aircraft recovery.

AVIM units are assigned to the ASG. An AVIM battalion may be assigned to the ASG to manage the AVIM units. Army aviation maintenance is discussed in detail in FM 1-500.

Depot aviation maintenance in the theater is performed by an aviation classification repair activity depot. This depot will probably be colocated with an ASG. It is commanded by the Army Materiel Command.

TEST, MEASUREMENT, AND DIAGNOSTIC EQUIPMENT

The Army TMDE support system is based upon the policies and guidance in AR 750-25. Calibration and intermediate (DS/GS) maintenance of TMDE are provided by the US Army TMDE support group. The AMC has command and control of TMDE calibration and repair companies. These companies can be placed under operational control of TA elements when necessary.

Area TMDE support teams provide either dedicated division support or geographic area support. ATSTs provide calibration and limited repair services for TMDE. Services

are provided in accordance with TB 43-180. Using units may turn in unserviceable TMDE to nearby IDSM units. These units act as collection and distribution points for the TMDE. ATSTs normally perform TMDE support at IDSM unit locations. An ATST may be attached to the ASG to support its maintenance mission if warranted by the TMDE repair work load.

Equipment needing support beyond the capabilities of ATSTs is evacuated to a parent TMDE maintenance company. Each TMDE maintenance company has an area calibration laboratory. TMDE maintenance companies may have supply support activities augmented to provide dedicated Class IX support.

TMDE support elements are placed under operational control of specified maintenance units. An automatic test equipment team may be assigned to the light equipment intermediate (GS) maintenance company of an ASG. It performs IGSM on communications-electronics replaceable units, subassemblies, modules, and printed circuit boards. For additional TMDE maintenance information, see FM 29-27.

ADP EQUIPMENT

IDSM on ADP equipment is performed by personnel assigned to each ADP unit. IGSM is performed by a team assigned to a light equipment maintenance company at an ASG. Depot maintenance is accomplished by evacuating the entire device to an appropriate TA or CONUS facility. An organization that sends its device to a facility for depot overhaul will initiate continuity of operations procedures as outlined in the unit SOP.

Prominent computer hardware systems in the theater are ULLS, TACCS, and CTASC. Most of the maintenance on these computers is performed by contractors.

COMSEC EQUIPMENT

COMSEC items are not processed through routine supply and maintenance channels because of the intelligence significance of some of the items. Logistics management of COMSEC materiel is performed by the theater signal brigade of the TCC(A). A COMSEC logistics support company performs supply and maintenance tasks on COMSEC materiel in the theater.

The responsibility for IDSM of unclassified COMSEC items (referred to as controlled cryptographic items) is expected to move to nondivision IDSM companies. Maintenance of classified COMSEC equipment will be performed by signal units. Eventually all COMSEC items may receive IDSM from technicians in the light equipment maintenance company at the ASG. IGSM will continue to be performed by the COMSEC support company assigned to the TAACOM. That company may be attached to an ASG headquarters.

AIRDROP EQUIPMENT

Support for aerial delivery equipment is provided by a specialized airdrop equipment repair and supply unit assigned to an ASG. This unit maintains theater stockage of airdrop equipment and provides intermediate support maintenance of airdrop-peculiar equipment to using units. It supplements parachute packing and maintenance activities of units engaged in airdrops.

Airdrop equipment is recovered by using units. Recovered equipment is evacuated to an ASG airdrop equipment repair and supply unit for classification, repair, and return to theater stock.

CLASS VIII ITEMS

Maintenance of biomedical equipment is managed by the MEDCOM medical logistics control group. Medical supply, optical, and maintenance units perform IDSM on Class VIII

items. IGSM is provided by the medical logistics battalion in the COMMZ.

NUCLEAR AMMUNITION

A special ammunition ordnance brigade is assigned to the theater army. Special ammunition ordnance battalions are assigned to the brigade. These battalions provide supply and maintenance support for nuclear ammunition. Nuclear special ammunition ordnance companies of the battalions may be colocated with ASGs. For additional information, see FM 9-84.

MISSILE EQUIPMENT

Missile maintenance and supply companies or maintenance support companies are fielded in the COMMZ as necessary. They provide intermediate maintenance support for missile system components. These units are structured using teams. Each team possesses skills relating to one type of missile system in use in the theater. These companies may be colocated with an ASG and share the ASG facilities.

Air defense missile maintenance in a mature theater is provided through the TAADSCOM. Management and tasking of missile support companies are performed by a TAADSCOM MMC. AMC OCONUS maintenance activities, contractors, and host nation organizations may also provide repair services for missile systems. For additional information, see FM 9-59.

CONTAMINATED MATERIEL

NBC contamination complicates the battle damage assessment and maintenance functions. Equipment may have to be decontaminated before it can be examined or repaired. Technicians must take precautions to avoid exposure to contaminants and to prevent the spread of the contamination.

It may be impractical to decontaminate equipment totally. Contaminated tools and equipment must be clearly designated and segregated from uncontaminated materiel. Personnel in MOPP gear use this contaminated materiel to repair contaminated equipment. Preventing the spread of contamination must be a high priority. Performing maintenance on essential contaminated equipment will be time consuming and may involve risks. Commanders must train for this contingency.

Hasty or partial decontamination may be a viable option. Sometimes contamination can be removed from the surfaces of the equipment that maintenance technicians contact. The technicians can work more efficiently at a lower MOPP level. Warning signs and other safety precautions must be part of the plan to minimize the effect of lingering contamination on personnel. See FM 3-5 for additional information.

CHAPTER 6

Field Services

Field services such as GRREG, airdrop, and CEB are required by units in the ASG area. Some of these services are provided by elements assigned to the ASG. Others are provided by organizations assigned to other commands. The ASG coordinates the support services needed by units in its area. Services that are not required during peacetime are provided by Reserve Components deploying from CONUS. Services may also be available from the host nation.

GRAVES REGISTRATION

The GRREG program provides for the recovery, evacuation, identification, and processing of human remains. Soldier morale is directly affected by GRREG procedures. Human remains must be handled with dignity at all times. Personnel losses must be documented to ensure accurate strength accountability information.

Commanders at all levels must ensure that soldiers under their command promptly recover, identify, and evacuate remains. Search efforts must be thorough, and recovered remains must receive proper disposition. The safety of personnel performing search and recovery missions must not be jeopardized. Recovery operations must be coordinated with an NBC specialist if contamination has been detected in the area. Special handling procedures are necessary if remains are contaminated. They vary depending on the identity and persistence of the contaminating agent.

A GRREG battalion is assigned to the TAACOM. Its units process remains evacuated from the corps and from COMMZ units. The number of GRREG companies fielded depends upon requirements in the area served.

The supply and service company assigned to the ASG has a GRREG section. Personnel in this section operate a collecting point to receive, identify, and arrange for evacuation of remains. S&S GRREG personnel record identification data. Personnel who bring remains to the collecting point make tentative identifications when possible. Personnel at the collecting point prepare accompanying documents. If required, a

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GRREG company is attached to the ASG to receive and process remains.

All ASG units must be prepared to respond to losses of personnel. Each unit commander must ensure proper handling of remains. Remains are transported to the S&S company collecting point or to a GRREG company collecting point. They are moved to the GRREG battalion through a network of collecting points in the COMMZ. An escort accompanies the remains and personal effects. US remains are evacuated from the theater when possible.

Rear operations may increase GRREG work loads. Massive numbers of personnel may die as a result of an NBC environment. Mass burials may be necessary. The commander of the joint central graves registration office, with the approval of the theater commander, gives permission for mass burials. The senior officer in an area may have to make this decision if contact with higher headquarters is lost and no GRREG unit is present. The ASG commander could be the senior officer in the ASG area. Every effort must be made to identify remains prior to interment. Enemy dead are handled as stipulated in international agreements. FM 10-63 provides detailed guidance on handling deceased personnel in theaters of operations.

AIRDROP

Airdrop services are provided by the airdrop supply company. This company packs parachutes and rigs supplies and equipment for airdrop by the Army, Air Force, and other services. The company packs personal parachutes and provides supply support and unit maintenance support for airdrop equipment. Storage of equipment and supplies is also part of this company's mission. Technical assistance, supervision, and advice on the recovery and evacuation of airdrop equipment are available from personnel assigned to this unit. This company is usually assigned to the TAACOM and attached to an ASG S&S battalion. It typically operates at a major Air Force terminal.

An airdrop equipment repair and supply company performs intermediate (DS) and intermediate (GS) maintenance on airdrop equipment used by supported units. Company personnel also receive, store, and issue airdrop equipment. This company is normally assigned to the TAACOM. Both airdrop companies discussed here are attached to an ASG S&S battalion.

Recovery of airdrop equipment is accomplished by the using unit. Recovered equipment is evacuated to the airdrop equipment repair and supply company. This unit classifies and repairs the items and returns them to theater stocks. FM 10-400 provides details on airdrop units.

CLOTHING EXCHANGE AND BATH

CEB services should be made available to all personnel. The standard is to provide at least a weekly bath and exchange of clothing for each soldier. In the COMMZ, CEB teams are assigned to S&S companies of the ASG S&S battalion. If necessary, delousing is performed by CEB teams.

Units supported by the ASG may be located in developed areas where bathing

facilities are available. If so, CEB services provided by the S&S company of the ASG are scaled down accordingly. CEB teams provide clean clothing to soldiers and return soiled clothing to laundries. In undeveloped areas or some contingency operations areas, CEB teams may be the only source of bathing facilities.

LAUNDRY AND RENOVATION

Laundry and renovation services are provided to units in the COMMZ by the S&S companies of the ASG. Units receive laundry services from a field laundry team, section, or platoon in the S&S company. CEB teams forward soiled clothes to the mobile field laundry for cleaning. Renovation sections are often located with the laundry to make minor clothing repairs. Clean, serviceable clothing is returned to the units. Routine operations of the laundry are discussed in FMs 10-280, 29-114, and 29-147.

Fixed, permanent laundry facilities may be available in the COMMZ. Host nation personnel may be available to operate commercial laundries. If available, host nation laundry and renovation services are used. The S&S company of the ASG must be prepared to provide laundry and renovation services in areas with no existing laundries.

A GS-level laundry and renovation company may be assigned to the ASG. It receives, classifies, launders, renovates, and temporarily stores clothing and lightweight textiles. Items serviced by the company are returned to the supply system. For example, seasonal items are serviced and sent to the general supply company. Reparable items are returned from the corps to this GS laundry and renovation unit for service.

BAKERY SERVICE

Bread is baked by the S&S companies assigned to ASGs. Consumers obtain bread through routine Class I supply channels. Host nation bakeries, when available, are used to augment ASG bakery services. Existing Army and Air Force Exchange System bakeries are also used. Bread baking is important, but not essential. Field bakery operations are discussed in FMs 10-22 and 29-147.

SALVAGE

The Army obtains supplies from every available source. Abandoned materiel often can be used for its original or some other function. Salvage collection includes the recovery of Army, allied, and enemy items.

The salvage chain begins at the FLOT where combat generates captured, damaged, and abandoned materiel. Reparable Army equipment should follow maintenance evacuation chains. Maintenance companies obtain unserviceable assets from salvage collection operations. Nonreparable items are recovered based upon procedures established by the commander. An item can be disposed of at any point if it is determined to have no significant value.

Classification experts in collection and classification companies appraise items. A collection and classification company may be assigned to the ASG maintenance battalion. This company concentrates on Class VII and IX salvage. ASG maintenance personnel evaluate salvage that is related to the materiel they repair. The DLA conducts reutilization and disposal activities in a mature theater.

Salvage operations will occur in an ASG area. Salvage may be handled by S&S company personnel, C&C company personnel, or maintenance personnel. The expertise possessed by maintenance technicians may be required to identify an item and assess its value. Salvage priorities are provided by MMCs. The MMCs are aware of theater needs, supply status, and other factors affecting the urgency of salvage collection. Procedures for disposition of enemy items are established by intelligence units. FM 27-10 contains guidance on treatment of property during hostilities.

Salvage collection units should not accept toxic agents, ammunition, explosives, COMSEC equipment, medical materiel, or aircraft. These items must be turned in to units with the specialized capabilities to handle them.

DECONTAMINATION

Decontamination is the removal or neutralization of hazardous levels of NBC contamination from personnel and materiel. Decontamination should be pursued only if it will help preclude casualties and enhance combat effectiveness.

