

## CHAPTER 11

**Logistics Management**

This chapter describes logistics activities at the installation. It shows how the installation as the lowest echelon within the Army provides logistics support to troop units, training centers, and other designated customers. The installation logistics operations are responsible for arming, fueling, fixing, moving, and sustaining the force.

### INSTALLATION LOGISTICS RESPONSIBILITIES

Normally, the Director of Logistics (DOL) is the designated installation logistician. The DOL directs the provisioning of support to units and staff activities located at the installation. The DOL also supports Reserve Component units and activities satellite to the installation, ROTC elements at designated universities, applicable recruiting stations, and other Army elements in the assigned geographical area in accordance with AR 5-9. In addition, the DOL is responsible for providing support to other Services or government agencies as agreed upon through Memorandums of Understanding (MOUs) or interservice support agreements. The

CONTENTS	
	Page
INSTALLATION LOGISTICS RESPONSIBILITIES	11-1
ARMING	11-1
FUELING	11-2
FIXING	11-3
MOVING	11-4
SUSTAINING	11-4
DOL RESPONSIBILITIES	11-5
LOGISTICS SUPPORT IN AMC	11-6
OTHER LOGISTICS SUPPORT	11-6

DOL must interface with many outside activities and agencies in order to provide logistics support to the installation (see Figure 11-1). Providing the support usually includes the acquisition and allocation of all resources needed to accomplish the mission.

### ARMING

Arming is the supplying of Army units and other supported activities with weapon systems and ammunition. At the installation level this is the responsibility of the Installation Supply Activity (ISA). The supply activity executes this mission by requisitioning from the appropriate National Inventory Control Point (NICP). The arming function will vary from installation to installation. It will depend on the mission of the units assigned and the weapon systems authorized in the MTOE. Generally, the ISA will store the tenants' basic loads of ammunition.

#### AMMUNITION BASIC LOAD

Installations store training ammunition and some of the basic load of ammunition for the units supported by the installation. The remaining basic load is maintained in the supply system. During deployments the basic load, to include the one stored at the installation, may accompany the unit or maybe shipped separately to meet the

unit at the port of debarkation. Additionally, the installation must coordinate with AMC to synchronize the ammunition shipments that originate from their depots. Decisions on the method of shipment depend on the deployment mission. The decision on the method of shipment of ammunition should be made early during the deployment phase of the operation and must be coordinated with the MTMC.

#### OPERATIONAL READINESS FLOAT

Normally the ISA will not stock weapon systems or major end items, except for the ORF which is accounted for on the installation's supply stock record account and hand receipted to the Installation Maintenance Activity (IMA) for day-to-day management. Coordination between the IMA and the ISA is required when an ORF weapon system is to be issued to a unit to fill a shortage or replace an item in maintenance which cannot be repaired within a specified time period.

