

## CHAPTER 2

# ORGANIZATION FOR LOGISTICS SUPPORT

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### Section I. GENERAL

#### 2-1. Introduction

*a.* Planning logistics support for military operations is a continuous, complex process. It evolves from objectives resulting from the threat analysis and decisions of the national command authority and the force structure designed to carry out US military policy. Logistics support planning is a function of command at each level. However, there are significant differences in interest at various levels of planning and in how planning is conducted and documented at different echelons. These will vary from broad, general terms to very specific detail and from present time to as much as 20 years in the future, depending on the level of organization and purpose of the planning. In general though, each plan fits into a bigger plan until the overall plan for national operations is reached. In the military this is accomplished within the framework of the Joint Strategic Planning System (JSPS) and the Planning, Programming, and Budgeting System (PPBS), which are explained in more detail in chapter 4.

*b.* In providing for logistics support of military operations, there are two kinds of logistics agencies within the organization to deal with.

(1) The top agency (the commander as the decisionmaker and his coordinating staff) is responsible for providing logistics policy and guidance; the review of requirements; the determination or approval of operational plans; and the determination and allocation of logistics means. These are the command aspects of the logistics functions and include the responsibility for planning and supervising the implementation of approved plans by all echelons.

(2) The implementing agency (the unit(s) subordinate to the top agency) executes its functions after the operation is approved. The top agency controls the approval of operational plans on the basis of the feasibility. The action of the implementing agency is always limited to the approved plans and subject to varying degrees of control by the top agency.

#### 2-2. Levels of Planning

*a.* Planning systems employed at the highest echelons of command are designed to insure a disciplined approach to the formulation of military plans and programs for the defense of national interests and the achievement of selected national objectives. The Secretary of Defense, the Joint Chiefs of Staff (JCS), and military services relate war, mobilization, and budget plans to the national economy and to political factors. At this level, these efforts are frequently referred to as "mobilization" or strategic logistics planning and involve elaborate and complex processes as described in chapter 4. They consist of interdependent plans and programs extending over several years. The funds appropriated by Congress in response to these plans and programs determine the logistics capabilities of the Armed Forces and guide the development of broad strategic plans using the forces provided. National level planning also provides the basic policies and concepts for the equipping and support of the combat forces. At this level, emphasis is placed on the command aspects of the logistics function. Based on the threat analysis and the views of the President on foreign and national security policies, JCS prepares strategic plans and provides for the strategic direction of the Armed Forces. JCS, in addition to the proposals on military strategy, provides to the Office of the Secretary of Defense (OSD) proposals on force planning guidance. After considering these proposals and guidance from the President and other agencies, OSD provides planning and programming guidance which includes planning assumptions and guidelines for developing forces, logistics, manpower, research and development (R&D), telecommunications, and intelligence. From this the military departments develop their force levels, support and activity levels, and deployments with the constraints set by OSD. These submissions are reviewed by OSD and decisions are made on all special issues raised.

*b.* Military operations to further national strategic objectives are planned by the commanders of unified or specified commands who are responsible directly to the Secretary of Defense. Some of the command authority of the Secretary of Defense has been delegated to JCS, which provides strategic planning and direction to the commanders of the unified and specified commands. Tactical operations of the unified and specified commands are carried out by subunified commands or Joint Task Forces (JTF) made up of forces of two or more component services. Unless otherwise specified, logistics support for the service component is the responsibility of the parent service. The unified commander must insure the effectiveness and economy of the operations of assigned forces and prevent unnecessary duplication of equipment, facilities, services, supplies, and functions among the service components of his command. At this level, the commander is less intimate with the details of the tactical employment so planning is broad and generalized rather than detailed and exact. As the level of command at which the planning being conducted is lowered, the planning becomes more detailed.

*c.* At the unified/specified command level, force estimates and plans are developed to carry out US military strategy in assigned territorial areas of the world. The interests of the commander of the unified/specified commands span the time frames and strategic interests of JCS and the Secretary of Defense, and the operational and tactical interests of the subordinate commands. The unified commander provides to JCS force planning estimates

and other information regarding support of national military strategy. These cover the short-range and mid-range time frames and are used in developing the Five-Year Defense Program (FYDP) as part of the PPBS. He develops operation plans (OPLAN) and provides policy based on Department of Defense (DOD) and JCS guidance through which responsibilities are assigned and guidance is issued to the service component commands and subordinate, unified, or joint commands for development of their OPLANs for assigned missions. The military services, like DOD and JCS, are interested in the short, medium, and long range time frames and worldwide responsibilities. At the operational command level, the time frame narrows to hours or days at the lowest level. The area of territorial responsibility narrows to meters or kilometers. On the other hand, the expression of the concept of operations is quite specific and detailed. At the unified command level, the plans deal with the delivery of numbers of people without regard to rank and occupational specialty and tonnages of accompanying supplies and resupply that must be shipped to the theater within a scheduled period. The deploying units specify personnel by name, rank, serial number, and military occupational specialty (MOS), and accompanying supplies by quantity, nomenclature, and identification number. The military services determine personnel replacements by quantity and MOS and resupply by quantities of specific line items to support the operation. These differences in areas of interest are expressed in more detail in the paragraphs that follow and in chapters 7 through 9.

## Section II. PLANNING RESPONSIBILITIES

### 2-3. National Command Authority

*a.* National security strategy is one of the key elements of the total national strategy. Assessment of the military threat to US national security and the estimation of the capabilities and intentions of potential and real opponents influence the formulation of the national security strategy and the force structure. Decisions relating to national security are ultimately the responsibility of the President. Since military strategy represents only one part of the total national strategy, the efforts in pursuit of this strategy must compete with other strategies dealing with foreign and domestic issues. To identify the major elements of these issues and strategies, a set of national programs has been developed. As with the various strategies, these programs compete with each other for order of importance and allocation of resources to carry

them out. The President, in his annual budget message to Congress, indicates the importance of, and assigns priorities to, the various programs needed to accomplish national objectives.

*b.* The President's leadership power in foreign policy and national security is vested in him by the Constitution. As Commander in Chief of the armed services, his role in national security strategy is clearly indicated. To provide the President with advice on domestic, foreign, and military policies relating to national security strategy, the National Security Council (NSC) was created by Congress in 1947. The current statutory membership of NSC includes the President, Vice President, Secretary of State, and Secretary of Defense. The Chairman of JCS, the Director of the Central Intelligence Agency (CIA), and other members of the Cabinet and Government officials may be invited

to participate uncertain sessions. NSC lacks executive authority and any other power except to offer advice to the President.

*c.* The function of NSC is to assist the President in integrating and implementing national security policy. Specifically, the council examines American national security goals in relation to national power; studies policies on matters of common interest to those departments and agencies concerned with national security; and suggests guidelines and courses of action to the President. These functions are carried out by several committees and supporting interdepartmental groups.

## 2-4. Department of Defense

*a.* The Department of Defense, created by the National Security Act of 1947, is the executive department most directly involved with conducting the national security affairs of the United States. DOD consists of OSD, JCS, the military departments and the military services, the unified and specified commands, and other defense agencies and activities established to meet specific requirements. The Secretary of Defense is the principal assistant to the President on all matters relating to national defense. He serves as a statutory member of the National Security Council, and members of his staff actively participate as members of the study groups and committees of the NSC. The secretary of Defense translates national security policy into plans, programs, organizational assignments, and implementing guidance for JCS, military departments, and DOD agencies and activities. The basic document which provides JCS and the military departments the basis for strategic military planning and operations is the Defense Guidance prepared annually by OSD. Logistics policies and guidance are contained in the Logistics Planning and Programing Guidance (LPPG) section of the Defense Guidance.

