

Chapter 1

Sustaining the Division

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DISCOM SUSTAINMENT MISSION

The DISCOM provides division-level logistics and HSS to all organic and attached elements of the division. The COSCOM logistics task force operating in the division area will provide logistics to the nondivision units in the division area. The DISCOM commander is the principal logistics operator of the division. He exercises full command authority over all organic units of the support command. The division G4 has coordinating staff responsibility for logistics planning. He develops division-level plans, policies, and priorities. The relationship between the division G4 and the DISCOM commander must be extremely close because of the similarities of interests. The DISCOM support operations section and the MMC provide planning and coordination to ensure sustainment support for all division and attached units.

The DISCOM provides the following logistics and HSS:

- Support of Class I, II, III, IV, V, VI, VII, VIII, and IX supplies.
- Operation of ammunition transfer points within the division. (Under MOADS, the corps DS ammunition company operates the division rear ATP. See Chapter 6.)
- DS maintenance and reinforcing unit maintenance support for all common and missile materiel organic to the division, and AVIM support for all aviation materiel.
- Materiel (supply and maintenance) management for the division.

- Transport for personnel, supplies, and equipment to accomplish division logistics and administrative missions. Also provide supplemental ground transportation to support emergency requirements.
- Supervision and coordination of DISCOM transportation operations.
- ADP system software support for division logistics activities.
- Materiel salvage facilities.
- A limited capability to carry reserve supplies.
- Logistics information and advice to the division commander and his staff, except construction.
- Echelons I and II health service support to units assigned and attached to the division. This includes emergency medical care, advanced trauma management, and sick call. Also provided are intradivision ground evacuation, emergency dental care, and optometry support. In addition, direct support and unit-level medical maintenance are provided as well as coordination of Echelon III (corps) HSS.
- Planning, coordinating, and conducting rear operations within its assigned areas of responsibility.
- Receipt, storage, and distribution of unclassified maps.

The DISCOM is dependent on the following

- Corps transportation to bring supplies forward to

the DSA and BSAs (Class IV, V, and limited III).

- The division AB or corps medium helicopter units for airlift needed to support logistics requirements,
- Additional water support distribution,
- Nondivisional field service units for laundry, bath, clothing exchange, and graves registration

services. (Only when there are no authorized organic augmentations.)

- Appropriate elements of the corps for financial, legal, personnel, and administrative services.
- Corps aeromedical evacuation units for aeromedical evacuation support.

SUSTAINMENT PLANNING

Sustainment planning begins with the commander's statement of his intent in conducting the battle. This planning is done concurrently with the development of the tactical plan. Coordination with the division G1/G4 ensures that the tactical schemes of maneuver and fire support are supportable. The ADC-S orchestrates this planning with the DISCOM commander and the division rear CP staff. In the brigade AO, the FSB works with the brigade S4 to plan sustainment.

Some of the critical factors to consider in support planning are –

- Mission.
- Number, types, and capabilities of support units and quantities of resources available. See Appendix C for discussion of heavy/light mixes.
- Commander's priorities for support.
- Consumption factors for planned operations.
- Critical weapon systems whose continuous operation is crucial to the success of the battle.
- Threat to CSS operations in the rear and forward areas.
- Major tactical contingencies requiring support. See Appendix D for the DISCOM support in LIC.

- Location of supporting and supported activities.
- Effects of terrain and weather on supported activities.
- Casualty estimates.
- Future operations.

In applying these factors, commanders and their planners should consider the following principles:

- Provide continuous and adequate support.
- Perform support functions as far forward as possible.
- Overcome interdiction and congestion by fully exploiting and controlling trucks, helicopters, and all other means of transportation.
- Support committed units by pushing support packages forward rather than by filling requisitions.
- Position logistics units and facilities to afford priority of support to the main effort of the operation.
- Plan in detail for the protection of support units. Emphasize self-protection and passive protective measures when planning.