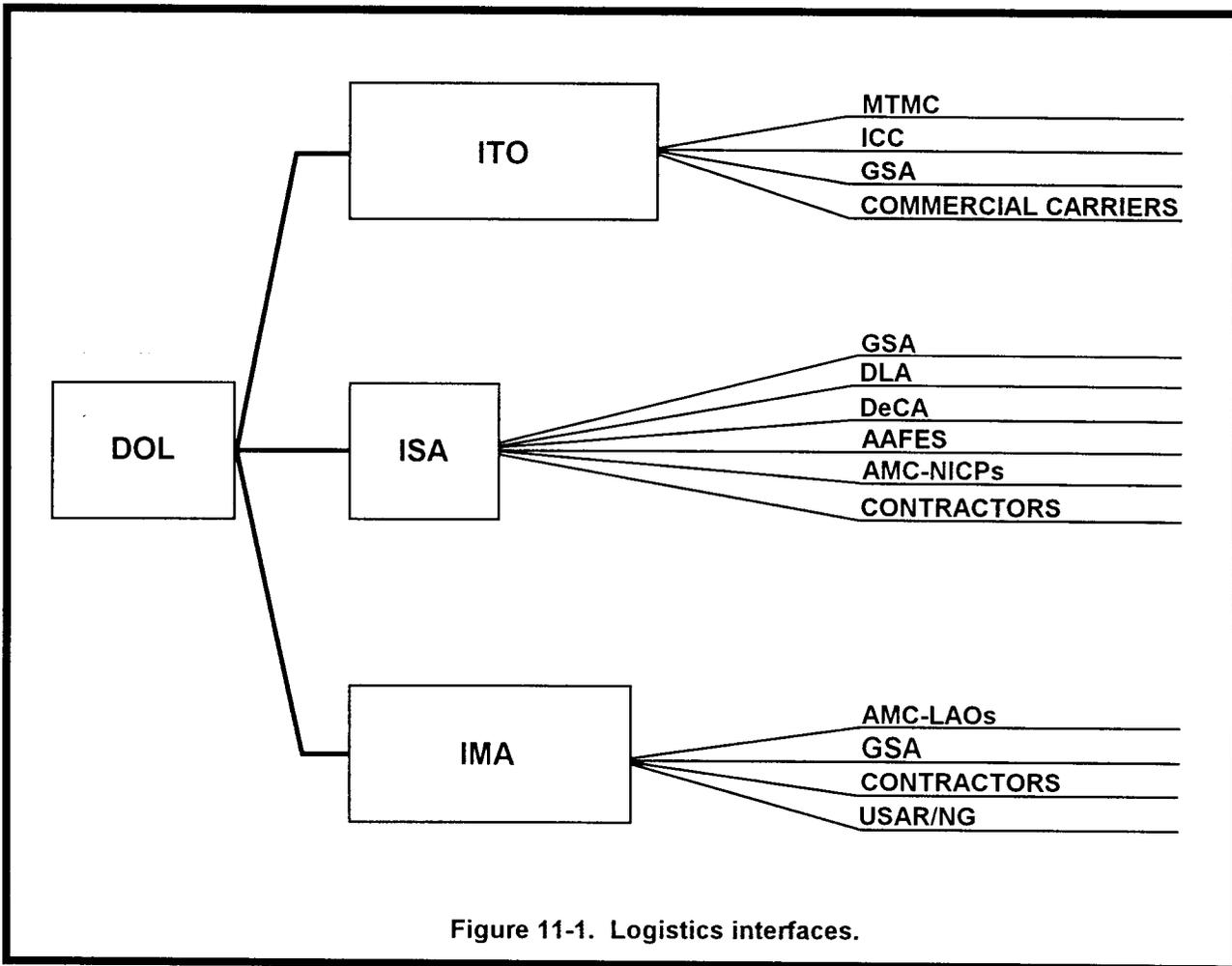


Figure 11-1. Logistics interfaces.

### FUELING

At the installation level the responsibility for fueling the force falls under the DOL. Petroleum, Oils and Lubricants (POL), also known as Class III supplies, falls into two categories: bulk and packaged. Bulk POL is stored in containers larger than 55-gallon drums and it consists of motor gasolines, diesel fuel, and aviation turbine. Packaged POL is stored in 55-gallon drums or smaller containers, and it consists of lubricants, antifreeze, and hydraulic fluids. Packaged POL may also include fuels.

#### BULK FUEL

Bulk fuel at an installation can be dispensed directly to TOE and TDA units for further distribution to their subordinate units. Organizations will also receive their fuel through the use of a gas pump operation, which is usually located at the POL point. The requirements

of the vehicle mission determine how the fuel is dispensed. The fuels dispensed at the gas pump are charged to the proper installation activity through an automated credit card system or other accounting system. Packaged products are handled through the same supply channels as Class II and IV supplies.

The procedure to obtain bulk fuels begins with a forecast prepared by the TOE and non-TOE organizations. The forecasts are based on previous usage, projected needs, and scheduled events such as exercises. These forecasts are sent to the ISA where they are consolidated and submitted to the Army Petroleum Center which consolidates Army requirements and forwards them to the Defense Fuel Supply Center, a subordinate element of the Defense Logistics Agency (DLA). Defense Fuel Supply Center (DFSC) awards contracts for the fuel and a contractor delivers to the installation.