ASG units use contamination avoidance procedures to minimize the decontamination requirement. For example, protective covers are used to safeguard supplies and materiel. An NBC officer in the ASG SPO directorate coordinates contamination avoidance procedures. Contamination avoidance is part of every unit's mission. Units also use cover and concealment to reduce the chances of being located and engaged by enemy NBC weapons.

ASG mission plans and procedures must include consideration of the potential presence of contaminants. Activities such as maintenance shops should be set up to permit the segregation of contaminated and uncontaminated materiel. Properly designed areas prevent the spread of contaminating agents. Units that are particularly sensitive to contamination should not be located near units that are expected to handle contaminated items.

The most common approach taken by contaminated units is partial decontamination plus weathering. Mission effectiveness must be balanced against the time and resources needed to decontaminate. All soldiers are equipped and trained to decontaminate themselves and their equipment. Equipment operators and crew personnel use on-board decontamination systems when available.

The NBC officer in the ASG SPO directorate develops plans and programs to respond to NBC attacks. The NBC officer advises the commander and supported units concerning contamination detection and decontamination. He coordinates NBC training and monitors predictions and warnings from chemical and military intelligence units. NBC defense plans and evacuation plans are developed by the NBC officer. He consults and coordinates with chemical companies functioning in the ASG area.

The chemical companies of the chemical battalion at the TAACOM provide TA units with decontamination support. This support may also be provided for stockpiled materiel, facilities, and terrain. Chemical units may be attached to ASGs or placed under their operational control.

The ASG commander determines which subordinate units will receive decontamination assistance. Equipment decontamination priorities are established by ASG unit commanders. An NBC NCO assigned to the SPO directorate monitors execution of the ASG decontamination program. ASG headquarters NBC personnel monitor the performance of battalion NBC NCOs.

The widespread nature of an NBC attack may exceed the capacity of decontamination units. ASG units will have to decontaminate themselves with little or no outside help. Complete or deliberate decontamination is seldom achieved because of the time and resources it consumes. The sequencing of units, classes of materiel, and specific items to receive decontamination must be documented in the ASG SOP. See FM 3-5 for additional decontamination information.

PROPERTY DISPOSAL

Property disposal service is provided in the COMMZ by the Defense Logistics Agency. DLA civilians may continue to perform disposal duties in the COMMZ during a war. A DLA unit may be colocated with the ASG. Personnel from ASG units may have to provide disposal services as an additional duty. Personnel from a collection and classification company will assist with disposal operations. S&S company personnel might also be detailed to a disposal function temporarily. Only essential disposal services are provided during wartime.

Materiel destined for property disposal is collected on the battlefield. Decontamination of contaminated materiel is required before evacuation. HNS may be utilized to evacuate the materiel to the COMMZ. Inspection and classification procedures must be performed to verify the condition of the materiel. This may require the involvement of technical experts from ASG maintenance units.

The TAMMC coordinates disposal operations to ensure that usable materiel is not lost from the theater. The goal of the disposal function is the reutilization of materiel.

CHAPTER 7

Additional Missions

The missions discussed in this chapter are not always performed by each ASG. They are performed by ASGs when needed and to the extent necessary to satisfy the needs of the theater. For limited periods an ASG may commit most of its resources to one of these missions. These missions complement the core missions of ASGs that were discussed previously.

OUT-OF-SECTOR SUPPORT

Out-of-sector support is required when a US unit is deployed outside the geographic area normally supported by the TA. A unit deployed out of sector may be under the operational command and control of another nation or an alliance. COMMZ support units may be tasked with providing support to such units. Complex coordination with the host nation and allied nations is necessary to ensure adequate support for the out-of-sector unit.

The ASG may have to task-organize and dispatch a "slice" of its support assets to the area. Out-of-sector support expands the area served by an ASG. Performing such a mission degrades the capabilities of the ASG to serve the units it routinely supports. Out-of-sector support must be undertaken only when absolutely necessary and only for short periods of time. Out-of-sector support must be approved by the TA commander who will monitor its accomplishment.

US Army units operating in areas outside of the normal support zone will obtain some support from US allies in the non-US sector. Other support can only be obtained from US support units. Still other support can be provided by a combination of allied, host nation, and US support.

For example, acceptable bulk fuels can usually be obtained from the nation that controls an area. Repair parts for most items can only be obtained from US CSS units. Transportation services for troops and some equipment can be obtained from allied forces if they agree to provide it. Class I requirements may be best satisfied by a combination of host nation, allied, and US products. Class V supplies must be all US items unless standardization agreements have been negotiated for selected weapon systems.

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The ASG will probably be tasked to support out-of-sector combat forces. Supply support will usually be accomplished from the ASG location in the COMMZ. Maintenance and other services may have to be provided in the supported force's area using task-organized teams. Other US armed services may be able to assist with some phases of the out-of-sector support. Support obligations are handed off to adjacent support organizations when relocation of the supported force causes it to be nearer to another ASG.

Out-of-sector support may be especially difficult during the deployment stage of a war. The probability of tactical units moving into non-Army-controlled sectors is greater during volatile periods. ASG units may not be fully staffed at first. ASG headquarters personnel and other CSS managers will have to take the initiative and develop innovative ways to satisfy unusual support requirements. A combat mission must not be inhibited by unresponsive CSS. Assumption of risks in some areas may be unavoidable.

NONCOMBATANT EVACUATION OPERATIONS

In most theaters in which there are forward-deployed US forces in peacetime, there are substantial numbers of noncombatants present. Noncombatants include soldiers' family members, US government employees, and others. It is crucial that these personnel be evacuated as soon as possible after they are declared in danger. The evacuation will take place before or during the early stages of a war. Relieving service members from the psychological stress of worrying about their families is critical at all levels of command. The threat to noncombatants is even more severe if NBC weapons are used. Extensive, detailed planning and active participation in rehearsals are necessary to minimize evacuation time and ensure the safety of noncombatants.

The plan to conduct a noncombatant evacuation operation must be conceived with the same intensity as a combat operation. NEO planning is the responsibility of commanders at all levels. The NEO plan will be an annex to operation plans. Lower level commanders will ensure that their NEO plans align with those of the next higher command. An organization's NEO plan should include information such as—

- Assembly areas.
- Documentation requirements (birth certificates, marriage certificates, immunization records, identification cards, and passports).
- Transportation procedures.
- Communication support.
- Food supply.
- Financial assistance.
- Emergency medical care.
- Destinations.
- Methods of accounting for the noncombatants involved.

The ASG may have civilian government employees assigned to it. Military dependents and other noncombatants can be expected to be located in the vicinity of the ASG. Many of these personnel will have to be evacuated if war becomes imminent. The ASG commander must plan for the evacuation of people in his area.

The noncombatants may include enemy civilians. They must be protected, and sometimes evacuated, under international law. The SJA should be consulted concerning the protection or evacuation of enemy civilians.

The ASG SPO directorate is normally tasked to plan and coordinate an NEO. The services directorate then arranges for needed shelter and field services for evacuees passing through the area. Transportation assets are obtained from the servicing MCT by the ASG transportation staff officer. MEDCOM teams provide needed medical care. The P&A directorate assists with required documentation and record processing. The ASG MP NCO in the P&A directorate obtains MP law and order services and identifies safe routes to travel. The ASG chaplain may be asked to comfort evacuees during this period of emotional turmoil.

ASG supply units may be tasked to provide food, clothing, fuel, and emergency Class II items. Wheeled vehicle maintenance teams from ASG maintenance units may be tasked to repair transportation assets being used to move evacuees. These vehicles may be operated by personnel from ASG units.

Usually an evacuation should be accomplished as rapidly as possible. The resources committed to the evacuation can then be applied to purely military goals. Host nation assets should be used for NEO when available and dependable.

The requirement for NEO is dependent upon the locality and the threat assessment. NEO plans must be flexible and adaptable to changing circumstances. In some instances, the ASG will be the central processing point and assembly area for accomplishing NEO in the COMMZ. The principal military responsibilities are security coordination, priority of movement, establishment of evacuation routes, supply of specific items and services, medical care, and planning and coordinating strategic transportation.

RECEPTION AND PREPARATION OF REINFORCEMENTS

In the COMMZ the theater army is responsible for receiving, equipping, and assisting deploying units to achieve an operational readiness posture. The TA assumes operational command of all deploying US Army units as they arrive at the theater ports of debarkation. Elements of the TAACOM provide supply and maintenance support and other assistance.

During reception, the CSS units of the TAACOM must be prepared to function in a dual capacity. They will be involved with receiving deploying units. At the same time they will be providing routine support according to their primary wartime missions. Reinforcing personnel normally arrive by air. Their unit equipment normally arrives by ship. The TAACOM helps to clear air and sea PODs. It also assembles and matches unit equipment and unit personnel.

Unit commanders report their readiness by submitting a unit status report to the TA. The TA issues movement orders and other guidance, as appropriate. This includes designation of ASGs that will be contacted for services and replenishment along the LOC. Units conducting convoy operations to tactical assembly areas must plan for maximum self-sufficiency while en route. This includes security, maintenance, recovery and evacuation, refueling, and subsistence support.

An ASG is designated by the TA to provide specific logistics support and services for each arriving US Army unit. ASGs will operate at ports of debarkation during the buildup of troops in the theater. In the early stages of a war, receiving and equipping deploying units may be the predominant activity of an ASG. Subordinate units that

will eventually provide supply and maintenance support to deployed units may be task-organized to operate marshalling and staging areas. Matching soldiers and authorized equipment is a challenging endeavor. Arriving units must be equipped, briefed, and moved away from the POD as quickly as possible.

Pre-positioned war reserve stocks are stored and maintained by ASG units or forward elements of ASG units that are assigned to oversea theaters in peacetime. The materiel stored overseas is kept in ready-to-issue condition. These stocks, and additional materiel shipped to the theater, are issued to arriving units as directed by the appropriate MMC.

Deploying units plan for their transition to ready-to-fight status. However, they require assistance from ASG units and other units in the COMMZ. Supplies and services are provided to deploying units by the ASG S&S battalion. Shelter for deploying units is coordinated by ASG personnel. Transportation is arranged through the servicing MCT. Security for the marshalling area is coordinated with MP units. Equipment is serviced and repaired by ASG maintenance unit personnel.

The support provided to deploying units is the responsibility of various directors in the ASG headquarters. The director of materiel arranges for—

- Essential supplies until a normal operational posture is achieved.
- Supply support to include Class I, II, III, IV, and IX supplies, as it pertains to those units drawing pre-positioned war reserve equipment.
- Map issue.
- Intermediate (DS) maintenance and selected evacuation services.

The director of services arranges for—

- Essential services until a normal operational posture is achieved.
- Movement from ports and marshalling areas to intermediate or final destinations in conjunction with a servicing transportation movement control team.
- Troop facilities (within existing resources).
- Non-transportation-related specified HNS services (coordinated with HNS directorate).

The director of P&A arranges for reception services at the port of debarkation and essential administrative services until a normal operational posture is achieved.

The director of SPO provides a single point of contact (marshalling area control group commander) for deploying units. He also arranges for limited communications services (land line, FM radio, messenger) at each designated marshalling area site.

RECONSTITUTION

Reconstitution is defined as extraordinary actions taken by a commander to restore a unit to a desired level of combat effectiveness. A unit is not reconstituted just because it has lost its combat effectiveness. Reconstitution decisions must be based upon an assessment of the overall battlefield. Available resources are limited and must be used where they will have the greatest effect.

Reconstitution actions are implemented immediately following a commander's

determination that a unit is not sufficiently effective to meet operational requirements. Timely reconstitution sustains the fight and preserves the initiative and agility of the commander and his subordinates.

Possible reconstitution actions include reestablishment or reinforcement of command and control; cross-leveling or replacing of personnel, supplies, and equipment; and conducting essential training. Command priorities should be established to allocate resources and preserve unit cohesiveness.

If reconstitution is necessary, commanders have two options available, reorganization and regeneration. Often they will be executed in combination.

Reorganization is actions taken to shift internal resources within a degraded unit to increase its combat effectiveness. Equipment and personnel are redistributed among internal elements to balance combat capabilities, match operational weapon systems with crews, and form composite units.

Reorganization is categorized as either immediate or deliberate. Immediate reorganization is the quick, temporary restoration of degraded units to minimum levels of combat capability. Deliberate reorganization restores degraded units to a specified degree of combat capability. It involves more extensive repair and cross-leveling procedures and is usually conducted farther to the rear than immediate reorganization.

