



CHAPTER 8

SUPPLY OVERVIEW

INTRODUCTION

Supplying the force is one of the major elements in sustaining the battle. It is the process of providing all items necessary to equip, maintain, and operate a unit. Supply operations involve the storage, distribution, requisitioning, protection, maintenance, and salvage of supplies. Its primary purpose is to sustain the soldiers and weapon systems in strategic, operational, and tactical environments on the modern battlefield. As the battle progresses, QM units must provide the right supplies at the right locations in time to contribute to the fight. It is imperative that the systems be in place to allow the supported units to place their demands rapidly and to assist the QM units in providing the supplies in a timely manner.

RESPONSIBILITIES

QM units are responsible for providing adequate and timely supply to supported units. The supplies that these units provide are managed by MMCs in each echelon of the force, from separate brigades and armored cavalry regiments to the theater army level. At the national level, supply operations are managed by NICPs assigned to the AMC, the DLA, and other defense agencies. Additionally, some commodities can be provided by other government agencies, such as the GSA. There are 10 classes of supply, as shown in Table 8-1 (page 8-2).

DSUs

QM supply support activities (SSAs) organic to divisional and nondivisional DSUs provide supplies directly to the using units. They receive, store, and issue to using units Class I, II, III, IV, VI, and VII supplies and unclassified maps. Class

VIII items are the responsibility of medical units. Class IX items are issued through SSAs that are in the maintenance companies. The DSUs in separate brigades and divisions also transload ammunition through Class V ATP operations. COSCOM and TAACOM ordnance ammunition units store and issue all other Class V to divisional and nondivisional units.

GSUs

GSUs provide supplies to replenish DSUs. They fill nonstockage supply requests. QM GSUs are supply class or commodity oriented. They are normally located in the COSCOM rear and TAACOM areas. If the operational theater has stockage buildup or safety levels, they will be held by GSUs.

MMCs

The MMCs are the materiel managers for the units that they support. They manage materiel for weapons systems, control maintenance priorities, and coordinate and control supply functions to meet the operational needs of the units being supported. The different types of MMCs found in a theater of operations are described below.

DMMC (division, separate brigade, and regimental). The DMMC manages all materiel for which the DISCOM is responsible, except Class VIII supplies, communications security equipment, and classified maps. The DMMC provides for the receipt and processing of requests for issue from the supported units' activities.

COSCOM MMC. The COSCOM MMC is the central manager for the corps-level general support (GS) supply system. Its management is based on decentralized stockage locations with a

centralized management process. The MMC performs the functions of integrated supply management for the corps. This supply management is for all classes of supply except Class VIII, communications security materiel, and classified maps. Additionally, it provides for management of all the maintenance activities of the COSCOM. The COSCOM MMC accepts requisitions from the DMMC and from nondivisional DSUs. The MMC can cross level assets within the corps area of responsibility. To satisfy urgent demands, the COSCOM MMC (or DMMC) may laterally transfer stocks. It may also redirect the distribution of stocks from those supply sources considered to have excess quantities on hand. If items are not

available for issue within the corps, the COSCOM MMC transfers the requisition to the TAMMC or to an NICP.

TACOM MMC. The TAACOM MMC provides support and performs functions that are similar to those of the COSCOM MMC. This support is provided to units at the operational level.

TAMMC. The TAMMC provides inventory management functions for the entire theater. Its focus is on distribution of war reserves and the management of command-controlled items. Requisitions for non-command-controlled items are transmitted directly to an NICP, with an information copy going to the TAMMC.

Table 8-1. Classes of supply

CLASS	SUPPLIES
I	Subsistence and gratuitous health and comfort items.
II	Clothing, individual equipment, tentage, organizational tool sets and kits, hand tools, and administrative and housekeeping supplies and equipment.
III	Petroleum fuels, lubricants, hydraulic and insulating oils, preservatives, liquids and gases, bulk chemical products, coolants, de-icer and antifreeze compounds, components and additives of petroleum and chemical products, and coal.
IV	Construction materials including installed equipment and all fortification and barrier materials.
V	Ammunition of all types (including chemical, radiological, and special weapons), bombs, explosives, mines, fuzes, detonators, pyrotechnics, missiles, rockets, propellants, and other associated items.
VI	Personal demand items such as snack foods, beverages, cigarettes, soap, toothpaste, writing materials, cameras, batteries, and other nonmilitary sales items.
VII	Major end items such as launchers, tanks, mobile machine shops, and vehicles.
VIII	Medical materiel, including repair parts peculiar to medical equipment.
IX	Repair parts and components to include kits, assemblies and subassemblies (reparable or nonreparable) which are required for maintenance support of all equipment.
X	Material to support nonmilitary programs such as agriculture and economic development (not included in Classes I through IX).
Miscellaneous	Water, maps, salvage, and captured material.