*b.* The basic objectives of DOD are to be prepared to support national policies, to defend successfully the security of the nation, and to insure the US readiness worldwide. To meet the needs of the United States and allied forces in a national emergency, an industrial base which can be quickly and effectively mobilized to support minimum essential long-range production requirements is of major importance. DOD has been charged with providing for a sustained state of industrial preparedness for production of essential military items through continuous planning for production.

## 2-5. Joint Chiefs of Staff

Planning by JCS includes both the "mobilization" or "warmaking" planning of OSD and the "oper-

ational" or "warfighting" planning of the operating forces. JCS is the principal military advisor to the President and the Secretary of Defense. The 31 December 1958 amendment to the National Security Act delineates the responsibilities of the military department, military services, and JCS and provides the basis for the establishment of unified and specified combatant commands. JCS is also an advisor to the National Security Council. Among the responsibilities assigned to JCS are those to provide the basis for JSPS and the Joint Operational Planning System (JOPS) described in detail in chapters 4 and 5. JCS is responsible for preparing strategic plans and providing strategic direction to the Armed Forces. Among the responsibilities assigned to JCS involving logistics planning are those to:

*a.* Prepare joint logistics plans and assign logistics responsibilities to the military services and the Defense Logistics Agency (DLA) in accordance with those plans.

*b.* Review major logistics requirements of the Armed Forces in relation to strategic and logistics plans.

*c.* Review and recommend to the Secretary of Defense appropriate logistics guidance for the military services which, if implemented, will result in logistics readiness consistent with the approved strategic plans.

*d.* Submit to the Secretary of Defense for information and consideration general strategic guidance for the development of industrial mobilization programs.

*e.* Prepare integrated plans for military mobilization.

*f.* Submit to the Secretary of Defense statements of military requirements based upon US strategic war plans. These statements include force requirements and general strategic guidance for the development of military installations and bases and for equipping and maintaining military forces.

*g.* Ascertain the logistics support available to execute the general war and contingency plans of the commanders of the unified and specified commands.

*h.* Provide logistics guidance for use by the military departments, the Armed Forces, and the defense agencies as needed in the preparation of their respective detailed plans.

*i.* Review the plans and programs of commanders of unified and specified commands to determine their adequacy, feasibility, and suitability for the performance of assigned missions.

## 2-6. Unified/Specified Commands

*a.* The US Military Establishment is an efficient team of land, naval, and air forces requiring close integration for effectiveness. The unity of effort required is achieved at the national level by the authority of the President and the Secretary of Defense, by the strategic planning and guidance of JCS and by the common, joint, and cross-servicing by the military departments. At the unified/specified command level, unity is achieved by exercise of operational command, by adherence to common strategic plans and directives and by a sound command organization. The chain of command for operational direction of combatant forces extends from the President to the Secretary of Defense, then through JCS to the commanders of the unified and specified commands. For purposes other than operational direction of unified and specified commands, the chain of command extends from the President to the Secretary of Defense to the Secretaries of the military departments.

*b.* Joint operations requirements include integration of effort of the assigned forces, planning for and conduct of operations, delineation of responsibilities, development of doctrine, and training of forces for joint operations. In operations of unified and specified commands, emphasis is on maximum integration of policies and procedures of assigned forces.

*c.* The unified and specified commands are involved in both the budgetary and mobilization level of planning, and the operational level. In the former, the unified and specified commands, based on assigned missions and territorial responsibilities, provide JCS with their "required" forces which are instrumental in developing the US Armed Force Structure. They also review plans of the service component commands to the military services to insure that the required resources are being provided and included in departmental budget submissions.

*d.* The unified and specified commanders prepare plans for operations within their areas of responsibility as directed by JCS and as determined to be necessary based on the commander's evaluation of the threat to US interests in their area of responsibility. Specifically, the unified/specified commander is authorized to "plan for, deploy, direct, control, and coordinate the action of assigned forces," and to "exercise directive authority within his command in the field of logistics." His authority extends also to other areas but that authority expressed above, as well as review of service component recommendations on budget submissions, are of primary interest to the logistics planner.

*e.* Operations planning at this level is quite detailed. Extensive use is made of the staff study, estimate of the situation, and operations analysis to provide the commander with that information which identifies several alternative courses of action, the advantages and disadvantages of each, and recommendations upon which the commander can base his decision. The operations planning process is formal and, in accordance with JOPS (discussed in detail in chapters 5 and 6), emphasizes the command aspects of planning. From this planning effort, guidance is provided to the service components, subordinate unified commands or JTF command, transportation operating agencies (TOA), and other supporting commands for development of their supporting plans. The logistics planning responsibilities of the unified/specified commander who develops the OPLAN (supported commander) and those of other unified/specified commanders, TOAs, and other major commands who support the OPLAN (supporting command) are discussed in chapter 5.

## 2-7. Department of the Army Planning

*a.* The Army planning system is oriented to the JSPS of JCS. It considers, as does JSPS, the short-term (0-2 years), midterm (2-10 years), and long-term (10-20 years) periods. The Army system has a formal cycle which causes a series of documents to be published. The series begins with critical strategic issues facing the Army, and an analysis of available appraisals and threat estimates related to strategic issues. The Army Strategic Appraisal (ASA) is the basis for developing Army positions on national strategy and policy. Developed by the Army War College, the ASA offers the Army Staff unconstrained views on critical strategic issues and suggests Army initiatives for addressing those issues. Primary planning guidance to the Army Staff and major commands from the Chief of Staff is contained in the Army Plan (TAP). The Army Mobilization and Operations Planning System (AMOPS) spells out for the Army Staff, Army major commands, and Army component commands of unified commands the guidance for employment and/or support of Army forces for this short-term period. This tells the Army component commanders of unified commands the Active Army units available for contingency planning, the mobilization schedule, and planned availability of Reserve component forces. It also assigns tasks to major Army commands (MACOM) and provides guidance for personnel, intelligence, and logistics matters; and provides guidance required to plan for mobilization of units and individuals to meet established force requirements in the event of the need to

expand the Active Army. DCSOPS, DA has Army General Staff responsibility for AMOPS.

*b.* The planning described above is directed primarily at budgeting and mobilization aspects. The DA Staff does not get actively involved in operational planning. Responsibilities for operational planning have been delegated to Army component and major commanders. The Army Staff does provide guidance, policy, and direction for planning. The Army Staff may become involved in operations planning on an exception basis and is responsible for periodically reviewing Army component commands' OPLANs. Logistics planning responsibilities of Headquarters, Department of the Army (HQDA) are discussed further in chapter 7. The responsibilities of other major commands are discussed in chapters 7 and 8.

## 2-8. Non-Department of Defense Agencies

Several departments and agencies, other than DOD, have responsibilities which contribute to the logistics support of the military forces. The principal agencies and their contributions are:

*a. Department of Commerce.* This department is concerned with promoting the nation's economic development and technological advancement. Among its programs are the provision of social and economic statistics and analyses for business and Government planners; increased use of science and technology in development of the economy; and understanding of the earth's physical environment and oceanic life. The functions of this activity are of special interest to military logistics planners. The National Oceanic and Atmospheric Administration (NOAA) falls under this department. The principal functions and activities of NOAA are:

- (1) Reporting the weather of the United States and its possessions to provide weather forecasts and issues warnings against destructive natural events, and provide special services to weather-sensitive activities.

- (2) Preparing and issuing nautical and aeronautical charts and providing precise geodetic surveys.

- (3) Predicting tides, currents, and the state of oceans.

- (4) Operating a national environmental satellite system.

- (5) Acquiring, storing, and disseminating worldwide environmental data through a system of meteorological, oceanographic, geodetic, and seismological centers.

