

Organizations and Functions
HEADQUARTERS, III CORPS AND FORT HOOD ORGANIZATION AND FUNCTIONS

SUMMARY. This regulation covers official organization alignment and functional distribution of responsibilities for III Corps and garrison activities at Fort Hood (FH). This regulation has been updated to incorporate format and organizational changes.

APPLICABILITY. This regulation applies to Active Army, Army National Guard, Army Reserve units, and other units affiliated with III Corps and garrison activities.

IMPACT ON NEW MANNING SYSTEM. This regulation does not contain information that affects the new manning system.

SUPPLEMENTATION. Supplementation by subordinate headquarters is prohibited except upon approval by AFZF-MM-MEDD.

INTERIM CHANGES. Interim changes to this regulation are not official unless they are authenticated by the Directorate of Information Management. Users will destroy interim changes on their expiration dates unless sooner superseded or rescinded.

REQUIREMENTS IMPACTING ON UNIT COMMANDERS. Requirements impacting on unit commanders can be found throughout this regulation.

SUGGESTED IMPROVEMENTS. The proponent of this regulation is the Directorate of Resource Management. Users are invited to send comments and suggested improvements to Commander, III Corps and FH, ATTN: AFZF-RM-MEDD.

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***This regulation supersedes FH Reg 10-5, 28 June 1987.**

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CHAPTER 1
GENERAL

OVERVIEW

1-1

Purpose This regulation describes the official organizational alignment and functional distribution of responsibilities for performing the mission assigned to

- Headquarters (HQ), III Corps and
- United States (U.S.) Army garrison, Fort Hood (FH).

1-1a

References Required and related publications are listed in appendix A.

1-1b

Explanation of Terms Abbreviations and special terms used in this regulation are explained in the glossary.

1-1c

RESPONSIBILITIES

1-2

Major Subordinate Commanders, Directors, and Section Chiefs Major subordinate commanders, directors, and section chiefs will

- analyze, on a continuing basis, their organizational structure to assure having an effective and economical organization for performing their mission.
- keep current the portions of the organization and functions manual which pertains to their activity by submitting requests for changes to organizational structure as outlined in chapter 1, block 1-4, this regulation.
- submit proposed administrative changes to this regulation which do not affect manpower, schedule X forms, or tables of distribution or allowances to Directorate of Resource Management, ATTN: Manpower, Equipment, and Documentation Division.

1-2a

Directorate of Resource Management The Directorate of Resource Management will

- review, coordinate, and obtain approval for each change to this regulation to assure conformance with organizational policies as outlined in
 - this regulation and
 - Army Regulation (AR) 5-3 (Installation Management and Organization).
- forward changes, approved within these policies, to the Directorate of Information Management for publication.

1-2b

GENERAL

1-3

Overview

This regulation

- depicts the III Corps and FH mission and function statements and organization.
- will be current and compatible with the approved Installation The Army Authorization Document System.

Appendix E contains basic guidance for

- organizations,
- mission,
- charting, and
- functional statements.

1-3a

Changes

Changes to organizational structure and realignments of functions for the garrison must be approved according to procedures established in this regulation.

Do not construe this as a restriction of change; flexibility is fundamental to good organization.

Organizational changes will not be the basis for increasing manpower requirements.

1-3b

Changes Which Transfer Functions

Corps Chief of Staff (CofS) and HQ, U.S. Army Forces Command (FORSCOM) approval is required prior to implementing.

- changes to garrison organizational structure and
- realignments which transfer functions among directorates or consolidate divisions.

1-3c

Changes to Structure Realignment or Consolidation

CofS approval is required prior to implementing

- changes to the garrison organizational structure and
- realignment or consolidations of functions below division level.

1-3d

Mission Statement

Appendix B contains the mission statement for the corps and garrison.

1-3e

Organizational Chart

Appendix C documents the organizational structure of the Corps and Garrison.

1-3f

Command
Relationship
Chart

Appendix D contains

- the III Corps and FH command relationship chart and
- an explanation of the remark numbers reflected on the organizational chart.

1-3g

PROCEDURES FOR REQUESTING CHANGES TO ORGANIZATION STRUCTURE

1-4

Activities
Actions

Activities will submit proposed changes to the organizational structure (realignment or consolidation of function) in decision paper format

- coordinate through Directorates of Resource Management and Civilian Personnel and
- forward to the CofS.

Requests which require FORSCOM approval will include

- recommendation for approval.
- justification for the proposed changes
 - expressed in terms of good management principles and increased efficiency or economy unless
 - the changes add or delete functions in compliance with directives from higher HQ, then attach a copy of the appropriate directive.
- an impact statement on manpower and fund requirements.
- a revised functional statement, as applicable.
- a revised mission statement, as applicable.
- a revised organization chart, as applicable.

Prepare the revised mission statement, organizational chart, and functional statement in the format of this regulation.

1-4a

Revised
Schedule X

Upon CofS approval, revised Schedule X forms will be

- prepared if
 - manpower requirements are being transferred from one sheet and line number to another or
 - there is an increase in manpower requirements.
- submitted with a revised tables of distribution or allowances or a request for table change to the Directorate of Resource Management.

1-4b

Preparing
Schedules X

Prepare Schedule X forms in four copies (original and three carbons).

For current instructions on preparing Schedule X forms, contact the Directorate of Resource Management, Manpower, Equipment, and Documentation Division.

1-4c

CHAPTER 2
COMMAND ELEMENT

2

Commanding
General

The Commanding General (CG)

- commands Army units assigned or attached to III Corps and FH.
- is the installation commander.
- performs assigned missions according to AR 5-3 and AR 210-10 (Administration).

2a

Deputy
Commanding
General

The Deputy Commanding General

- assists the CG.
- acts for the CG in such instances and such capacities as directed for the combined, integrated corps and garrison.
- directly supervises corps nondivision major subordinate commands at FH.

2b

Chief of
Staff

The Chief of Staff

- directs, coordinates, and supervises corps and garrison staff functions and activities.

2c

Deputy Chief
of Staff

The Deputy Chief of Staff

- advises and assists the chief of staff.
- conducts special projects and studies for the CG and chief of staff.

2d

Garrison
Commander

The Garrison Commander

- assists the CG in responsibilities according to AR 5-3 and AR 210-10 with emphasis on completing FH mission support.
- is a member of the planning board.
- commands organizations assigned or attached to the garrison.
- accomplishes mission assigned by the commander or other competent authority.
- is not a dual role position according to AR 5-3.

NOTE: The garrison functions are described in Chapter 3.

2e

Secretary of the
General Staff

The Secretary of the General Staff

- is executive officer for the chief of staff.
- provides internal administrative services for the command group.
- reviews correspondence addressed to the command group for accuracy and completeness to include coordination with every agency.
- prepares memorandum for command group policies.
- controls the command quadrant during field operations and exercises.
- provides executive and protocol services for the command group.
- is proponent for FH Reg 1-10 (Staff Procedures Guide).
- is proponent for the master calendar.

2fCommand
Sergeant Major

The Command Sergeant Major

- serves as the senior noncommissioned advisor to the CG on enlisted personnel matters.
- participates in official ceremonies.
- performs other duties as prescribed by the CG.
- has operational control of the U.S. Army Noncommissioned Officer (NCO) Academy which
 - is staffed under unit identification code W39YAA.
 - trains NCOs and specialists in leadership.
 - develops weapons systems and equipment experts who can supervise and train subordinates.
 - offers NCOs career educational opportunities.
 - prepares NCOs for leadership duties in their military occupational specialty.
 - instills the self-confidence, knowledge, and sense of responsibility necessary to
 - train and lead subordinates in cover, concealment, suppressions, and teamwork and
 - give and supervise the execution of orders to effectively perform the collective Army training and evaluation program missions.

2g

HQ, III CORPS AND FH COMMAND ELEMENT

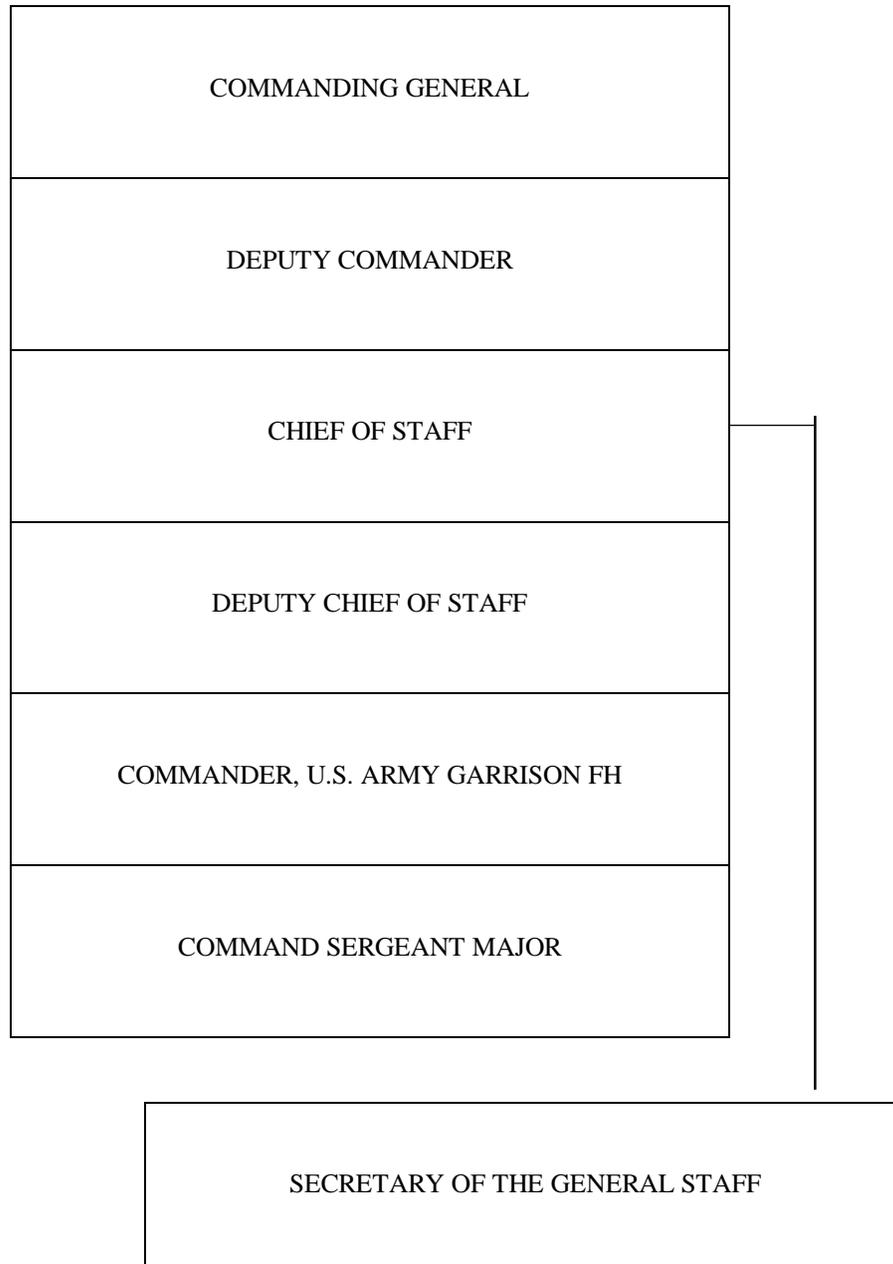


Figure 2-1. Command Element

CHAPTER 3
THE UNITED STATES ARMY GARRISON

SECTION I. PUBLIC AFFAIRS OFFICE

3-1

General

This office

- advises and assists the CG on command information program matters.
- supervises and coordinates information released to media on activities relating to
 - command information,
 - newspaper,
 - public information, and
 - community relations.
- maintains liaison with
 - higher and lateral information staffs,
 - news media representatives, and
 - community leaders.
- prepares and executes information mission programs and plans.

