

Chapter 8

Fixing the Force

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DISCOM MAINTENANCE ORGANIZATIONS

The DISCOM organizations shown in Figure 8-1 are responsible for maintenance and Class IX support to division units.

MATERIEL MANAGEMENT CENTER

The materiel section of the MMC manages repair parts supply and maintenance. It designs and manages the division Class IX inventory and directs Class IX issue. It oversees the document control and edit functions. The section's management is limited to the maintenance functions that are generally external to the MSB, FSBs, and AMCO. The section monitors unit maintenance throughout the division. It collects, analyzes, and reports maintenance statistics. It keeps records of the status of MWOs and compiles reports on the operational status of division equipment. The section also provides disposition instructions on all unserviceable materiel.

MAIN SUPPORT BATTALION

The primary mission of the MSB is to provide logistics and health services support for division and other designated units located in the division rear and reinforcing support to the forward support battalions. Some of the specific maintenance-related functions provided by this unit are:

- Providing division-level supply support for Class IX.
- Operating a salvage collection point.
- Providing motor transport for distribution of heavy or oversized cargo and equipment to the forward support battalions and evacuating from forward areas.
- Performing DS maintenance on all authorized equipment of the division.

- Providing reinforcing support to maintenance companies of the forward support battalions.

The primary maintenance missions belong to the three subordinate maintenance companies of the MSB.

Light Maintenance Company

The MSB light maintenance company provides DS maintenance to division units not supported by the maintenance companies of the forward support battalions. This is commensurate with stated capabilities. It also provides reinforcing maintenance for the three maintenance companies of the forward support battalions.

Except for medical items, airdrop equipment, light textiles, avionics, aircraft, aircraft armament, missiles, and ammunition, this unit provides the following

- Technical assistance to division units.
- The capability of maintaining an ASL of up to 6,000 lines. This includes the receipt, storage, and issue of common repair parts.
- Reparable exchange service for selected common repair parts.
- Quick supply store for selected common repair parts.
- Reinforcing direct support maintenance to the maintenance companies of the forward support battalions.
- On-site maintenance support of communications equipment.
- COMSEC maintenance for all units of the division, less signal and military intelligence battalion items.

The MSB light maintenance company is organized as shown in Figure 8-2. The company, when required, sends

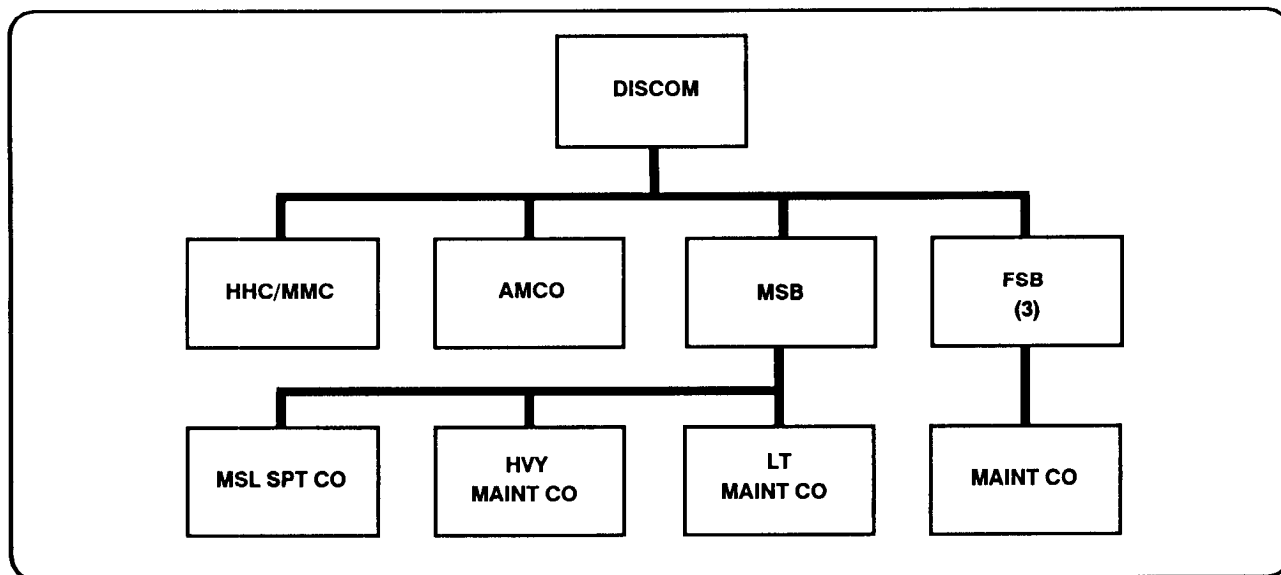


Figure 8-1. DISCOM maintenance organizations.

