

Chapter 1

OVERVIEW

This chapter provides an overview of how Army supply concepts are integral to the modern battlefield and provides some basic supply terms and concepts required for understanding the rest of the manual. This chapter also includes a short synopsis of the current and near future automated logistics systems, as well as how the changes under Force XXI will affect organizational supply and services.

1-1. THE MODERN BATTLEFIELD AND SUPPLY. Providing timely, efficient, and effective logistical support to Army units is more critical than ever before. The Army must have optimal logistical support to maximize its combat power. Combat service support encompasses the full range of health services, finance support, and personnel functions as well as the traditional functions of supply, maintenance, field services, and transportation. Supply is the process of providing all items necessary to equip, maintain, and operate a military command. Supply operations include design, development, acquisition, storage, movement, equipping, distribution, and evacuation. Supplies may not be available when and where they are needed and in the correct quantity. Supply shortages (especially ammunition, fuel, and repair parts) can cause units in the attack to reach their culminating point before accomplishing their mission. Therefore, providing the best possible supply support is vital to the success of our combat forces. Just as tacticians must concentrate combat power to accomplish their mission, so too must logisticians concentrate logistics assets to accomplish their mission. Leaders must know all about resources; type, quantity on hand, location, condition, and availability. They must know the current rate of use and be able to estimate future consumption rates based on the tactical situation. The status of supply operations is a subject of interest to soldiers, the news media, Congress, and the American public.

1-2. ARMY DOCTRINAL TENETS. Successful Army operations exhibit five essential characteristics or tenets which are: initiative, agility, depth, versatility, and synchronization. Table 1-1 explains how these characteristics relate to supply operations.

Table 1-1. Tenets of Army Operations.

TENET	DEFINITION	SUPPLY APPLICABILITY
INITIATIVE	Setting or changing the terms of battle by action.	Thinking ahead and anticipating future requirements while planning supply needs beyond the current operation.
AGILITY	The ability of friendly forces to act faster than the enemy.	Physical agility depends upon the right quantity of supplies, both enough but not too much. Mental agility can be affected by low morale or poor health, which can be caused by the wrong amount of supplies, for example; food, water, clothing.
DEPTH	The extension of operations in space, time, and resources.	Proper use of supplies plays a critical role in achieving and maintaining momentum in the attack and elasticity in the defense.
VERSATILITY	The ability to tailor forces and move rapidly and efficiently from one mission to another.	The successfulness of moving from one mission to another will not be efficient if the supplies are not in the right place at the right time.
SYNCHRONIZATION	The arrangement of battlefield activities to produce maximum combat power at the decisive point.	If supply support, especially ammunition and fuel, is not correctly synchronized, units will fail to achieve maximum combat power at critical moments.

1-3. **LOGISTICS CHARACTERISTICS.** The characteristics of logistics describe the planning and execution considerations required for successful support operations. These characteristics seldom have equal influence in an operation, but identifying them during the planning process will provide the leader with a guide for analytical thinking and prudent planning. A listing of the characteristics and their applicability to supply follows:

- *Anticipation.* The ability to foresee future operations and identify, accumulate, and maintain the assets and capabilities to support those operations.

- *Simplicity.* The avoidance of complexity in both planning and executing logistical functions. Mission orders, drills, and SOPs contribute to simplicity.
- *Responsiveness.* Entails getting the right supplies and other support functions in the right place at the right time.
- *Economy.* Providing appropriate support without excess. Commanders must judge economy in prioritizing and allocating resources.
- *Flexibility.* The ability to adapt organizational structure and logistical procedures to changing situations, missions, and operations.
- *Integration.* The coordination of logistical operations with the other missions and components of the organization.
- *Attainability.* The minimum quantity of supplies and available services required to begin an operation.
- *Sustainability.* Ability to maintain continuous support to all phases of operations.
- *Survivability.* The capacity to shield logistics functions from destruction.
- *Improvisation.* The ability to make, fabricate, arrange, or invent what is needed from available supplies. This should not however be considered as an acceptable alternative to proper planning. The ability to foresee future operations and identify, accumulate and maintain the assets and capabilities to support those operations.

1-4. **CLASSES OF SUPPLY.** Supplies are divided into 10 major categories, which are referred to as classes. There are also a few miscellaneous items that do not fit into any of the other 10 supply classes. Table 1-2 shows the 10 supply classes and what they consist of.