3-1a

Public Affairs Officer

Public Affairs Officer

- advises and informs the CG of the public affairs impact and implications inherent in planned or implemented corps and FH operations.
- formulates, implements, and supervises public affairs actions for the CG.
- prepares public affairs portion of plans, orders, and standing operating procedures.

3-1b

Deputy Public Affairs Officer

Deputy Public Affairs Officer

- is principal assistant to the public affairs officer.
- provides internal administration services for the office.
- maintains liaison with civilian organizations, groups, and individuals.
- receives and makes recommendations on civilian requests for participation of speakers.
- observes and reports on trends affecting relations between military and civilian communities.
- maintains liaison with community relations offices of higher command echelons.

(continued on next page)

Deputy Public Affairs Officer
(continued)

- prepares and coordinates programming, budgeting, and fiscal management analyses of public affairs activities.
- is a dual role position.

3-1c

Command Information Branch

Command Information Branch

- exercises staff supervision over the command information program at FH.
- informs troops of news events, policies, and official actions through the FH newspapers and news magazine (broadcast).
- observes and analyzes trends in troop opinion.
- supports the Department of the Army (DA), U.S. Army Forces Command (FORSCOM), and FH command information objectives through
 - preparation,
 - procurement,
 - distribution,
 - presentation, and
 - review of materials for use in the program.
- prepares and edits material for the FH newspaper and maintains liaison with the publisher to make sure the final publication is both proper and useful.
- supervises the television and FH section which transmits on closed circuit cable system and edits script copy for use on television.
- prepares and edits material and selects photographs for the post guide and monitors contract with publisher.
- writes speeches for the CG for internal and external audiences.

3-1d

Public Information Branch

Public Information Branch

- maintains good relations between FH and the general public through information media.
- coordinates and responds to media requests for news coverage of corps and garrison activities.
- keeps the public affairs officer informed of public trends and public opinion toward the corps, FH, and the Army.
- provides staff assistance to subordinate commands' public information activities.
- gathers and edits news materials and photographs from the command for external release.
- establishes and maintains liaison with civilian news media.

(continued on next page)

Public Information
Branch
(continued)

- escorts media on post.
- administers the hometown news release program.
- make sure information for public release meets security, accuracy, policy, and propriety guidelines.

3-1e

Community
Relations Branch

Community Relations Branch

- provides liaison to the city governments and serves as regular ex officio member in chambers of commerce in
 - Belton,
 - Gatesville,
 - Lampasas,
 - Copperas Cove,
 - greater Killeen (includes Harker Heights), and
 - Temple.
- is proponent for the civilian advisory conference.
- assists with the updates of protocol listings of local very important persons and community leaders.
- advises the command group on options and recommends courses of action when dealing with civilian interest groups.
- responds to public inquires or directs them to appropriate staff sections and coordinates responses as required.
- is proponent for coordination of Association of the U.S. Army activities and events.
- per AR 360-61 (Community Relations), receives and staffs civilian sector requests for
 - static equipment displays,
 - support of civic and patriotic functions, and
 - tours.

NOTE: Corps secretary of the general staff, executive services, provides tour services to distinguished guests and groups headed by a colonel or GS-15 and above and for foreign dignitaries representing their governments.

- requests and coordinates tasking and employment of 1st Cavalry Division band and horse platoon special ceremonial unit to support community relations and total Army involvement in recruiting.

NOTE: G3 is proponent for intraservice and interservice support.

(continued on next page)

Community
Relations
Branch
(continued)

- is point of contact for the Army Recruiting Command to support the recruiting effort primarily in a 13-state area.
- provides estimated costs to the recruiting command for soldiers and equipment requested to support the recruiting effort and
- coordinates and requests taskings for FH providing recruitment support.
- writes speeches for the CG for external and internal audiences.

3-1f

PUBLIC AFFAIRS OFFICE

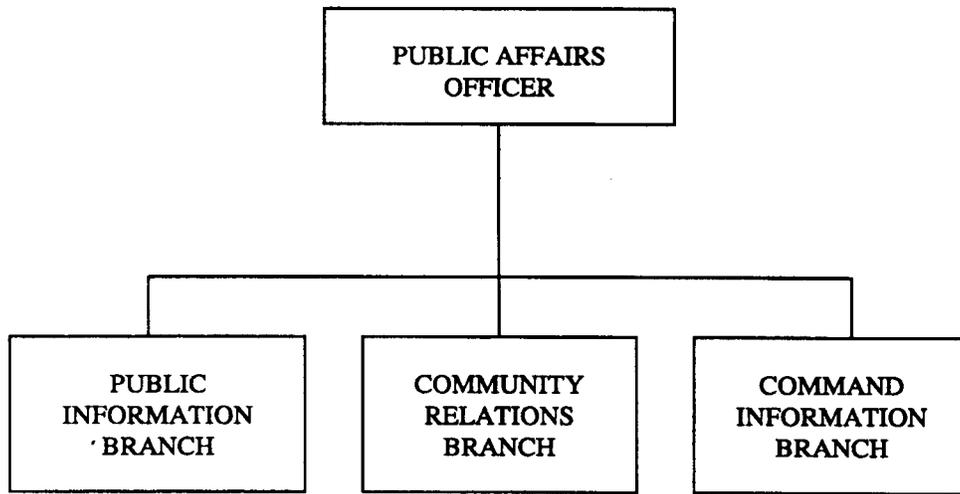


Figure 3-1. Public Affairs Office (Garrison Staff)

SECTION II. OFFICE OF THE STAFF JUDGE ADVOCATE

3-2

General

This office

- provides the command with general legal services including supervision of the administration of military justice and claims activities.
- furnishes legal assistance and advice to soldiers, retirees, and family members.
- prepares opinions on questions of law on
 - personnel actions,
 - civilian and military jurisdiction,
 - contracts,
 - procurement matters,
 - boards, and
 - other administrative actions having legal implications.

3-2a

Staff Judge Advocate

The Staff Judge Advocate

- serves as the legal advisor to the CG, staff, and subordinate nondivisional commanders.
- advises the CG and other command members on questions of law and procedure.
- reviews and takes action on claims in favor of and against the U.S. arising on FH.
- supervises the administration of military justice within the command, and communicates directly with the CG in the administration of military justice matters.
- supervises the
 - U.S. Federal magistrate court system and
 - felony prosecution program.
- provides legal assistance to soldiers, retirees, and family members including
 - special program for tax assistance,
 - personal recognizance bonds, and
 - preventive law.
- provides administrative and logistic support for the
 - trial defense service and
 - military judges.
- is a dual role position.

3-2b

Deputy Staff
Judge Advocate

The Deputy Staff Judge Advocate

- is the principal assistant to the staff judge advocate.
- assumes the duties and responsibilities of the staff judge advocate as required.
- manages the daily operation of the office.

3-2c

Administrative
Section

Administrative Section

- provides administrative services and logistic support for the office.
- supervises enlisted personnel to include training and duty assignments FH wide.
- maintains field law library.
- provides automation support for the office.

3-2d

Criminal
Law Division

Criminal Law Division

- furnishes legally qualified personnel to act as
 - trial counsel before courts-martial and
 - legal advisors to Article 32 investigating officers.
- supervises the preparation of records of trials following general courts-martial and special courts-martial which are authorized to adjudge a bad conduct discharge.
- reviews records of trial by special and summary courts-martial.
- prepares courts-martial orders published by FH.
- serves as custodian of special and summary courts-martial records.
- supervises the military justice conducted in organizations whose personnel are attached to FH for the purpose of trials by courts-martial and military justice matters.
- prepares actions under Article 15, Uniform Code of Military Justice, required by the CG and reviews appeals from punishment under that article.
- supervises the adverse administrative separation system.
- provides recorder for board actions.

3-2e

Administrative
Law Division

Administrative Law Division

- provides general legal advice on matters other than
 - claims,
 - legal assistance, and
 - military justice.

(continued on next page)

Administrative
Law Division
(continued)

- prepares legal opinions upon questions of law.
- reviews procurement matters and makes disposition recommendations.
- furnishes legally qualified personnel to act as recorders in officer separation proceedings.
- reviews administrative discharge proceedings and makes appropriate recommendations as to their disposition.
- provides legal review of
 - reports of survey,
 - reports of investigation, and
 - nonappropriated fund instrumentalities activities.
- administers the village court program.

3-2f

Claims
Division

Claims Division

- supervises the investigation of accidents or incidents involving damage to or loss or destruction of property, personal injury, or death
 - which may result in a claim on behalf of or against the U.S. and
 - in which the investigation is the responsibility of the CG.
- adjudicates claims against the Government in amounts within authority and processes and forwards claims in excess of this amount to higher authority.
- collects claims in favor of the U.S.
- supervises the activities of claim officers.
- provides a field claim team to provide claims assistance for
 - accident disaster relief,
 - military movements, or
 - off post exercises.

3-2g

Legal
Assistance
Division

Legal Assistance Division

- renders legal advice and assistance concerning personal legal problems to
 - soldiers,
 - retired soldiers, and
 - family members.

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Legal Assistance Division (continued)

- administers the
 - tax program and
 - preventive law program.