Regeneration is the rebuilding of a unit through large-scale replacement of personnel, equipment, and supplies. Command and control is reestablished and mission-essential training is conducted. Regeneration is the more challenging reconstitution option. It requires more time and resources. Regeneration can be accomplished by adding personnel and equipment to an existing unit. This is termed incremental regeneration. Whole unit regeneration is the replacement of whole units or definable subelements in an organization. Regeneration by introducing cohesive, trained units can achieve more rapid assimilation.

Reconstitution operations place unusually high demands on the existing CSS system. High-priority requisitions for replacement materiel are processed by MMCs. ASGs provide most of the support required by units undergoing reconstitution. Special procedures may be implemented at an ASG to expedite supply support of reconstitution operations.

The ASG materiel and services directorates will be heavily involved in the reconstitution mission. Supply and maintenance units at the ASG will be challenged by surges in work load caused by reconstitution operations. Teams from the ASG may be sent forward to corps areas to assist units undergoing reconstitution. Routine ASG operations may have to be modified to provide maximum support to units undergoing reconstitution. For example, major end items may be restricted to mission-essential maintenance operations. This ensures the maximum number of usable systems on the battlefield.

Reconstitution should be accomplished as far forward as possible. However, the area chosen should be free from enemy harassment. In the COMMZ, a reconstitution location is normally designated by the TAACOM commander. Availability of facilities and services is a major consideration. Other factors used to select a reconstitution site include the size of the unit, nearby communication services, and availability of transportation assets. The need for decontamination may make water sources a high priority. The planned future mission of the renewed unit also influences site selection.

ASG facilities and adjacent areas are usually good locations for reconstitution. A

division is normally reconstituted in the corps area. However, it might be directed to the ASG area to be reconstituted. Lost equipment and materiel are replaced by ASG supply units as directed by MMCs. Maintenance or repair of equipment is performed by ASG maintenance units. An ASG petroleum supply company or S&S company refuels the division. If HNS is available and appropriate, it is coordinated by the ASG HNS directorate. ASG support of reconstitution will significantly increase its work load. Supporting reconstitution may reduce the ASG's ability to perform its routine area support mission for other units in the ASG territory. ASG personnel may be task-organized to support a reconstitution mission.

Reconstitution may also be conducted at ASG facilities for units assigned to EAC. Only the nature of the materiel and other support needed will vary. For all reconstitution missions, the TAACOM P&A group and MEDCOM units serving the area provide personnel and health services.

ASG personnel may be diverted from routine duties to support the reconstitution. A unit commander usually designs and directs the reconstitution of his unit if command lines survived or have been reestablished. Existing CSS systems and procedures are utilized to achieve the reconstitution. High priorities and temporary variations to procedures may be necessary to ensure maximum responsiveness of the ASG support systems.

ASG unit commanders must plan for reconstitution of their own organizations. Plans must be developed and refined before a unit is confronted with conditions that may require reconstitution. ASG units may become candidates for reconstitution after involvement in rear operations.

For example, if an ASG general supply company is hit by an NBC attack, equipment and personnel losses can render the unit ineffective. The ASG will probably be tasked to perform the reconstitution. In this situation, the ASG coordinates with TAACOM headquarters, the TAACOM MMC, the PERSCOM, local MEDCOM units, MP units, ENCOM headquarters, and others. These organizations are contacted for support to rejuvenate the designated unit. The ASG provides supply, maintenance, and other area support to its own unit in the same way it would to non-ASG units. Each reconstitution mission is different since no two units will have lost the same assortment of personnel and materiel.

The ASG SPO directorate is responsible for overall ASG reconstitution planning and coordination. Reconstitution is conducted to restore an ASG unit's effectiveness when ordered by TAACOM headquarters. The overall theater objectives must be the basis for reconstitution decisions. Unit SOPs must include procedures for reconstitution. Innovative management at the ASG and elsewhere is the key to successful, timely reconstitution.

PROCUREMENT SERVICES

Support requirements cannot always be best met through normal supply channels. Local procurement of available subsistence, bulk fuels, construction materiel, and other resources may be a better alternative. Personnel services may also be best acquired through contract. To meet these requirements, the TA commander may establish a theater contracting agency that will provide policy, procedures, and guidance to purchasing and contracting officers at the different levels.

The theater contracting agency may establish purchasing and contracting teams at the corps, TAACOM, and TAMMC. The command requiring their services may appoint a team if one has not been set up by the agency.

Requests for supplies and services are submitted to the MMC by customers. If these requirements can be best satisfied by procurement in theater or offshore, the purchasing and contracting teams execute the agreement. Funds are approved and provided by the comptroller at the parent headquarters of the MMC. The purchasing and contracting teams must comply with existing operation plans for the theater and existing HNS agreements providing for HN assistance in local procurements. The teams must also comply with other agreements providing for direct and indirect support of US forces and with all statutes and regulations affecting acquisitions. Advice on changes in statutory or regulatory requirements caused by wartime conditions should be obtained from the supporting staff judge advocate activity. Purchasing officers obtain funds from the finance support unit in their area. Spending limitations must not be exceeded.

ASGs will probably receive materiel and services from local vendors. Area-oriented CA teams will assess local sources and negotiate with the host nation. Personnel from the ASG provide assistance to the CA team as required. The HNS directorate coordinates and manages the HNS. The extent to which HNS can be used varies depending upon the availability of suitable vendors in the COMMZ and other factors.

Limited purchasing and contracting authority will be delegated to the ASG. A purchasing and contracting officer assigned to the materiel directorate exercises this authority. He also administers contracts let by the theater army. The purchasing and contracting officer confers with the staff judge advocate when necessary to clarify points of contract law. He disseminates policy for local purchases and contracting to ASG units.

CHAPTER 8

Other Support

ASGs depend upon other organizations in the COMMZ for certain types of support. This chapter describes support that is often coordinated by ASGs, but is provided by specialized organizations. Battlefield circumstances dictate the degree to which each service is necessary. Often the support relationship between ASGs and the organizations discussed here is a reciprocal one.

PERSONNEL SERVICE SUPPORT

Personnel service support is provided to the ASG by a variety of units located throughout the TAACOM area. PSS encompasses a wide range of functions to include personnel services, administrative services, health services, finance services, morale and welfare support activities, postal services, chaplain activities, legal services, and public affairs. The number of units allocated to provide a given support function varies depending on the size of the troop population to be serviced.

Personnel and administration services are usually provided to the ASG by a P&A group at the TAACOM. Personnel service companies assigned to the P&A group are tailored to provide service on an area or command basis. Morale support detachments and replacement elements are also assigned to the P&A group. The director for personnel and administration at the ASG headquarters directs, supervises, and coordinates selected PSS in the ASG area. Additional personnel and administration information is contained in FM 12-3-4.

COMBAT-CRITICAL FUNCTIONS

The combat-critical functions of PSS are personnel service and health service support. Personnel service includes strength accounting, casualty reporting, and replacement operations. Combat-critical PSS functions impact current operations as well as planning for future operations. Therefore, they can not be curtailed or suspended.

Strength accounting identifies the capabilities and skills available to commanders.

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The ASG commander reports strength to the TAACOM daily. MOS and grade data are reported on the personnel requirements report submitted by each unit. This information can be combined with other reports to portray the condition and capabilities of the CSS base.

Collecting, recording, and reporting casualty information is crucial to the expression of battlefield capabilities. Each unit of the ASG and the ASG headquarters must support the casualty reporting system. For additional wartime casualty reporting information, see FM 12-15.

Personnel reports from units in the theater establish the need for replacements. Replacement regulating detachments from the TAACOM P&A group or the PERSCOM operate in the COMMZ. These detachments may be colocated with ASG units. ASGs operate marshalling and staging areas for some deploying units. CSS is provided to units by the ASG as they pass through the area. The ASG commander uses the services of a replacement regulating detachment when necessary.

SUSTAINMENT FUNCTIONS

All PSS functions which are not combat-critical are classified as sustainment functions. During intense periods of combat, these functions may be curtailed or suspended. However, they must be fully resumed as soon as possible since they directly affect morale. For example, personnel actions are processed and soldiers' records are updated whenever practical considering battlefield conditions.

Finance Services

The theater finance center is responsible for providing finance support in the COMMZ. The TFC commander establishes finance policy for the theater. A finance group commands and controls finance support units in the TAACOM area. Finance support units provide support to specified geographic areas.

The ASG uses the services of a finance support unit for financial services. An FSU operates in the ASG area and receives facilities, basic services, and direct support from the ASG. This support is the same as that received by all units located in the ASG area. FC 14-7 provides additional finance support information.

Morale and Welfare Support Activities

Morale and welfare support activities provide a means to reduce stress, improve unit cohesion, promote esprit de corps, and raise morale. Morale services include movies, library kits, games, and athletic equipment. These items are made available to units whenever possible. Live entertainment (troop talent, USO, or band) may also be provided if operations permit. Unit commanders should ensure that opportunities for morale-boosting activities are afforded to their troops.

The ASG coordinates morale support services to units under its command. An officer in the ASG P&A directorate will encourage morale support activities among the group's units and monitor the effects of these activities. The services of an Army band will be available to ASG units. Exchange services provided by AAFES and services provided by the American Red Cross are important for morale. The location of ASGs in the COMMZ may provide opportunities for recreational and athletic activities with host nation personnel in local communities.

Legal Services

Legal service support is provided to all units by personnel of the Judge Advocate General's Corps. Legal service support includes advice and assistance to commanders

and staffs on matters concerning military, domestic, foreign, and international law (including law of armed conflict). JAG officers advise commanders and staffs on the procedures used to implement statutes, treaties, and regulations. They also assist soldiers with personal legal problems.

Legal service support must be available to all personnel in the area. Unusual or complex legal questions presented to the ASG SJA section are passed to the TAACOM headquarters legal staff for resolution. Court-martial convening authority may be extended to the commander of an ASG.

A trial defense detachment assigned to the TAACOM assists the ASG when necessary. US unit relationships with the host nation and the administration of HNS may require the involvement of specialized JAG officers from the TAACOM headquarters. A contract law team may be available from the TA to assist and advise contract negotiators. If authority to negotiate contracts is delegated to the ASG, assistance from this team may be needed. Detailed information concerning judge advocate legal services is contained in AR 27-1.

Postal Services

The PERSCOM staff postal officer serves as TA director of postal operations. All postal units in the COMMZ are assigned to the PERSCOM postal group. ASGs receive postal support from DS postal units. Postal services will be limited in the early stages of a conflict to first-class personal mail for soldiers and mission-essential official mail. ASGs will receive relatively reliable mail service during a conflict due to their location in the COMMZ.

Public Affairs

Public affairs officers provide advice and services concerning all matters of soldier and media interest. Public affairs support for ASG soldiers is provided by personnel in the PA section. Public affairs support for units in the area is provided through the information section assigned to the TAACOM headquarters. Public affairs detachments are organized in the COMMZ as required. Public affairs assets are controlled by the theater PAO. Additional information can be found in FM 46-1.

Chaplain Activities

Chaplains provide religious ministry throughout the area of operations. The ASG chaplain performs and supervises religious activities at the ASG. He also advises the commander on matters of religion, morals, ethics, and morale as affected by religion. The TAACOM chaplain supervises and coordinates the services provided by the ASG chaplain. The TAACOM chaplain coordinates with units in the TAACOM area to ensure that ministry is available to all COMMZ units. Units located in remote areas may require special effort from the chaplain. Special religious supplies and equipment are provided to unit chaplains by the TAACOM chaplain. Additional chaplain information is contained in FM 16-5.

HEALTH SERVICE SUPPORT

Health service support throughout the theater is provided by the medical command. A system of four progressive or phased treatment levels is used. Patients are evacuated to a higher level if their condition requires it. TAACOM organizations do not have organic medical units assigned or attached to them. Medical units are allocated or positioned based upon need or troop concentration.

Personnel assigned to the ASG receive unit-level health service support from

medical treatment units located in the immediate geographic area. Patient evacuation, hospitalization, preventive medicine support, veterinary support, dental support, optometry support, medical laboratory and blood management services, and medical supply are provided on an area basis by MEDCOM units. The ASG commander presents requests for changes in health service support to the TAACOM commander.

The ASG provides combat service support to medical units in the ASG area. This includes facilities, water, fuel, and emergency maintenance for vehicles and equipment. For additional information concerning health services in the COMMZ, see FM 8-21.