## PACKAGED OIL AND LUBRICANTS

In installations that house a division, the packaged POL requisition is sent to the MMC. If the package product is on hand above the requisitioning objective,

the ISA may issue to the requesting unit. Requisitions which have passed through the corps MMC will bypass the ISA and go direct to Defense Automatic Addressing System (DAAS) for transmission to the supply system.

## FIXING

Each installation in the Army provides maintenance support to its tenants and other satellite elements through an IMA. The IMAs generally provide DS and GS maintenance and are tailored to fit the particular requirements of the installation. For example, on installations with units that have an organic TOE DS or GS maintenance capability, the IMA may provide backup support or may, through agreements, provide the DS or GS on some selected items of equipment. To eliminate duplication, IMAs may be organized to work alongside TOE DS or GS maintenance units. On installations with no organic TOE DS or GS maintenance capability, the IMAs perform all DS and GS maintenance. The key to organizing for maintenance at each installation is the achievement of a flexible system that provides the best use of the resources available. The organizational decision is made by the installation commander in consultation with the DOL.

## INSTALLATION MAINTENANCE OPERATIONS

However when an installation commander organizes the IMA, it has the responsibility for scheduling and performing maintenance operations, including those that support organizations outside the installation. Except for organizations with organic DS/GS maintenance capability, IMA is responsible for the DS and GS maintenance support for-

- Tactical and support vehicles.
- General support equipment.
- Special purpose equipment.
- Aircraft.
- Combat vehicles.
- Weapons and fire control equipment.
- Communication and electronic equipment.
- Instructional and range devices.
- Tactical Communication Security (COMSEC) equipment.
- Furniture.

- Clothing and textiles.
- Nontactical vehicles.
- Floating equipment.
- Office equipment.
- Small arms.

The IMA is not responsible for providing DS and GS maintenance support for medical equipment and equipment installed in buildings. Generally, the directorate for health services is responsible for medical equipment and the DPW is responsible for equipment installed in buildings. Also the IMA is not responsible for fixed-base COMSEC equipment. The Director of Information Management (DOIM) has the responsibility for the DS/GS maintenance of fixed-base COMSEC equipment. The IMA, through ISA, may perform the DS/GS maintenance of fixed based COMSEC equipment for the DOIM.

Other responsibilities of the IMA involve the management of the maintenance assistance and instruction team where this function is resourced, and the Army oil analysis program. The IMA also manages the Army warranty and Modification Work Order (MWO) programs and coordinates the test, measurement, and diagnostic equipment calibration system which is operated under the control of AMC.

Another maintenance element that may be found in some installations is the AMC Logistics Assistance Office (LAO). The IMA maintains close coordination with the LAO to assure the proper management of the AMC support available.

## CONTRACTOR OPERATED PARTS STORE (COPARS)

Along with the maintenance of TMP vehicles the ISA may administer a COPARS. This store provides over-the-counter sales of selected repair parts. Since COPARS cannot compete with the Army supply system or the GSA contract maintenance, its use is limited to Army-owned nonstandard equipment.

## MOVING

Most military shipments begin and end at an installation. This makes the installation transportation officer (ITO) one of the most essential links in the Army system to move the force except at installations where a joint personal property shipping office is located. Sustainment of day-to-day installation operations and movement of the force involves the provision of passenger, freight and personal property movement services, management of leased GSA vehicles program, and the operation of a TMP. The TO is also responsible for providing rail and watercraft services, when required, and for movement of 20 foot containers. During exercises and contingency deployments, the ITO is responsible for coordinating the unit moves. This includes the coordination of convoy clearances required for the units to gain access to ports of embarkation with the state movement control center operated by the STARC.

It is advisable to collocate the passenger and personal property movement services within an established ACS complex on the installation. The passenger movement services branch should be located near the commercial travel office. The freight elements may be located near

the receiving and shipping branches of the ISA. The motor pool is located where it provides easy access to main installation arteries. Also, the motor pool may be contractor operated in its entirety.