3-2h

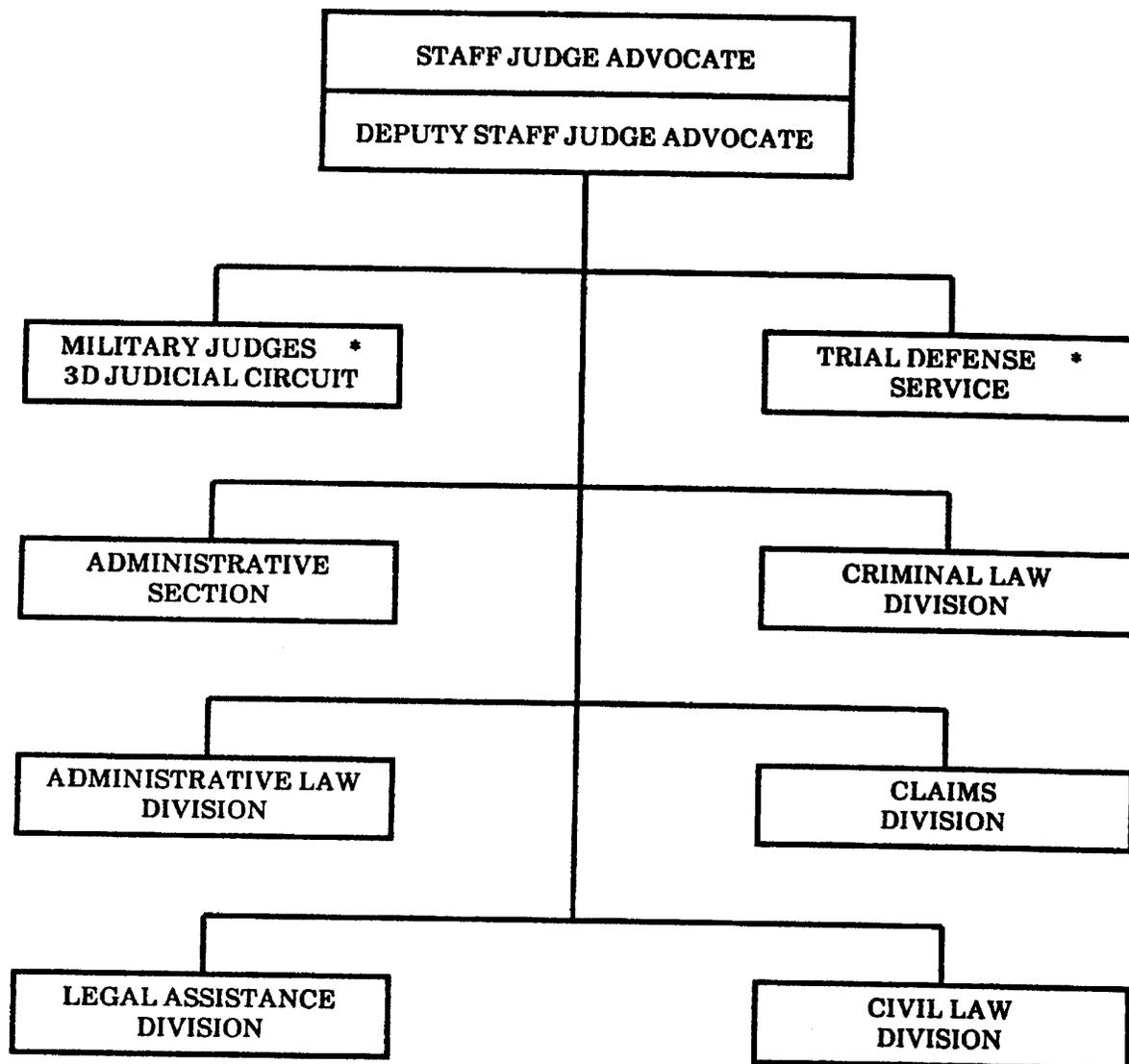
Civil Law Division

Civil Law Division

- administers the U.S. magistrate court.
- advises law enforcement personnel on the statute and regulation as they pertain to enforcement of
 - traffic laws,
 - wildlife protection,
 - trespass on FH, and
 - minor violations of criminal statutes.
- administers the felony prosecution program.
 - provides attorney to serve as special assistant U.S. attorney.
 - coordinates with military and civilian law enforcement agencies, the U.S. attorney, and the Federal court system for the investigation and prosecution of serious criminal offenses.
- provides support for the investigation and litigation of civil suits against FH and tenant units.
- participates in U.S. Army Medical Activity and Dental Activity risk management quality assurance program.
- coordinates litigation with the Department of Justice, the U.S. Army Claims Service, and the Federal court system.
- administers the personal recognizance bond program.

3-2i

OFFICE OF THE STAFF JUDGE ADVOCATE



* Attached for administrative and logistical support only.

Figure 3-2. Staff Judge Advocate (Combined Corps and Garrison Staff)

SECTION III. OFFICE OF THE INSPECTOR GENERAL

3-3

General

This office

- advises the CG on conditions relating to
 - mission performance and
 - the state of discipline, efficiency, morale, esprit de corps, economy, and readiness within the command.
- performs general, functional, procurement, and special
 - inspections,
 - surveys,
 - studies, and
 - inquiries.
- receives, investigates, and reports on
 - allegations,
 - complaints,
 - grievances, and
 - assistance requests of
 - individuals and
 - agencies.
- recommends remedial action to correct deficiencies and systemic problems noted in inspections and investigations.
- performs follow up to make sure that prompt, effective, coordinated corrective action is taken.
- formulates plans and policies pertaining to office activities.
- teaches Army systems, procedures, and processes to
 - help inspected activity improve operations and
 - accomplish command objectives.

3-3a

Inspector
General

The Inspector General

- provides the CG with a continuing assessment of the operational and administrative effectiveness of the command.

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Inspector
General
(continued)

- advises the CG on matters concerning office activities, mission accomplishments, and the state of
 - morale,
 - discipline,
 - efficiency,
 - economy,
 - esprit de corps, and
 - readiness.
- formulates and disseminates policies on inspector general activities throughout the command.
- maintains surveillance over and reports on the effectiveness of the major subordinate commands inspector general activities.
- is a dual role position.

3-3b

Administrative
Section

Administrative Section

- provides internal administrative services and general office management functions, including records management.
- maintains the reference library and provides research material as needed by other branches.

3-3c

Plans and
Analysis
Branch

Plans and Analysis Branch

- identifies compliance or systemic issues which may warrant verification during
 - inspector general inspections,
 - special inspections, or
 - command inspections.
- develops, ranks, and programs special inspections as directed by the CG.
- coordinates the preparation and documentation of inspections plans.
- monitors inspection reports prepared by other staff agencies.
- schedules and coordinates unit, activity, and private organization inspections.
- coordinates inspections originating from outside FH.
- compiles and evaluates statistical data and results of inspections.
- conducts and evaluates command climate and family member surveys as part of the inspection program or as required by commanders.
- maintains inspection files.

(continued on next page)

 Plans and
 Analysis Branch
 (continued)

- uses automation to
 - enhance trend analysis,
 - evaluate data, and
 - graphically portray trends.
- maintains and shares trend analysis data with worldwide counterparts.
- reviews and updates FH Reg 20-1 (Inspector General Activities and Procedures) as required.
- plans, supervises, schedules, and coordinates the inspector general inspections, combat readiness special inspections, and special inspection programs.

3-3d

 Assistance and
 Investigations
 Branch

Assistance and Investigations Branch

- supervises the operation of the complaints system.
- receives, reviews, and processes complaints and requests for assistance and makes sure that appropriate action is taken in each case.
- conducts investigations and prepares reports on any matter affecting individuals or conditions detrimental to the command as directed by the CG or the inspector general.
- compiles and evaluates statistical data on complaints and requests to determine causes and to recommend corrective action.
- conducts special studies and develops factual data on specific subjects or specific fields of activity.
- maintains custody over assistance reports originated within the office.

3-3e

 Inspections and
 Follow-up Branch

Inspections and Follow-up Branch

- coordinates the preparation and execution of inspection plans for
 - inspector general inspections,
 - combat readiness special inspections, and
 - other special inspections.
 - coordinates, prepares, and processes reports of inspection to include staffing within the HQ.
 - provides continuing assistance to subordinate commands by followup visits.
 - conducts special inspections with limited, specifically defined scope and purpose as may be directed by the CG.
 - inspects post-wide activities and other organizations and activities for which the corps has responsibility.
-

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Inspections and
Follow-up
Branch
(continued)

- conducts periodic reviews and inspections of commercial activities program to make sure the program is being carried out according to established policies.
- conducts reviews and inspections of functions which remain in-house to make sure the functions are being performed using resources identified in the in-house estimate.
- conducts technical assistance visits for commanders on an as-available basis.

3-3f

OFFICE OF THE INSPECTOR GENERAL

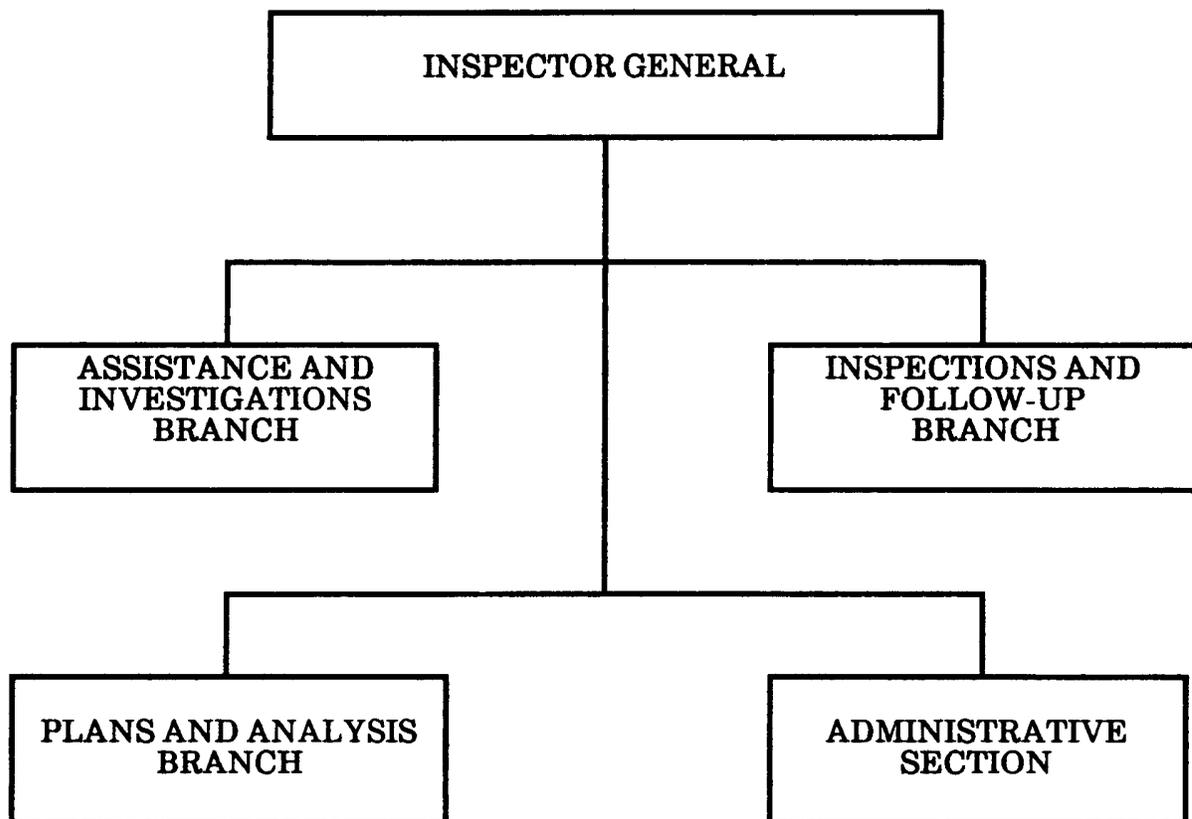


Figure 3-3. Inspector General (Combined Corps and Garrison Staff)

SECTION IV. CHAPLAIN ACTIVITIES OFFICE

3-4

General

This office

- plans, administers, and supervises religious activities and functions, spiritual and morale, as affected by religion for
 - soldiers,
 - their families, and
 - authorized civilian employees.
- provides religious services, religious education, pastoral counseling, and chaplain support activities throughout FH.