SUSTAINMENT IMPERATIVES

The tenets of AirLand Battle doctrine – *initiative*, *agility*, *depth*, and *synchronization* — are basic to operational and tactical success on the battlefield. These tenets establish the framework for arranging sustainment. Sustainment must be carried out to assist the maneuver commander to attain those tenets. Sustainment then seeks to overcome the natural inhibiting effects of the logistics “tail.” It also enables the maneuver commander to take advantage of opportunities to achieve tactical or operational advantage.

Sustaining the battle requires commanders and staffs to adhere to the sustainment imperatives. These imperatives are anticipation, integration, continuity, responsiveness, and improvisation.

ANTICIPATION

The agility of a force, its ability to seize and retain the initiative, and its ability to synchronize its activities in-depth all depend to a great extent on how well the DISCOM anticipates requirements. For the sustainment planner, anticipation means maintaining and accumulating those assets necessary to support

the commander's operation at decisive times and places. Anticipation also demands that DISCOM planners be flexible enough to accommodate any likely operational or tactical contingency.

INTEGRATION

Neither tactical nor operational plans can succeed without fully integrated CSS. The commander must assure that his overall operation is supportable at every stage of its execution. DISCOM commanders must plan their own activities to give the operational commander the greatest possible freedom of action throughout the campaign or battle. They must be bold and innovative in their operational planning by supporting the combat force in doing more than the enemy thinks possible. In this regard, sustainment operations must also be thoroughly integrated into any deception plan.

CONTINUITY

Sustainment cannot be interrupted without directly diminishing the power of the combat force. Operating forces must receive continuous supply and services to sustain their fighting strength.

While operations and sustainment both vary in intensity, operations may enter inactive periods; sustainment does not. DISCOM planners and commanders must take advantage of every opportunity to increase sustainment capabilities. When the pace of combat activity diminishes, they must redirect their efforts to replenish the sustainment base while continuing support to combat units.

Continuity requires that the sustainment effort never becomes hostage to a single line or mode of support. Planners must anticipate the temporary or permanent losses to key ports, air heads, and LOC nodes. Planners may consider hedging through forward stockage,

establishment of alternate facilities, or a combination of both. Since the price of such hedging is a reduction in current support, the commander must constantly balance that cost against the risk of interruption.

RESPONSIVENESS

In crisis or when fleeting opportunities arise, the sustainment system must react rapidly. Such quick reaction to increased demand is only possible with trained DISCOM units. Trained units respond on short notice and surge their support for brief periods.

Such efforts may temporarily upset the support system but are often necessary to winning. The mental and physical agility to cope with such requirements must be built into the sustainment system ahead of time. To accomplish this, commanders must have effective organization, careful planning, and solid training.

IMPROVISATION

No matter how carefully DISCOM commanders and planners try to anticipate events, unforeseen contingencies arise in every conflict. Enemy action, interruption to established systems, and natural disasters can all upset plans and require improvisation.

DISCOM planners have always had to improvise when responding to unanticipated emergencies. During these times, normal operating procedures normally cease. Unusual sources of supply and transportation are exploited and exceptional risks accepted.

Improvisation has long been one of the American soldiers' greatest strengths and is viewed as an advantage in meeting emergencies. Improvisation is not a substitute for anticipation but rather a necessary complement to it.

DISCOM SUSTAINMENT ORGANIZATION

The heavy division usually consists of six major subordinate commands. These commands are an aviation brigade, division artillery, DISCOM, and three maneuver brigades. To accomplish the logistics and HSS missions, DISCOM units deploy throughout the division area of operation.

DISCOM HHC

The DISCOM headquarters commands and controls organic and attached units of the DISCOM. It supervises and controls all division-level logistics

and HSS operations. It also advises the division commander and staff concerning supply, maintenance, medical, transportation, and field services functions throughout the division.