*b. Department of Transportation (DOT).*

- (1) DOT is responsible for the development of national transportation policies and programs conducive to the provision of fast, safe, efficient, and convenient transportation at the lowest possible cost. It coordinates many transportation services and encourages the cooperation of Federal, State, and local Government transportation activities as well as pertinent industry and labor groups. The Federal Aviation, Highway, and Railroad Administrations are the important elements of DOT that, among other responsibilities, make rules and establish systems to insure the safety of these modes of transportation. DOT is also responsible for the development and maintenance of the US Merchant Marine.

- (2) Transportation planning for national emergencies is centrally coordinated by the Director of Emergency Transportation of DOT. The mission of this office is to prepare a national emergency plan and develop preparedness programs covering all modes of commercial transportation for the movement of passenger and freight traffic to meet essential civil and military needs during an emergency. In a national emergency, this office is responsible for coordinating transportation requirements of various agencies, allocating commercial transportation resources including intransit storage facilities, and providing the administrative capability for guiding and controlling all commercial transportation.

- (3) The Maritime Administration administers programs that aid in the development, promotion, and operation of the US Merchant Marine. The administration conducts research and development activities to improve the efficiency and economy of the Merchant Marine. Under emergency conditions, it charters Government-owned ships to US operators; requisitions or procures ships owned by US citizens; and allocates them to meet defense needs. It maintains a National Defense Reserve Fleet of Government-owned ships which it operates through general agents when required in national defense interests. It also disposes of Government-owned ships not essential to national defense needs.

*c. General Services Administration (GSA).* The GSA provides a range of services to DOD and other Government agencies. These services include automatic data processing (ADP) resources management; the Federal Telecommunications System (FTS); and a Government-wide supply and service system (see also paragraph 6-16). Within GSA, two major subordinate elements are of special interest to DOD logistics planners.

(1) The Office of Information Resources Management is responsible for the ADP Resources Management Program and the FTS which is composed of the FTS Voice Network and the Data/Record Network.

(2) The Office of Federal Supply and Services operates a Government-wide system to provide common services and supplies. It is also responsible for managing most emergency defense supplies. During a national defense emergency, requisitions are submitted to GSA in the normal manner. When serious shortages or other developments require changes in supply methods or procedures, GSA will issue further guidance. In the event that the United States is involved in an overseas conflict, Federal agencies could be operating under emergency conditions for a prolonged period. The GSA emergency preparedness plans provide for inventory buildups, expedited deliveries from suppliers, and the execution of new

supply contracts as required, as a means for satisfying the expected increase in requirements. This is particularly significant for items supplied to DOD activities and associated agencies (CIA, National Aeronautics and Space Administration (NASA), Federal Aviation Administration (FAA), and Nuclear Regulatory Commission (NRC)).

*d. Federal Emergency Management Agency (FEMA).* FEMA was created to provide a single point of accountability for all Federal emergency preparedness, mitigation, and response activities. The Agency is chartered to enhance the multiple use of emergency preparedness and response resources at the Federal, State, and local levels of Government in preparing for and responding to the full range of emergencies—natural, manmade, and nuclear—and to integrate into a comprehensive framework activities concerned with hazard mitigation, preparedness planning, relief operations, and recovery assistance.

### Section III. LOGISTICS SUPPORT RESPONSIBILITIES

#### 2-9. Department of Defense Agencies

*a. Under Secretary of Defense for Research and Engineering (USDRE).* USDRE serves as the principal advisor and staff assistant to the Secretary of Defense for scientific and technical matters, basic and applied research, environmental sciences, and the development of weapon systems. USDRE must insure complete coordination between the military departments as well as with JCS on the interaction of strategy and research and development. He must monitor system development and provide the necessary policies and guidance with respect to types of R&D effort and specific systems and equipments.

*b. The Assistant Secretary of Defense (Acquisition and Logistics) (ASD(A&L)).* ASD(A&L) is the principal logistics staff office in the Office of the Secretary of Defense. In the logistics area, he is involved in the fields of weapon system acquisition, acquisition management, industrial base and resources, supply management, transportation and traffic management, production and manufacturing, contract provisions and administration, spares program management, industrial priorities and allocation system and, in coordination with the Under Secretary of Defense (Research and Engineering), the functional area of Integrated Logistics Support (ILS). Other responsibilities of the Department include installations and real property planning, design, acquisition, maintenance, and disposal; military base structure and utilization; facilities readiness and sustainability; and military

mobilization planning guidance for installations and logistics. As the designated Defense Acquisition Executive, ASD(A&L) also serves as the principal advisor and staff assistant to the Secretary of Defense for the acquisition of defense systems and equipment.

*c. Assistant Secretary of Defense (Force Management and Personnel) (ASD(FM&P)).* The ASD(FM&P) serves as the principal staff assistant and advisor to the Secretary of Defense for total force management, military and civilian manpower, military and civilian personnel matters, and manpower requirements for weapons support.

*d. Director of Program Analysis and Evaluation.* This director serves as the principal advisor and staff assistant to the Secretary of Defense in the area of operational test and evaluation of weapons systems and defense materiel.

*e. Defense Logistics Agency.*

(1) DLA is a DOD agency under the Secretary of Defense and subject to DOD policies, directives, and instructions. The DLA mission is to:

(a) provide effective and economical support to the military services, other DOD components, Federal civil agencies, foreign governments, and others as authorized, for assigned materiel commodities and items of supply, logistics directly associated with the supply management function, and other support services as directed by the Secretary of Defense;

(b) provide contract administration services to the military departments and other DOD components, Federal civil agencies and, when authorized, to foreign governments and others; and

(c) administer the operation of DOD programs as assigned.

(2) DLA is also responsible for the performance of the following functions—materiel management, technical report services, monitoring DOD supply relationships with General Services Administration, operating a centralized referral system for DOD employees, and monitoring systems analysis and design, procedural development, and maintenance for supply and service systems as assigned by the Secretary of Defense.

(3) In the area of logistics services, DLA handles the administration of a variety of Department of Defense programs related to the logistics mission, among them, the Federal Catalog System, the Defense Integrated Data System, the Research and Technology Information System, the DOD Personal Property Utilization and Disposal Program, the Defense Industrial Plant Equipment Program, and the Defense Precious Metals Recovery Program. Besides these broad programs, the logistics services category includes a wide range of more specific administrative and technical services, from housekeeping and office support to operation of a vast supply management data bank.

*f. The Joint Chiefs of Staff.* (See paragraph 2-5.)

*g. Unified/Specified Commands.* (See paragraph 2-6.)

*h. Component Commands.*

(1) A component command consists of the component commander and all those individuals, units, detachments, organizations, or installations under his military command which have been assigned to the operational command of the commander of the unified command. Other individuals, units, detachments, organizations, or installations may operate directly under the component commander in his service role, and should contribute to the mission of the unified commander as appropriate.

(2) Each component commander is charged with the responsibility for making recommendations to the commander of the unified command on the proper employment of his component, and for accomplishing such operational missions as may be assigned by the commander of the unified command. The component commander is responsible within his command for:

(a) Internal administration and discipline, except as may be otherwise provided.

(b) Training in own service doctrine, techniques, and tactical methods.

(c) Logistics functions normal to the component except as otherwise directed by higher authority or herein.

(d) Tactical employment of the forces of his component.

(e) Service intelligence matters.

(3) The component commander communicates directly with his Chief of Service on uniservice matters relating to administration, personnel, training (US and allied), logistics, communications, doctrine, and combat development, and other matters when of uniservice interest. Where intelligence matters are of uniservice interest, he will communicate directly with his Chief of Service.

(4) The component commander is responsible to the commander of the unified command for the conduct of training, as directed, of elements of the other services in:

(a) Joint operations for which his own service has been or may be assigned primary responsibility.