3-4a

Staff
Chaplain

The Staff Chaplain

- provides general supervision and has responsibility for chaplain activities.
- supervises each branch.
- supervises and operates chaplain appropriated and nonappropriated funds instrumentalities.
- provides guidance and general supervision of chaplain and chaplain assistant training to include Reserve component.
- supervises chaplain activities and religious activities organic to FH.
- coordinates with U.S. Army Health Services Command activities regarding chaplain and religious activities.
- allocates specific assignments of chaplains and chaplain assistant personnel assets in coordination with proponent staff agencies.
- directs chaplain specific procurement activities.
- reviews and approves professional and laity development programs.
- advises the CG and staff on
 - chaplain support activities,
 - morals, and
 - morale as affected by religion.
- performs liaison with civilian religious leaders.
- monitors pastoral counseling activities.

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Staff Chaplain
(continued)

- provides pastoral counseling for
 - individuals,
 - families, and
 - groups.
- conducts religious services and religious education as required.
- maintains proficiency in military skills, physical fitness, and mobilization requirements.
- implements guidelines and directives of the corps chaplain and higher HQ.
- is a dual role position.

3-4b

Installation
Support
Troops Chaplain
Branch

Installation Support Troops Chaplain Branch

- provides coordination and pastoral support activities for soldiers, their families, and tenant unit personnel.
- conducts site visits.
- performs command coordination of chaplain support activities.
- provides pastoral counseling for
 - individuals,
 - families, and
 - groups.
- advises staff chaplains and tenant commanders concerning
 - religious support issues,
 - morals, and
 - morale as affected by religion.
- provides moral leadership development training for soldiers and tenant units.
- provides publicity and information on FH chaplain activities.
- conducts religious services and religious education as required.
- performs mobilization planning functions for the staff chaplain and develops the chaplain activities office mobilization training standing operating procedures.
- maintains proficiency in
 - military skills,

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Installation
Support Troops
Chaplain Branch
(continued)

- physical fitness,
- and mobilization requirements.
- provides support and coordination for Reserve Component chaplains and chaplain assistants.
- coordinates annual training requirements with chaplain training management branch.
- implements guidance and directives of the staff chaplain.

3-4c

Resource
Management
Branch

Resource Management Branch

- provides coordination, control, and management of
 - appropriated funds,
 - nonappropriated funds,
 - supply and services,
 - facilities management,
 - procurement activities, and
 - general administrative support.
- plans, develops, and executes the chaplain portion of the command operating program and budget.
- monitors maintenance, replacement, and use of
 - religious facilities,
 - chaplain supplies and equipment, and
 - standard supplies and equipment.
- provides detailed supervision of nonappropriated chaplain funds, appropriated funds, and grant funds from higher HQ.
- develops the chaplain activities office standing operating procedures.
- provides coordination for staff actions.
- monitors force integration initiatives that impact chaplain activities.
- conducts religious services and religious education as required.
- maintains proficiency in
 - military skills,
 - physical fitness, and
 - mobilization requirements.
- performs pastoral counseling as required.
- implements guidance and directives of the staff chaplain.

(continued on next page)

Resource
Management
Branch
(continued)

- advises the staff chaplain on
 - administrative
 - fiscal, and
 - logistical matters.

3-4d

Training
Management
Branch

Training Management Branch

- provides general supervision and management of a comprehensive chaplain, chaplain assistant, and laity professional development program.
- develops an annual comprehensive training plan for chaplains, chaplain assistants, and chapel laity in coordination with the master training schedule.
- trains and assists supervisory chaplains in conducting training and training events.
- secures resources for training and training events.
- coordinates annual training for individual mobilization augmentees and Reserve Component chaplains and chaplain assistants.
- develops the chaplain annex to the mobilization plans and identifies mobilization requirements.
- develops information for the chaplain activities office mobilization standing operating procedures.
- advises chaplains on training requirements and career development.
- conducts religious worship and religious education as required.
- maintains proficiency in
 - military skills,
 - physical fitness, and
 - mobilization training standards.
- performs pastoral counseling as required.
- implements guidance and directives of the staff chaplain.

3-4e

Chapel Centers
and Religious
Activities
Branch

Chapel Centers and Religious Activities Branch

- functions under the direct supervision of the staff chaplain.
- provides a comprehensive chaplain activities program in
 - worship,
 - related worship activities,
 - religions education,

(continued on next page)

Chapel Centers
and Religious
Activities Branch
(continued)

- pastoral support in counseling, and
- spiritual guidance.
- conducts
 - collective Protestant worship services,
 - Protestant Sabbath worship services,
 - Jewish worship services,
 - Catholic worship services,
 - Orthodox worship services, and
 - other required worship schedules.
- coordinates sacrament and preaching schedules.
- supervises denominational worship services and rites.
- conducts military weddings.
- conducts military funerals and memorial services.
- schedules facility use.
- coordinates special religious observances and rites.
- supervises chapel choral music programs.
- establishes and supervises religious education.
- plans and prepares chapel parish activities.
- provides pastoral counseling for
 - individuals,
 - families, and
 - groups.
- secures resources for comprehensive religious programming.
- institutes control procedures for the chaplain funding account.
- secures personnel allocations for laity training for
 - chaplain and
 - chaplain assistants.
- maintains proficiency in
 - military skills,
 - physical fitness, and
 - mobilization training standards.
- implements guidance and directives of the staff chaplain.
- advises the staff chaplain on religious and moral issues.
- procures appropriate religious education and worship materials
- selects and trains lay teachers and lay worship assistants.
- monitors worship and religious education class quality.
- secures fiscal resources for the conduct of
 - worship and
 - religious education.

(continued on next page)

Chapel Centers
and Religious
Activities Branch
(continued)

- secures and allocates supplies and equipment for
 - religious education and
 - worship.
- coordinates and schedules special religious and education events.
- advises the immediate supervisor of
 - religious activities,
 - requirements, and
 - implications.
- provides publicity for religious activities and educational activities.

3-4f

Family Life
Center

Family Life Center

- is under the staff chaplain.
- provides comprehensive pastoral programs supporting family
 - counseling,
 - crisis interventions, and
 - support activities for
 - the soldiers families and
 - family ministry training.
- provides family life education sessions.
 - intervention in family crises,
 - pastoral support for family members, and
 - family counseling dealing with
 - premarital and marital issues,
 - family abuse,
 - parent and child conflicts, and
 - alcohol and drug abuse.
- provides family enrichment programs.
- coordinates with family support agencies.
- refers individuals to family support agencies.
- receives referrals from
 - family support agencies,
 - medical facilities, and
 - commanders.
- trains chaplain personnel in family intervention skills.
- conducts religious worship services as required.

(continued on next page)

Family Life
Center
(continued)

- maintains
 - military skills,
 - physical fitness, and
 - mobilization requirements.
- implements guidance and directives of the staff chaplain.
- advises the staff chaplain concerning family issues and family concerns.

NOTE: FH has been designated as one of the Army's family life centers.

3-4g

Administrative
Operations
Branch

Administrative Operations Branch

- provides administrative functions not covered by the resources management branch.
- provides routine administrative functions.
- coordinates
 - with staff agencies and social agencies in behalf of the chaplain,
 - chaplain parish development activities, and
 - personnel management actions for chaplains, chaplain assistants, and civilian employees.
- develops information for the chaplain activities office standing operating procedures.
- implements chaplain recruitment and accession initiatives.
- conducts religious worship services and religious education as required.
- provides pastoral counseling as required.
- maintains military skills, physical fitness, and mobilization requirements.
- advises the staff chaplain concerning status of programs and administrative actions.
- implements guidance and directives of the staff chaplain.

3-4h

CHAPLAIN ACTIVITIES OFFICE

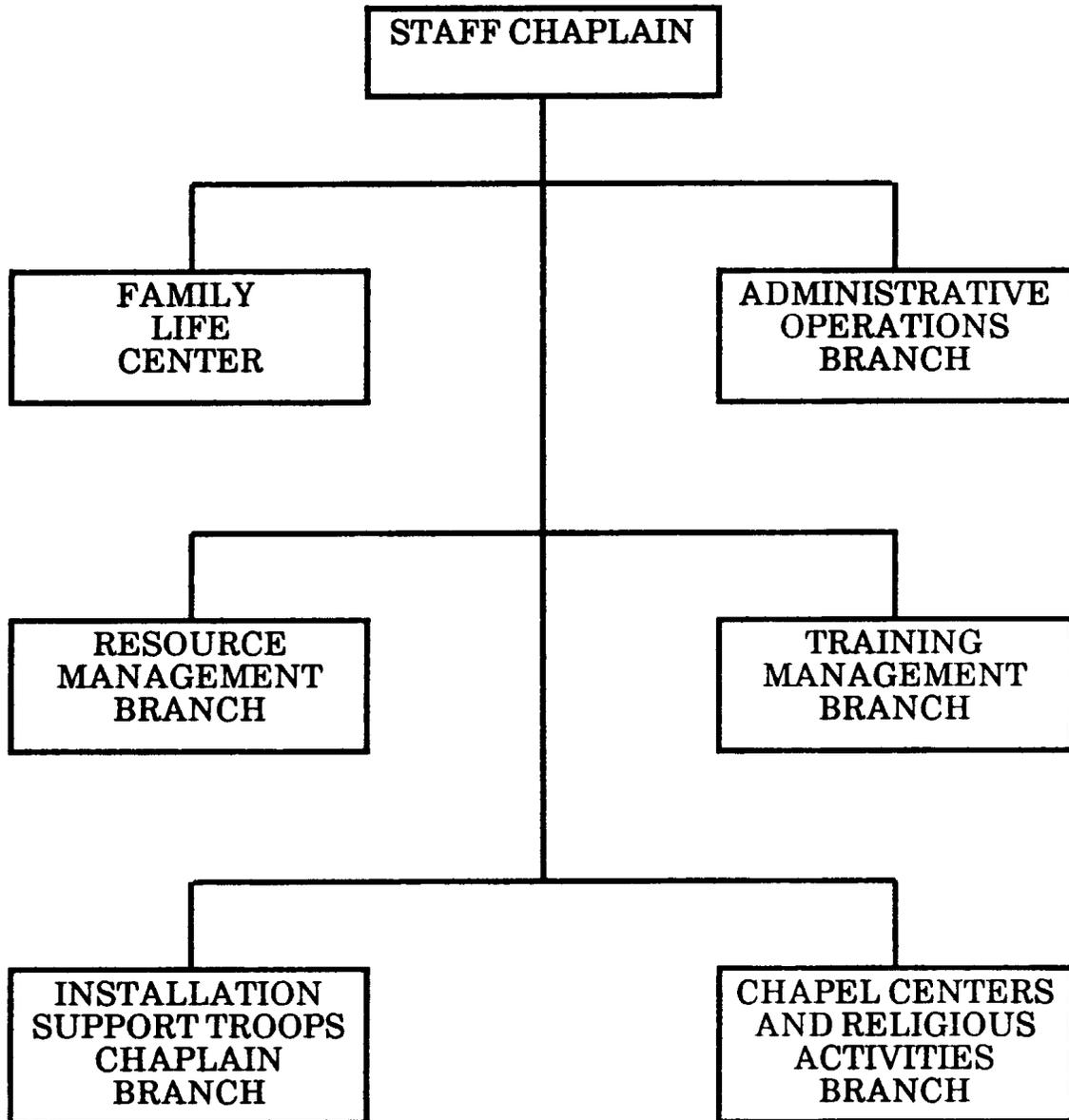


Figure 3-4. Chaplain Activities Office (Garrison Staff)