TRANSPORTATION

The transportation command controls most of the transportation units in the theater. Included are motor transport, terminal operation, rail, medium-lift Army helicopter transport, and terminal transfer units. Line-haul TRANSCOM units move personnel and materiel from ports to forward locations. Most logistics support from outside the theater must pass through aerial or water ports of debarkation. TRANSCOM units operate ports, terminals, rail systems, and inland waterway systems in the COMMZ. TRANSCOM units are normally tasked by movement control teams or air terminal movement control teams. The ASG provides support services to TRANSCOM units stationed in or moving through the ASG area.

ASGs depend upon the transportation system for movement of assets into and out of their facilities. Transportation services needed by an ASG are requested from an MCT. MCTs are elements of the theater army movement control agency. They coordinate and schedule the necessary transportation support. An ASG unit may contact the MCT directly or through the transportation element of the ASG headquarters, depending on the ASG commander's policy. The ASG commander can prioritize requests for limited transportation support if he deems it necessary.

In some areas of the world host nation transportation assets may be available to perform a significant portion of the transportation mission. The ASG may be tasked to provide basic support services to HN units. A memorandum of understanding must stipulate the support to be provided. See FM 55-1 for additional transportation information.

ENGINEER SUPPORT

Engineer operations in the COMMZ include construction, real property maintenance activities, topographic support, and combat engineering. The ENCOM plans, coordinates, and manages TA engineer missions. The ENCOM is a subordinate functional commmand of the TA. Facilities engineering and fire protection units may be controlled by a TAACOM and its ASGs.

US engineer wartime support in the COMMZ is provided on an area basis. The theater army sets priorities. Specific ENCOM subordinate elements provide support to each ASG and TAACOM.

Units in the ASG area forward requests for engineer support to the ASG services directorate. If the support cannot be provided using ASG engineer assets, the requirements are passed to designated ENCOM elements. Requirements beyond the capabilities of the supporting engineer element are forwarded to the TAACOM, ENCOM, or host nation.

The relationship between ENCOM units and the ASG is defined after assessment of an area's requirements. Services are normally rendered by area-oriented GS engineer units under the direct control of the ENCOM. However, engineer units may be attached to, or placed under the operational control of, the ASG headquarters. ENCOM real estate teams and utilities teams provide support to ASG installations. Mission priorities and support levels are set by the TAACOM headquarters based on information furnished by the ASG and the ENCOM.

Army units may receive engineer services from the host nation. Construction, repair, and maintenance support are requested through the ASG. If available, ENCOM elements are tasked to provide the required support. Otherwise, HN sources are used in accordance with signed agreements. HN engineer services may be especially valuable to Army units operating in remote areas.

Engineer units may be tasked to provide support to the host nation. The procedures followed to arrange for these services are based on negotiated support agreements.

Engineer units support rear operations. They must be included in rear operations defense plans. Engineer units are active in area damage control missions. Combat engineer support may include constructing barriers or weapon positions and performing mine emplacement.

The ASG provides logistics support to ENCOM elements functioning within its area. This includes supply of construction materials. Large shipments of selected Class IV material are shipped directly to ENCOM elements.

Engineer support is depicted schematically in Figure 8-1. Typical engineer missions in the ASG area are—

- To plan, design, supervise, and perform, as required, the construction, maintenance, repair, or rehabilitation of airfields, ports, pipelines, roads, railroads, and inland waterways.
- To construct and repair hospitals, troop camps, EPW and civilian internee compounds, bulk petroleum storage and distribution systems, and dry cargo and ammunition storage areas.
- To construct missile sites, air defense emplacements, protective shelters, field defenses, and other works supporting COMMZ air defense and local ground security.
- To perform emergency repairs that exceed Air Force capability at key Air Force bases, upgrade emergency repairs to semipermanent status, and repair other base facilities as required.
- To assist rear operations commanders in planning, coordinating, and executing area damage control functions on a mission or OPCON basis in support of area commands.
- To provide minor construction, repair, maintenance, fire protection, and utility operation support for all Army installations and facilities in the COMMZ.
- To acquire, maintain, and dispose of real estate.
- To provide topographic engineering support to the TA, supported corps and divisions, and other organizations as required throughout the theater. Topographic support includes terrain analysis and topographic map production (survey, cartography, and reproduction).
- To perform combat-engineering missions in the COMMZ and corps areas on a task or area basis.
- To provide engineering in support of deception operations, such as construction

of dummies and decoys and preparation of deceptive air defense and missile positions.

- To provide engineering support of denial operations.
- To provide construction or combat-engineering support to other services and allied forces operating in the COMMZ on a task basis.
- To provide subsurface water detection, location, well drilling, and construction in support of water supply activities.

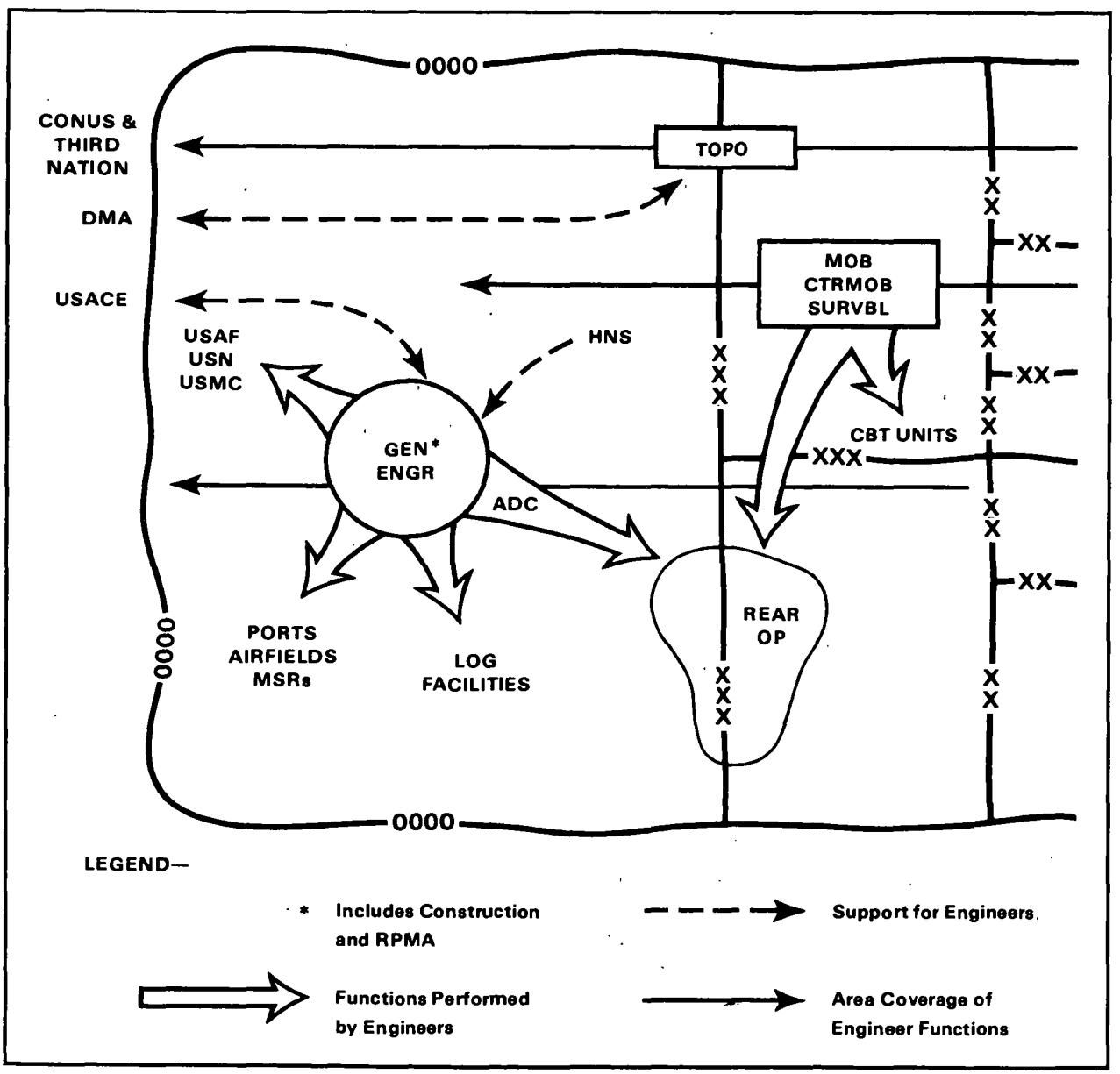

Figure 8-1. Theater Engineer Support

MILITARY POLICE OPERATIONS

The military police have four battlefield missions. They perform battlefield circulation control, provide area security, and take charge of enemy prisoners of war. When needed, MP help provide law and order. Each of these missions is composed of a number of operations. These operations are listed in Table 8-1. They may be done independently or in combinations.

Most MP units in the COMMZ are assigned to TAACOMs. An MP brigade is assigned to each TAACOM to support the forces operating in the assigned area. These MP provide all four MP battlefield missions. MP units assigned to other TA subordinate commands provide the special MP support those commands need.

MP companies and detachments may be attached to the ASG. The identity and mix of MP units in the ASG area are determined after analysis of the conditions in the area. MP elements assigned to the ASG area may include combat support, physical security, and correctional facility units.

MP resources are limited. MP mission priorities are established by the TAACOM commander in conjunction with the MP brigade commander. Units located in or passing through the ASG area provide their own security for most installations and activities. HNS and other available resources augment MP support.

MP battalion areas of operation generally coincide with the area boundaries of the ASGs. MP assets are OPCON to ASG commanders for rear operations. For other purposes ASG personnel coordinate support with the MP battalion in their area. Problems or conflicts concerning MP support are resolved by the TAACOM.

In some areas of the world friendly HN police forces are operational. They may assume some of the responsibilities normally assigned to the MP. This integration of functions must be stipulated in bilateral agreements. See FMs 19-1 and 19-4 for additional MP support information.

REAR OPERATIONS

MP assist bases and base clusters to resist threat activities. The ASG RAOC coordinates rear operations including MP involvement. Small threat forces are neutralized or destroyed by MP units before they are able to reach their objectives. MP units delay and disrupt larger threat forces until US, allied, or HN combat forces arrive to defeat the threat. See Chapter 9 of this manual for additional rear operations information.

Table 8-1. MP Battlefield Missions

Battlefield Circulation Control Operations

- Route Reconnaissance and Surveillance
- Main Supply Route Regulation Enforcement
- Straggler and Refugee Control
- Information Dissemination

Area Security Operations

- Area Reconnaissance
- Rear Operations
- Security of Designated Personnel, Units, Convoys, Facilities, and MSR Critical Points
- Area Damage Control
- Intelligence Collecting and Reporting
- NBC Detecting and Reporting

Enemy Prisoner of War Operations

- EPW Collection and Evacuation
- EPW Internment

Law and Order Operations

- Law Enforcement
- Criminal Investigation
- US Military Prisoner Confinement

EPW OPERATIONS

MP units are responsible for the collection, evacuation, and internment of EPW. MP units may operate temporary EPW holding facilities in the COMMZ. The ASG will provide specified support to EPW operations in its area. The MP may request Class I and Class II supplies from the ASG for use with the EPWs. Property controlled by the ASG services directorate may be required for use as temporary detention facilities.

EXPLOSIVE ORDNANCE DISPOSAL

EOD support is designed to detect, identify, render safe, recover, evacuate, and dispose of items of unexploded US and foreign ordnance. This includes any type of weapon that constitutes a hazard to personnel, installations, materiel, or operations. Area denial munitions or interdiction munitions are also disposed of by EOD personnel. EOD support is provided in the COMMZ by an EOD control detachment and its subordinate units. EOD operational units within the TAACOM may be attached to ASGs for administrative and logistics support.

An EOD control detachment is usually colocated with the ASG RAOC. Requirements for EOD services are reported to the RAOC. The EOD control detachment assigns requirements to the appropriate EOD detachment. Within the limits of established policy, EOD requirements may be reported directly to EOD detachments. The EOD control detachment commander retains operational control of subordinate EOD units. These units are positioned and tasked based on priorities established by the TAACOM commander. Each EOD detachment is capable of responding to approximately 50 routine incidents per day.

The ASG command group must ensure that planning and training include procedures for responding to the presence of unexploded ordnance. The EOD organization must be informed promptly of the presence of unexploded ordnance or toxic munitions. Personnel must be selected and trained to recognize and report the presence and type of unexploded ordnance. Each unit must have at least two personnel designated as explosive ordnance reconnaissance agents and trained by the supporting EOD unit. For additional EOD information, see FMs 9-6 and 9-15.