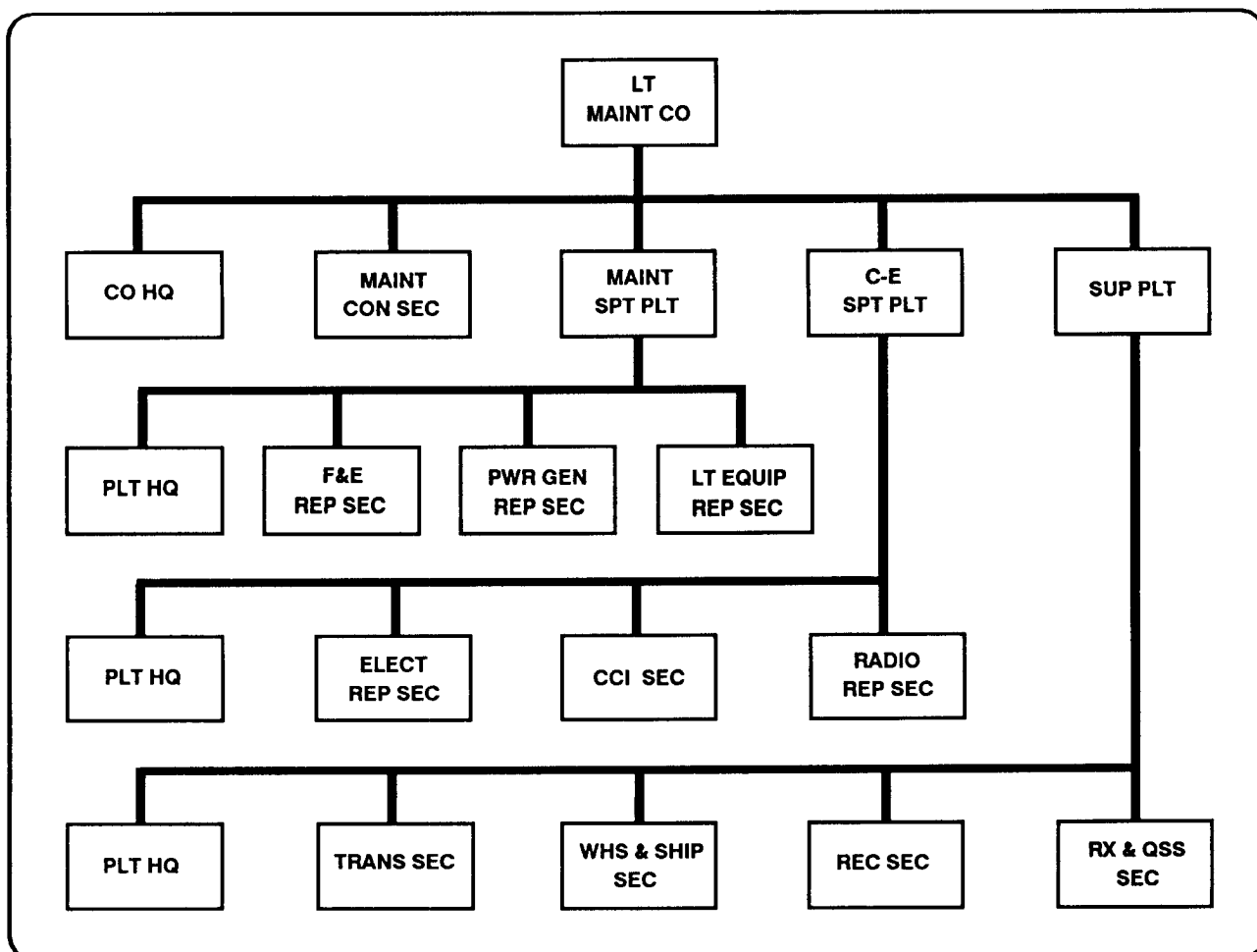


Figure 8-2. MSB light maintenance company.

MSTs into the division rear to provide required support consistent with tactical limitations and their support capabilities. For a more detailed discussion of the light maintenance company, see FM 63-21 or FM 43-12.

Heavy Maintenance Company

The heavy maintenance company of the MSB provides direct support maintenance to units within the division. Exceptions to this are medical, C-E, COMSEC, airdrop equipment, light textiles, avionics, aircraft armament, missile, and ammunition items. This DS maintenance includes metalworking, machining, and repairing of—

- Automotive equipment.
- Small arms and artillery pieces.
- Power generation items.
- Engineer equipment.
- Fire control instruments.
- Tank turrets.

This company also provides technical and recovery assistance to units employed in the division rear. It also provides reinforcing DS maintenance, less repair parts, for the FSB maintenance companies.

This company is organized as shown in Figure 8-3. Reinforcing support to the maintenance companies of the FSBs is provided by MSTs. The company also contains teams which provide support to the cavalry squadron and the MLRs unit located in the division rear. For additional information on the heavy maintenance company, see FM 63-21 and FM 43-12.

Missile Support Company

Logistics concepts for air defense and land combat missile systems are determined by two factors. These are the technical design and tactical employment concept of each system. The operational requirements and sophisticated equipment of certain missile systems dictate that the majority of maintenance functions be performed at the operational site.

The MSB missile maintenance company provides DS maintenance and Class IX supply for SHORAD systems. This includes supporting radars, land combat missile systems, MLRs, and MCTNS.

The basic organization of the missile support company is shown in Figure 8-4. This unit provides maintenance and service support for division missile weapon systems to include the following

- Base shop maintenance for all division land

combat, MCTNS, and SHORAD missile/gun systems.

- Receipt, storage, and issue of Class IX supplies (approximately 3,600 lines) for land combat, SHORAD, MLRS, and MCTNS systems. This supports mission shop stock, RX, MSTs, and missile/weapon systems user requirements.
- TOW/Dragon/MCTNS DS Class IX and RX supply support to the forward support battalion maintenance companies.
- Quality assurance/quality control inspections of system peculiar equipment/TMDE maintenance and technical assistance inspections when required by user units.
- On-site repair for all missile systems not organic to brigades.

See FM 63-21 for additional information on the MSB missile support company.

AIRCRAFT MAINTENANCE COMPANY

The objective of Army aircraft maintenance is to ensure maximum availability of mission-capable aircraft. Aircraft maintenance provides maximum mission capability of total weapon systems through the accomplishment of maintenance where it can be most effectively and economically performed. The aircraft maintenance company is assigned as a separate company to the division organic to the DISCOM. The company is structured to support the aircraft assigned to the division, specifically the observation, utility, and attack helicopters. See Figure 8-5, page 8-5, for the organization of the aircraft maintenance company.

It is designed to provide the AB with AVIM and reinforcing AVUM support at its base location in the division rear. It is also designed to provide tailored repair/recovery teams in the operating unit areas.

The AMCO's main body, located with the AB, performs extensive on-aircraft systems maintenance. This maintenance includes –

- Making structural and airframe repairs.
- Repairing components for immediate reinstallation on aircraft or to support its organic repairable exchange program.
- Performing scheduled AVIM-level inspections.
- Maintaining the division Class IX (air) ASL. This is to replenish supported unit PLL stocks and support AVIM operations.