SECTION V. INTERNAL REVIEW AND AUDIT COMPLIANCE OFFICE

3-5

General

This office

- provides the CG an independent, professional, internal audit capability to resolve known or suspected problems having significant resource impact.
- performs audits of
 - financial operations and management,
 - program and mission results, and
 - economies and efficiencies pertaining to
 - Comptroller General of the U.S. auditing standards and
 - DOD and the Auditor General of the Army standards.
- plans, manages, and directs the internal review program.
- advises the CG on internal review and audit matters and on the impact of audits and reviews on the overall mission and program.
- evaluates the effectiveness of operations and the adequacy of internal control systems.
- identifies actions necessary to correct or eliminate weaknesses and deficiencies in established
 - policies,
 - procedures, and
 - controls.
- when possible, quantifies potential monetary benefits that could result from implementation of audit recommendations.
- evaluates corrective action replies developed by operational managers for responsiveness and timeliness.
- tracks audits performed by agencies external to FH from initiation to implementation of corrective action.

3-5a

Internal Review Officer

The Internal Review Officer

- provides general supervision over office operations including
 - branch chiefs,
 - administration, and
 - program and budget functions.
- is the principal assistant to the comptroller career program manager for professional auditor career development and training.

 (continued on next page)

Internal Review
Officer
(continued)

- is senior advisor on audit and review matters.
- plans, manages, and directs the internal review program.
- coordinates planning, organizing, staffing, directing, and controlling the activities of the office.
- provides administrative control of
 - correspondence,
 - classified documents,
 - travel,
 - supplies, and
 - equipment for the office.
- prepares office-level budget and resource data for submission to the Directorate of Resource Management.
- monitors execution of the budget.

3-5b

Internal Review
Branch

Internal Review Branch

- performs reviews and audits of
 - operation,
 - management, and
 - missions and programs.
- conducts audits.
- performs troubleshooting.
- evaluates internal control system implementation and operation.
- identifies and reports potential monetary benefits from audit reports.
- conducts performance of cash verifications and cash level reviews.

3-5c

Audit Compliance
Branch

Audit Compliance Branch

- monitors and tracks audit follow-ups.
- performs follow-up of external and internal audit reports.
- provides technical assistance on the internal control program.
- monitors and tracks audits performed by agencies external to FH from audit initiation to implementation of corrective actions.

3-5d

Liaison Branch

Liaison Branch

- performs liaison duties between
 - external audit agencies and
 - internal staff directors.
- coordinates, consolidates, and assures responsiveness of command replies to external audit reports.

3-5e

INTERNAL REVIEW AND AUDIT COMPLIANCE OFFICE

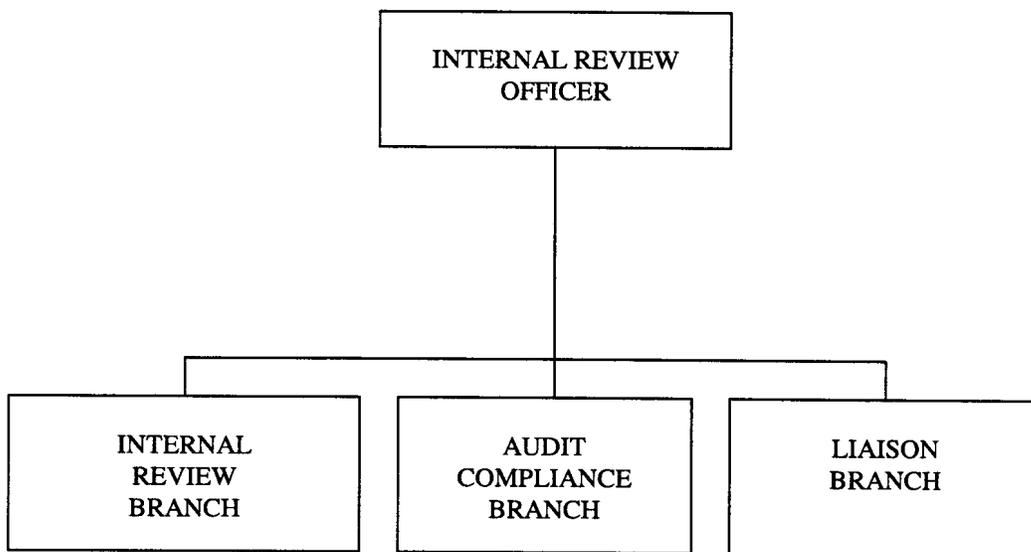


Figure 3-5. Internal Review and Audit Compliance Office (Garrison Staff)

SECTION VI. EQUAL EMPLOYMENT OPPORTUNITY OFFICE

3-6

General

This office

- advises the CG on equal employment opportunity (EEO) program matters.
- plans, develops, and directs the EEO program for appropriated and nonappropriated funds employees for employment at FH and tenant activities.
- plans, develops, and directs the following programs and related activities for civilian employees.
 - black employment program,
 - Federal women's program,
 - Hispanic employment program,
 - EEO collateral counselor,
 - EEO advisory council,
 - EEO action officers, and
 - prevention of sexual harassment course manager.
- receives and processes EEO complaints for FH and tenant activities appropriated and nonappropriated funds civilian employees and applicants.
- appoints, trains, and supervises EEO collateral counselors.
 - receives and processes their reports and
 - evaluates their performance.
- conducts liaison with
 - Federal agencies,
 - community officials,
 - special interest groups,
 - minority group leaders,
 - religious organizations,
 - employee groups, and
 - educational institutions.
- evaluates the program efforts among civilian employees and supervisors.
- advises the CG on
 - the status of the program including recommendations for improvements and
 - equal employment and civil rights matters.
- maintains files and documents relative to the program.

(continued on next page)

General
(continued)

- performs continuous review and analysis of the
 - composition of the workforce,
 - hiring and personnel policies affecting civilian employment, and
 - representation of minority groups in the work force.
- in coordination with the Directorate of Civilian Personnel Training and Development Division, develops and provides training and instructional materials to train civilian employees in equal employment matters.

3-6a

EQUAL EMPLOYMENT OPPORTUNITY OFFICE

EQUAL EMPLOYMENT OPPORTUNITY OFFICER

Figure 3-6. Equal Employment Opportunity Office (Garrison Staff)

SECTION VII. DIRECTORATE OF CIVILIAN PERSONNEL

3-7

General

This directorate

- provides civilian human resource management advice and assistance to
 - managers and supervisors and
 - tenant managers and supervisors through cross-servicing agreements.
- performs personnel services for civilian employees within the serviced area.
- provides job information and application services to public candidates for Federal employment.
- operates under direct supervision of the garrison commander.

3-7a

Director,
Civilian
Personnel

The Director

- serves as principal advisor on civilian human resources management issues to the
 - CG,
 - serviced commanders, and
 - their primary staff officials.
- provides administrative and technical leadership to subordinate staff.
- serves as the CG's exclusive agent to approve non-government training for civilian employees.
- exercises, or delegates to subordinates, the authority to perform appointing officer functions.
- serves as career program manager for civilian personnel career program 10.
- performs manage-civilians-to-budget functions.

3-7b

Personnel
Systems
Management
Office

Personnel Systems Management Office

- provides personnel support systems administration.
- performs in-house system development.
- performs system maintenance functions.
- develops and maintains automation plan.
- provides systems security administration.
- develops continuity of operations plan.
- conducts automation training.
- maintains automation library.
- conducts automation program evaluations.

3-7c

Technical
Services
Division

Technical Services Division

- analyzes guidance of higher echelons for applicability.
- maintains a central library of regulations and advice on regulatory requirements.
- inprocesses and outprocesses employees.
- conducts audits of
 - personnel actions for legal and regulatory compliance and
 - records and files in civilian personnel divisions.
- maintains suspense systems for performance appraisals, temporary appointments, and promotions.
- administers employee benefits programs to include
 - retirement,
 - health insurance,
 - life insurance, and
 - survivor benefits.
- administers the Federal employees' workers' compensation program.
- processes permanent change of station travel orders.
- initiates requests for national agency checks with inquiries and security information.
- processes official personnel actions.
- prepares identification cards.
- verifies civilian employment.
- performs common support services for the directorate to include
 - mail and files,
 - publications,
 - supplies,
 - information reception, and
 - key control.
- determines payment of and processes real estate claims.

3-7d

Recruitment and
Placement
Division

Recruitment and Placement Division

- administers personnel recruitment program to include affirmative action.
- examines candidates under delegated authorities.

Recruitment and
Placement
Division
(continued)

- administers in-service placement programs.
- provides management advice and assistance on methods of filling positions.
- provides information concerning overseas recruitment.
- administers reduction-in-force and transfer-of-function actions.
- plans for career intern requirements.
- provides applicant assistance.
- provides employee career counseling on assignments and qualification requirements.
- administers Army special employment programs.
- administers the family member employment assistance program in coordination with the Directorate of Personnel and Community Activities family support division.
- conducts staffing program evaluations.

3-7e

Labor and
Management
Employee
Relations
Division

Labor and Management Employee Relations Division

- advises and assists management concerning relations with unions.
- is point of contact for and conducts negotiations and consultations with unions.
- advises and assists management in taking adverse personnel actions based on unacceptable conduct or performance.
- provides management assistance in handling grievances and appeals to the merit systems protection board and other third parties.
- provides advice to civilian employees concerning personnel actions.
- conducts civilian employee personnel counseling.
- is principal advisor to management for civilian employee performance management systems to include
 - performance appraisals,
 - performance awards and other recognition programs, and
 - within grade increases.
- is principal advisor to management for civilian absence and leave matters.
- provides management with recommendations concerning civilian employee indebtedness, political activity, and standards of conduct.