NBC OPERATIONS

Chemical units provide NBC defense and smoke support to units in the COMMZ. A chemical battalion or brigade is assigned to the TAACOM. Chemical companies are assigned to chemical battalions based upon projected requirements. A mature NBC force is shown in Figure 8-2.

The ASG establishes NBC mission priorities within its area. Requests for support are forwarded to a supporting chemical battalion.

RECONNAISSANCE

Most units in the theater have basic detection equipment and a team designated to operate it. Chemical units conduct large-area NBC reconnaissance throughout the COMMZ. Reconnaissance activities are planned by the chemical headquarters in coordination with the ASG headquarters. Collected data are reported up the chain of command. Awareness of and subsequent avoidance of contamination are key to survival on the battlefield.

DECONTAMINATION

Chemical companies provide decontamination support to selected units and facilities. High-priority equipment, facilities, and terrain are decontaminated by these companies. The chemical companies provide guidance to all COMMZ units to aid self-decontamination efforts. Most units decontaminate themselves or operate with partially contaminated resources. If available, HN decontamination resources are used.

The ASG commander sets priorities for decontamination of ASG units. Unit commanders set decontamination priorities for their equipment. Each SOP must identify decontamination sequencing. See Chapter 6 for additional decontamination information.

AGENT IDENTIFICATION

Contamination agents must be identified as quickly as possible. Chemical units collect samples of chemical or biological agents or toxins used by threat forces. Chemical agents may be identified with detection paper and chemical agent detection kits. Biological agents or toxins require a laboratory facility for identification.

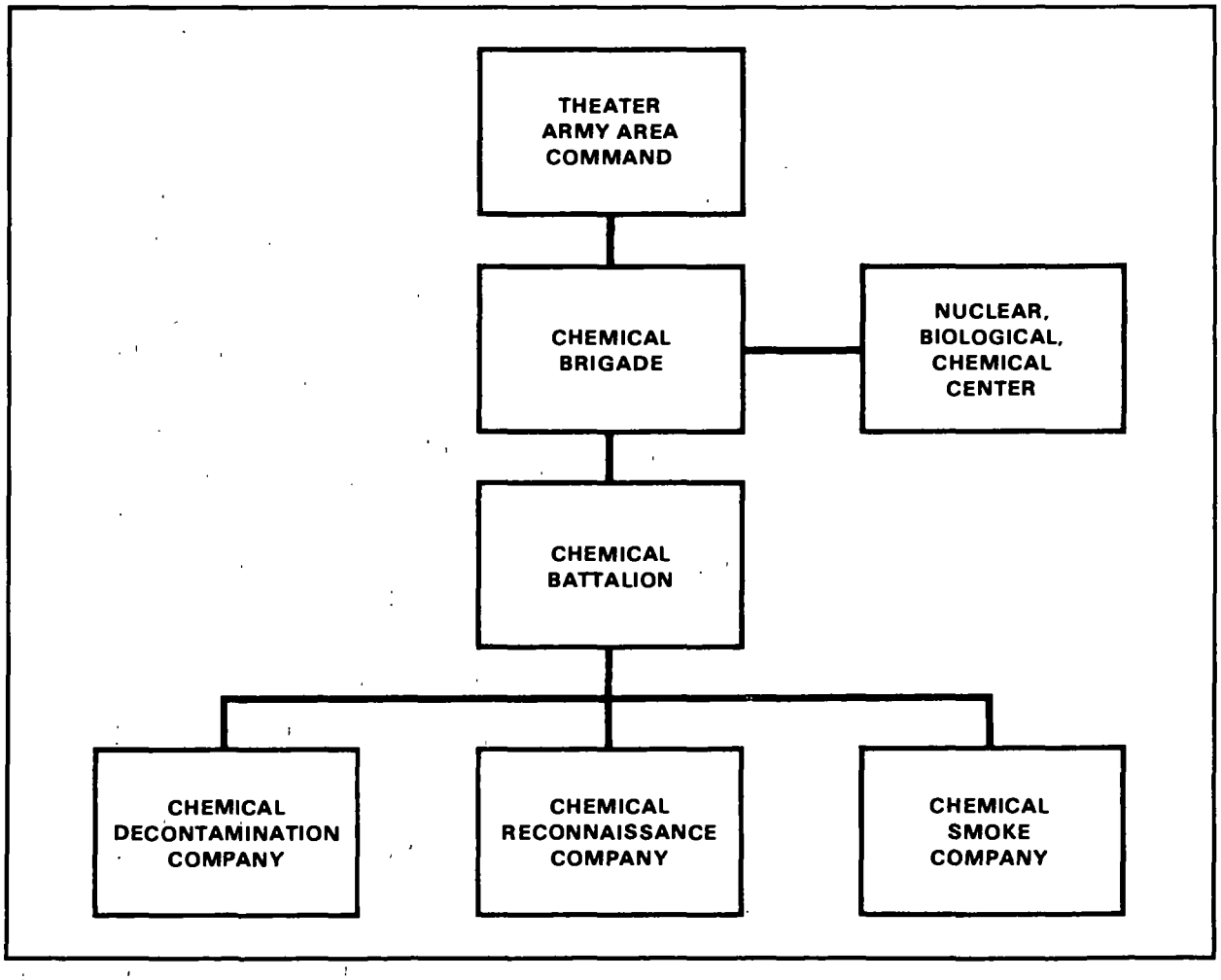

Figure 8-2. Mature NBC Force

Unknown contamination agent samples are managed by the technical intelligence chain. Technical intelligence teams forward the samples to a servicing laboratory for analysis. Specific avoidance measures and decontamination procedures are recommended based on the identity of the contaminating substance.

WARNING AND REPORTING SYSTEM

A network of NBC warning and reporting centers is set up to provide NBC hazard information. An NBC center at the TA headquarters is the focal point for processing NBC battlefield contamination information.

Personnel from the chemical battalion operate an NBC center at the ASG headquarters. This center forwards reconaissance information to the TA NBC center. The ASG NBC center provides processed NBC information to units in or passing through the area. NBC centers interface with allied nation NBC information systems and exchange data.

SMOKE OPERATIONS

Smoke is used in the COMMZ to deny the enemy information and assist in the defense of friendly activities. Reducing or eliminating visibility can foster enemy uncertainty and increase the security of relocating US units. Smoke reduces the effectiveness of threat surveillance and target acquisition efforts. Enemy intelligence information is reduced which in turn lessens the effectiveness of attacks. Smoke also interferes with the guidance system of some munitions. Smoke has two general applications in the COMMZ, screening and deception.

Screening smoke is used to deny the enemy information about friendly activities. Smoke must be extensive and continuous to accomplish this goal. Smoke screens can also obscure potential targets to reduce the effectiveness of enemy attacks. Threat acquisition and guidance systems often require a definite target signature. Screening smoke can be used to obscure ASG facilities during high-risk periods. This reduces the likelihood of a successful enemy attack. A port facility can be obscured periodically to prevent the enemy from observing the port activity which is indicative of battlefield plans and strategies.

Deception smoke is used to confuse and mislead the enemy during friendly activities. Smoke can force the enemy to use less reliable data or speculation. It can simulate cover for a major relocation when no such action is occurring. The enemy might commit resources to defend areas near where deception smoke has been observed.

Large-area smoke is provided by chemical companies. The local requirement for smoke influences the number of chemical companies assigned to each chemical battalion. ASGs provide conventional logistics support to chemical units on an area basis.

HOST NATION SUPPORT

NBC defense operations must be coordinated with allied forces and the host nation, if viable. Existing HN systems and capabilities should be used. HN support forces for NBC warning, reporting, and decontamination may be under the control of US chemical units. The overall goal is maximum effectiveness of NBC defense efforts in the COMMZ.

CIVIL-MILITARY OPERATIONS

CMO are those activities in support of military operations embracing the interaction between US military forces and civilian authorities and populations. CMO

may be conducted directly with local authorities and citizens or through an intermediate agency such as a national or territorial command. CMO endeavor to develop favorable relationships, attitudes, and behavior in friendly, neutral, or hostile groups. CMO must conform to treaty and international agreements, obligations, and requirements of international law, military law, and US national policies and guidance. Specific US policy and objectives for the area are implemented by the TA commander. The TAACOM headquarters staff will establish relationships and may negotiate agreements with the civilian goverment organizations within their area. The authority to negotiate agreements must be obtained from the TA commander. Host nation support agreements exist with most allied forces.

The ASG commander and staff should be in contact with local government leaders and other people influential in the community. The cultivation of a productive, supportive relationship must be pursued. Civilian services are used to augment the ASG missions. Local civilian interference must be minimized. The ASG receives civil-military support from the TAACOM. CA teams may be attached to the ASG when there is a frequent need for their support. See FMs 33-1 and 41-10 for more information.

CIVIL AFFAIRS

CA operations are activities conducted during peace and war that facilitate relationships among US military forces, civil authorities, and local citizens. Civil affairs is the vital link between the military forces operating in an area and the civil interests of the local citizens. Civil affairs operations range from advice, assistance, and civic actions in friendly countries to military goverment control in occupied territories. CA operations include command, government, and domestic support. Any project or activity of a military unit that involves contact with civilians outside the military establishment may be considered a CA operation. CA personnel assist and coordinate efforts to identify and acquire HNS, minimize civilian interference with military operations, and assist commanders in fulfilling their legal obligations to the civilian populace.

Many aspects of CA operations have legal implications. CA must be coordinated with the judge advocate whenever legal aspects are involved. International law must be complied with in all circumstances. Normally, CA relationships are established in a treaty or other agreement. All military units can perform some civil affairs functions. CA functional specialists are assigned or attached to an organization based on its mission and objectives. CA personnel may be attached to the TA, TAACOM, ASG, and other commands operating in echelons above corps. CA teams are deployed as necessary to tailor support to the needs of the command.

The basic objective of CA is to support the accomplishment of the military commander's assigned mission. Primary responsibilities of CA elements in the EAC are—

- Identifying available local resources, facilities, and support that the commander requires to accomplish the mission.
- Coordinating US requirements for, and assisting in, the acquisition of local resources, facilities, and support.
- Minimizing local population interference with US military operations.
- Assisting the commander in meeting legal and moral obligations to the local population.
- Supplementing intelligence gathering activities by identifying local sources of information.
- Acting as the staff focal point for cultural considerations that impact on military operations.

CA TEAMS

CA teams identify available HN resources, facilities, and support in their assigned areas. These teams negotiate support with the host nation. They also provide an interface between HN civil authorities and US military organizations. To be effective, CA personnel on these teams may need the assistance of JAG officers, finance officers, and CSS functional experts. A CA cell is normally attached to each ASG. Its major responsibility is identifying HN resources and assisting in obtaining them.

CA personnel also assist in the coordination and integration of rear operations with local forces to maintain security. ASG personnel may be tasked to serve on CA teams when their specialized skills are required. For example, commodity experts may be detailed from supply or maintenance units to help set vendor performance standards. The SJA section of the ASG may provide legal advice and opinions to the team. ASG personnel manage and coordinate specified HNS that is negotiated by the CA teams.

In a contingency operation CA teams should arrive in theater very early in the deployment. HNS agreements will be negotiated during peacetime in areas where conflicts have been anticipated.

CA teams will be instrumental in the overall success of CSS in the COMMZ. These teams will report to the ASG command section or to a staff director as designated by the commander. Any or all of the ASG directorates may be involved in supporting CA teams, depending on the objective of the negotiations. See FM 41-10 for a detailed explanation of the types of functional specialties available in CA teams.

CIVIL-MILITARY COOPERATION

The phrase "civil-military cooperation" replaces the phrase "civil affairs" in the NATO area. CIMIC is cooperation between forces of NATO member nations in civilian matters that affect military operations. The objective of CIMIC is to contribute to a successful overall defense of NATO through mutual assistance and support between military forces and civil agencies. CIMIC activities include rear operations, movement control, NBC defense, population protection and movement, access to civil resources, and information exchange.

CIMIC teams provide area support to ASGs in the NATO environment. CIMIC goals are essentially the same as CA and HNS goals in other areas of the world.

HOST NATION SUPPORT

The COMMZ will overlay the sovereign territory of one or more foreign nations. These host nations must be considered a significant source of logistical and operational assistance. Maximum use will be made of host nation support by commanders at all levels. However, mission accomplishment must not be jeopardized by dependence upon HN services. A host nation may be uncooperative and hostile. Even under these circumstances, facilities and materiel can be utilized.