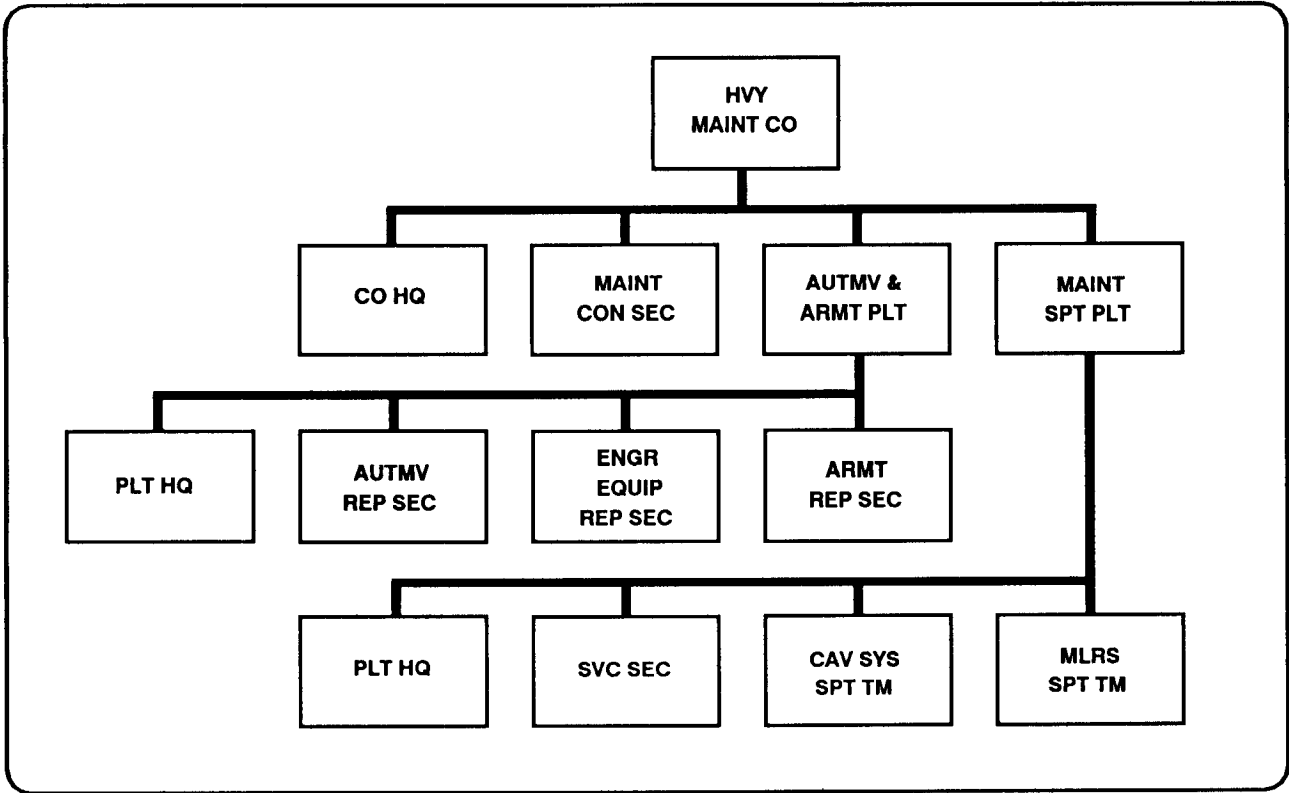


Figure 8-3. MSB heavy maintenance company.

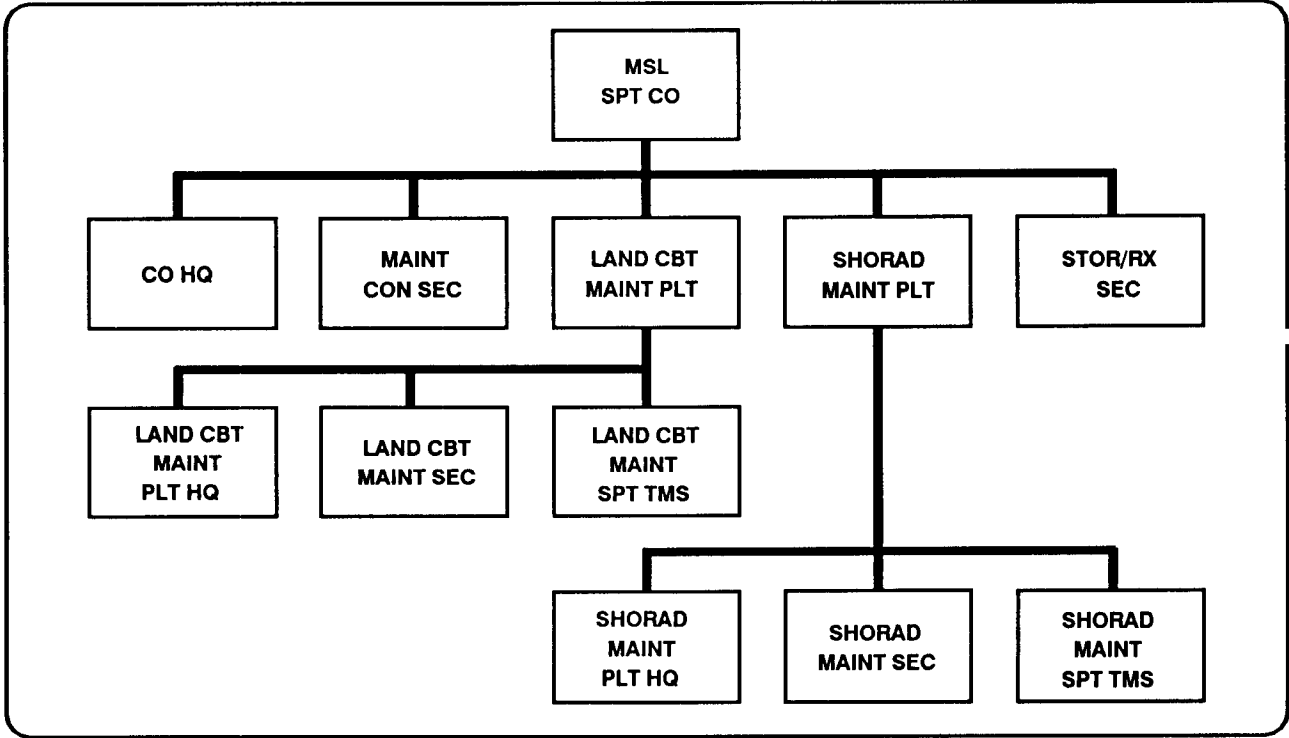


Figure 8-4. Missile support company.