(continued on next page)

Labor and Management Employee Relations Division (continued)

- is the principal advisor to management for civilian employee conduct and disciplinary actions.
- promotes intramanagement communications.
- provides advice and assistance concerning civilian employee benefits and services.
- monitors and advises management on civilians' voluntary separations and reductions in grade or pay.
- conducts surveys and studies of civilian morale and sick leave use.
- develops policy and administers the incentive awards program by
 - providing assistance to management on use of incentive awards,
 - providing executive secretary and clerical support to the incentive awards committee.
 - processing award nominations, and
 - coordinating special award ceremonies.
- conducts program evaluation.

3-7f

Labor and Management Employee Relations Division (continued)

Position Management and Classification Division

- classifies and provides advisory evaluations for civilian positions, making sure of compliance with
 - position classification standards,
 - job grading standards, and
 - applicable guidance.
- advises management on issues of position design and structure.
 - conducts classification reviews of positions and organizations,
 - monitors and analyzes program trends causes and costs, and
 - provides program statistical information to management.
- participates in efficiency reviews of serviced organizations
 - proposing most efficient position structure for activities being studied.
- conducts annual wage surveys of local area private employers.
- conducts special occupational wage and salary surveys as needed to document requirement for advance rates.
- provides advice and assistance to management and employees on classification complaints and appeals.
- establishes competitive levels of jobs for use in reductions in force.

(continued on next page)

Position
Management and
Classification
Division
(continued)

- establishes competitive levels of jobs for use in reductions in force.
- determines coverage of positions under the Fair Labor Standards Act.
- evaluates requests for
 - environmental differential pay,
 - hazardous duty pay, and
 - other special pay and salary adjustment situations.
- presents training sessions to management and employees on topics related to the program area
- performs program evaluation.

3-7g

Training and
Development
Division

Training and Development Division

- provides advice and assistance to management in identifying employee training needs to
 - advance Federal social consciousness programs,
 - meet changing technologies, and
 - maintain or improve work skills.
- develops training programs through
 - internally sponsored and presented courses,
 - coordination with other sponsors,
 - liaison with other Army and Federal proponents, and
 - identification of most cost-effective private training vendors.
- counsels management and employees on training aspects of career management.
- promotes employee self-development, especially through Army correspondence programs.
- administers program, budget, and scheduling for the civilian training facility.
- evaluates effectiveness of individual training classes and overall program.

3-7h

Nonappropriated
Funds Civilian
Personnel
Division

Nonappropriated Funds Civilian Personnel Division

- administers recruitment and placement program for nonappropriated funds activities by
 - recruiting and accepting applications for nonappropriated funds positions,
 - evaluating and referring applicants for employment consideration, and
 - providing management advice and assistance on methods of filling positions.
- processes nonappropriated funds personnel actions and maintains central records and files.
 - maintains suspense control on personnel actions.

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Nonappropriated
Funds Civilian
Personnel
Division
(continued)

-
- provides information on entitlements to individual employee benefits.
 - provides assistance to managers and supervisors in grievances and appeals by
 - investigating complaints and
 - processing grievances and appeals.
 - maintains management and employee communication program by consulting on
 - personnel policy,
 - work related problems, and
 - employee services.
 - develops policy and administers a program of constructive discipline.
 - assures position classification accuracy and consistency and establishes competitive levels.
 - conducts review of positions and
 - provides advice to managers on complaints and appeals.
 - participates in local wage survey.
 - develops, coordinates, and administers employee training and development program to support the mission and meet long-range training needs.
 - maintains and implements
 - awards and performance evaluation programs,
 - reduction-in-force procedures, and
 - retirement program.
 - processes workers' compensation insurance and disability claims.
 - conducts program evaluations.

DIRECTORATE OF CIVILIAN PERSONNEL

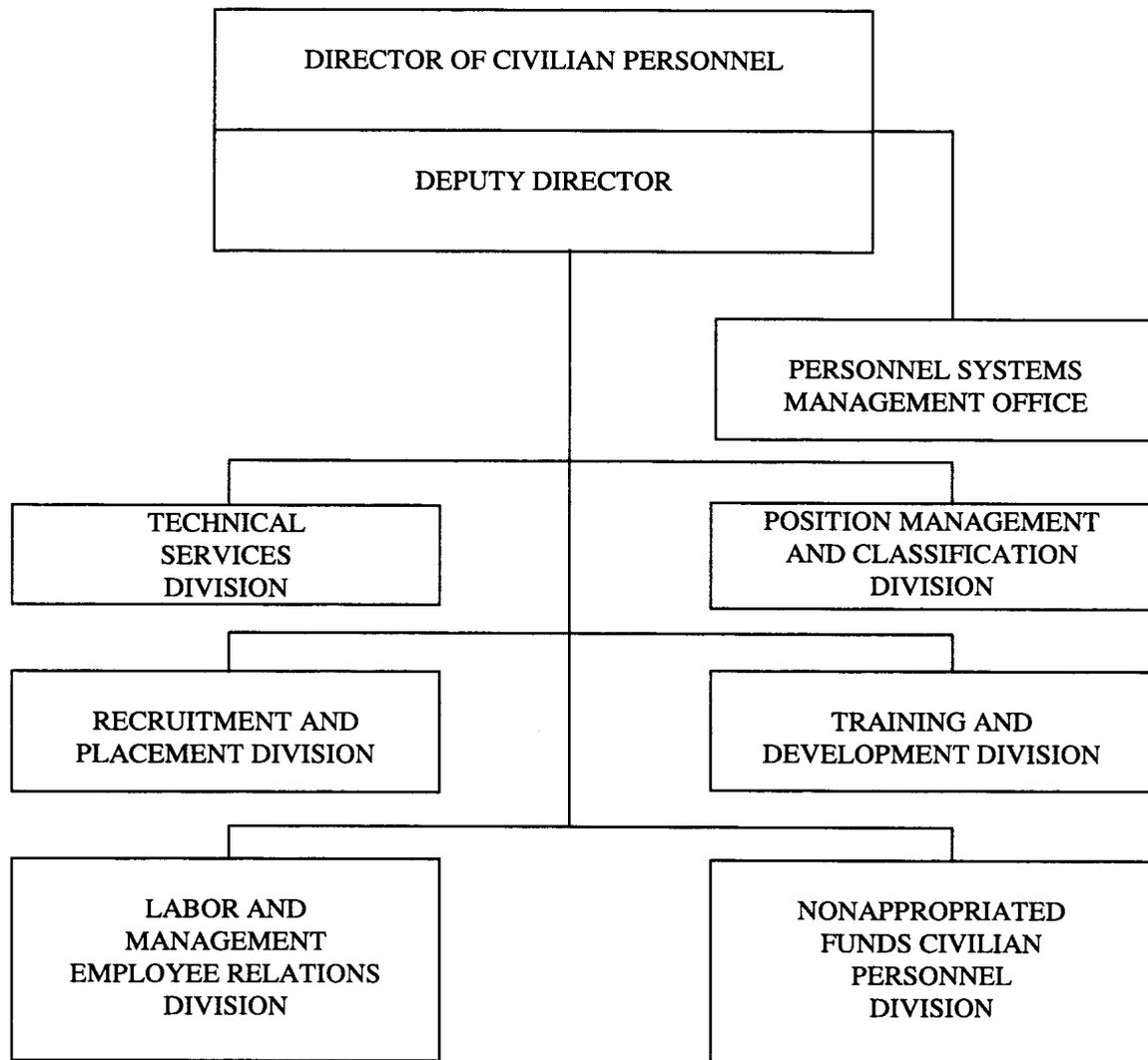


Figure 3-7. Directorate of Civilian Personnel (Garrison Staff)

SECTION VIII. INSTALLATION SAFETY OFFICE

3-8

General

This office

- is composed of safety professionals under the leadership of a safety director.
- manages the safety program for the CG and includes
 - grounds,
 - aviation, and
 - explosive safety functions.
- is under operational control (OPCON) of G1.

3-8a

Ground Safety Branch

Ground Safety Branch

- advises the CG and staff on safety occupational health matters.
- develops and implements plans, policies, and procedures for safety programs.
- interprets safety policies and procedures.
- provides technical and professional safety and occupational health assistance to major subordinate commands and other assigned and attached tenant and Forces Command Corps and Division Training Coordination Plan (CORTRAIN) commands.
- assists commanders with an effective accident prevention effort.
- provides guidance and assistance to develop and integrate the safety aspects of exercises and maneuvers.
 - coordinates with commands and major Army commands to be certain safe practices and standards are incorporated in field training exercises and large joint training command exercises.
 - participates in selected continental U. S. and outside continental U.S. field training exercises to provide safety advice and assistance to commanders.
 - analyzes field exercises accidents to determine causal factors.
- reviews plans for proposed demonstrations, exhibits, exercises, maneuvers, and contingencies to ensure the safety of Army personnel and the public.
- performs data management actions based on accident experience.
 - prepares required reports.
 - checks accuracy and completeness of accident investigation and reporting.

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Ground Safety
and
Branch
(continued)

- assembles, analyzes, and summarizes data concerning the accident experience of the command prepares reports and studies required by the command.
- conducts annual standard Army safety and occupational health surveys of work operations and work sites.
- coordinates the abatement of facility safety and health violations with the Directorate of Engineering and Housing.
- coordinates and conducts safety and occupational health committee meetings.
- makes sure that safety and occupational health standards are incorporated in
 - directives,
 - standing operating procedures,
 - training directives, and
 - other information media.
- conducts annual safety surveys of Army Reserve units located within the FH geographical area of safety responsibility.
 - provides safety support and assistance to reserve officer training corps and Army National Guard units upon request.
 - provides support to Reserve Component units conducting annual training at FH.
- establishes and maintains liaison on safety related matters with
 - safety officers from other military services,
 - DA safety officials,
 - DOD safety officials,
 - private sector safety officials, and
 - staff agencies.
- administers and monitors
 - the defensive driving course,
 - remedial driver training, and
 - the Army motorcycle safety course.
 - serves as contracting officer's representative to the contractor providing instruction.
- manages the radiological protection program and develops radiation safety policy, both ionizing and nonionizing.
 - evaluates compliance with radiation safety policy and provides guidance and assistance to subordinate commands.
 - monitors radiation sources for exposure and leakage.

(continued on next page)

Ground Safety
Branch
(continued)

- monitors the effectiveness of range safety program and policy.
- reviews proposed range designs and construction.
- coordinates with range control officer on safety issues.
- coordinates DA explosive safety requirements.
- reviews and coordinates DOD explosive safety board safety surveys and requirements.
- coordinates accident investigations conducted by boards from the U.S. Army Safety Center, Fort Rucker, AL.