In some geographic areas wartime HNS agreements already exist. In these instances a sophisticated level of support from the host nation can be anticipated. Other areas of the world will not have any prior arrangements negotiated. CA teams from the TAACOM headquarters negotiate support agreements. A host nation support directorate is assigned to the ASG headquarters. Personnel in the HNS directorate coordinate and manage the HNS that has been negotiated or obtained by the CA teams. They integrate the support

into the US support system. The CA teams are the point of contact with the host nation for requesting or initiating HNS. The CA teams and the ASG HNS directorate work together to optimize the support relationships between US forces and the host nation.

Host nation resources may provide vital out-of-sector support to US units. Out-of-sector support sustains US Army forces within the theater but outside the US sector. The CSS they require can come from US Army sources, allied forces, or from the host nation. The host nation can provide the needed support if a formal agreement to do so has been signed. A country may be a viable source of support even though it is not involved in the conflict.

The ASG uses host nation facilities. Industrial complexes, railway, highway, and waterway systems support the ASG. HN utilities and communications networks are used. Local transportation requirements may be met using HN assets. The ASG commander will not have the time or resources to construct all of the real property assets required to perform the mission. Some assets such as ports or railway systems will be available to US forces only when provided by the host nation.

Examples of supplies and services expected to be available from HN businesses include laundry, bakery, construction, and general labor. The host nation may be able to provide high-technology services such as oil refining or parts fabrication. Host nation civilians can be employed at the ASG to expand its productivity.

Host nation military units may be available for traffic control, local area security, and law enforcement in the COMMZ. The HN military will play an important role in rear operations when they are able and willing to defend their territory. The security of the ASG can be enhanced using HNS, without commitment of additional US MP units. Rear operations are discussed in Chapter 9 of this manual.

HN military units may be capable of providing some supply and maintenance support to US forces. If available, this support will complement ASG efforts. For example, an agreement may stipulate that HN military tank trucks will be made available to US units to transport bulk fuels.

If US forces are occupying a hostile country, negotiated agreements may not always be necessary. Legal advice should be obtained prior to entering into any agreement or before property or services are commandeered during an occupation.

Judicious use of HNS can offset demands on US resources and free more of the limited force structure to respond directly to enemy activities. More objectives can be achieved by a limited force structure when HNS is used. If the objectives are limited, use of HNS permits the mission to be accomplished in a shorter period of time.

AMC FUNCTIONS

An AMC OCONUS headquarters may be operational in a mature theater of operations. It will exercise central control over all AMC support in the theater. This will include—

- Depot maintenance activities, including aviation maintenance (see Chapter 5).
- Contractor support extending outside theater boundaries.
- TMDE calibration and repair.
- The logistics assistance program.

The logistics assistance program furnishes technical assistance and advice to organizations engaged in the supply, operation, or maintenance of equipment. This is accomplished through field maintenance technicians and logistics assistance offices.

The objective of the LAP is to improve the materiel readiness of US Army and allied forces. The LAP assists commanders by resolving supply and maintenance problems. It also provides training for supply and maintenance personnel. The logistics assistance offices provide a direct link to the AMC support base. A senior logistics assistance office representative will be located at the TAACOM and will coordinate support requirements for the ASG. The LAP is operational during peacetime. The LAP will be controlled by the AMC OCONUS headquarters when such a headquarters has been established.

Some AMC activities in the theater may be colocated with ASGs. AMC and TAACOM maintenance personnel may share portions of the industrial facility. Cooperation and exchange of information is encouraged to optimize the effectiveness of CSS in the theater.

CHAPTER 9

Rear Operations

Rear operations include actions taken by all units in the COMMZ to secure the force and neutralize or defeat the enemy. Comprehensive, successful rear operations provide the freedom of action to sustain the operational effort through unimpeded CSS. Resources committed to rear operations must temporarily suspend performance of noncombat missions. ASGs serve as focal points for the coordination and control of rear operations in their respective areas.

THREAT

The rear operations threat to Army forces is particularly insidious because it is so often difficult to identify. The range of the threat to units and installations in the ASG area is great. At one extreme, it may be a well-organized combination of military, partisan, terrorist, and saboteur units and individuals. This extreme is characteristic of what we might expect of war in western Europe. At the other extreme, it might consist of individual and small-group terrorists and saboteurs. Regardless of the size and sophistication of the rear operations threat, it must be planned for.

On the battlefield an activity or unit positioned farther to the rear usually faces less of a threat from the enemy's conventional military forces. This is a factor of the distance the enemy force must traverse and the probability of interdiction by friendly combat forces in the division and corps areas. However, while the probability of the enemy's successful insertion of a sizable conventional military force in the COMMZ is low, it cannot be ignored and must be prepared for.

The more typical rear operations threat will remain Level I; individuals and small groups covertly inserted into the COMMZ or already there at the onset of hostilities. The potential damage that might be done by such groups and individuals is less than that which might be inflicted by a conventional military force inserted for that purpose. Nonetheless, it may be of such a nature and strength as to disrupt CS and CSS operations and interfere with the maneuver of large combat forces. Threat levels are summarized in Table 9-1.

CONTENTS

RESPONSIBILITIES

At each level, the echelon commander is responsible for all operations. In the COMMZ the theater army commander is responsible for rear operations. Because the COMMZ is typically a large geographical area with dispersed units, the TA commander assigns responsibility for rear operations to the TAACOMs. For the same reasons, the TAACOM commander assigns responsibility to the ASGs subordinate to him. The TAACOM commander has a TAACOM RAOC as his staff element for rear operations. This staff serves as the rear operations coordinating agency for the headquarters. ASGs have the operational responsibility for rear operations throughout the TAACOM area and are staffed with a RAOC for command and control of rear operations activities.

In his assigned portion of the TAACOM geographical area, the ASG commander is responsible for the full spectrum of self-defense rear operations. This responsibility includes the security of all units and installations located within the area, not just units assigned or attached to the ASG. Materiel in storage and in transit and other assets must also be safeguarded. The ASG commander must ensure that all units and bases under his rear operations control are trained and otherwise prepared for involvement in rear operations. Execution of these responsibilities requires the utmost in cooperation and coordination between the ASG and tenant units. This is crucial because it requires that the tenant units become subordinate to the ASG relative to rear operations.

Table 9-1. Levels of Threat

Level I
○ Enemy-controlled agents activity.
○ Sabotage by enemy sympathizers.
○ Terrorism.
Level II
○ Diversionary and sabotage operations conducted by unconventional forces.
○ Raid, ambush, and reconnaissance operations conducted by combat units.
○ Special missions or unconventional warfare missions.
Level III
○ Heliborne operations.
○ Airborne operations.
○ Amphibious operations.
○ Ground force deliberate operations.
○ Infiltration operations.

The ASG commander has several assets to assist him in rear operations planning and execution. The staff director for security, plans, and operations is his chief staff officer for this function. An officer and an NCO are assigned to the SPO directorate with a primary function of rear operations. Upon arrival of the RAOC, it becomes the primary ASG point of contact between the commander, staff, and subordinate units. RAOCs are Reserve Component organizations and may not always be available. In such cases, the ASG commander must make every effort to have the RAOC functions performed by task-organizing organic resources and by requiring subordinate and tenant commands to provide staff officers and NCOs to perform those functions. The SPO is the responsible staff element for providing a RAOC capability. The nucleus of a trained rear operations staff is assigned to the SPO section in the intelligence and plans and operations section.

For self-protection purposes, units occupying the ASG area of responsibility are organized into base clusters by the RAOC acting in coordination with the SPO. The RAOC organizes base clusters based on the SPO's requirements and recommendations

for placement. Mission accomplishment and the RAOC's plan for self-protection are key factors. The RAOC appoints a base cluster commander from the units in the cluster. Normally, the base cluster commander is the senior commander in the base cluster. Exceptions are made in the case of a medical officer because Army regulations prohibit a medical officer, except medical service corps, from exercising command over other than medical units and personnel. MCCs and MMCs do not have the traditional S-type staff best suited to conduct operations of this nature. The base cluster commander forms a base cluster operations center from his own staff assets and from those of other elements in the cluster.

Bases are also formed within the base cluster. The RAOC, in coordination with the base cluster commander, appoints base commanders using the same criteria used to select base cluster commanders. Base commanders also form base defense operations centers. In some instances, independent bases are formed.

All units within a base come under the operational command of the base commander for base defense matters. Each unit has its normal responsibility for defending itself and has a responsibility to contribute to the defense of other base units by bearing its assigned share of the base perimeter defense which includes such tasks as manning observation posts and guard duty.

The organization for rear operations defense may be based on other than normal command relationships. While operating on a day-to-day basis on assigned missions under normal command relationships, units may also respond, in rear operations missions, to command and control headquarters not in their normal chain of command. This requires that all commanders develop and foster a cooperative attitude in the matter of self-defense.

The ASG commander is responsible for all aspects of rear operations in his assigned territory. He can serve as the rear operations officer or assign this mission to another officer. Normally he remains responsible for the overall security of all units and installations within his area of operations. The ASG RAOC and the ASG SPO are key participants in rear operations, but the ASG commander is charged with the mission.

The ASG SPO, as the staff officer for overall security, plans, and operations, is responsible for the technical operations of the command. He assigns, in coordination with the RAOC and the unit in question, the locations of all subordinate and tenant units. He supervises rear operations peacetime training throughout the command. If a RAOC is not assigned or attached, he performs the RAOC mission as directed by the rear operations officer. He ensures that communications systems for rear operations are available.

The ASG RAOC serves as the tactical command and control element for the rear operations officer. It plans, coordinates, and supervises the conduct of rear operations for the commander and serves as the link between the ASG and tenant units. It coordinates with other commands such as engineers and MP. It coordinates the mission and operations of a TCF when one is committed. It provides advice and assistance to units, bases, and base clusters through its base defense liaison teams. An example of COMMZ organization for rear operations is shown at Figure 9-1.

Base defense liaison teams are assigned to the RAOC and report directly to the operations officer of the RAOC. The BDLT mission includes coordination with bases and base clusters, liaison with adjacent headquarters, support to higher headquarters, and liaison with HN rear operations forces. FM 90-14 describes rear operations doctrine in detail.

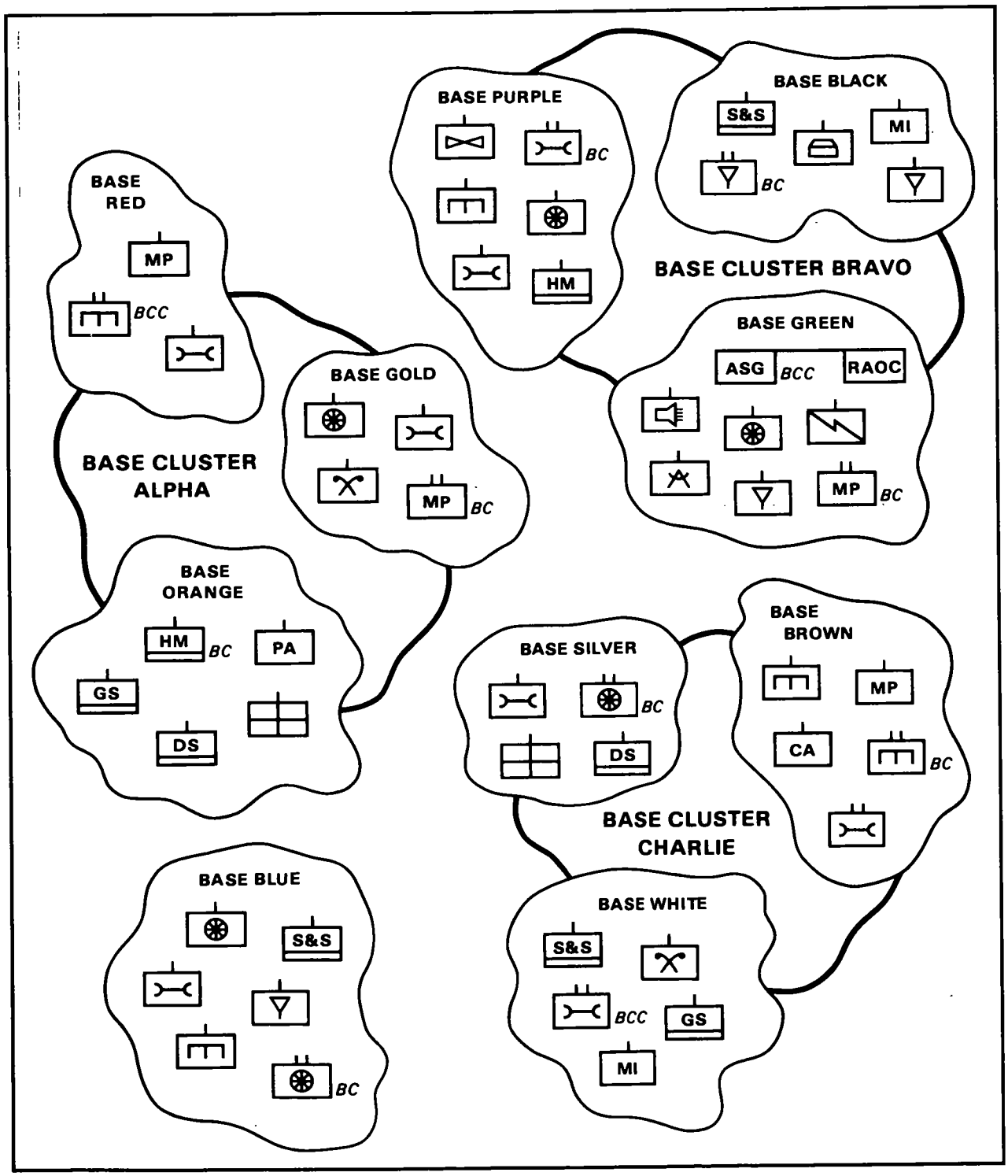

Figure 9-1. Organization for Rear Operations

COMMAND AND CONTROL

Unlike the commands that conduct deep and close operations; that is, divisions and corps, the commands that normally conduct rear operations against Level I and II threats have other primary missions. Rear operations are conducted in addition to their TOE mission operations. For this reason command and control of rear operations is complicated and is not a routine, everyday procedure. Consequently, command and control relationships must be clear in the minds of all participants.