The headquarters company is responsible for providing all necessary administrative, supply, maintenance, and field feeding support for the company and the DMMC. The headquarters company provides for billeting, training, discipline, and security in the company. It also provides internal supply, food service,

and unit maintenance for vehicles, generators, and construction equipment organic to the HHC and DMMC. It also provides administrative, food service, and water support to the division AMCO. Details on the HHC are in Chapter 2. The division rear CP and the DISCOM CP are collocated. The DISCOM provides supply, maintenance, and field service support to division rear CP personnel.

DMMC

The DMMC is the primary materiel managing element in the division. The center receives policy and operational guidance from the DISCOM commander and advises the commander on materiel (supply and maintenance, less medical) management. Activities include —

- Determining supply requirements.
- Ordering and directing the distribution of supplies received by the division (except Class VIII).
- Developing and supervising the division authorized stockage lists and the prescribed load lists.
- Maintaining the division property book and Army equipment status reporting data.
- Operating an integrated division maintenance management information program. The DMMC maintains maintenance status to include problems, maintenance requirements, and unit materiel readiness in the division.

Details on the DMMC are in Chapter 3.

DEPLOYMENT OF DISCOM ELEMENTS

The mission is the basic consideration in the location of CSS units and their facilities. Maintenance, supply, and medical companies and other DISCOM units must be far enough forward to be appropriately responsive to the requirements of the supported units. Maintenance, for instance, takes place not only in the BSA but wherever the weapon system is located, if at all possible. Mechanics and mobile equipment must be there to fix or replace components of the weapon systems. Additional considerations are enemy capability and their proximity to support activities and other potential targets. Figures 1-1 and 1-2 show the deployment of DISCOM units as they may be throughout the DSA and BSA.

AIRCRAFT MAINTENANCE COMPANY

The division aircraft maintenance company is organic to the DISCOM. This company provides AVIM support to the specific aircraft assigned to the division. The company provides responsive one-stop aircraft intermediate maintenance and supply support from its base location. It also provides maintenance support forward to aircraft operating units. The three forward support helicopter repair/recovery teams normally provide support forward. When required, additional aircraft component repairers are drawn from company resources and attached as needed to complete a specific mission. Each team supports a specific type of aircraft. There is one team for each of the following attack, utility, and observation. Further discussion of the AMCO is in Chapter 8.

MAIN SUPPORT BATTALION

The main support battalion is organic to the DISCOM. The battalion provides division-level logistics and health service support to division units located in the division rear. It also provides reinforcing support to the forward support battalions. A detailed description of the MSB's mission, organization, and functions is presented in FM 63-21.

FORWARD SUPPORT BATTALIONS

The forward support battalions are organic to the DISCOM. These units provide division-level logistics and HSS to the brigades and other division units located in the brigade areas. A detailed description of the FSB's mission, organization, and functions is presented in FM 63-20.

Brigade and division support areas normally locate toward the rear of the units they support. Considerations for support area locations are covered in Appendix A.

BRIGADE SUPPORT AREA

The brigade support area is that portion of the brigade rear occupied by the forward support battalion, the brigade rear CP, and other units shown in Figure 1-1. In those instances where the maneuver battalion trains are echeloned, the battalion field trains are included. The BSA is normally between the division support area and the battalion areas. The BSA is approximately 25-30 kilometers behind the FLOT. This provides protection against enemy indirect fire weapons.