CONCEPT OF OPERATIONS

To be successful, supply support must be both effective and efficient. Limited resources require that supply operations be efficient. However, efficiency cannot handicap effectiveness. Five logistics characteristics facilitate effective, efficient supply operations. Foremost among these is *anticipation*. Commanders and logisticians must anticipate requirements, and the supply system must also be anticipatory. They *integrate* supply concepts and operations with strategic, operational, and tactical plans. Supply operations and systems must be *responsive* to the commander and provide *continuous* support to forward-deployed forces. Finally, logisticians must *improvise* to expedite actions when needed and adapt to changing dynamics on the battlefield.

Levels of Supply

Levels of supply are broadly classified under the categories of tactical, operational, and strategic. Tactical and operational supplies are further broken down as unit, DS, and GS. Strategic supplies are those that are under the control of the NICPs. Various dynamics of change are being introduced into the supply system. There is a concerted effort to merge the tactical, operational, and strategic levels into a seamless supply system. As total asset visibility becomes a reality, the absolute control of supply stockage will be more obtainable. The system will then have become seamless.

Strategic level of supply. At the strategic level, supply is largely the purview of the CONUS industrial and civilian sectors. National political and military leaders, as well as civilian and military suppliers and contractors, effectively combine efforts to provision the force. Strategic-level supply is involved with mobilization, acquisition, force projection, mobility, and the concentration of supply support in the theater base and the communications zone (COMMZ). It is the link between the nation's economic base

and the military supply operations in a theater. Strategic and operational levels interface in a theater of operations.

Operational level of supply. Operational-level supply focuses on sustainment, supply unit deployment, and the distribution and management of supplies and materiel. Contractors and civilians provide support from within as well as outside the theater of operations. In theater, contractors and DOD civilians perform specified supply support functions. The theater commander provides strategic guidance and priorities for operations while the service component commanders identify strategic and operational requirements to the national industrial base. Deployment and integration of forces in the theater are based on the commander's campaign plan. At the strategic level supplies and materiel are centrally managed and distributed. This facilitates decentralized execution of logistics at the operational and tactical levels. The operational level of supply encompasses that support required to sustain campaigns and major operations. It enables success at the tactical level of war. Supply support significantly impacts on the Army force (ARFOR) commander's decision process. METT-T analysis determines time and distance factors and requirements. Assured communications supporting high data transmission rates with the national industrial base provide total asset visibility of critical items.

Tactical level of supply. Tactical-level supply focuses on readiness. It supports the tactical commander's ability to fight battles and engagements. Successful support is anticipatory. It provides the right supplies at the right time and place to supported units. Major emphasis is placed on fueling the force and supporting soldiers and their systems. Tactical commanders must integrate supply support with their concept of operations during the tactical planning phase. Mobile, responsive capabilities are essential for accomplishing the supply mission.

Sources of Supply

Units maintain a sustaining level of supply that is formed from the UBLs and PLL. This sustaining level is continually replenished by the next higher source. This source may be the parent battalion or a DSU. The DSU converts the unit's request into a requisition. The DSU either satisfies the demand or forwards it to the supporting MMC. As described previously, the functions of an MMC depend on its type and its location of the battlefield. Each intermediate MMC is a potential source of supply. The TAMMC has an overview of all the command-controlled items throughout the theater of operations. Requisitions passed out of the theater are directed to the appropriate NICP for supply action.

Mobility of Supplies

Supplies (UBLs and PLLs) that are maintained in a unit should be 100 percent mobile. DSU forward elements supporting a brigade or regiment must be able to move 90 percent of their cube within 30 minutes. The remaining 10 percent should be moved within four hours. All DSU rear units supporting division or larger combat units must have 50 percent mobility. They must be able to move their remaining authorized stockage list (ASL) cube by shuttle. GSU activities have limited capability to move their ASLs. However, it is recognized that the frequency of movement of these units is less than that of the DSUs. The preferred method of moving stocks of GS units is to set up a satellite operation at the new location, have replenishment stocks redirected into the new area, and draw down stocks from the existing location. Specific mobility objectives are established by AR 710-2.