(b) Operations for which his facilities and capabilities are suitable.

*i. Joint Task Forces.*

(1) A joint task force is a force composed of assigned or attached elements of the Army, the Navy, the Marine Corps, and the Air Force, or two or more of these services, which is constituted and so designated by the Secretary of Defense or by the commander of a unified command, a specified command, or an existing joint task force. A joint task force, unlike a subordinate unified command, is not a permanent command arrangement, but is dissolved when the purpose for which it was created has been achieved. It is established when the mission to be accomplished has a specific limited objective, and:

(a) Requires execution of responsibilities involving two or more services on a significant scale, and close integration of effort.

(b) Requires coordination within a subordinate area or of its local defense.

(c) Does not require overall centralized direction of logistics.

(2) The commander of a joint task force exercises operational command over his entire force. He also may exercise direct command of his own service component.

(3) A commander of a joint task force exercises logistics coordination or control only to the extent

necessary to meet those logistics needs of the subordinate commanders which are essential to the successful accomplishment of his missions, and to meet any request of the subordinate commanders for logistics support.

*j. Uniservice Force.* Used in the sense of a command subordinate to a unified commander, a uniservice force is a force composed of significant elements of one service, the commander of which reports directly to the unified commander rather than through the appropriate service component commander. Normally, missions requiring operations of a uniservice force will be assigned to the component commander of that service.

*k. Subordinate Unified Command.* The criteria for the establishment of a subordinate unified command, and the definition, are the same as those for the unified command. The commander of a unified command is authorized to establish subordinate unified commands subject to approval of JCS. The commander of a subordinate unified command within his area of responsibility and subject to modification by the authority appointing him to such command has functions, authorities, and responsibilities similar to those of the commander of a unified command established by the President.

However, commanders of service components of subordinate unified commands will communicate directly with the commanders of the service components of the unified command on matters which are the responsibility of the military departments and services, or as directed by their Chief of Service.

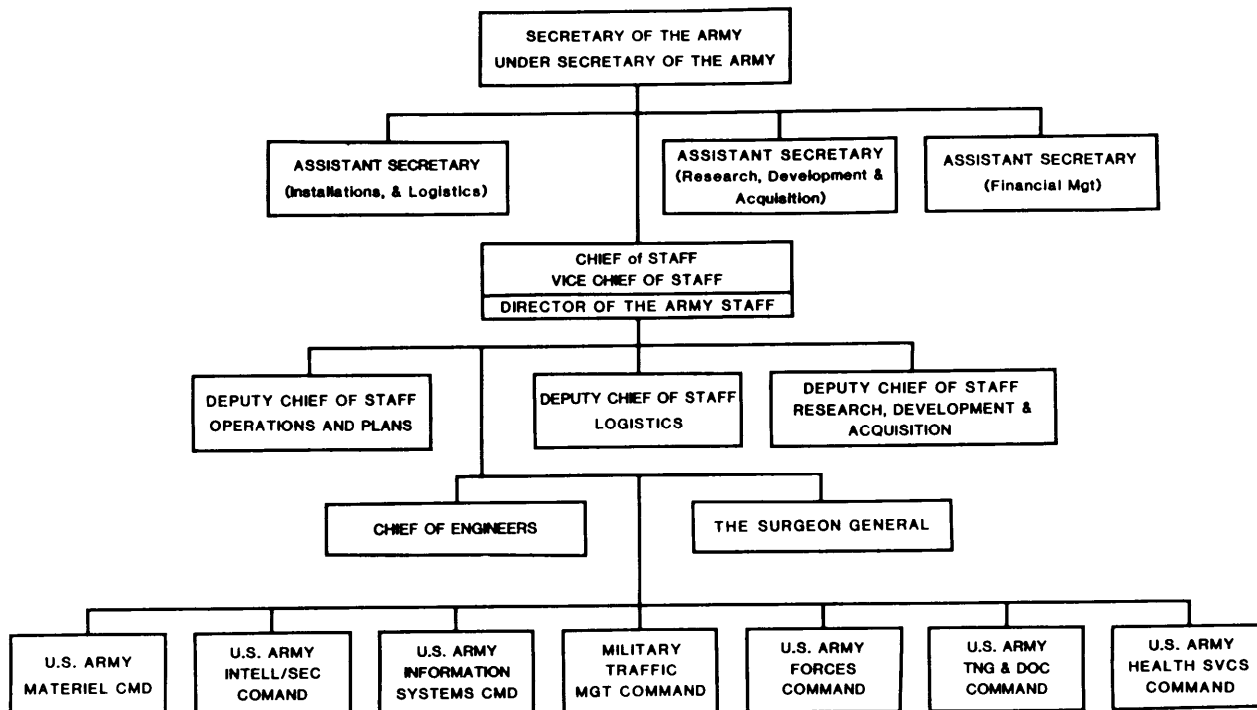
*l. Transportation Operating Agencies.* The Secretary of Defense has established agencies to furnish specific types of transportation support across DOD. The Military Traffic Management Command (MTMC), the Military Sealift Command (MSC), and the Military Airlift Command (MAC) are single managers charged with the provisioning of transportation services concomitant with their normal operational environment. A detailed description of their functions is contained in paragraph 6-17.

## **2-10. Department of the Army Organizations**

*a.* Figure 2-1 shows the major organizations within DA that are concerned with our logistics system. Of prime concern in this manual is the Army Staff, US Army Materiel Command (AMC), and Army-in-the-field logistical organizations.



**Organization of the Department of the Army  
(LOGISTICS)**



NOTE: Does not include all MACOMs.

FIGURE 2-1. DA organization for logistics.

b. The following DA Staff members have a major impact on the Army logistics system.

(1) The Secretary of the Army is the head of the Department of the Army. Subject to the direction, authority, and control of the President as Commander in Chief and of the Secretary of Defense, the Secretary of the Army is responsible for and has the authority to conduct all affairs of the Department of the Army, including, but not limited to, those necessary or appropriate for training operations, administration, logistical support and maintenance, welfare, preparedness, and effectiveness of the Army, including research and development, and such other activities as may be prescribed by the President or the Secretary of Defense as authorized by law.

(2) Subject to the direction and control of the Secretary of the Army, the Assistant Secretary of the Army (Installations and Logistics) is authorized and directed to act for the Secretary of the Army in the following fields: materiel requirements, procurement and production, and materiel management and logistics service. He is also responsible for installation planning and program-

ing; and facilities and real property management and construction.

(3) The Assistant Secretary of the Army (Research, Development, and Acquisition) is responsible for research and development including basic and applied research; RDTE of weapons, weapons systems and Army materiel; RDTE acquisition, integration of technology with military requirements; Army scientific Advisory Panel matters; mapping and geodetic programs; and coordination of all research, development and acquisition matters with DOD, other military departments, and other agencies outside DOD.

(4) The Army Staff is defined as that portion of the staff of the Secretary of the Army at the seat of Government which is presided over by the Chief of Staff. The Army Staff assists the Secretary of the Army in the conduct of long-range planning, resource determination and allocation, the development of Army-wide objectives, the formulation of broad policy guidance, and the supervision and control of operations. Elements of the Army Staff, under the direction of the Chief of Staff, provide both for the specialized knowledge of the various fields of Army activity and for the

coordination of these activities into a homogeneous, consistent, unified Army effort which will mesh efficiently with the efforts of all other elements of DOD. The principal members of the Army Staff that have a major impact on our logistics system are:

(a) *Deputy Chief of Staff for Operations and Plans.* DCSOPS has Army General Staff responsibility for strategy formulation, overall force development and the establishment of requirements and priorities for, and the utilization of, Army forces. He is the principal adviser to the Chief of Staff on joint matters, National Security Council matters, security assistance matters, and the politico-military aspects of international affairs. He also has primary staff responsibility for maintaining the Structure and Composition System (SACS) file which lists Army-wide personnel and equipment authorizations.