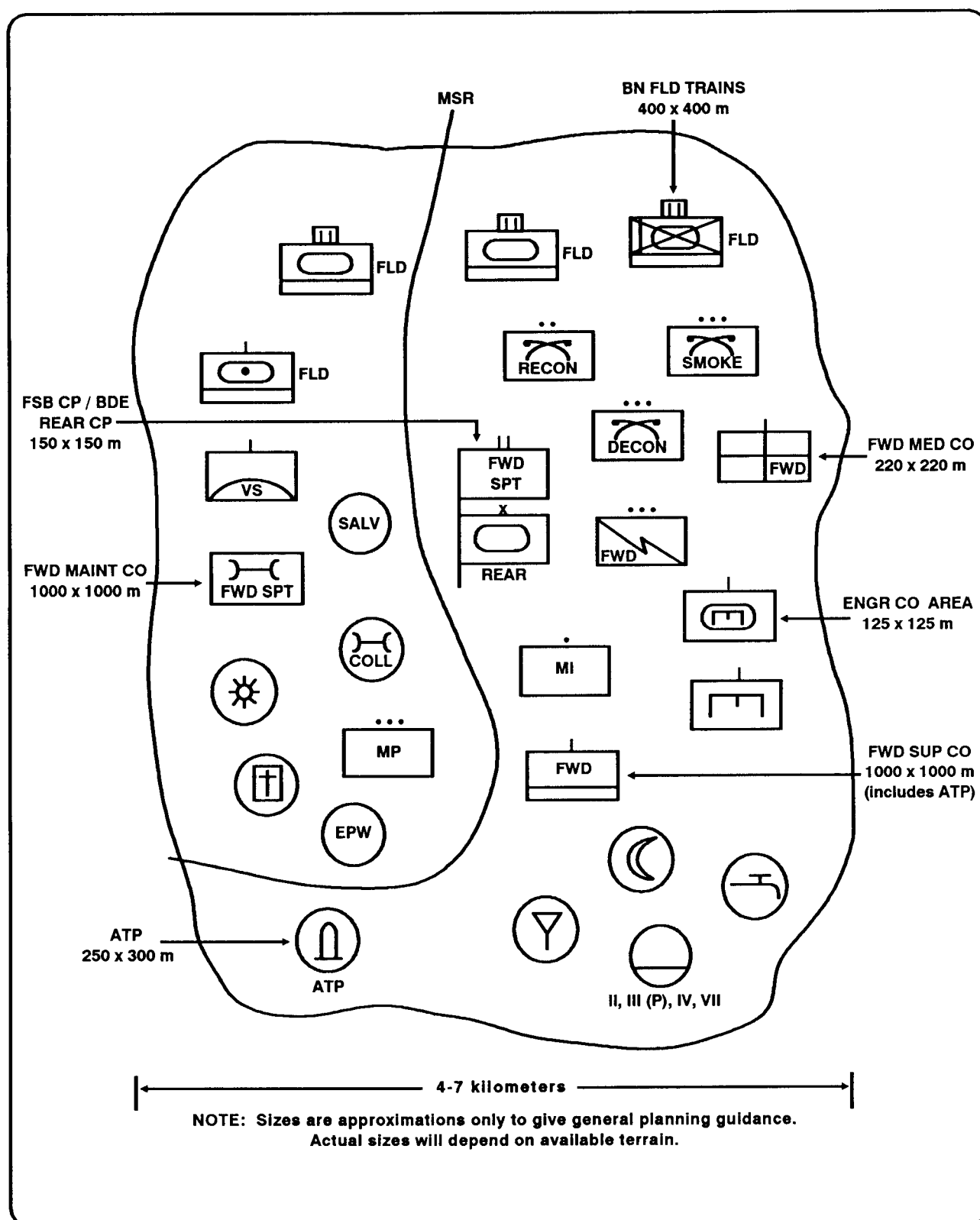


Figure 1-1. Sample BSA layout (division elements).