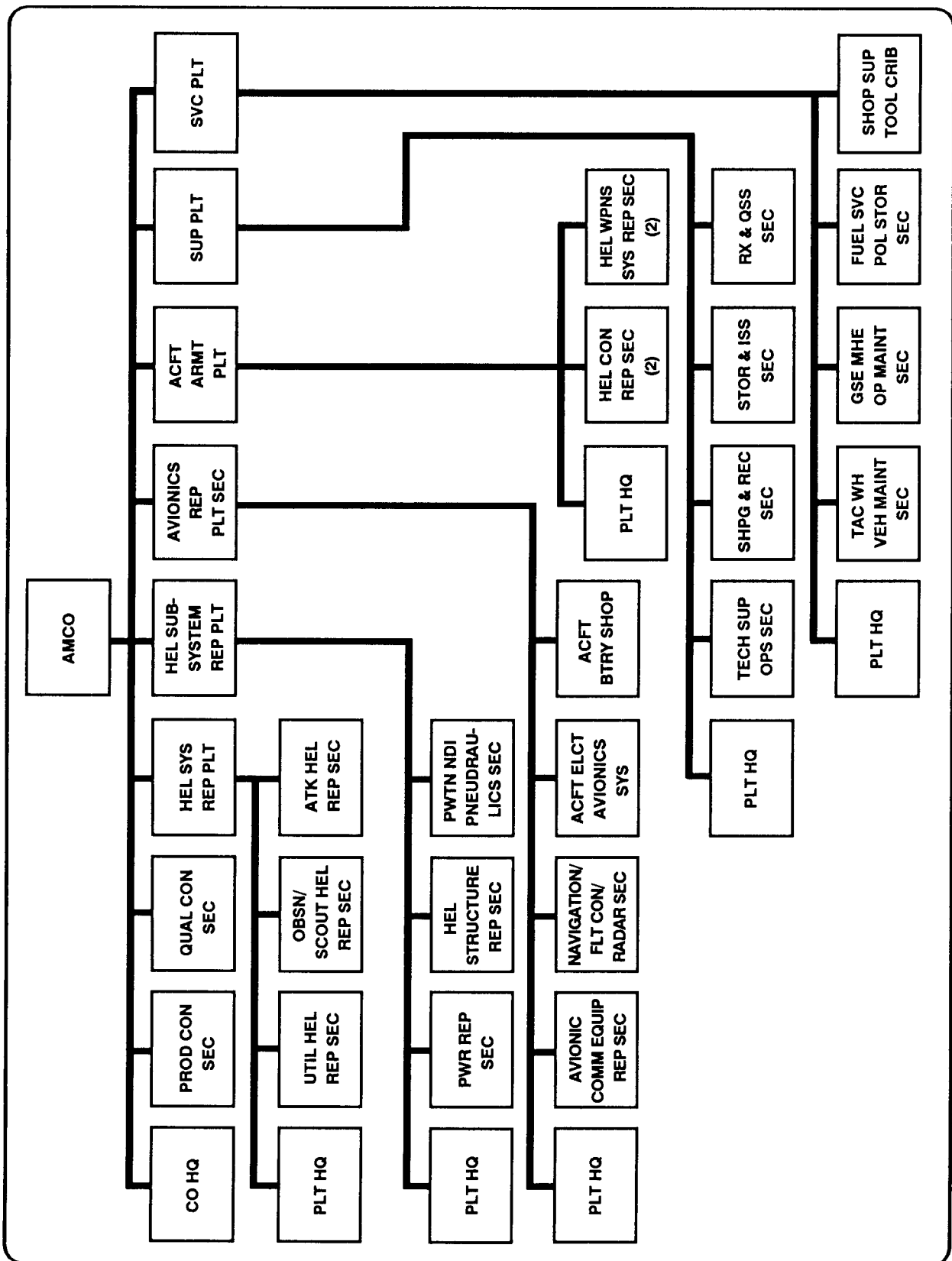


Figure 8-5. Aircraft maintenance company.

- Serving as the next-level processing agency for AB supply transactions under an automated system. This includes the receipt, storage, and issue of repair parts. It also includes the control and distribution of Army intensively managed items.

The aircraft maintenance company employs mobile, weapon-system-oriented forward repair/recovery teams to perform authorized intermediate maintenance in the forward areas.

The AMCO provides limited collection, classification, and recovery of serviceable and unserviceable materiel. It also maintains an aircraft combat maintenance/battle damage repair capability.

FSB MAINTENANCE COMPANY

The FSB maintenance company is a critical component in fixing the force. It provides DS maintenance and common repair parts service in the brigade area. The company also includes a variable number of system support teams. Each team is designed to support a tank or mechanized infantry battalion. The company receives one team for each maneuver battalion assigned to the brigade. The company performs the following functions:

- Provides DS maintenance to division and other

designated elements in the brigade area. This includes repair of communications, engineer, power generation, quartermaster, chemical, and utilities equipment. It also includes repair of artillery, missile, small arms, tank turrets, track and wheel vehicles, and field artillery systems.

- Provides recovery assistance to supported units when required, consistent with limitations of METT-T.
- Provides technical assistance to supported units which perform unit maintenance within the brigade.
- Provides technical supervision of PLL supply for supported units.
- Maintains a portion of the division ASL to support the items stocked in combat PLLs of supported units. Other repair parts for which a significant demand is expected are also included on the ASL. The Class IX manager in the DMMC determines the ASL for the FSB.
- Provides reparable exchange service for selected common repair parts.

See Figure 8-6 for the organization of the FSB maintenance company.