(b) *Deputy Chief of Staff for Logistics (DCSLOG).* DCSLOG has Army General Staff responsibility for the management of DA logistical activities. Responsibilities include Active and Reserve Component logistics. The DCSLOG is responsible for the development and supervision of Army logistics organization, operations, and systems worldwide, including logistics readiness, planning, policies, doctrine, resource determination and allocation, integrated logistics support and competition contracting, objectives, force structure, and standards. His major functions include supply, maintenance, transportation, the Army energy program, troop support activities and acting as the principal Army staff representative and focal point for security assistance matters. The DCSLOG is Director of the Army Stock Fund and Army Industrial Fund, Program Director for FYDP Programs 4, 7, and 11, Program Director for Base Operations Administrative Program, Budget Program Director for Military Assistance Program Supply Operations, Budget Appropriation Director and Manager of Foreign Military Sales Administrative Fee Funds, and Appropriation Director for the Trust Revolving Fund Account (Commissary Surcharge). The DCSLOG participates in and contributes to all phases of the research, development, and acquisition process (concept through deployment) and is responsible for support of materiel systems from production output through disposal. The DCSLOG chairs the Army Logistics Policy Committee, Logistics Center Advisory Board, and is DOD Executive Agent for Worldwide Military Customs Inspection Program. The DCSLOG supervises and controls the US Army Troop Support Agency and the US Army Logistics Evaluation Agency.

(c) *Deputy Chief of Staff for Personnel (DCSPER).* DCSPER has Army General Staff responsibility for plans, policies, and programs for manpower authorizations and the management of military personnel of all components of the Army on active duty; of Reserve component individuals not on active duty; of the ROTC; and of DA civilian personnel. He is agent for the Army portion of the DOD appropriation for Retired Pay and Claims. He is the DOD Executive Agent for the Defense Language Institute and the Defense Information School and, on behalf of the Secretary of the Army, acts as Executive Agent for DOD for the administration of the DOD Enemy Prisoner of War/Detainee Program. He is responsible for Army Staff functions regarding law enforcement, criminal investigations, physical security, and confinement and correction of military prisoners; for Army research and development related to training, personnel and manpower systems, human factors, equal opportunity and race relations programs, and organizational effectiveness activities. He is responsible for life-cycle management of initial clothing allowance items (uniforms). He is functional chief of the civilian career program in manpower management and civilian personnel administration. He is a member of the Army Policy Council, the General Staff Council, and the Select Committee.

(d) *Chief of Engineers.* The Chief of Engineers serves as the principal adviser to the Chief of Staff for engineering matters and is responsible to the Secretary of the Army for prescribed civil works functions. He is the Director of the Military Construction, Army; Homeowners Assistance; and Family Housing Appropriations. He is responsible for the life-cycle management of real property to include base development planning.

(e) *The Surgeon General.* The Surgeon General is the principal adviser to the Chief of Staff for all health and medical matters pertaining to the Army. Under the guidance and supervision of designated Army General Staff agencies, The Surgeon General has Army Staff responsibility for the management of health services for the Army and, as directed, for other services, agencies, and organizations. He is responsible for the management of all medical materiel required for the support of Army forces to include both supply and maintenance actions.

(5) *DA Staff Support Agencies.* DA Staff Support Agencies exist primarily to provide specialized staff services to the Army Staff. The Staff Support Agency with significant logistical responsibilities is the Engineer Studies Group (ESG).

ESG, under the staff control of the Chief of Engineers, has the primary mission of preparing analyses and studies to assist the Army Staff in making decisions in the area of real property facilities planning. Its major logistical mission has been the development of base development plans for major theaters of operation and also the publication of base development planning guides to assist staff planners.

(6) *DA Field Operating Agencies.* These agencies execute policy developed by the Army Staff. Major Field Operating Agencies with a significant logistical mission are:

(a) *US Army Troop Support Agency (TSA)* TSA, under the direction of the DCSLOG, commands and controls all Army commissaries and provides technical assistance and standardized procedures for worldwide operation of the Army Food Program, to include food service, troop issue subsistence activities, and field bakeries; also for laundry and dry cleaning activities, clothing sales stores, clothing initial issue points, field laundry and operations. TSA is located at Fort Lee, Virginia.

(b) *US Army Medical Materiel Agency (USAMMA).* USAMMA functions as the Service Item Control Center (SICC) for medical equipment and supplies, including dental and veterinary; serves as the developer for functional systems for medical materiel management and biomedical equipment maintenance; provides technical assistance Army-wide to resolve medical materiel problems; operates the Army Medical Department (AMEDD) National Maintenance Point; provides depot-level maintenance support for medical materiel; manages the AMEDD major medical assemblage program; provides life cycle management of medical materiel for full application; and manages the Medical Care Support Equipment Program. USAMMA is located at Fort Detrick, Maryland.

(c) *US Army Logistics Evaluation Agency (LEA).* LEA, under control of DCSLOG, is responsible for central direction and control of the development and maintenance of the Army logistics system, analysis of logistics doctrine, organization and systems, evaluation of the logistics portions of contingency plans, and for representing the logistician during the life-cycle development of new materiel. LEA is located at New Cumberland Army Depot.

c. The logistics responsibility of major DA commands is as follows:

(1) The Commander, US Army Training and Doctrine Command (TRADOC), develops, manages, and supervises the training of individuals of the

Active Army and Reserve components. He also formulates and documents concepts, doctrine, materiel requirements, organizations, and appropriate systems for the Army in all environments, tactical and nontactical. He commands subordinate commands, installations, and activities as may be assigned by HQDA and, as directed, provides administrative and logistical support through his subordinate installation commanders to other DA, DOD, or Government agencies.

(a) The CG, TRADOC has responsibilities in four general functional areas: doctrine developments, combat developments, training systems and as commander of a major Army command. To assist TRADOC in the first three mission areas, the CG has three integrating centers (Combined Arms Center, Logistics Center, and Soldier Support Center). Under each of these Centers lies the branch centers, specialist centers, and schools which are generally responsible for doctrinal development and branch training.

(b) Of the three integrating centers, the US Army Logistics Center is responsible for developing and evaluating logistics concepts, doctrine, organizations, systems, materiel concepts, and requirements, and planning factors for the Army. Included is the task of insuring that the supply, maintenance, transportation, services, and facilities systems designed for the Army in the field and the CONUS retail logistics system are compatible with the wholesale logistics system.

(2) The Commander, US Army Forces Command (FORSCOM), commands all assigned Active Army forces in the United States, the United States armies, and the United States Army Reserve within the United States. He serves as Commander in Chief, United States Army Forces Readiness Command and, for planning purposes, as Commander in Chief, United States Army Forces Atlantic Command. He also commands those subordinate commands, installations, and activities assigned by HQDA and, as directed, provides administrative and logistical support through his subordinate installation commanders to DA, DOD, or other Government agencies. In addition, he supervises the training of Army National Guard units within CONUS, the Commonwealth of Puerto Rico, and the Virgin Islands of the United States. The commander of each of the United States armies has the primary mission, under the Commander, FORSCOM, to command the United States Army Reserve, plan for mobilization, coordinate domestic emergencies, and exercise training supervision over the Army National Guard.

(3) The Commander, United States Army Health Services Command, performs health services for the Army within CONUS, and as directed, for other governmental agencies and activities. He commands the Army hospital system within CONUS and other organizations, units, and facilities as may be directed. He is responsible for the conduct of health service support of professional education for Army personnel. He is further responsible, under the guidance of the Commander, TRADOC, for the development of medical doctrine, concepts, organizations, materiel requirements, and systems in support of the Army.