Table 1-2. Classes of Supply.

CLASS	TYPE OF SUPPLY
I	Subsistence and commercially bottled water.
II	Clothing, individual equipment, tools, tool kits, tents, administrative and housekeeping type supplies, as well as unclassified maps.

Table 1-2. Classes of Supply (continued).

CLASS	TYPE OF SUPPLY
III	POL includes bulk fuels and packaged products such as antifreeze.
IV	Construction items, including fortification and barrier materiel.
V	Ammunition of all types.
VI	Personal demand items (nonmilitary sales items) and gratuitous health and comfort pack items.
VII	Major end items, such as launchers, tanks, mobile maintenance shops, and vehicles.
VIII	Medical supplies, including repair parts for medical equipment.
IX	Repair parts and components, to include kits, assemblies, and subassemblies, both reparable and nonreparable, which are required for maintenance support of all equipment.
X	Materiel to support nonmilitary programs, such as agricultural and economic development, which are not included in supply classes I through IX.
Miscellaneous.	Salvage, packaged water, captured enemy supplies

1-5. **RESPONSIBILITIES.** At Battalion level, the S4 has primary staff responsibility for logistics. The support platoon performs battalion LOGPAC operations. At unit level, the commander is responsible for supply operations with the XO, first sergeant, and supply sergeant performing different supply functions, including guiding the LOGPAC at the LRP. Chapter 3 gives a more detailed explanation of LOGPAC operations. Table 1-3 explains organizational supply responsibilities.

Table 1-3. Organizational Supply Responsibilities.

POSITION	RESPONSIBILITIES
Unit Commander	Responsible for the proper use, care, custody, and safekeeping of all government property within the command. Ensures that all authorized equipment is on hand or on order. Ensures that unit property is complete and serviceable. Ensures supply personnel are properly trained. Ensures property is inventoried annually and sensitive items are inventoried quarterly. Ensures excess property is turned in. Begins process to account for lost, damaged, or destroyed property.
HHC Commander	Responsible for organizing and supervising LOGPAC operations for the task force. Leads the Support Platoon leader and provides guidance on platoon missions. Ensures proper coordination with Battalion S4. Also has same responsibilities as the Unit Commander shown above.
Unit 1SG	Responsible for submission of routine personnel and logistics reports and receipt of mail and routine unit correspondence. Guides LOGPAC from LRP to platoon areas as needed. Supervises feeding, unit resupply operations, and other unit field services such as showers.
Supply Sergeant	Prepares and maintains supply and property book records. Safeguards supplies and property stored in unit supply room and storage areas. Processes unit laundry. Coordinates issue and turn in of unit property between company and personnel. Requests, receives, and issues supplies. Prepares adjustment documents for lost, damaged, or destroyed property. Supervises unit armorer. Coordinates delivery of supplies from field trains forward. Develops the unit supply SOPs
Unit Armorer	Inspects and performs organizational maintenance on unit weapons. Turns in weapons to direct support maintenance. Maintains authorization list and ensures soldiers' weapons cards are up to date. Secures weapons, helps with inventories, and maintains arms room key control.
PLL/ TAMMS Clerk	As equipment records and parts specialist, responsible for maintaining TAMMS records, requisitioning and disposition of PLL and shop stock duties including; vehicle dispatching and class IX requesting, receiving and issuing.
S2	Advises and coordinates with staff officers and commanders regarding intelligence and security matters. Arranges for background checks on unit armorers.

Table 1-3. Organizational Supply Responsibilities (continued)

POSITION	RESPONSIBILITIES
S3	Coordinates with S4 on supply training items. Coordinates training ammunition supply and property authorization documentation with S4. Develops and analyses plans, determines unit locations and establishes supply routes. Coordinates unit deployment plans in support of the force projection Army.
S4	Advises other staff officers and commanders on supply matters. Monitors the requisition, temporary storage, and distribution of supplies, including expendable supplies and property book items. Monitors the unit basic loads to ensure correct quantities and quality (for dated items) are on hand. Reviews adjustment documents and confers with PBO and survey officers. Maintains records for MTOE equipment shortages. Performs supply assistance visits with units and coordinates the Command Supply Discipline Program. Controls the Battalion field trains. Coordinates with unit executive officers and supply platoon leader to keep unit trains supplied. Coordinates unit movements program.
Platoon/ Section Sergeant	Maintains supervisory responsibility over all assigned property including: accounting for the property, maintaining the property, and reporting any lost, damaged, or destroyed property.