Transition to War or OOTW

This phase begins with the warning of an impending operation. During the transition phase, all supplies nonessential to the operational aspects of the operation must be curtailed. Priority of strategic lift should be given to those items and commodities that will have the

greatest influence on the outcome. SSAs will begin selective cancellation action of those requisitions nonessential to the operation or unnecessary for individual health and welfare. Limiting supply actions to only essential items allows the operators and managers to focus their time and resources on preparing to support the operation. Initially, deployed forces must rely on accompanying basic loads, oversea war reserves, and air delivery of Class IX and maintenance-related Class II items. General supply items and routine follow on supplies will generally be shipped by sea lines of communications (SEALOC). Global strategy is moving toward a force projection Army. There will be a lessening of reliance on forward-deployed units and prepositioned war reserves. This will increase the criticality of precise planning to ensure that proper supply support is provided. This also highlights the need for LPT, HNS, LOGCAP, and contingency contracting can provide supplies that would have taken up valuable strategic lift for both supplies and CSS units.

Supply Units

Supply units are found throughout the operational and tactical levels. They are found from the forward area of the brigade support area (BSA) to the rear port area. Following are summaries of the mission of the QM proponent supply units.

Division, brigade, and regimental supply companies/troops. These units provide DS supplies to the organic units of the division, brigade, and regiment. Generally, they provide Class I, II, III, IV (limited), VI, and VII items. Class V is also issued through ammunition transfer points.

Supply company (DS). This unit provides supply support to nondivisional units assigned to echelons above division (EAD). Generally, this unit provides Class I, II, III, IV, VI, VII, and water. Nondivisional units operating in the divisional area should receive supply support from this unit. However, divisional units described above could, within their capabilities, provide

supply. This will be based on the particular class of supply, maturity of the theater, and METT-T.

Supply company (GS). This unit provides support to divisional and nondivisional supply units for Class I, II, III (packaged), IV, and VI supplies. The supply company (GS) is usually assigned to the CSG (rear) or the TAACOM. Supplies are primarily received from APODs and seaports of debarkation (SPODs) on theater transportation assets.

Heavy materiel supply company (HMSC). This unit provides divisional and nondivisional units with Class VII supplies. The HMSC is normally assigned to the CSG (rear) or the TAACOM. Major end items are either received from APODs and SPODs or as assets generated from the GS maintenance units operating in the theater. Most Class VII stocks are command-controlled items. These items are managed by the TAMMC.

Repair parts supply company. This unit provides divisional and nondivisional units with Class IX supplies. The repair parts supply company is normally assigned to the CSG (rear) or the TAACOM. A large portion of items stocked in the theater will consist of theater reserves and the safety buildup delivered by SEALOC. Repaired items generated by the GS maintenance units are also included. Most Class IX will be provided to units from CONUS by direct supply support (DSS). Parts will be delivered by air lines of communication (ALOC) and marked for the requesting unit.

Petroleum supply units. These units are discussed in detail in Chapter 11.

Water supply units. These units are discussed in detail in Chapter 15.

Flow of Supplies and Supply Requests

Requests generally flow from the user to the higher sources of supply. As reporting procedures become faster and more reliable, it will be possible to better anticipate the requirements of the unit. A greater portion of the supplies will be

pushed to the unit without the formality of requisitions and processing by intermediate management activities. This will facilitate delivery by throughput or a hub and spoke delivery system. The flow of requests for specific supplies is discussed in the commodity chapters (refer to the Table of Contents).

Retrograde/Salvage of Supplies

Retrograde is usually associated with items of supply and equipment that are repairable (either in or out of the theater). These items are generally in the maintenance channels and are returned to the supply channels after they have been restored to a serviceable, ready-for-issue condition. Salvage items are normally placed into supply channels at the time they are classified as unserviceable, uneconomically repairable. Based on theater policy and instructions from the NICP, salvage items are either evacuated through the system, destroyed, or demilitarized. Once the items are considered as not usable or required by the ARFOR, they are reported to the appropriate Defense Reutilization and Management Office (DRMO) for disposition. Mature theaters will normally have a DRMO located in the rear portion of the COMMZ.