(4) The Commander, United States Army Information Systems Command (USAISC), is responsible to engineer and implement integrated Army information systems; plan, engineer, acquire, install, test, operate, and maintain assigned Army information systems, to include Army's part of the Defense Communications System (DCS) and Army's Air Traffic Control (ATC) system, to include EAC C-E systems, and provide new equipment training for such systems; perform acquisition management functions for assigned Army information systems for DCS, Army, freed Army ATC facilities/stations, base communications (BASECOM), echelons above corps (EAC) level information systems, automation systems at Corps and below, and provide audiovisual support. His logistics responsibilities include providing logistics management and control of materiel and facility resources acquired solely to provide fixed or strategic communications for the DCS (Army) and other Army information systems as assigned; developing the Five-Year Materiel Requirement Program for mission-peculiar equipment and information systems equipment; providing organizational, direct support (DS), general support (GS), maintenance for assigned information systems equipment; providing communications security (COMSEC) logistics support to Army components of unified or specified commands; participating in combat development of COMSEC logistics for Army in the field and performing operational and development test and evaluation of COMSEC equipment.

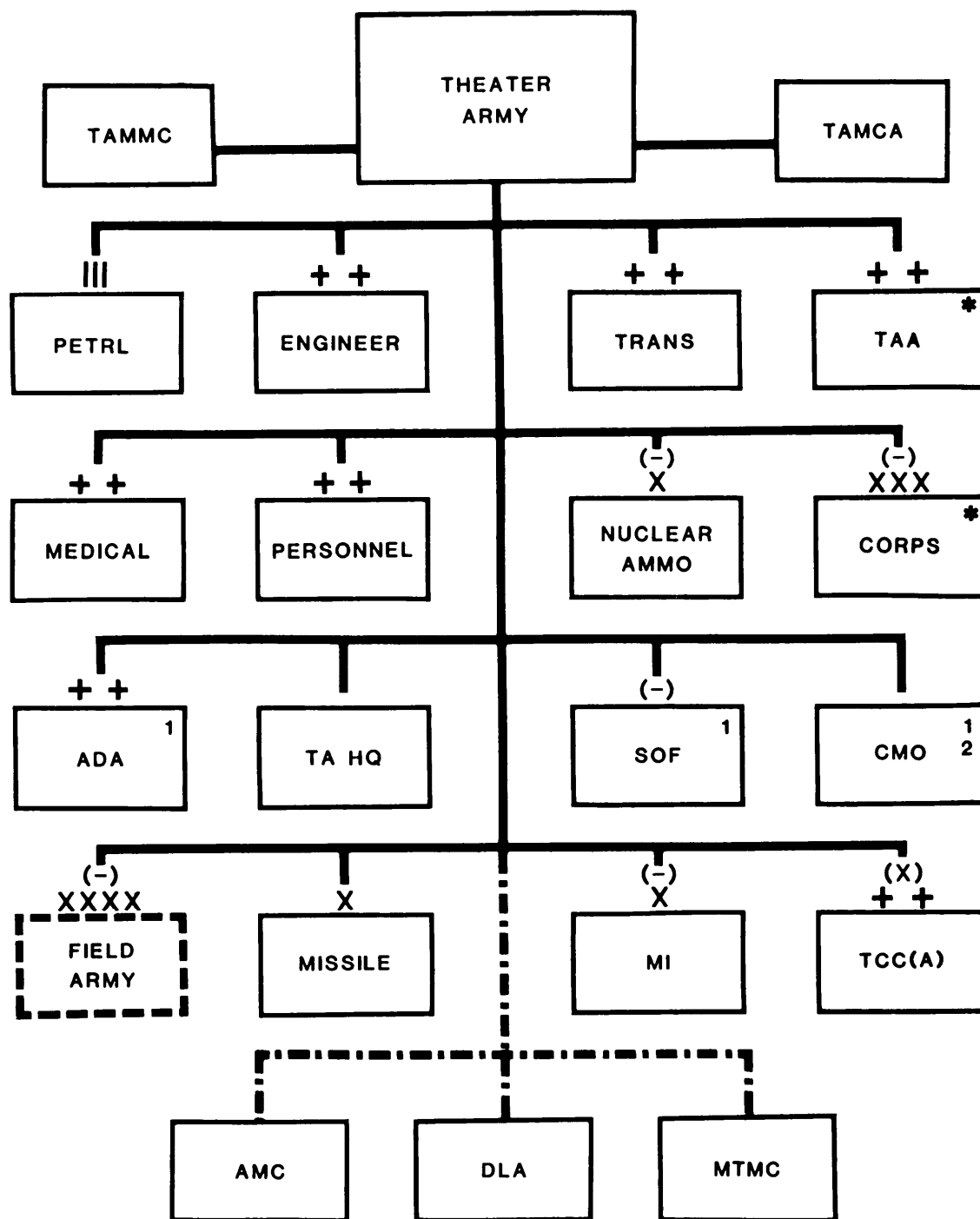
(5) The Commander, Military Traffic Management Command, see paragraph 6-17.

(6) The Commander, AMC, commands various military installations and separate units which operate the wholesale segment of the Army Logistics System through subordinate commands. He directs the activities of depots, laboratories, arsenals, maintenance shops, proving grounds, test ranges, Logistics Assistance Offices (LAOs), and procurement offices throughout the United States. The present AMC organization includes six commodity-

oriented research and development commands, two commodity-oriented readiness commands, three combined commands, the US Army Test and Evaluation Command (TECOM), the US Army Depot System Command (DESCOM), and the US Army Security Assistance Center (USASAC). AMC headquarters furnishes overall policy guidance for its operations. The major subordinate commands serve as the "mid-management level." Individual installations and activities accomplish the actual execution of the Army's materiel program. (See also chapter 7.)

*d.* Installation commanders provide logistical support to assigned units and activities at CONUS installations, or their oversea equivalent. Installation level logistics is characterized by the fixed nature of logistical support activities found at posts, camps, and stations (e.g., post maintenance shops, post transportation motor pools). Normally, the control of logistical support activities on an installation rests with the installation commander, who is appointed by the MACOM that commands that post. At many CONUS installations, two or more MACOMs may have activities at the same post in which case the dominant command will control the post. The dominant command is responsible for logistical support of the installation and receives logistics resources from activities of other MACOMs located on that post. At most CONUS installations, FORSCOM or TRADOC will be the dominant activity and will control the installation. However, several CONUS installations are controlled by other MACOMs such as AMC or the Health Services Command.

*e.* Army component commanders and Army tactical commanders operate the Army-in-the-field segment of the Army Logistics System. The Army-in-the-field segment consists primarily of those combat service support units which are organic to operating forces in an oversea theater of operations. However, a limited number of Army-in-the-field units are located in CONUS to support contingency operations. The composition of the Army-in-the-field logistics system may vary greatly from one theater to another based on the supply, maintenance, and transportation policies. Current doctrine attempts to establish a system which is flexible enough to be tailored to any given theater but which insures that logistical functions are provided in the degree required. A representative theater Army command is shown in figure 2-2.



## LEGEND

— COMMAND

—(-)— COMMAND LESS OPCON

—(X)— OPERATIONAL CONTROL

—(X-)— OPCON LESS SPECIFIC FUNCTIONS

\* VARIABLE NUMBER AS REQUIRED

-.-.- RELATIONSHIP ESTABLISHED BY MOA

-.-.- ASSIGNED/ATTACHED AS REQUIRED

1 SIZE OF UNIT WILL BE DEPENDENT ON MISSION

2 CMO INCLUDE THE CIVIL AFFAIRS AND PSYCHOLOGICAL OPERATIONS ELEMENTS

Figure 2-2. Theater Army Organization (mature)

(1) The combat service support mission of a US theater Army is to:

(a) Organize and operate the necessary services for combat service support of US Army forces in the theater. This entails long-range planning, estimates of personnel and logistics requirements, and efficient use of resources. It requires close liaison with collateral and higher headquarters and the commands directly subordinate to US theater Army.