The ITO must ensure it is in compliance with the laws, tariffs, and regulations governing the shipment of personnel and material via commercial carriers. The ITO must also assure compliance with all laws and regulations when shipping or handling sensitive or hazardous materials. Many of the regulations are promulgated by governmental agencies such as the Department of Transportation, state movement control centers, the Interstate Commerce Commission, and the US Coast Guard. OCONUS ITOs must also ensure compliance with host-nation regulations. To assure compliance, the ITO must maintain constant daily coordination with the MTMC. This coordination involves the proper use of the automated systems, such as the TC ACCIS and the Transportation Operation Personal Property System (TOPPS). The JTR Volumes 1 and 2, DOD Regulations 4000.25 and 4500.34-R, ARs 55-46, 55-71, 55-355, and 58-1 contain procedures for the conduct of installation transportation operations.

## SUSTAINING

There are five elements tied to the task of sustaining soldiers at the installation level. These are personnel, health, services, quality of life, and general supply support. Personnel, health, and quality of life issues are addressed in other chapters of this manual. The DOL is responsible for the provision of services and general supply support. Services consist of food services, clothing exchange, mortuary affairs, and laundry. General supply support consists of the provision of all other categories of supplies.

### FOOD PROGRAM

The installation food service advisor is the staff officer responsible for the Army food program. The program is operated under the auspices of AR 30-1. All or portions of this program may be operated under a contract at some installations. In this case, the food service advisor may act as the contracting officers representative (COR) and implement quality assurance in accordance with the terms, conditions, and specifications of the contract. The contracting officer may appoint any individual as the COR.

The food program includes the issue of Class I to dining facilities, field training and support to the RC for IDT. At the installation level the Troop Issue Subsistence Activity (TISA) issues all the subsistence or establishes contracts for direct vendor deliveries to the dining facilities. The TISA is operated under the provision of AR 30-18.

The Defense Commissary Agency (DeCA) is tasked to operate a commissary system for resale of groceries and household supplies to authorized customers. DeCA may under certain conditions (no TISA available at the service installations) also be charged with the responsibility of providing supplemental troop issue subsistence support through the TISA to military dining facilities. The DOL at the installation is usually assigned as the installation's POC for commissary matters and hosts the commissary advisory council. The council acts as a forum for the commander's representatives to discuss quality of service and to make recommendations for improvements. Recommendations may cover all aspects of the operation, those controlled by the local DeCA commissary officer and those under the purview of the installation commander. The council meets on a quarterly basis, or as required.

## CLOTHING AND EQUIPMENT

Organizational clothing and individual equipment is handled at the installation through the Central Issue Facility (CIF). This activity operates under the ISA and stocks, issues, recovers and exchanges organizational clothing-individual equipment (OCIE), while maintaining accountability. The CIF at an installation provides support within its appointed geographical jurisdiction. In USAREUR, CIFs have been centralized. Annexes exist at each BSB or AST located more than 30 minutes from a main CIF.

Military clothing is also stocked in Army Military Clothing Sales Stores (AMCSS), which are operated by the Army and Air Force Exchange Service (AAFES) under AR 700-84. AMCSS can sell or exchange those items authorized under the conditions stipulated by DA. The installation DOL provides logistics support, staff advice, and policy definition and guidance to the AMCSS.

## LAUNDRY SERVICE

Most installations also provide laundry and drycleaning support to the soldiers. On some installations, the DOL operates a full-service laundry and drycleaning facility, while on others this function is operated under contract. Also, installations may choose to provide this service through Interservice Support Agreements (ISSAS) with other governmental agencies, as appropriate.

## GENERAL SUPPLY SUPPORT

The ISA is responsible for providing general supply support to the soldiers. It accomplishes this mission by

overseeing the functions of materiel management, customer assistance, storage, and distribution.