1-6. **UNIT SUPPLY SOP.** Units should develop a supply SOP. It may be a separate SOP or part of the unit SOP. More details on operating a unit supply element are in FM 10-27-3, Chapter 3. The SOP should include at least the following:

- Responsibilities of unit supply personnel (Table 1-3).
- Supply section's hours of operation.
- Procedures for securing supply room or tent.
- Procedures for controlling durable items and other property issued to unit personnel.
- Kinds of records, reports, and forms required.
- Detailed procedures for requesting, receiving, storing, inventorying, issuing, and turning in supplies and equipment.
- Procedures for initiating adjustment action for lost, damaged, or destroyed items.
- Procedures for safekeeping property of absentees.
- Procedures for laundry and bath services.
- Safety procedures, including: risk management, fire, and other emergencies.

- Information on supply training.
- Deployment packing list.
- Procedures for automation security.

1-7. **AUTOMATED SUPPLY SYSTEMS.** A brief overview of current automated supply systems and the functions they perform is provided. Some of the systems directly affecting organizational supply operations are discussed in more detail in Chapter 6 of this manual.

- **Unit Level Logistics System.** ULLS is a menu-driven, automated information system, designed to manage property below the property book level. There are three different ULLS. ULLS-A for aviation maintenance functions, ULLS-G for unit maintenance functions, and ULLS-S4 for automated supply functions. ULLS-A will not be discussed in this manual.

- ULLS-G. This system automates the following functions:
 - PLL and IMPL management.
 - Periodic required equipment services.
 - Equipment and vehicle dispatching.
 - Document control register.
 - Deadline data reporting.
 - Parts requisitioning and control.
 - Operators' qualification records.
 - Oil Analysis Program records.
 - Fuel and equipment usage reports.
 - Maintenance work orders.
 - Automated unit status report.
- ULLS-S4. This system automates the following functions:
 - Automated supply requisitioning.
 - Document registers and receipts.
 - Asset visibility of assigned assets.
 - Expenditures accounting .
 - Unit transfers.
 - Component listings and subhand receipts.

- **Standard Army Retail Supply System.** SARSS is the primary automation system used in Army DS/GS supply units. It processes customer requests from ULLS, SAMS, and SPBS-R. SARSS maintains stock record balances and reports them to the higher echelon SARSS. SARSS provides requisition status (estimated order-ship date, back ordered items, etc.) feedback to its supported ULLS. SARSS functions are outlined below:
 - Financial management.
 - Asset visibility.
 - Redistribution/referral.
 - Accountable records.
 - Materiel release control system.

- **Standard Army Ammunition System.** SAAS is the system that automates the supply of ammunition. ULLS-S4 interfaces with the Division Ammunition Office SAAS. SAAS performs the following functions:
 - Requests/receipts/issues of ammunition stocks.
 - Adjust ammunition stocks.
 - Allocates Class V by task organization and task force.

- **Standard Property Book System - Redesign.** SPBS-R is an interactive, on-line property accountability and reporting system operated by the PBO. The system can be located at separate company, battalion, brigade, or division level. SPBS-R performs the following property accounting functions as required by AR 710-2:
 - Property accountability.
 - Property book transactions and history.
 - Automated document register.
 - Property responsibility management (primary hand receipts).
 - Unit transfers.
 - Change of PBO and hand receipt holder inventory.
 - Equipment requisitioning, receipts, turn-ins, and issues.

- **Combat Service Support Control System.** CSSCS is the combat service support portion of the Army Tactical Command and Control System (ATCCS). CSSCS provides the means to collect, collate, analyze, and disseminate accurate and timely data to support decisions for the employment of CSS resources at brigade and higher levels. CSSCS supports the maneuver brigade commander and staff by

enabling the conduct of planning for internal logistics, personnel, medical, and command and control functions - including preparation of a logistical course of action analysis. CSSCS performs the following functions:

- Monitors critical assets.
 - Allocates resources.
 - Provides information management.
 - Reports preparation; such as the logistics situation report (LOGSITREP).
 - Provides situational awareness.
 - Performs course of action analysis.
- **Global Combat Support System – Army.** GCSS-Army is an emerging system that will provide the Army a seamless, integrated, and interactive communications & automated information system at all force levels of combat service support from separate company through theater army. It will provide users a responsive and efficient means to rapidly anticipate, allocate, and synchronize the flow of available CSS resources to equip, deploy, project, sustain, reconstitute, and redeploy tactical forces in support of the national military strategy. Also, units will employ GCSS-Army in garrison and in field training, at installation sustaining base organizations and activities, and in support of joint services and allied operations. The system will streamline CSS information management by eliminating duplicative systems, consolidating logistics functionality, sharing data and computing applications among components of the system, and inserting advances in emerging information technology. The system will be of modular design where users will have access only to the system applications and software tools needed to perform the mission tasks at their location. The GCSS-Army will integrate and functionally modularize the following systems:

- SARSS.
- ULLS (all versions).
- SPBS-R.
- SAMS.
- SIDPERS
- DAMMS-R.
- SAAS.

1-8. **SUPPLY RELATED AUTOMATED SYSTEMS.** There are several new and emerging automated systems that facilitate the supply process. A short description of each of these systems follows:

- **Movement Tracking System.** The MTS provides the capability to identify position, track progress, and communicate with the operators of tactical wheeled vehicles. Through the use of positioning and communication satellites, transportation movement control and mode operators can determine the location and communicate with tactical wheeled vehicle assets anywhere. This system enhances the supply system by providing real time positioning of vehicles, as well as allowing communication between the vehicle operators and their leaders. MTS performs the following critical functions:
 - Monitors positioning of transportation assets.
 - Allows communication between leaders and vehicle operators.
 - Lets leaders to divert vehicles from one destination to another.

- **Transportation Coordinators' Automated Information for Movement System II.** TC AIMS II will be a common, unit-level deployment information system; an installation/command deployment management system; a common carrier management tool; and, a TOE/battlefield transportation information system. TC AIMS II will support the functions previously accomplished by current systems, as well as planned functions – accommodating multiple users. Specific transportation missions executed by TC AIMS II include:
 - Deployment operations.
 - Force reception.
 - Movement control.
 - Daily freight movements.
 - Motor transport operations.
 - Cargo transfer operations.
 - Transportation planning.
 - Road space management.

- **Force XXI Battle Command Brigade and Below.** The FBCB2 system is the principal digital command and control system for the Army at brigade and below in the digitized division. In addition to feeding information to the other ATCCS Systems, the FBCB2 provides CSS information to the Combat Service Support Control System via CSS report threads. The FBCB2 is intended to be mounted in the major platforms at brigade and below to provide real time situational information to the user.

1-9. **SUPPLY CHANGES UNDER FORCE XXI.** Logistics operations within the division have changed dramatically under the Force XXI division redesign concept. The DISCOM commander can now focus logistics support

to meet the requirements, similarly to the way the DIVARTY commander focuses his fires to meet the division's indirect fire support requirements. The DISCOM organizational structure was changed and includes an end strength reduction. There are two major personnel changes (or pass-backs to EAD) that were required to get the DISCOM structure to the current end strength. One of these was the movement of water purification and distribution personnel to the COSCOM. The other was the movement of the PBO from the DISCOM to the COSCOM. The major structural changes affecting supply are in the battalions within the DISCOM and the deletion of the support platoons in the maneuver battalions. The DISCOM still has forward support battalions, but they are structured differently than in AOE units.

- **Force XXI Forward Support Battalion.** The Force XXI Forward Support Battalions now consist of an HHC, Base Support Company, Medical Company, and appropriate number of Forward Support Companies. There are three FSCs for a brigade with three maneuver battalions.

- **Force XXI Forward Support Company.** The Force XXI FSC is a multifunctional logistics company designed to provide organizational and direct support logistics to its supported maneuver battalion (or battalion task force). The FSC provides the following type support to the task force:
 - Field Feeding.
 - Ammunition support .
 - Fueling (both organizational and DS).
 - Maintenance (both organizational and DS).
 - Supply support (DS).
 - Personnel replacement transportation support.

- **Impact on Unit Supply.** While there is a great difference on how organizational services will be performed in Force XXI units, the impact of the Force XXI division redesign on unit supply operations will be minimal. The greatest impact will be for maneuver commanders to reduce their focus on supply functions so they can further focus on the combat mission. Also, automation improvements will continue to make supply processing more efficient.