Planning Considerations

Planning for supply at all levels involves several critical decisions about the interface of combat, combat support (CS), and CSS activities. Support of major operations, battles, and engagements requires the merging of organizations and resources into an overall concept. Planners must seek innovative ways to reduce strategic lift requirements. Strategic lift is a scarce resource. Ways to reduce strategic lift requirements should be developed. Planners should consider echeloning CSS support into the theater, establishing split-based operations, preconfiguring materiel, and using civilian contractor, allied, and host-nation capabilities.

LPT. This combines peacetime planning actions taken by logisticians at all levels to increase the

means to support the commander's plan. These actions include, but are not limited to, identifying and preparing bases of operation, selecting and improving LOCs, projecting and preparing forward logistics bases, identifying potential supply sources, negotiating host-nation agreements, and forecasting and building operational stock assets forward and afloat. These actions focus on identifying the resources available in a potential theater of operations for use by friendly forces. See Chapter 5 for more information on LPT.

Force composition. Active and reserve component force composition influences the time needed to establish a logistics base and prepare it for operations. The ratio of combat, CS, and CSS troops is equally important. The majority of CSS capability is in the reserve components. This requires early consideration of the force composition. This allows a determination to be made as to which capabilities may be limited due to mobilization time lag. Civilian and contractor support will be necessary for virtually all deployment and logistics operations. The theater support structure may be augmented by table of distribution and allowances (TDA) organizations. The AMC's logistics support element (LSE) is such an organization. Theater entry considerations require a thorough review of the mobilization and deployment plans to ensure the best mix of units and the integration of arrival times. As combat power builds, the logistics base must be dynamic and expand to meet the needs of the combat force.

Logistics priorities. The priorities of supporting commanders are governed by the theater commander's guidance and priorities under his command authority. Logistics priority is the prerequisite for developing a support plan. Priorities may shift between units or to different areas. As they do, it is necessary to check the capability of the existing supply system to support such a shift.

Joint and combined operations. Involvement in joint or combined operations requires increased

logistics planning and coordination. This will ensure that all facets of responsibility are included in the planning process. Prearranged effective dates of support must be established for each commodity of supply or type of service. Hand-off and assumption of support responsibilities must be coordinated early on, and the force structure and other resource requirements must be identified during the planning process. If limitations exist, they must be elevated to the commander early in the decision-making process.

HNS. Pre-established arrangements for HNS can reduce the requirement for early deployment of US assets. HNS can offset requirements for early strategic lift by reducing requirements for moving resources to the theater. See Chapter 5.

Contingency contracting. Whether or not the Army has a HNS agreement, contingency contracting support should deploy early to arrange access to host-nation capabilities. See Chapter 4 for more information on contingency contracting.

EMERGING CONCEPTS, SYSTEMS, AND MATERIEL

There are several emerging supply concepts. The most significant are AIT, ULLS-S4, SARSS-0, and the CSSCS. These systems are described in detail in Chapter 3.

SAFETY

Safety considerations in the area of supply involve equipment operations and handling of supplies. These areas are discussed in the following paragraphs.

Equipment Operations

Safety in operating materials handling and other equipment is a major consideration in any supply operations area. Operators must be

adequately trained in safe operations. Supervisors must establish safe operating procedures and ensure that they are adhered to.

Supply Handling

The handling of supplies has inherent safety considerations. This is particularly true when a commodity or item has a potential hazard. This could be from either the composition of the item or the way in which it is packaged. Supply personnel must be aware of these inherent dangers. They must be trained in the safe handling of all commodities.

RELATED DOCTRINE

A number of publications exist which cover or expand on the principles of supplying the force. Table 8-2 lists the major publications.

Table 8-2. Publications related to this chapter

Update Publications	Topic
Unit Supply UPDATE	Various ARs & DA Pams related to supply
Army Regulations	Topic
725-50	Requisitioning, receipt, and issue system
Field Manuals	Topic
10-15	Supply and storage
10-27	General supply
10-27-1	QM GS supply operations
10-27-2	QM DS supply and field services
10-27-3	QM headquarters organizations