General supplies in the categories of Class II, III (P) IV, VII, and IX are provided to authorized tenants, to include USAR and ROTC units satellite on the installation. The overall supply management for all classes of supply is provided through the use of the Standard Army Intermediate Level Supply System (SAILS). This system accomplishes the supply control and financial functions. The ISA is responsible for the management of reparable and returned items. The ISA may manage an installation reparable exchange activity (RXA). The RXA provides the installation with high usage Class IX items that are reparable at the installation level by the IMA.

The ISA operates a self-service supply center (SSSC) at most installations and a clothing initial issue point at some installations and training centers. The SSSC is a store that provides low-dollar expendable and durable items which are used on a daily basis by units and activities. Office supplies, housekeeping items, handtools, and dining facility items are examples of supplies kept on hand. The Clothing Initial Issue Point (CIIP) normally operates at any installation which has a training center to issue clothing to newly arrived soldiers. A temporary CIIP may be established to issue individual clothing and equipment when there is a large volume of new arrivals at the installation.

## DOL RESPONSIBILITIES

Major functions are the preparation of logistics support plans for mobilization, training base support, emergencies, and disaster relief.

The DOL also must plan for the establishment of split operations. Split operations may be necessary when the requirement exists to operate from both in-theater locations and from the installation from which a unit deploys.

The DOL is the primary logistician for assigned activities, not tenant organizations. The DOL provides coordinated logistics support to tenant unit force modernization efforts. He also plans and supervises, in coordination with the DPTM, all logistical training.

The DOL, appointed as the installation command supply discipline monitor, administers the command supply discipline program. The DOL reviews the supply

operations for the installation commander assuring that regulatory compliance is followed by on-post and supported activities. The DOL also provides guidance and policy support on matters of logistics for the installation to include the monitoring of all reports of survey and inventory adjustment reports. At most installations, the DOL also administers the Defense Regional Interservice Support (DRIS) program. Some installations have the DRIS coordinator located in the Directorate of Resource Management. Other responsibilities include the management of the energy management program in accordance with AR 11-27, Supply Management Army Retail, DBOF Fund, financial management for Logistics Base Operations accounts, ammunition surveillance operations, and the operation of the central point for the receipt of hazardous materials entering the installation. The DOL tracks the hazardous materials from the time

they enter the installations to the time they leave or are consumed. The DOL provides property book accountability for installation property furnished units and activities, and it submits CBS-X and serial number reporting on installation reportable equipment. The ISA serves as the installation mortuary officer, responsible for inspection and disposition of remains. He is

also responsible for the upkeep of and determining the eligibility for the use of the installation cemetery. The DOL maintains historical data pertaining to each death and interment and reports this information to higher headquarters. The DOL is also responsible for systems analyst functions for automated logistics systems.

### **LOGISTICS SUPPORT IN AMC**

Logistics support within the AMC installation community reflects the AMC mission focus on research and development, test and evaluation, and industrial operations. AMC logistics directors are organized to support installation mission personnel and equipment. In doing so, AMC DOLs perform many of the same functions as their other MACOM counterparts. They perform additional functions such as the management of equipment authorizations, as well as the management of equipment utilization and

maintenance. These functions are usually consolidated into an Equipment Management Division (EMD). The EMD is subdivided into branches managing equipment authorizations and property book accountability, dispatching and control of all mobile equipment (including firefighting and utility rail equipment), equipment maintenance, and other equipment pools. This organization ensures that any installation equipment-related support issue or problem can be readily addressed and quickly resolved.

### **OTHER LOGISTICS SUPPORT**

Logistics support is provided to the installation by several non-Army agencies. The GSA has a direct impact on the installation. GSA is responsible for providing goods and services needed for day-to-day operations. Through its federal supply services, GSA supplies the Army with those classes of supplies and items which it manages. These items are normally identified as items which are available in the commercial market and are not weapons related or peculiar to a single Service. Many installations also lease nontactical vehicles from GSA.

The DLA is another organization that has an impact at installation level. This organization provides

logistical services and support to the Army in the following areas:

- Supply support.
- Technical logistics services (property disposal).
- Contract administration.
- Bulk fuels supply and storage.

AMC offers support during periods of natural disaster, such as Hurricane Andrew, through the use of the Mobile Logistics Support Element.