3-8b

Aviation Safety
Branch

Aviation Safety Branch

- manages the aviation accident prevention program and is the proponent for aviation accident prevention policies.
- monitors and evaluates requirements and procedures regarding
 - aviation life support equipment program and
 - foreign object damage prevention functions.
- monitors and evaluates
 - aviation safety of military airspace,
 - airfields and aviation facilities, and
 - crash fire fighting and rescue capabilities.
- reviews and processes requests for individual aviation safety awards.
- coordinates and conducts aviation safety council meetings chaired by the CG.
- conducts aviation safety surveys.
- coordinates with the safety center on aircraft accidents in the area.
 - assists the investigation boards, Fort Rucker and local, during aircraft accident investigations.
 - performs the initial investigation prior to arrival of the Fort Rucker team on Class A accidents.
- reviews aircraft accident reports for completeness and accuracy prior to review by the CG.
 - offers suggestions on concurrence or non-concurrence with the findings and recommendations of the investigation board.
- processes preliminary reports of aircraft mishaps.
 - analyzes trends, completeness, and accuracy of reports before transmittal to Fort Rucker.

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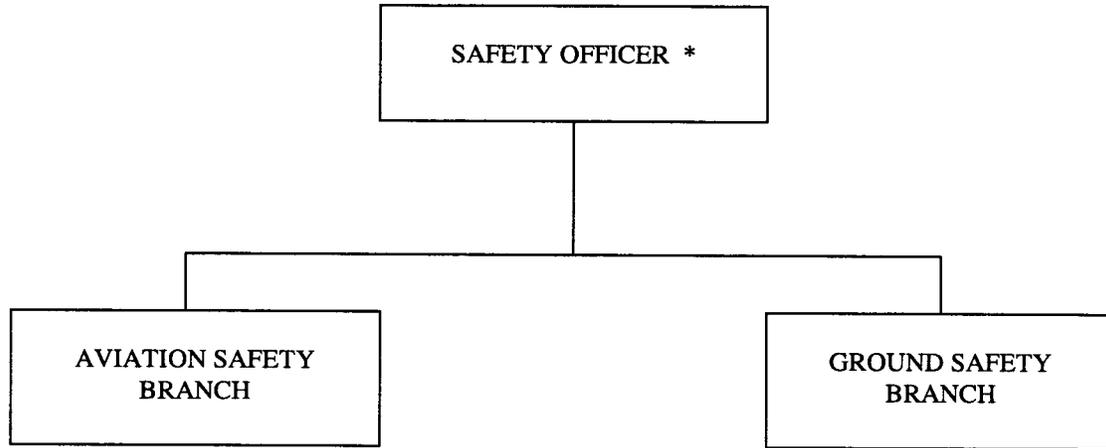
Aviation Safety
Branch
(continued)
\\

- processes DA Form 2696-R (Operational Hazard Report).
- validates reports before submission to the unit, facility, or service responsible for correcting the hazard.

NOTE: If the hazard can be corrected at corps level, the investigation and corrective action are made by the aviation safety officer.

3-8c

INSTALLATION SAFETY OFFICE



*OPCON to G1.

SECTION IX. PHANTOM COMMAND

3-9

General

The commander

- is dual hatted as the Phantom Command battalion commander and the III Corps and FH Commandant.
- commands units assigned or attached to III Corps and FH.
- advises the CG and staff on command matters.
- for assigned, attached, and other designated units, provides
 - special and summary courts and boards convening authority,
 - command guidance an administration,
 - supply,
 - mess,
 - billeting, and
 - training support.
- prepares units, soldiers, and equipment to go to war and win.

NOTE: The garrison and corps HQ commands are integrated.

3-9a

Executive Officer

The Executive Officer

- assists in and assumes the duties and responsibilities of the commander as required.
- during field training exercises or upon deployment of the corps, assumes responsibilities and functions associated with a HQ commandant.
- provides staff supervision of assigned and attached units over
 - administration,
 - operations,
 - training,
 - supply, and
 - maintenance.
- provides assistance to units for material readiness of equipment.
- provides technical assistance and inspection to make sure of compliance with
 - laws,
 - regulations,
 - policies, and
 - directives.

3-9b

Command
Sergeant Major

The Command Sergeant Major

- executes policies and standards on enlisted personnel
 - performance,
 - care,
 - conduct,
 - appearance,
 - personnel management, and
 - training.
- advises commanders on the proper use of enlisted personnel.
- develops programs to counsel soldiers on
 - career,
 - professional, and
 - educational possibilities.
- provides advice and makes recommendations to the commander and staff on enlisted personnel matters.
- holds first sergeant or sergeant major calls to disseminate information and instructions.
- provides counsel and guidance to noncommissioned officers (NCOs) and other enlisted personnel of the command.
- serves as president of the sergeant and staff sergeant promotion board.
- performs commander-prescribed duties based on the commander's priorities.

3-9c

Command
Support Activity

Command Support Activity

- sets up flags and decorations for command-sponsored
 - ceremonies,
 - visiting dignitaries, and
 - social functions.

3-9d

S1

The S1

- provides soldier and designated administrative support to assigned or attached unit.
- monitors and controls authorized enlisted slots for tables of distribution and allowances (TDA) and tables of organization and equipment (TOE) units and requests replacements through interface with the adjutant general.

(continued on next page)

-
- S1 (continued)
- verifies line of duty investigations and forwards or verifies congressional inquiries for completeness and administrative content.
 - appoints report of survey officers.
 - prepares and submits time and attendance cards for civilian employees.
 - prepares, updates, and maintains the corps operations center duty officer roster.
 - maintains standard installation and division personnel system files and submits transactions for assigned and attached units.
 - maintains administrative files for supported units and notifies the supported units of administrative function on
 - overseas levy,
 - enlisted evaluation report and NCO evaluation report rating scheme, and
 - officer evaluation report and officer rating scheme.
 - provides complete inprocessing and outprocessing for transfers and conducts, coordinates, and supervises processing for overseas movement of assigned or attached soldiers.
 - manages key Army community programs.
 - tasks directorates for AR 15-6 (Procedures for Investigating Officers and Boards of Officers) investigative officer.
 - processes financial documents.
 - reviews and files emergency deployment readiness exercise packets for assigned soldiers.
 - is the liaison for finance for assigned and attached soldiers and provides soldiers with finance advice concerning pay problems.
 - processes award recommendations for assigned and attached soldiers.
 - tasks directorates for
 - military occupational specialty medical review board,
 - line of duty investigation,
 - Article 15-6 and Article 32b investigation, and
 - report of survey officers.
 - schedules appointments for human immunodeficiency virus screening.
 - prepares the CO1 roster (Enlisted Promotion Report) for specialists and below promotions.
 - counsels soldiers on family care plans.
 - monitors the status of family care plans for each unit.

S1 (continued)

- recertifies family care plans during soldiers birth month.
- processes promotions to sergeant and staff sergeant.
- prepares the soldier of the month, soldier of the quarter, and NCO of the quarter boards.
- prepares annual recomputations of DA Forms 3355 (Promotion Point Worksheet) for sergeant and staff sergeant promotables.
- processes and monitors enlisted and officer evaluation reports.
- prepares separate rations for assigned soldiers.
- prepares meal cards for soldiers not receiving separate rations and maintains meal card registers for each card issued.
 - processes individual meal cards for primary leadership and development course to include stopping an restarting separate rations.
 - prepares monthly meal card ad hoc query for verification and reconciliation.
 - processes field meal card report for finance after each exercise.
- is the enlisted personnel manager.
- maintains standard installation and division personnel system rosters.
- maintains accountability of compassionate and hardship attached soldiers.
- maintains military occupational specialty inventory.
- is responsible for accountability of chief of staff overstrength positions and borrowed military manpower.
- provides ad hoc query to different sections when requested.
- responsible for National Guard test unit to include
 - reservists on active duty,
 - Active Guard Reserve, and
 - National Guard reserve.

3-9e

S2

The S2

- coordinates and performs security functions to include
 - classified waste disposal,
 - HQ building access and security, and
 - field HQ access and security.
-

(continued on next page)

S2
(continued)

- is responsible for the security records of assigned personnel.
- processes security clearance actions for command overhead personnel.
- coordinates and conducts personnel, information, and physical security inspections of subordinate units.
- coordinates and conducts the entry and exit inspection program for building 1001.
- provides communication security and intelligence information during deployments.

3-9f

S3

The S3

- coordinates and monitors technical and nontechnical training to include ranges for assigned and attached units.
- maintains the unit classified files.
- requests, receives, and reallocates quotas to assigned and attached units for onpost and offpost service schools to include
 - career development and military occupational specialty producing schools,
 - NCO Academy, and
 - corps Troop School.
- is command historian.
- supervises and monitors the NCO and officer development program and unit school.
- is project manager for skill qualification test program.
- forecasts ammunition requirements to meet training needs of assigned and attached units.
- is the focal point for processing, preparing, and distributing temporary duty orders.
- coordinates battalion level training.

3-9g

S4

The S4

- provides staff responsibility for supply and logistic functions.
- supervises the supply discipline program.
- formulates command operating budgets.
- controls self-service supply center funds for command and the corps.
- is primary hand receipt holder and space and facility manager for FH staff controlled buildings.

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S4 (continued)	<ul style="list-style-type: none"> • processes reports of survey. • controls the property book and performs related supervisory functions. • manages the HQ building and assists the commander in developing facility policies. • plans, coordinates, and supervises unit movement functions. • supervises the command support activity. 	3-9h
<hr/>		
Battalion Maintenance Officer	<p>Battalion Maintenance Officer</p> <ul style="list-style-type: none"> • provides maintenance technical advice and assistance to assigned and attached units. • monitors the command's maintenance program through assistance visits and periodic inspections. • enhances unit readiness through close interface with supporting direct support units and their supported units. • monitors maintenance training programs. • monitors the Army oil analysis program and petroleum, oil, and lubricants use. 	3-9i
<hr/>		
Legal Branch	<p>Legal Branch</p> <ul style="list-style-type: none"> • organizes, coordinates, and makes administrative arrangements necessary for the courts and boards proceedings of soldiers under the court-martial jurisdiction of the command. • provides legal assistance and obtains legal advice from the staff judge advocate for the commander and commanders of assigned and attached units. • prepares letters of reprimand as requested by commanders. • acts as court reporter for <ul style="list-style-type: none"> • special and summary courts-martial proceedings, • investigations under provisions of Article 32, Uniform Code of Military Justice (UCMJ), • AR 15-6 investigations, and • administrative separation boards. • prepares company and field grade Articles 15 and supplementary actions for assigned and attached units and commanders ensuring the <ul style="list-style-type: none"> • charge states an offense and • punishment complies with regulations. 	