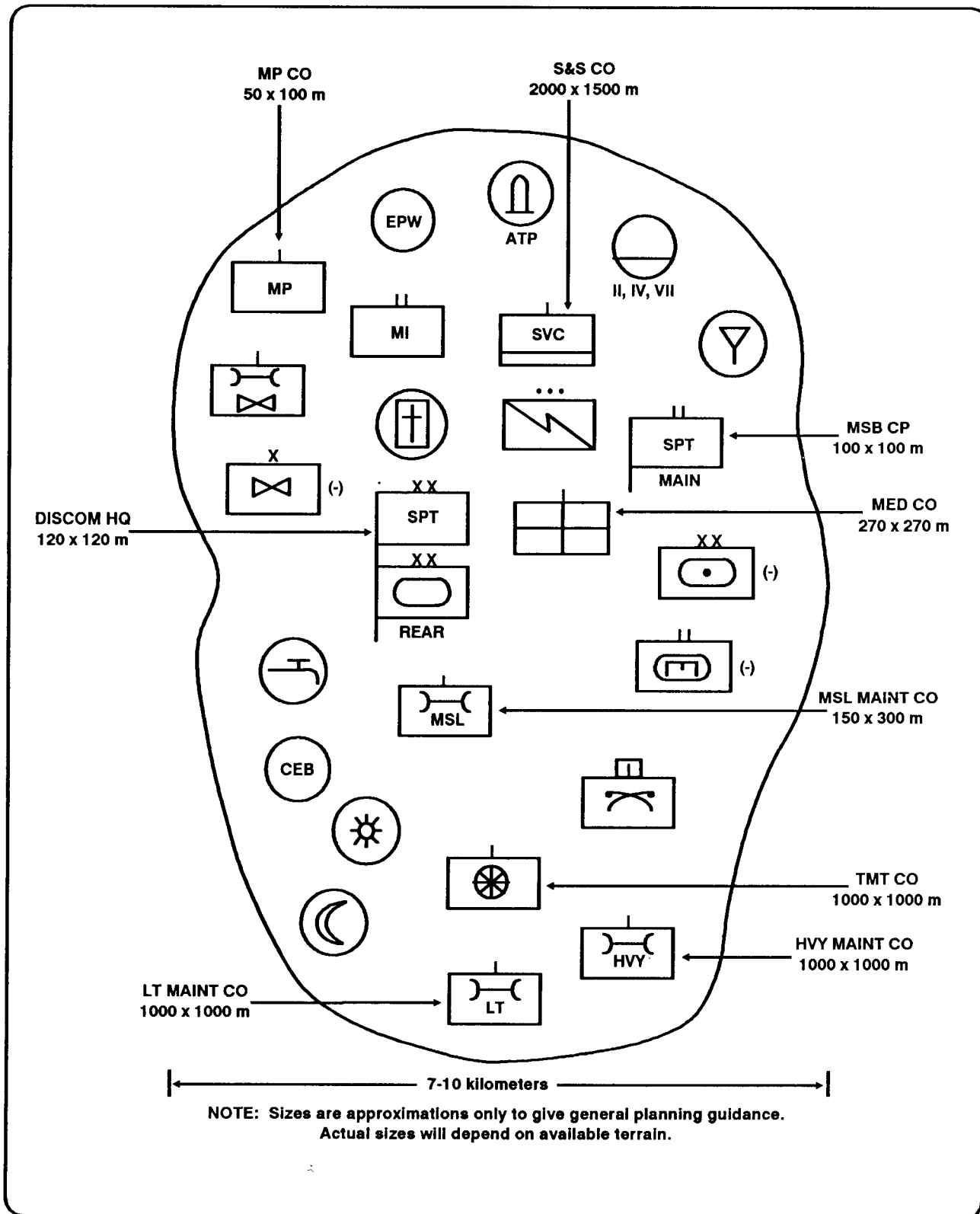


Figure 1-2. Sample DSA layout (division elements).

Figure 1-1 depicts units normally found in the BSA. Both division and corps units may locate within the BSA. Coordination for personnel and logistics support for the brigade is done in the BSA through the interface of the brigade S1, the S4, and the FSB. Direct coordination exists because the brigade rear CP collocates with the FSB TOC. The FSB commander is the BSA commander.