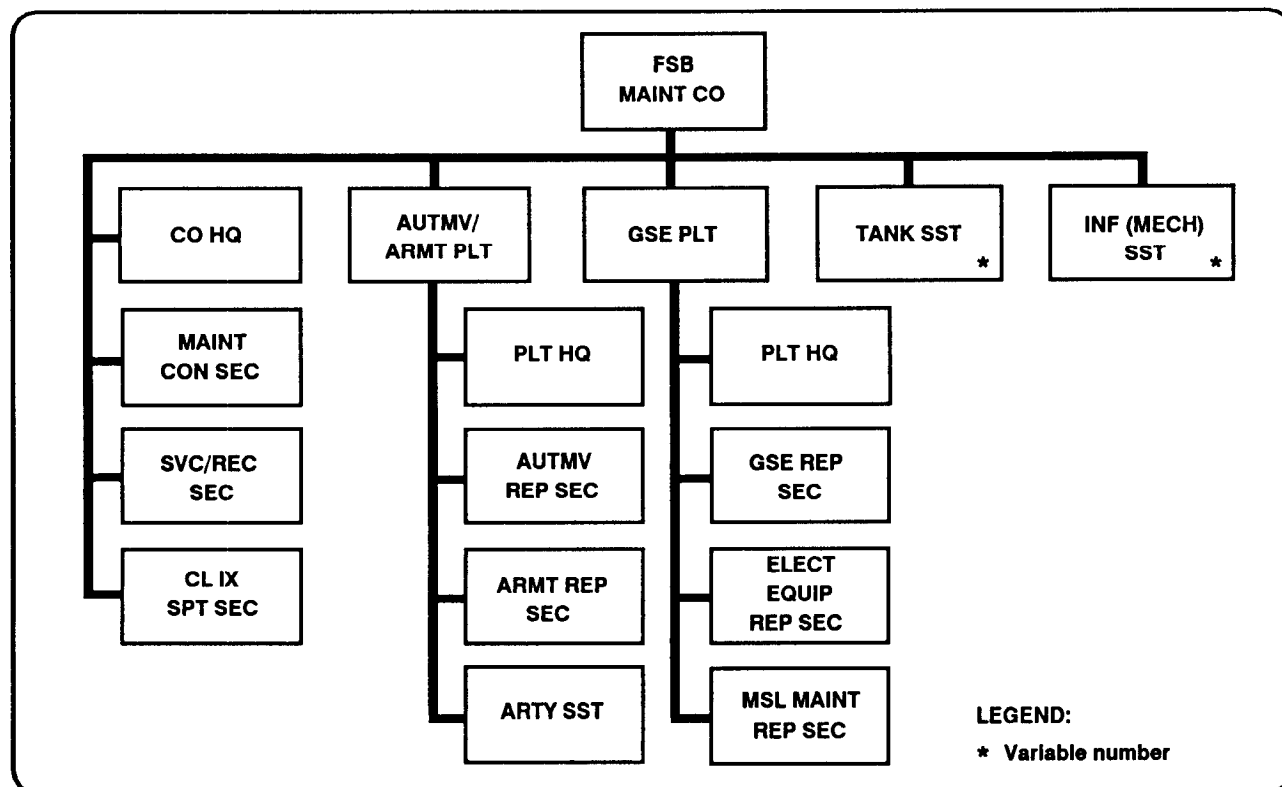


Figure 8-6. FSB maintenance company.

RECOVERY AND EVACUATION

When equipment cannot be repaired on site, it must be brought to the maintenance activity best suited to do the repairs. This is done by recovery and evacuation. Using units recover equipment to their supporting maintenance activity. The maintenance activity either repairs the item or evacuates it to another activity for repair. When transportation requirements exceed the maintenance unit capability, they request transportation support from the MSB's TMT company through the MCO.

Aircraft recovery operations must be planned and coordinated. If the downed aircraft is recoverable, the recovery officer contacts the maneuver unit on the ground to determine if time is available for recovery. If the tactical situation permits aerial recovery, the recovery officer takes action to obtain the necessary aircraft recovery support from organic assets or other aviation units with the necessary lift capability. Aircraft recovery operations employ the smallest recovery aircraft consistent with the requirements of the mission. Recovered aircraft are normally transported from the recovery point to the appropriate maintenance activity without intermediate stops. Recovery and evacuation capitalize on backhaul to the appropriate aircraft maintenance facility.

RECOVERY

Recovery is the process of retrieving or freeing immobile, inoperative, or abandoned materiel from where it was disabled. If the item cannot be repaired at the down site, it is moved to a place where it can be repaired, evacuated, or otherwise disposed of. Recovery is performed to –

- Return immobilized equipment to operation.
- Retrieve equipment for repair and/or return to use.
- Prevent enemy capture of equipment.
- Use enemy equipment for intelligence purposes or for US or allied forces.

Recovery is a using unit responsibility. Using units are organized, staffed, and equipped to recover their own equipment. Recovery operations in armor and mechanized infantry battalions are centrally managed at battalion level, usually by the BMO. The battalion maintenance platoon has recovery vehicles to provide recovery support. The platoon has company maintenance teams, each of which has an organic recovery

vehicle. In other units, the motor sergeant, motor officer, or other designated individual controls recovery operations. Maintenance units may be tasked to provide recovery support on an area basis to units without a recovery capability.

Recovery is initiated by the operator or crew of the disabled vehicle. Before requesting recovery support, the operator or crew should attempt repairs and self-or like-vehicle recovery using available resources. When the tactical situation makes this impossible, recovery assistance is requested from unit maintenance. The BMO evaluates the request for assistance based on command guidance and the overall tactical and maintenance situation. The recovery mission is assigned to a recovery team, which accomplishes the recovery according to unit SOP. Equipment is recovered either to the battalion UMCP or to a designated MCP. Details of recovery operations are found in FM 20-22.