(b) Provide common supply items and common services to other US service elements and allies in the theater as provided for by agreements or assignments.

(c) Provide combat service support to civilian and other agencies and forces as directed.

(d) Allocate critical and regulated items of supply.

(2) The theater Army commander retains overall control of combat service support operations to insure uniformity of the support effort in the combat zone and in the Communications Zone (COMMZ). The commander exercises control through promulgation of appropriate policies, mission directives, broad planning and program guidance, allocations, and priorities for accomplishing the theater Army mission.

(3) In some conflicts, the theater of operations may be smaller than that implied in (1), above. In such cases, the Army component of the theater may consist of a single corps or a smaller force. The concepts of organization, mission, and functions outlined above are applicable to the smaller theater, modified as necessary to satisfy its requirements. When a corps is the major Army component of a theater, its corps support command (COSCOM) will be tailored to provide the theater Army base activities normally provided by the major functional and area commands of TA. When corps headquarters has theater Army responsibilities, it is, in effect, the Army component command.

(4) The major functional and area commands of TA consist of five logistic commands and the Theater Communications Command (Army) (TCC(A)). In addition, a Civil Affairs (CA) Command may be included. The commands and their mission are:

(a) *Personnel Command (PERSCOM)*. PERSCOM directs, coordinates, and provides DS/GS personnel services, administrative management, morale support activities, postal services, enemy prisoner of war confinement, and control and confinement of US military prisoners to the theater.

(b) *Medical Command (MEDCOM)*. MEDCOM is the senior medical command and control headquarters for the Communications Zone (COMMZ) medical units and activities that provide theater-wide Health Service Support (HSS). The MEDCOM does not exercise command and control of Combat Zone (CZ) medical units, but does provide technical advice and guidance (through the Theater Army Surgeon), and is generally organized to facilitate reallocation of COMMZ assets to the CZ to accommodate patient workload and reconstitute CZ medical units. The Medical Command provides:

1 Centralized command and control of all health service support functions and operations within the communications zone.

2 Health service support on an area basis to Army and other designated forces in the COMMZ.

3 Support to the combat zone consisting of receiving patients evacuated from corps areas to the COMMZ.

4 Backup support to the combat zone health service support system.

(c) *Transportation Command (TRANSCOM)*. TRANSCOM provides Army transportation services to a theater of operations. TRANSCOM provides combat service support in four functional areas: staff assistance, transportation coordination, mode operations, and terminal services.

(d) *Engineer Command (ENCOM)*. ENCOM provides general troop and contractual construction support, topographic support, and real property maintenance activities (RPMA) to the Army and other services and allies within the COMMZ; and support to the corps on a task basis, as required.

(e) *Theater Army Area Command (TAACOM)*. The TAACOM has three missions. The first is to provide direct CSS, less movement control and line haul transportation, to units located in or passing through its assigned area. This includes personnel and administration support, intermediate (direct support) maintenance, the provision of most classes of supply (exceptions being nuclear ammunition and Class VIII), DS- and GS-level field services, local transportation, and contracting support. The second mission is to support the Corps with specified logistics support and the overall theater supply system with intermediate (general support) maintenance in support of the supply system. The third mission is geographical in that the TAACOM is responsible for rear area protection within its assigned area.

(f) *Theater Communications Command (Army) (TCC(A))*. TCC(A) installs, operates and maintains information systems which provide command and area coverage of EAC headquarters, units, and installations.

(g) *Civil Affairs (CA) Command*. The CA command may be employed to exercise command and control (centralized execution) or command less operational control (decentralized control) over CA commands operating in the COMMZ.

(5) In the combat zone:

(a) The employment of numbered armies is an exception but may be necessary in wartime in a large theater of operations where the land force structure reaches a magnitude that requires an intermediate control unit between the theater commander and the corps. In small theaters, the largest land force element may be a single corps. When used, the numbered Army directs the strategic and tactical operations of multiple corps. Operational control of the numbered army may be exercised by the theater/unified commander or the theater Army commander.

(b) The numbered Army normally does not operate combat service support installations. It does, however:

1 Establish priorities for supplies for its assigned and attached troops.

2 Establish priorities for movements.

3 Establish priorities for the allocation of replacements to its major subordinate commands.

4 Allocate available service troops to its major subordinate commands.

5 Normally control allocation of ammunition to its major subordinate commands and may control allocation of other items and services in accordance with assigned tactical missions.

6 Determine the adequacy of support to subordinate units by supporting theater Army commands.

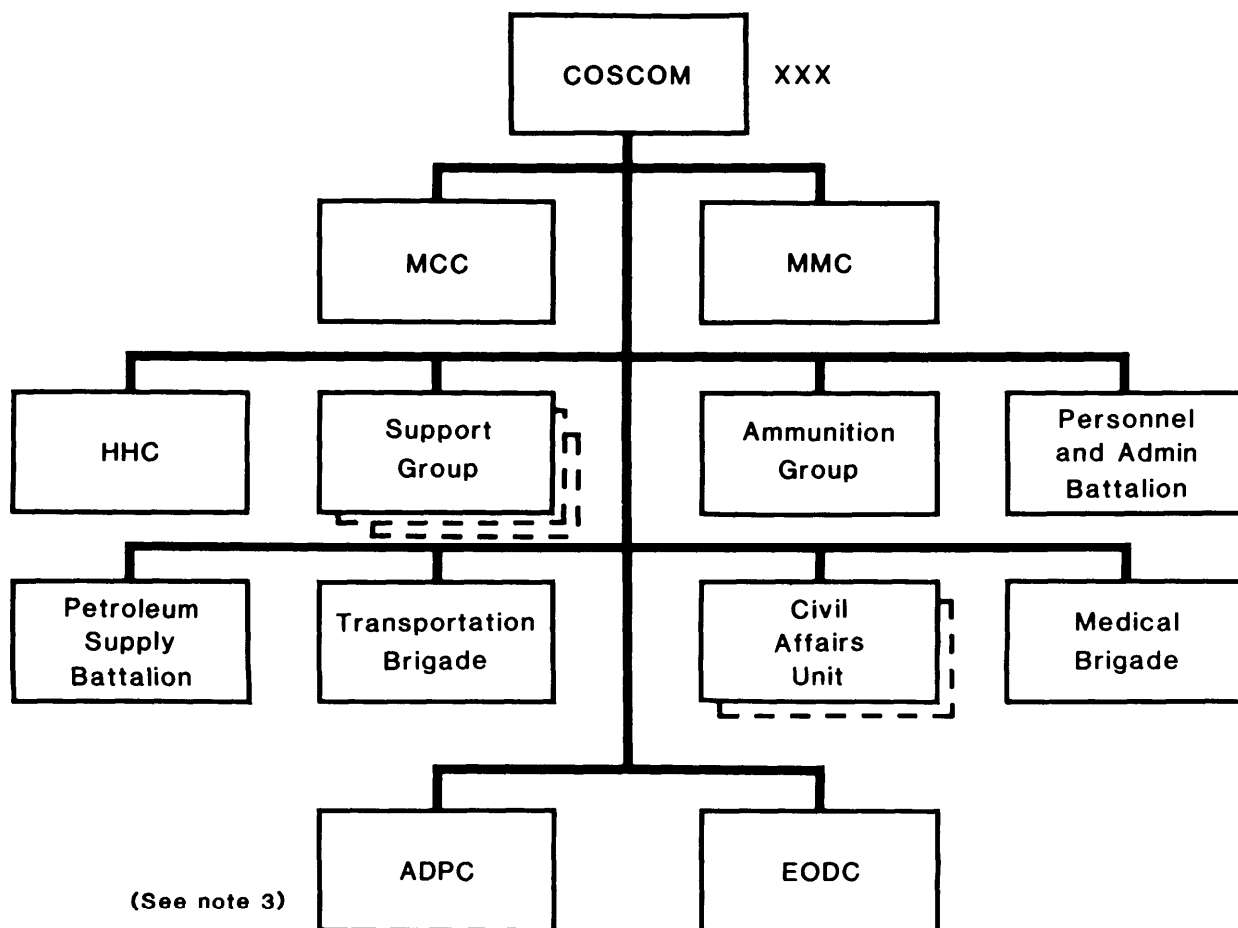
7 Estimate overall combat service support troop and supply requirements to support operations and make recommendations to the theater Army commander for the allocation of appropriate resources.