The commander must balance the need for security against the need for dispersion. Specific missions, condition of road nets, and disposition of other troops in the area influence the distance between troop units. It may be necessary, because of terrain restrictions or a guerrilla threat, to limit dispersion of logistics facilities even when an NBC threat exists. NBC considerations are discussed in Appendix B. Ideally, logistics activities disperse far enough to avoid the destruction of more than one unit. However, too much dispersion tends to reduce operational efficiency. It also increases the vulnerability of logistics units to sabotage, pilferage, guerrilla attack, and enemy conventional attack. Defense measures should be taken to ensure the least interruption in support operations. All troops must know how to use the individual and crew-served weapons organic to their unit.

DIVISION SUPPORT AREA

The division support area is that portion of the division rear occupied by the DISCOM and division rear command posts and many of the units organic and attached to the DISCOM. See Figure 1-2. This area may also contain combat support units and COSCOM

elements operating in support of the division. The DISCOM commander is the DSA commander. The division rear CP normally collocates with the DISCOM CP. This is done to help with coordination, share area communication assets, and draw life support and security.

The DSA is normally between the division rear boundary and the BSAs and next to air-landing facilities and the MSR. The precise location of the DSA is contingent on a number of factors. Some of the major factors are the tactical plans, the location of COSCOM installations, and the MSRs. The terrain in the area of operations, security, and access to lines of communication must also be considered.

Like units in the BSA, elements within a DSA are dispersed, and each element must be prepared to provide its own protection. Employment of passive defense measures, such as dispersion, movement, concealment, cover, camouflage, and deception, reduce detection. Unit SOPs should prescribe active and passive defense measures for personnel, materiel, and installations. Appendix A covers self-defense in detail.

DISCOM units in the DSA displace only as necessary to maintain continuous support to the division and for security reasons. If a move is necessary, the DISCOM commander recommends the new locations. This is done through the operations cell of the division rear CP. All DISCOM units in the division rear (except the AMCO) must be capable of moving every one to three days.

SUSTAINING THE OFFENSE

An offense may be launched at any time and with minimum advance warning. Therefore, sustainment planners must be continuously kept informed of operational plans and anticipate offensive operations even while supporting other types of operations.

PURPOSE OF THE OFFENSE

The primary purpose of the attack is to defeat enemy forces. The characteristics of the offense are surprise, concentration, speed, flexibility, and audacity. The attacker must be able to maneuver rapidly, penetrate deeply, and survive powerful counterfires. The attacker must also maintain the momentum until the objective is taken. If the momentum is not maintained, the enemy may recover from the shock of the first assault and mount a successful counterattack.

PHASES OF OFFENSIVE OPERATIONS

Effective logistics and HSS are essential in maintaining the momentum of the attack. DISCOM commanders must prepare and organize for an offensive operation much the same as maneuver commanders prepare and organize for an offensive operation. Determination of support requirements is influenced, in part, by the phase of offensive operation employed. There are five phases of major offensive operations that the DISCOM commander must consider. They are —

- Movement to contact.
- Hasty attack.
- Deliberate attack.

- Exploitation.
- Pursuit.

These phases are basically sequential. Any operation in progress, however, has the potential of developing into a more fluid type operation or into a defense. DISCOM commanders must consider potential change as they plan to support an offensive operation. The objective in supporting offensive operations is to maintain the momentum by supporting as far forward as possible.

SUSTAINMENT CONSIDERATIONS

In considering the attack, DISCOM elements ensure that all support equipment is ready and that supplies are best located for support. They also ensure that sufficient transportation is available to support the tactical and logistics plans. All logistics elements are informed of their responsibilities in the operation. Consideration must be given to the nature of offensive operations as it affects logistics operations. High fuel consumption may dictate making provisions to build quantities in parallel forward locations without signaling our intentions to the enemy. Ammunition expenditure is typically less in offensive operations. However, responsive support is especially critical and made more difficult by lengthening of supply lines and by critical requirements for user resupply vehicles to stay close to firing elements.