EVACUATION

Evacuation begins where recovery operations cease. Equipment that cannot be returned to the battle quickly is evacuated. Evacuation is from the UMCP to the maintenance company in the BSA by maintenance units within their own capability. Evacuation may also be by transportation units to the division MCP in the DSA or to a corps MCP. Evacuation is a coordinated effort between maintenance and transportation elements. Severely damaged equipment may be evacuated directly from the UMCP to any higher level of maintenance.

The G4 sets the overall division evacuation policy in coordination with the DISCOM commander. The DISCOM commander has overall evacuation control, which is exercised through the DMMC. The physical movement of equipment is done by the maintenance, supply, and transportation units of the DISCOM. This movement is done according to set procedures or in response to disposition instructions from the DMMC.

Items for evacuation are identified at the DS maintenance company level. These items consist of unserviceable equipment beyond the repair capability of the unit. Also considered are unserviceable assemblies from the repair process, and serviceable and unserviceable abandoned items found on the battlefield.

The DMMC provides overall management for the evacuation effort. It acts as the interface between the maintenance companies of the FSBs and other CSS elements to the rear of brigade boundary. Evacuation policies and procedures are set as a matter of SOP. Automatic disposition instructions for certain items prevent undue delay in moving equipment from the brigade to the DSA.

Maintenance units request disposition instructions from the DMMC through the support battalion support operations section for items not covered by automatic disposition lists. Transportation for equipment to be evacuated is provided by different sources. Maintenance unit assets and resupply vehicles returning to

the rear may be used in the evacuation process. Also used are those vehicles provided in response to unit transportation support requests. For heavy equipment transportation, the maintenance units are dependent on the HETs of the transportation motor transport company.

Evacuation vehicles transport unserviceable assemblies and major end items according to disposition instructions from the DMMC. They also may backhaul serviceable assemblies and end items from rear repair activities to the forward maintenance or supply elements. HETs and other cargo vehicles bring major replacement items forward. Their operations are closely coordinated at the DMMC with the division WSM.

OPERATIONS

DISCOM maintenance elements operate throughout the division area. They typically perform their functions on site, at maintenance collection points, and at company base shops.

Maintenance support in the theater is depicted in Figure 8-7. Guidelines for time to repair at specific levels are provided for planning purposes only. The

ultimate decision concerning times is a matter for command consideration.

MANEUVER BRIGADE SECTORS

On the basis of METT-T considerations, the FSB maintenance company commander, maintenance control officer, and the FSB support operations section form

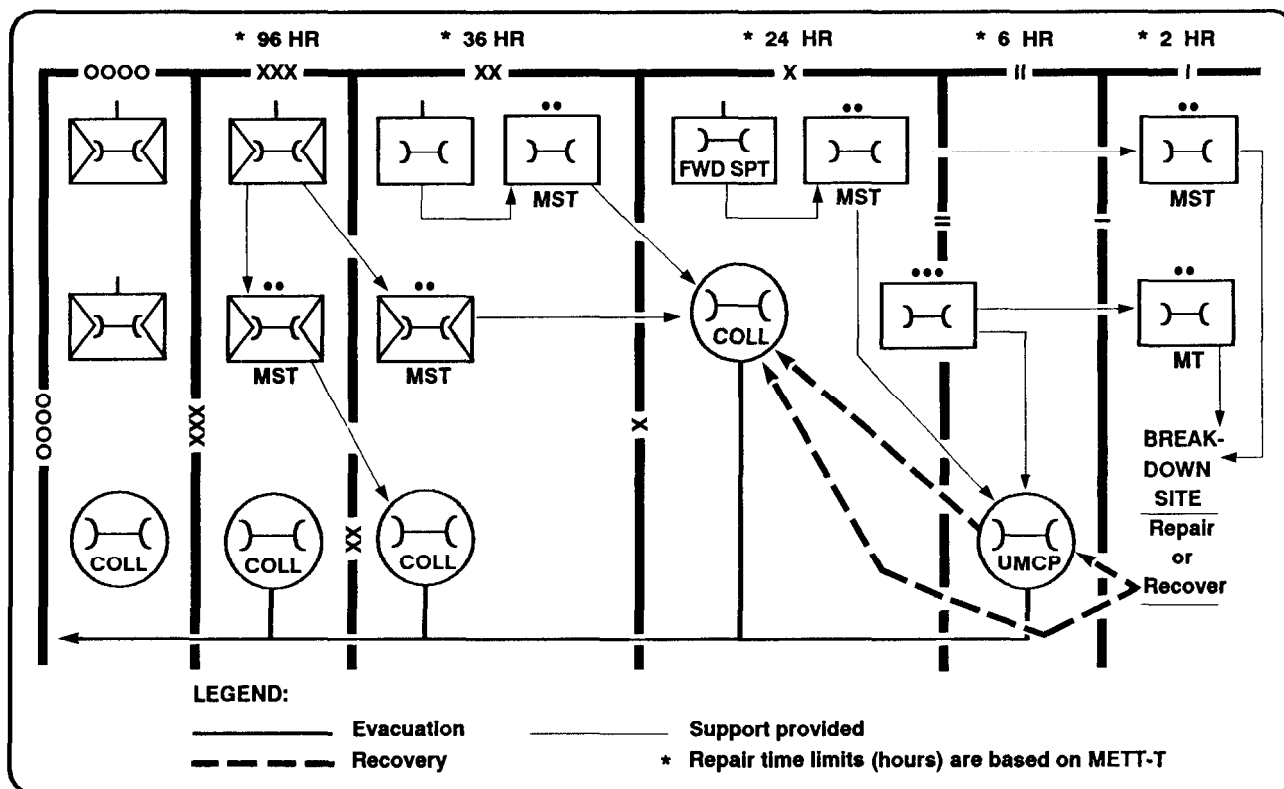


Figure 8-7. Maintenance support in the theater.

maintenance support teams to operate at battalion unit maintenance collection points. FM 63-20 has a detailed discussion of how these teams are formed. Though the maintenance company commander retains command and control of these teams, the maneuver battalion maintenance officers set the priorities for equipment repair.