While a maintenance company commander works for a maintenance battalion commander on his TOE mission, he may be a part of a cluster responding to an engineer or a transportation battalion commander in his rear operations role. Similarly, an engineer battalion commander may work for an engineer group commander in performing his routine mission, but be directed by the commander of an ASG in the matter of rear operations. It is, therefore, imperative that command relationships be made absolutely clear as early in the planning process as possible and that all parties work toward the common goal of mutual self-defense.

Rear operations strategies must be incorporated into basic mission procedures. For example, supply managers should use multiple storage sites to eliminate the chance of losing the entire stockage of a critical item due to one threat-initiated warehouse fire. Often a compromise between the economies of centralized operations and the advantages of dispersed locations must be implemented as the prudent course of action.

In the COMMZ, rear operations are controlled on an area basis. The ASG is the most visible area command and, by virtue of its having real estate allocation as a TOE responsibility, is the most logical command to control rear operations. The ASG commander is responsible for all aspects of rear operations within the geographic area for which he is responsible. This means that he assumes control of all assets within his geographic area of responsibility.

Acting through the RAOC, the rear operations officer commands and controls base clusters and independent bases for rear operations purposes. Base commanders have command and control of all units within their bases. The rear operations officer establishes priorities and contingency plans for the defense of bases, base clusters, installations, and other facilities in his area of responsibility.

MP are critical to repelling Level I and II attacks. They come under the command of the rear operations officer when he so directs. Other resources such as engineers may also be directed by the rear operations officer as the situation requires. A typical command relationship for rear operations is shown in Figure 9-2.

In developed theaters such as Europe, extensive use is made of host nation forces in rear operations. Based on signed agreements, viable HN forces normally assume rear operation responsibilities in the COMMZ. The HN area commander may be given authority to exercise OPCON over tenant US units when an emergency exists.

All forces in the COMMZ provide base defense and local security for themselves and their facilities, installations, and activities to minimize disruption of their primary missions. The capability of host nations to provide rear operations support must be carefully monitored. HNs can usually be relied upon in developed theaters, such as in the Federal Republic of Germany or in South Korea, where complex alliance infrastructures have been developed and tested over the years. In undeveloped and developing theaters, it cannot be judged reliable until it has been tested. Command and control relationships with host nation forces are

highly situational and theater dependent. Even in developed theaters the command and control relationship must be an object of clear understanding by all parties.

FUNCTIONS

The objectives of rear operations are—

- To secure rear areas and facilities.
- To prevent or minimize enemy interference with command, control, and communications.
- To prevent or minimize disruption of combat support and combat service support forward.
- To provide unimpeded movement of friendly units throughout the rear area.

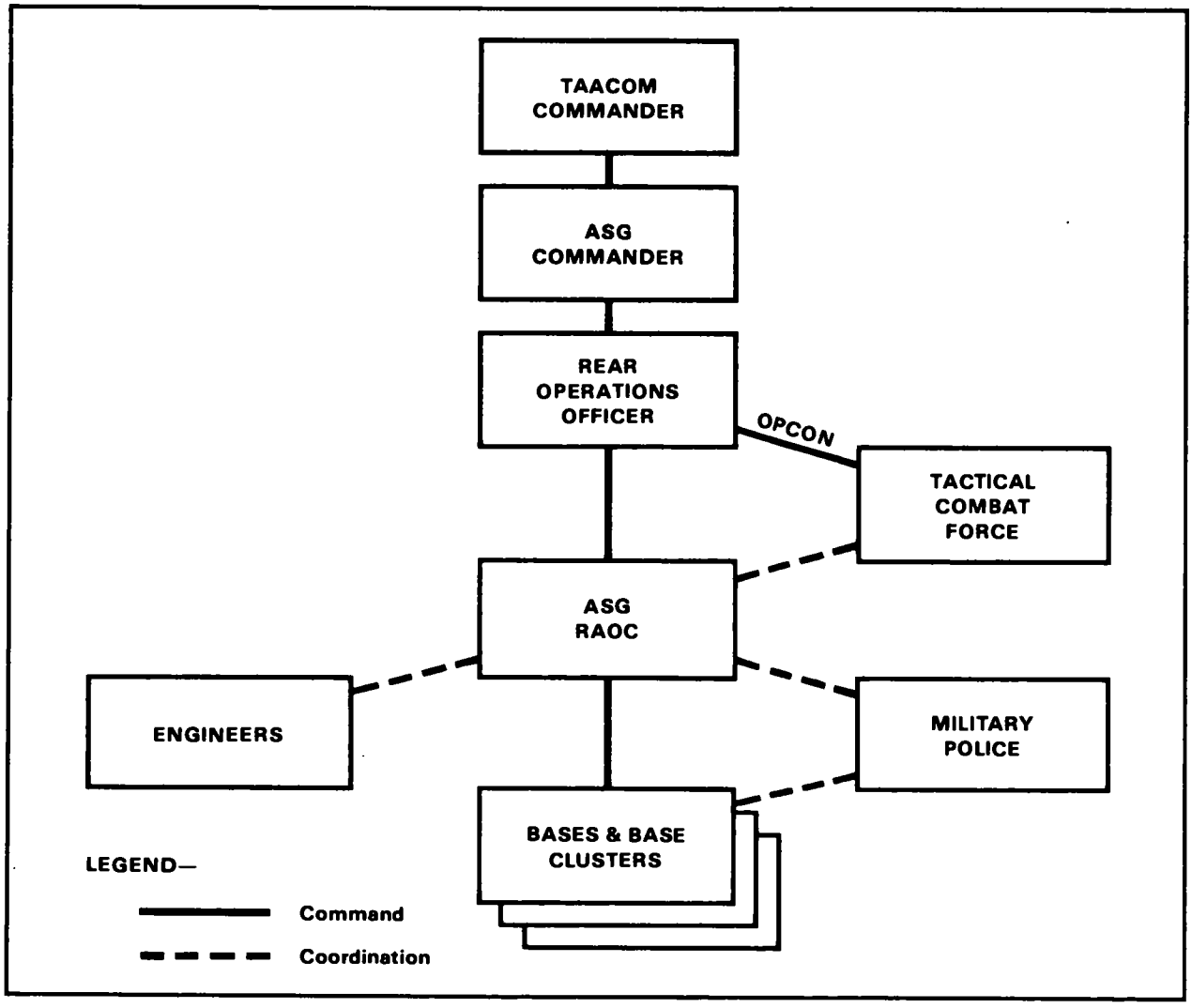

Figure 9-2. Command and Control for Rear Operations

- To find, fix, and destroy enemy incursions in the rear area.
- To provide area damage control after an attack or incident.

All units and elements within the ASG area routinely conduct OPSEC and intelligence gathering and reporting activities. Units and bases continuously enhance their security posture by improving fighting positions, constructing fortifications and barriers, and by training in individual and unit soldier skills. Base commanders conduct base defense training and rehearsals. They are assisted by RAOC BDLTs. Perimeters are manned by minimum essential personnel. The RAOC coordinates continuously with other organizations such as MP, engineer and MI elements, and the TAACOM RAOC. Area MP conduct surveillance, reconnaissance, highway control, and escort missions within resources.

When a Level I attack occurs, the base defends itself with its own resources. Reporting channels are followed for alerting the base cluster, the RAOC, and supporting MP. The attack is repelled and, if required, MP pursue and neutralize or apprehend the assailants. Damage and casualty assessments are made and reported. Base units return to their normal missions. The same procedures are followed during Level II attacks. MP are usually required to repel these attacks.

A Level III attack is impeded by base units and MP. The RAOC typically requests a TCF through rear operations channels. If a TCF is not available in time (a very possible circumstance), the rear operations officer may task-organize MP, engineers, and others into a provisional force to fight the battle.

The necessary force is applied to eliminate the disruptive effect of the threat. There is no standard rule that dictates when a specific type of unit or level of response force is deployed to counteract the threat. Each incidence must be evaluated and compared to other requirements for the limited available resources. Hostile forces are always reported, but not always engaged by COMMZ units if their base is not under attack.

If a TCF is made available, its commander reports to the rear operations officer and receives a situational brief, a mission, and an area of operations. The TCF commander may take control of any assets within the area to include area MP. ASG elements provide logistics support to the TCF.

TERRAIN MANAGEMENT

By doctrine the ASG commander, as the allocator of real estate and facilities, is the manager of terrain. Through his director of security, plans, and operations, he assigns locations and facilities to all units located in or passing through his geographic area of responsibility. There are two critical factors which enter into the decision of assigning locations and facilities. These are mission requirements and security requirements.

For example, a transportation truck company requires a location on a road network. That same truck company must also be located according to its security requirements which are unusual in that if the unit is effectively employed, few of its personnel are available to perform security duties. Mission requirements and security requirements must be balanced in the location decision. That decision should be made by the RAOC and the SPO, the former evaluating security factors and the latter mission requirements. The commander of the unit in question must be consulted in the decision.

Unit location is only one factor in terrain management. Development and support of deception plans are important in the overall security of the area. Deception plans might

include the obvious disguising of facilities, installations, and units and the creation of dummy facilities. They should also include innovative techniques developed to take advantage of the local environment and situation. Some CSS units create distinctive visual signatures. Measures should be taken to ensure that those signatures are blurred. Individual units deploy at their assigned locations in such a manner as to blur their signatures. Base and base cluster commanders and RAOC personnel should ensure that deception is achieved. Units are placed in bases, and bases are grouped into base clusters for mutual defense and so that they do not fire on one another in the heat and confusion of firefights.

The RAOC is the focal point for the collection and dissemination of all rear operations intelligence. The same methodology and analytical approach applied to the intelligence preparation of deep and close operations is applied to the intelligence preparation of rear operations. Intelligence information is used by the rear operations officer to determine vulnerable areas, modify procedures, upgrade facilities, and prepare contingency plans. Map overlays depicting such things as threat capabilities and US unit vulnerabilities are prepared to aid terrain management.

CS and CSS units should be located away from potential drop and landing zones and likely enemy objectives. Such points and areas should be kept under surveillance by MP elements. MP units also perform highway reconnaissance and traffic regulation to ensure that roads are passable and that road networks are not congested. MP can also be used to provide essential convoy security when their resources are adequate.

The COMMZ is characterized by the presence of many units dispersed over a wide area. They are directed by an array of different commanders. They operate independently of each other in pursuing mission accomplishment. Many units in the COMMZ relocate frequently or are passing through the area. The ASG provides a semblance of unity of command by virture of its being the real estate manager. While the ASG does not direct any nonassigned or nonattached units in mission performance, it does control them in the areas of terrain management and rear operations.

AREA DAMAGE CONTROL

Area damage control includes all of the actions taken to avoid or minimize the effects of threat activities or natural disasters. The ASG rear operations officer is responsible for overall ADC in the area. The RAOC reviews ADC plans that are included in base and base cluster defense plans.