Class III and V are the most important supplies in the offense. However, consideration must be given to all classes, as well as operational procedures specifically medical and maintenance. Supplies must be provided when they are needed. Planning, coordination, communications, and above all, flexibility are key elements to consider. Forward support becomes even more important and increasingly difficult in the offense. Likewise, DISCOM planners have to coordinate preparations with deception plans to avoid giving away the element of surprise.

In addition to general considerations for offensive operations, DISCOM planners should consider some specific factors for each phase of offensive operation.

DISCOM considerations for a movement to contact include the following

- DISCOM supply elements top off supported forces before the movement begins.
- Only minimal resupply is conducted during the move.

- Ammunition expenditures are usually to be light.
- Repair requirements is less in most commodities, but relatively high for vehicles. FSBs may preplan maintenance collection points along the route to reduce recovery requirements.
- Field services, except GRREG, are suspended during the move.
- DISCOM planners must consider potential bypassed enemy elements. They must have the latest intelligence on the enemy situation.

Considerations for support of a hasty or deliberate attack are generally those listed above for offensive operations. Additional considerations include –

- ATPs are positioned as far forward as tactically viable if resupply is possible during the operation.
- DISCOM elements also place refueling assets forward when possible.
- Priority of support is to the main effort with plans made to support follow-on actions.
- Planners arrange to throughput obstacle-breaching and bridging materiel if required.

Considerations for support of an exploitation include –

- Support operations elements coordinate forward echelonment of support elements with the division and brigade rear CPs.
- They also coordinate with the rear CP for support from maneuver elements to keep ground LOCs open.
- Planners arrange for aerial resupply of critical items to the exploitation force securing deep objectives.

A pursuit depends on open and secure LOCs. Air resupply may be required. Other support considerations are as follows:

- Arrangements for air resupply of emergency ammunition and fuel should be made in advance.
- Medical elements must carefully plan and coordinate evacuation procedures for extended LOCs.
- Plans for the evacuation of disabled equipment are critical. Prearranged collection points may be required.

SUSTAINING THE DEFENSE

The primary purpose of division defensive operations is the defeat of an enemy attack. The defense must create conditions that permit the division to survive the initial shock of an attack. Emphasis with the defense is to halt the enemy, and then exploit the initiative and go on the offensive.

Defensive operations can take many forms. They may range from absolutely static to wholly dynamic. They may range from relying on firepower from fixed positions to depending on maneuver to disrupt and destroy the attacking force. Typically, divisions combine area defense to control, stop, or canalize the attacker with mobile defenses to strike and defeat the attacking force.

Sustainment considerations are significant for DISCOM units in support of defensive operations. Support of the defense has several characteristics:

- Supply activity is greatest in the preparation stage. Stockpiling should be far forward and at successive defensive positions. Many supplies— especially munitions and barrier material — will be positioned as far forward as possible. These assets should also have as much mobility as possible. This allows continuous support as combat power is shifted in response to enemy attacks.
- Stockage levels may be two or three times normal amounts for defensive techniques such as

stay-behind operations to create redundancy of caches and needed equipment that cannot be readily resupplied.

- Positioning of facilities should be far enough in the rear to be out of the flow of battle and relatively secure. However, they should not be so far removed as to render the logistics effort less effective.
- Maintenance teams should be placed well forward to return the maximum number of weapon systems to the battle as soon as possible. Stay-behind forces may require unique support arrangements to insure equipment remains operational.
- Consider use of preplanned/preconfigured push packages of essential items in communications break down. Stay-behind forces will require large quantities (two or three times normal) of water, Class I, III, IV, V, VIII, IX, and batteries.

DISCOM units locate out of the reach of possible penetrations. Locations are protected, concealed, and serviced by good road nets. Units make maximum use of built-up areas. Dispersion is consistent with support requirements, control, and local security. Passive security measures are emphasized. CSS operations are routinely carried out at night.