8 Assign territorial responsibilities to subordinate corps.

9 Supervise and coordinate the CA activities of subordinate and supporting units.

(c) The corps is the largest self-contained US Army organization that has combat, combat support, and combat service support functions. It consists of a headquarters; a COSCOM; a variable number of divisions; and other units, such as artillery, signal, military police, and engineer. The corps commander is responsible for the organization and operation of services necessary to the immediate support of units in the corps. This requires long-range planning, preparation of detailed estimates of combat service support needs, and close liaison with other major commands.

1 COSCOM is the logistics element of the corps. It normally supports a corps with a headquarters and associated functional control centers, materiel management center (MMC), and a movement control center (MCC). The organization of COSCOM is tailored on a company building block basis to fit its mission requirements. A COSCOM normally includes two or more support groups, an ammunition group, transportation brigade, petroleum supply battalion, materiel management center, movement control center, and explosive ordnance control center. A civil affairs and/or chemical unit may be assigned to the COSCOM or corps. In an arid environment, a water supply battalion may be provided. Figure 2-3 shows the organization of a COSCOM. (FM 63-3J contains details on COSCOM.)

**NOTES:**

1. The command structure of the subordinate units is not rigid, i.e., groups will become brigades or brigades will be replaced by groups, depending on the magnitude of the mission requirement.
2. Company, battalion, or group-size organizations are assigned to the subordinate commands to tailor the support capability to meet the corps force requirements.
3. The application of automation to support CSS operations is changing from large data processing centers servicing several organizational elements to the assignment of dedicated ADPE to the using organization requiring the automation. Once this transition has occurred, the ADPC will be eliminated from the COSCOM structure.

*Figure 2-3. COSCOM organization.*

2 The division is the basic unit of the combined arms and services of the Army. It is the smallest unit in the Army in which all the arms and services are represented in sufficient strength to permit large-scale operations.

*a* The Division Support Command (DISCOM) usually deals directly with COSCOM units, the functional control centers, the corps finance support center and the explosive ordnance disposal control center.

*b* Within the armored and mechanized divisions, the major CSS units in the DISCOM are the main support battalion, forward support battalions and the aircraft maintenance company. (See Figure 2-4.) In the high technology motorized division, there are: a main support battalion, forward support battalions and a cavalry brigade air attack support battalion.



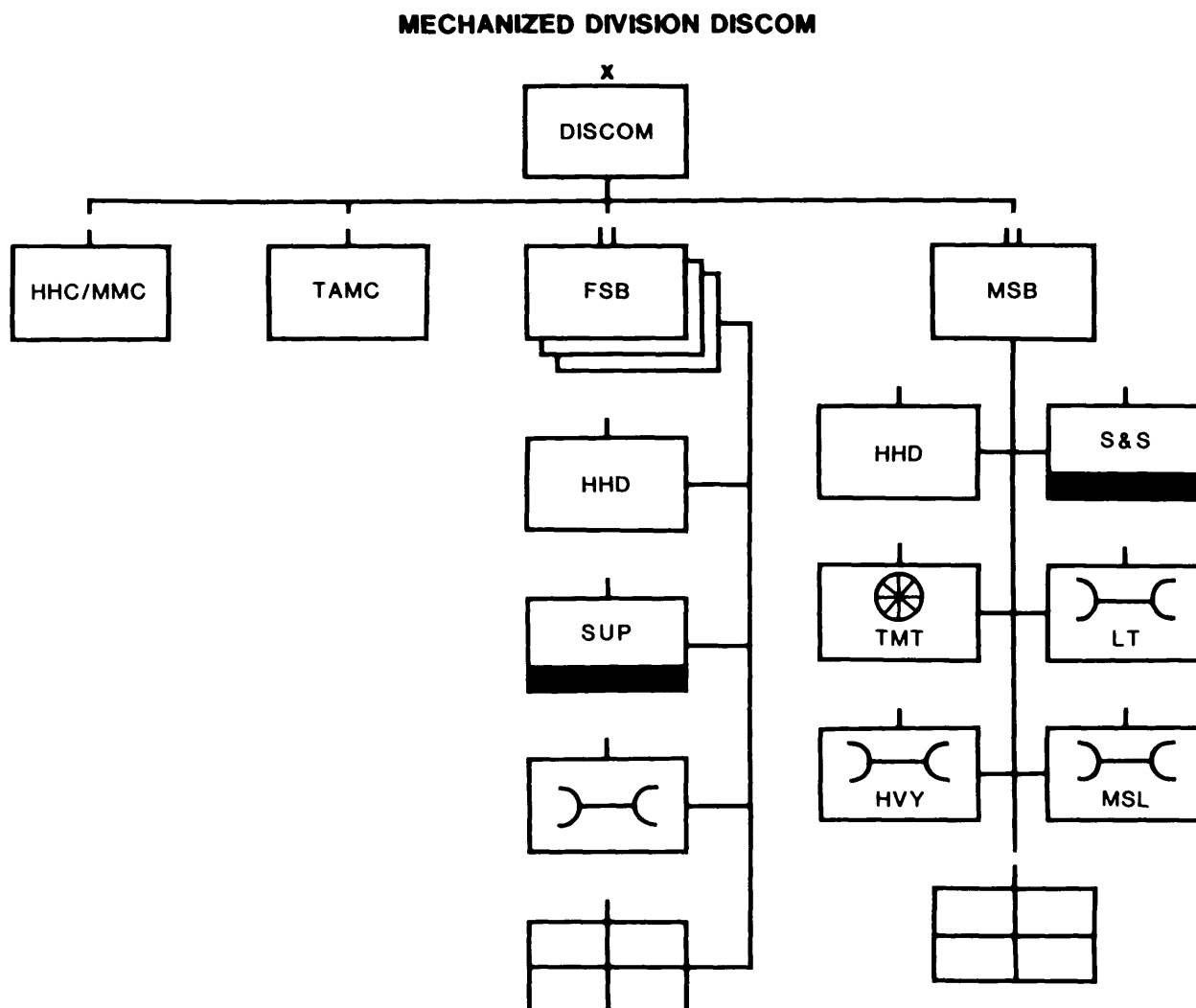


Figure 2-4. DISCOM organization.

c The airborne and light infantry DISCOM has medical, supply and transport, and intermediate maintenance battalions and an aircraft maintenance company.

d In the air assault division, the DISCOM is composed of medical, supply and transport, inter-

mediate (direct support), and aircraft maintenance battalions.

e The DISCOM provides DS to division units and their operations are coordinated by the division MMC. FM 63-2 provides detailed information on the DISCOM.