ADC measures are designed to limit damage, seal off affected areas, save lives, salvage equipment, and restore unit operational capability as quickly as possible. Assistance may be available from outside sources, such as engineer, medical, or HN units; however, most of the ADC operations will be accomplished by organic assets. The RAOC coordinates external support to bases, when available, to achieve area damage control. The ADC objective is to reestablish the capability of affected units to perform their primary missions.

APPENDIX

Units in Transition

QUARTERMASTER UNITS

This appendix is intended to acquaint the reader with the ongoing implementation of a redesign of quartermaster units. In 1986, revised TOEs for eight quartermaster units were published. The Quartermaster Force Improvement Program realigned nondivision DS and GS units along functional lines. Quartermaster units in the Army force structure are converting to these new configurations during the period from FY 87 through FY 96.

Terminology from H-edition TOEs was used in the body of this manual. This was done because at the time the manual was written the majority of quartermaster units were organized based on H-edition TOEs.

Specific units involved in conversions will receive detailed guidance prior to effective dates. Unit manuals have been prepared by the USA Quartermaster School for the new units. Unit titles and standard requirement codes for units affected by the force improvement program are listed in Table A-1. The transfer of functions among selected quartermaster units is depicted in Figure A-1.

The requirements for quartermaster units are determined by the total Army analysis process. Only the type and quantity of units necessary to support the deployed forces will be fielded. Some of the changes made in

Table A-1. Quartermaster Unit Designations

OLD UNIT TITLE	OLD SRC	NEW SRC	NEW UNIT TITLE
Petroleum Supply Company	10227H	10427L	Quartarmastar Company (GS, Patroleum Supply) (AOE)
Petroleum Pipeline and Terminal Oparating Company	10207H	10417L	Quertarmaster Compeny (GS, Petroleum Pipeline and Terminal Operating) (AOE)
Repair Parts Company	29119H510 29119H520	42419L	Quertermaster Company (GS, Rapair Parts) (AOE)
Graves Registration Company	10297H	10497L	Quertarmaster Compeny (DS/GS, Grevas Registration) (AOE)
Heavy Materiel Supply Company	29127H	42427L	Quertermaster Company (GS, Heavy Materiel Supply) (AOE)
Supply and Services Company	29147H500 29147H520	42447L	Quartermaster Company (DS, Supply) (AOE)
General Supply Company	29118H	42418L	Quertarmaster Company (GS, Supply) (AOE)
Field Services Company	29114H	42414L	Quartermaster Compeny (DS, Field Services) (AOE)

quartermaster units increase unit productivity. Some units may be abolished or have their mission changed as the Quartermaster Force Improvement Program is implemented. For additional information contact Commandant, USA Quartermaster School, ATTN: ATSM-CDC, Ft Lee, VA 23801-5000, AUTOVON 687-4423.

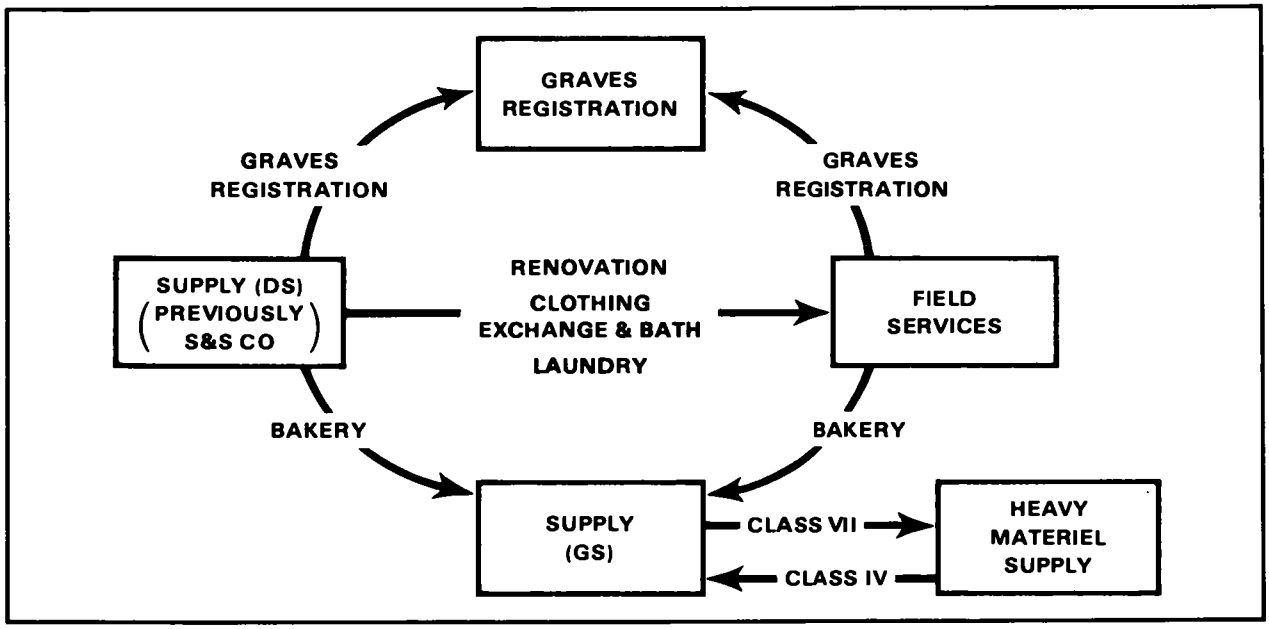

Figure A-1. Quartermaster Mission Transfers

MAINTENANCE UNITS

The maintenance units most often assigned to ASGs are undergoing modernization. The TOEs under which they are organized are being converted from the H-edition TOEs to J-edition TOEs. Examples of this evolution are shown in Table A-2. Numerous additional maintenance units are available in the force structure for special systems maintenance and maintenance at locations other than the COMMZ. Almost all units will experience changes in terminology and authorizations in the near future. The changes are being phased in and may extend over many years.

Table A-2. Maintenance Unit Designations

OLD UNIT TITLE	OLD SRC	NEW SRC	NEW UNIT TITLE
Maintenance Company, Light Equipment GS	29134H	43237J	Maintenance Company, Light Equipment, Intermediate Rear
Maintenance Company, Heavy Equipment GS	29137H	43238J	Maintenance Company, Heavy Equipment, Intermediate Rear
Maintenance Company, Nondivisional DS	29209H	43209J	Maintenance Company, Nondivisional DS
		43509L	Specialized Repair Teams

Glossary

A

AAFES —Army and Air Force Exchange Service

ACofS — Assistant Chief of Staff

ADA —air defense artillery

ADC —area damage control

ADP —automatic data processing

ADPE — automatic data processing equipment

adrp — airdrop

AG — adjutant general

AIM — armored-infantry-mechanized

ALOC —air lines of communication

AM — amplitude modulated

AMC — United States Army Materiel Command

ammo —ammunition

AO — area of operations

AOAP — Army Oil Analysis Program

AOE — Army of Excellence

APOD — aerial port of debarkation

APOE — aerial port of embarkation

AR — Army regulation

ASG — area support group

ASL — authorized stockage list

ATST — area TMDE support team

AVIM —aviation intermediate maintenance

B

BC — base commander

BCC — base cluster commander

bde — brigade

BDLT —base defense liaison team

bn — battalion

br — branch

C

CA — civil affairs

C&C — collection and classification

cbt — combat

CCP — consolidation and containerization point

CE — communications-electronics

CEB — clothing exchange and bath

CIMIC — civil-military cooperation

CMO —civil-military operations

co — company

comm — communications

COMMZ —communications zone

COMSEC —communications security

CONUS — continental United States

COSCOM —corps support command

CS —combat support

CSM — command sergeant major

CSS — combat service support

CTASC — Corps and Theater ADP Service Center

ctrmob —countermobility

D

DA — Department of the Army

DAS3 — Decentralized Automated Service Support System

DCS — Defense Communications System

DD Form — Department of Defense Form

det — detachment

DFSC — Defense Fuel Supply Center

dir — director; directorate

DLA — Defense Logistics Agency

DMA — Defense Mapping Agency

DMMC — division materiel management center

DOD — Department of Defense

DS — direct support

DS4 — Direct Support Unit Standard Supply System

DSS — direct support system

DSU — direct support unit

E

EAC — echelons above corps

ENCOM — engineer command

engr — engineer

EOD — explosive ordnance disposal

EODCC — explosive ordnance disposal control center

EPW — enemy prisoner of war

equip — equipment

F

FC — field circular

fld — field

FLOT — forward line of own troops

FM — field manual; frequency modulated

FSU — finance support unit

FY — fiscal year

G

gen — general

gp — group

GRREG — graves registration

GS — general support

GSSB — general support supply base

GSU — general support unit

H

HEM — heavy equipment maintenance

HHC — headquarters and headquarters company

HM — heavy materiel

HN — host nation

HNS — host nation support

HQ — headquarters

hvy — heavy

I

IDSM — intermediate (direct support) maintenance

IGSM — intermediate (general support) maintenance

intel — intelligence

J

JAG — judge advocate general

JCS — Joint Chiefs of Staff

JPO — Joint Petroleum Office

L

LAP — Logistics Assistance Program

ldry — laundry

LEM — light equipment maintenance

LOC — lines of communication

log — logistics

M

MACOM — major Army command

maint — maintenance

MARC — manpower requirements criteria

mat — materiel

MCC — movement control center

MCT — movement control team

mdm — medium

MEDCOM — medical command

MI — military intelligence

MMC — materiel management center

MOA — memorandum of agreement

mob — mobility

MOPP — mission-oriented protection posture

MOS — military occupational specialty

MOU — memorandum of understanding

MOUT — military operations on urbanized terrain

MP — military police

MRO — materiel release order

MSB — main support battalion

MSR — main supply route

N

NATO — North Atlantic Treaty Organization

NBC — nuclear, biological, chemical

NCO — noncommissioned officer

NEO — noncombatant evacuation operation

NICAD — nickel cadmium

NICP — national inventory control point

O

OCONUS — outside continental United States

off — officer

op — operation(s); operating

OPCON — operational control

OPLAN — operation plan

OPORD — operation order

OPSEC — operations security

ORF — operational readiness float

P

PA — public affairs

pam — pamphlet

P&A — personnel and administration

PAO — public affairs office(r)

pers — personnel

PERSCOM — personnel command

petrl — petroleum

phys — physical

pl — pipeline

PLL — prescribed load list

POD — port of debarkation

POE — port of embarkation

POL — petroleum, oils, and lubricants

PSS — personnel service support

pts —parts

pub — publication

PWRMS — pre-positioned war reserve materiel stocks

R

RAOC — rear area operations center

RC — Reserve Components

renv — renovation

rep — repair

RPMA — real property maintenance activities

S

SAILS — Standard Army Intermediate Level Supply Subsystem

SAMS — Standard Army Maintenance System

S&S — supply and service

SARSS — Standard Army Retail Supply System

scty — security

sec — section

SGT — sergeant

SIDPERS — Standard Installation/ Division Personnel System

sig — signal

SJA — staff judge advocate

SOP — standing operating procedure

SPBS — Standard Property Book System

SPO — security, plans, and operations

spt — support

SRC — standard requirement code

SSA — supply support activity

STANAG — Standardization Agreement

sup — supply

survbl — survivability

svc — service(s)

T

TA — theater army

TAACOM — theater army area command

TAADSCOM — theater army air defense support command

TACCS — Tactical Army Combat Service Support Computer System

TACFIRE — tactical fire direction system

TAMCA — theater army movement control agency

TAMMC — theater army materiel management center

TAMMS — The Army Maintenance Management System

TB — technical bulletin

TCC(A) — Theater Communications Command (Army)

TCF — tactical combat force

TCS(A) — theater communications system (Army)

TDA — tables of distribution and allowances

TFC — theater finance center

TM — technical manual

TMDE — test, measurement, and diagnostic equipment

tml — terminal

TOE — table of organization and equipment

topo — topography

TPFDL — Time-Phased Force Deployment List

TRADOC — United States Army Training and Doctrine Command

trans — transportation

TRANSCOM — transportation command

TSA — theater storage area

U

ULC — unit-level computer

ULLS — Unit-Level Logistics System

UMT — unit ministry team

US — United States (of America)

USA — United States Army

USACE — United States Army Corps of Engineers

USAF — United States Air Force

USMC — United States Marine Corps

USN — United States Navy

USO — United Services Organization

X

XO — executive officer

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