SUSTAINING THE DEEP ATTACK

Division deep penetrations initially focus on interdicting or fighting second-echelon regiments of first-echelon divisions. The momentum then shifts to interdicting or fighting regimental-sized elements of second-echelon divisions.

Use of deep operations affects the closure time of follow-on elements. They also create windows of opportunity for destructive actions against leading elements of follow-on divisions before they close on defending brigades. Division areas of interest and operation extend far forward of the FLOT. This gives the division commander time to identify approaching enemy forces, assess his options, and execute operations accordingly.

The deep attack takes various forms. Some forms disrupt enemy forces in depth with fire. This delays the enemy arrival in the battle area and prevents him from

interfering with friendly counterattack. Another form of deep attack is more complex and more difficult to achieve. This engages both firepower and maneuver forces while continuing the close battle. It prevents the enemy from massing (depriving momentum) which subjects him to possible destruction. The last form of the deep attack destroys or neutralizes particular enemy threats or advantages.

Support considerations for the deep attack are based on projected mission time length. These considerations are as follows:

- Short-term, highly mobile missions into enemy territory are mission self-sufficient. The units carry what they need and must expect no resupply for the duration of the mission.
- Long-term, highly mobile missions into enemy territory must include the capability to provide

limited CSS. This is done by attaching highly mobile MSTs and health service support elements to the attack force. The use of predetermined air

or ground rendezvous points allow evacuation of wounded and positioning of emergency supplies and equipment.

SUSTAINING RETROGRADE OPERATIONS

A retrograde operation is an organized movement to the rear or away from the enemy. Enemy action may force the operation or a higher headquarters may direct its execution. Retrograde operations gain time, avoid combat under unfavorable conditions, or draw the enemy into unfavorable positions. Well-planned, well-organized, and aggressively executed retrograde operations can inflict heavy damages to enemy troops and equipment. At the same time they continue to maintain the division's fighting integrity.

Retrograde operations fall into three different types:

- The delay is an operation in which the division under enemy pressure, trades space for time. At the same time, the division inflicts maximum damage on the enemy without becoming decisively engaged in combat.
- The withdrawal is an operation in which the division, in contact with the enemy, frees itself for a new mission.
- The retirement is an operation in which the division out of contact, moves away from the enemy.

Sustaining retrograde operations is particularly complex because of the many activities that may be taking place concurrently. Maneuver units at any given time may be defending, delaying, attacking, or withdrawing. All of these actions need support under

the overall retrograde operation. Since the retrograde is basically a movement to the rear or away from the enemy, the following need consideration:

- Echelonment of DISCOM elements rearward.
- Limiting of supplies forward to only the most combat essential. Evacuate all other supplies and equipment early.
- Evacuation of supplies and equipment to planned fall-back points along the withdrawal routes.
- Planned destruction of all supplies and equipment, except Class VIII (refer to FM 8-10), that cannot be evacuated.
- Emphasis to keep supply and evacuation routes open.
- Withdrawal of forward medical treatment units as early as possible.
- Early evacuation of patients. Develop alternate means of evacuation; use air evacuation.
- Evacuation of equipment for repair.
- Movement of all nonessential DISCOM units and facilities to the rear as early as possible.
- Performance of CSS functions at night and during other periods of limited visibility.

NIGHT AND LIMITED VISIBILITY OPERATIONS

DISCOM commanders must anticipate that at least 50 percent or more of their work will be done in darkness or under other limited visibility conditions. Noise and light discipline is a necessity when operating under these conditions. Noise and light discipline controls need to be outlined in unit SOPs. These controls need to be briefed to unit members on a regular basis. Additional considerations for these types of operations are —

- Use of appropriate civilian buildings which would reduce thermal signature.

- Use of light-proofed shelters, both large and small.
- Use of filtered lights.
- Use of night-vision devices.
- Use of chemical lights to light CPs or vehicles and use of chemical trip flares.
- Use of self-defense smoke and obscurants.