Other FSB maintenance assets are positioned at MCPs or the base shop. When unit maintenance resources cannot handle the work load, MSTs or other teams of maintenance company assets maybe dispatched to perform on-site repairs. On the basis of maintenance timelines and the tactical situation, the team chief will determine whether to perform on-site repairs or to recover the equipment to an MCP.

The FSB can operate up to two MCPs to receive unserviceable equipment from supported units. MCP personnel perform large-scale battle damage assessment and may use controlled exchange and cannibalization to maximize operational systems.

All other FSB maintenance elements are located at the base shop. The base shop is responsible for receipt, inspection, control, repair, and coordination of evacuation of equipment. Elements of MSB maintenance companies may be used to augment

the FSB's maintenance capability when the work load across the division and division's mission dictate.

DIVISION REAR

The light and heavy maintenance companies of the MSB operate the main division MCP at the base shop in the DSA. The MCP receives unserviceable equipment from supported units. The base shop performs the repairs which are the responsibilities of the light and heavy maintenance companies as outlined above. The missile maintenance company also establishes a base shop in the DSA. When required, these companies send MSTs out in the division rear to make repairs as close to the site of equipment failure as possible. Teams may also be sent to augment the FSB's maintenance capability.

The aircraft maintenance company locates in the division rear. It will operate from the airfield supporting the division or from a location adjacent to the airfield. It provides AVIM and associated supply support from its base location while also providing teams to support forward as required.

COSCOM maintenance elements may augment MSB repair capabilities when work loads and the tactical situation warrant.

COMMON REPAIR PARTS DISTRIBUTION SYSTEM

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

To prevent overstockage in the FSB maintenance companies, forward stockage of Class IX is restricted. Stockage parameters for forward DS units are listed in AR 710-2. Selection of this forward stockage is made in coordination with the MSB and FSB support operations officers and the FSB maintenance company commander. Determinations are based on the PLLs of the units to be supported and on the immediate mobility needs of the forward support maintenance units. The remaining stocks of the division Class IX ASL are maintained by the proper maintenance operating units. Examples of these operating units would be conventional and

missile maintenance companies usually located in the DSA.

Customers in the DSA submit their requests directly to their supporting DS maintenance unit. The MSB maintenance company will usually pass requests directly to the DMMC.

Class IX items arriving in the division are received by the light maintenance company of the MSB. This company reports receipt of the item to the DMMC. Nonstocked items are forwarded directly to the user in the DSA. Items are forwarded to the FSB maintenance company for issue to the user located in the brigade area. All issues are reported to the DMMC for updating records. Turn-ins are handled in the same manner as receipts and are also reported to the DMMC. Missile Class IX items are managed through the MSB missile support company in the same manner. Figure 8-8 shows the flow of Class IX supplies.

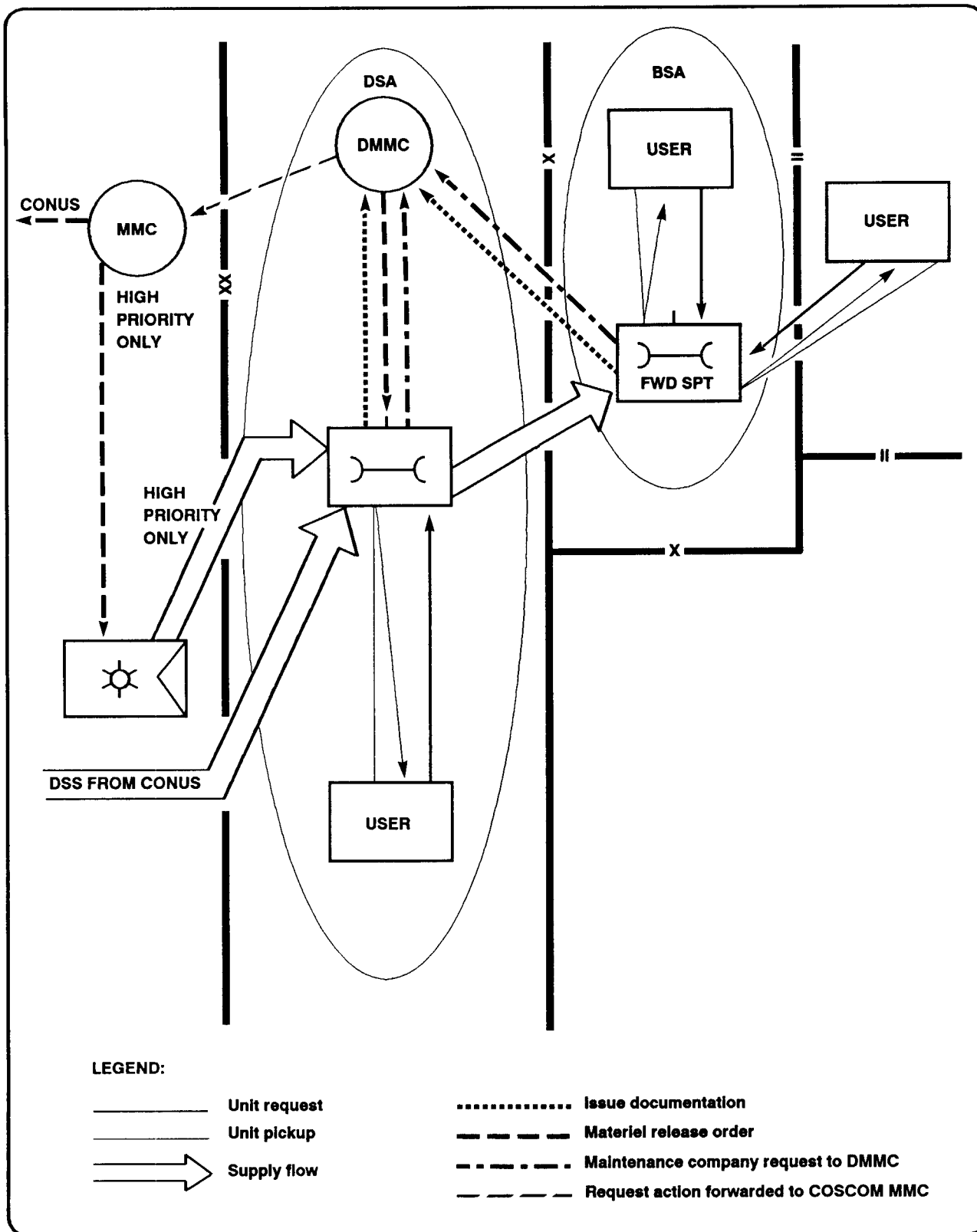


Figure 8-8. Class IX supply.

REPAIR PARTS DISTRIBUTION SYSTEM FOR THE AVIATION BRIGADE

CLASS IX GROUND SUPPLIES

Aviation brigade elements in a BSA submit their requests to the maintenance company in the forward support battalion. The aviation brigade elements located in the division rear submit requisitions to the MSB light maintenance company. The cavalry squadron submits requests to the closest FSB maintenance company for common Class IX supplies. Because of the mobility of aviation brigade elements, all requisitions not filled by the FSB are forwarded to the DMMC for fill from the division ASL. These requisitions must be earmarked according to SOP. This also applies to parts received from the COSCOM MMC for the cavalry squadron. The ground maintenance personnel in the attack battalion HHC supervise ground parts supply. The two responsible people are the maintenance technician and the NCO in the company headquarters section. When attack battalion elements are located in a maneuver brigade area, requests for Class IX common parts are processed through the supporting BSA the same as for the cavalry squadron.

CLASS IX (AIR) SUPPLIES

The AMCO provides repair parts supply for all division aircraft, avionics equipment, and aircraft armament systems. This company also maintains the division ASL for Class IXA.

Aviation brigade elements located at the division rear submit their requests to the AMCO. This company is also located in the division rear. Normally, all aviation PLLs and records for the attack battalions, AHC and CAC, are kept with the rear area AVUM section. When deployed in front of the division, the cavalry squadron may be unable to echelon trains elements. This would prevent the service platoon leader interface with the AMCO. When the field trains for the cavalry squadron are located in a forward BSA, the service platoon leader coordinates with the aviation brigade S4. This coordination is for the receiving of parts and AVIM support.

The AVUM platoon leader selects PLL items to be available forward at the combat trains or FARP for quick-fro repairs. Usage of these items must be reported to the PLL clerk so that the items can be replenished. Items required forward that are in the unit's PLL are reported to the AB S4 for transport forward. In emergencies, the AVUM platoon commander or service platoon leader uses his aircraft to secure parts from the rear. At least one aircraft from the CAC must be in direct support of the brigade S4 for emergency resupply of certain classes of supply.

CLASS VII/WEAPON SYSTEMS DISTRIBUTION

CLASS VII

Class VII stocks are maintained at corps level and higher. Division units submit their requests for Class VII items to the property book-Class VII section of the DMMC. If stocks are available within the division, the section directs lateral transfer of stocks between units to satisfy the requirement. If stocks are not available within the division, the DMMC requisitions them from the COSCOM MMC. Physical distribution of incoming stocks are handled through the same channels as Classes II, IV, and III (packaged). Figure 5-5 shows the request and delivery flow of Class VII items.

Class VII items are often designated in OPORDs as command controlled because of their cost and importance to combat. Command approval is required before these items can be issued. However, this does not necessarily mean commanders must approve every individual request. Division commanders may authorize

the DMMC to release items on the basis of support priorities specified in the OPORD. The commander may place additional limitations on issue of items if he desires. This often includes setting quantities of critical items authorized to be issued to each unit in accordance with support priorities. If requests from a unit exceed its authorized quantity, the unit has to go through command channels to get its authorization changed. In any case, the DMMC and support operations branch must ensure procedures are established in advance.

Damaged or destroyed weapon systems must be reported. This is done because of the impact each weapon system has on the battle. The supply technician serves as the DMMC point of contact for the delivery of weapon systems in coordination with the WSM.

WEAPON SYSTEMS DISTRIBUTION

The MSB S&S company supply platoon (receipt, storage, and issue section) establishes a Class VII supply

point for major end items. This assembly area is normally located adjacent to a rail line of the MSR from corps. The MSB light maintenance company and the AG replacement detachment are normally located close enough to the assembly area. This is done so that coordination between all three elements remains quick and dependable. The corps notifies the DMMC that a particular system is scheduled for delivery. In accordance with priorities established by the division for issue, the DMMC alerts the MSB S&S company, the light maintenance company, and the replacement operation of the division AG that a weapon system is inbound. The DMMC also provides this information to the appropriate FSB for planning purposes. The WSM in the DMMC contacts the FSB to have crew members of the receiving unit report to the Class VII supply point. These crew members also pick up replacement crew members at the replacement detachment.

Incoming systems are off-loaded at the Class VII supply point. This is done by personnel from the supply platoon of the MSB S&S company. The MSB support operations section notifies —

- The DMMC for property book action. The DMMC property book-Class VII section immediately identifies the battalion to be assigned each new weapon system based on division priorities.
- The AG replacement detachment for coordination of the crews when necessary.
- The WSM that the incoming system has arrived.
- The MSB light maintenance company for coordination

of maintenance support teams who conduct required system checks with new crews.

- The DISCOM movement control office to arrange HET transportation to the receiving battalion when required.

At the same time, the S&S company notifies the supply company of the FSBs what time the system will be delivered to the receiving battalion. The FSB supply company advises the receiving battalion of the expected delivery time.

The replacement detachment assembles the required crew members. The crew may be complete or partial, depending on personnel losses. The detachment coordinates destination of crews and delivery times. The crew —

- Completes storage of basic issue items.
- Checks out communications, using the MSB radio net.
- Test fires and zeros armament.

Requirements for unit or DS maintenance are accomplished by MSTs from the MSB light maintenance company or missile support company.

The S&S company of the MSB notifies the support operations section of the MSB who coordinated with the DISCOM MCO for the movement of systems from the DSA to the BSA. Systems and crews go to the FSB supply platoon or directly to the appropriate field trains area as coordinated through the FSB. Guides from the receiving battalion normally pick up the system and crews at the FSB supply company.