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Legal Branch
(continued)

- prepares charges, obtains evidence, and compiles allied papers for
 - summary,
 - special,
 - bad conduct discharge, and
 - special and general courts-martial.
- prepares documentation for administrative discharges under provisions of AR 635-200 (Enlisted Personnel) and AR 635-100 (Officer Personnel).
- acts as tax advisor.
- prepares and assists in preparation of Federal and State tax returns.
- assists unit tax advisors.
- has a notary public.
- notarizes documents and prepares powers of attorney for soldiers.

3-9j

Executive
Services

Executive Services

- is OPCON to the secretary of the general staff.
- receives notification of impending visits of
 - U.S. and foreign dignitaries in the grade of Colonel and above and civilian equivalent.
- coordinates with the corps staff and major subordinate commands to secure command approval of each visit.
- plans, develops, and coordinates an itinerary for each visitor.
- provides a project or escort officer for each visitor or group.
- publishes and distributes itineraries to affected personnel and agencies.
- plans, coordinates, and provides ground and air transportation required in support of each visitor.
- allocates and schedules billeting accommodations for each visitor or group of visitors.
- plans, coordinates, and supervises official ceremonies and social functions to include recommendations to the CG on the
 - guest list,
 - menu,
 - uniform, and
 - funding.

(continued on next page)

Executive Services
(continued)

- exercises custodial responsibility for the CG’s contingency fund.
- publishes and distributes invitations for official ceremonies and functions.

3-9k

Transient Dining Facility
(continued)

- Transient Dining Facility
- is OPCON to the Directorate of Logistics.
 - is operated by contract personnel.

NOTE: NCO Academy provides the contracting officer’s representative for the transient dining facility.

3-9l

HQ and HQ Company, Corps

- HQ and HQ Company, Corps
- provides
 - supply, mess, nontechnical training, and billeting support as required, for assigned and attached corps soldiers.
 - for the welfare, morale, discipline, and training of assigned and attached soldiers.
 - organizational maintenance and repair parts support to the corps staff.
 - 47th Explosives Ordnance Detachment.
 - NCO Academy.
 - selected vehicles from the
 - 420th Engineer Brigade,
 - corps artillery, and
 - U.S. Air Force

3-9m

HQ and HQ Company, Garrison

- HQ and HQ Company, Garrison
- provides
 - supply, mess, nontechnical training, and billeting support, as required, for assigned and attached soldiers.
 - for the welfare, morale, discipline, and training of assigned and attached soldiers.

3-9n

Attached
Units

Attached units are

- 13th Public Affairs Detachment is attached for
 - administration,
 - logistics, and
 - UCMJ support and is
 - OPCON to corps public affairs office.
- 51st Chemical Detachment is attached for support and is
 - OPCON to Corps Chemical
- 47th Explosive Ordnance Detachment is attached for UCMJ support.
- HHC, III Corps Troop School is attached for
 - logistics,
 - promotions,
 - administration,
 - UCMJ, and quarters support and is
 - OPCON to G3.
- NCO Academy is attached for
 - logistics,
 - promotions,
 - administration,
 - UCMJ, and quarters support and is
 - OPCON to corps command sergeant major.
- Opposing Forces Detachment is attached for
 - logistics and
 - UCMJ support and is
 - OPCON to G2.
- 344th Military Intelligence Battalion, Goodfellow AFB, San Angelo, TX, is attached for
 - UCMJ support and is
 - OPCON to 112th Military Intelligence Brigade (Training), Fort Devens, MA.
- U.S. Army Criminal Investigation Command (USACIDC), Third Region, FH, is attached for
 - logistics and
 - UCMJ support and is
 - OPCON to USACIDC, Third Region, Fort Gillem, GA.

(continued on next page)

Attached Units
(continued)

- U.S. Army Material Command (AMC) Liaison Office, FH, is attached for
 - UCMJ support and is
 - OPCON to AMC.
- Detachment 1, 602d Tactical Airlift Command (TAC) Air Control Wing, Bergstrom AFB, TX, is attached for
 - logistics support and is
 - OPCON to 602d TAC Air Control Wing, Bergstrom AFB, TX.
- AMC Logistics Assistance Office, FH, is attached for
 - administration and
 - UCMJ support and is
 - OPCON to AMC, Warren, MI.
- 1114th Signal Battalion, FH, is attached for
 - administration and
 - UCMJ support and is
 - OPCON to U.S. Army Information Systems command (USAISC), Fort McPherson, GA.
- 84th Division Training is attached for
 - administration,
 - UCMJ support, and
 - 5th Marksmanship Training Unit and is
 - OPCON to G3.

PHANTOM COMMAND

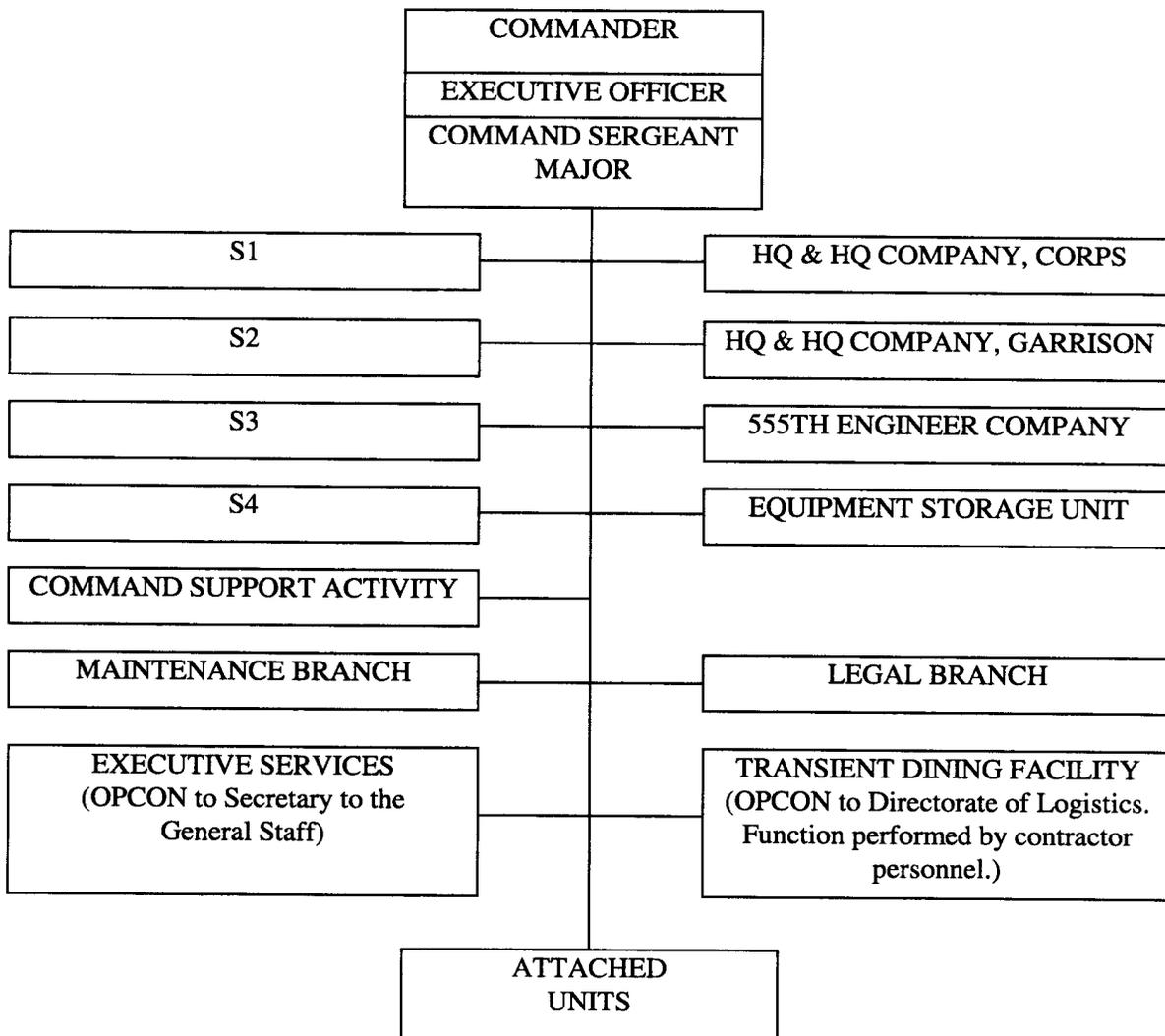


Figure 3-9. Phantom Command (Combined Corps and Garrison Staff).

SECTION X. DIRECTORATE OF RESOURCE MANAGEMENT

3-10

General

The director

- advises and assists the CG, chief of staff, and garrison commander on major, FH, and general management aspects through the continuing analysis and appraisal of
 - organization,
 - procedures,
 - operations, and
 - employment of financial and management resources.
- is the CG's principal staff officer for
 - accounting policy,
 - manpower and tables of distribution and allowance (TDA) policy,
 - management analysis,
 - statistical reporting,
 - program review and analysis,
 - management information requirements (formerly reports) control,
 - budgeting and programming,
 - financial accounting,
 - cost analysis, and
 - disbursing civilian pay, civilian travel pay, and payment to commercial vendors.
 - develops plans, policies, and programs to carry out these responsibilities.
- is the commercial activities program manager.
- is the program manager for
 - value engineering program,
 - Army Ideas for Excellence program, and
 - the FH management system.
- is the principal staff officer or managing the Army community of excellence program.
- provides the CG with specialized assistance in obtaining financial resources through funding channels to accomplish the mission.
 - provides information and analyses of programs, resources, and performance as a basis for management decisions.
- for resources issued to the CG, is delegated the authority to establish and maintain administrative control of funds to comply with AR 37-1 (Army Accounting and Fund Control).
- is delegated the authority for administrative control of funds to tenant and satellite activities funded by other command operating agencies for which the finance and accounting officer is assigned program director responsibilities.

(continued on next page)

General

- this includes the authority to
 - further distribute funds received,
 - develop and approve procedures required to maintain control of such funds,
 - redelegate to individuals and functional positions the authority to certify availability, and
 - delegate to the finance and accounting officer responsibility for establishing and maintaining records for accounting control of funds.
- reviews and analyzes systems, organizations, and procedures as a basis for management improvement as established in AR 5-4 (Department of the Army Productivity Improvement Program).
- is staff finance advisor to the CG and coordinates finance operations and activities at FH.
- is staff manpower advisor to the CG and manages the distribution of the TDA requirements and authorizations and equipment.
- supervises finance and accounting office functions, duties, and responsibilities.
- coordinates and supervises the development of plans to introduce
 - new procedures,
 - new and expanded missions and functions, and
 - changes in requirements.
- is responsible for the manpower and comptroller civilian career program.
- serves as bank and credit union liaison officer for contact between community bank officials and FH.

3-10a

Program Budget
Division

Program Budget Division

- supervises the program budget the cost analysis systems.
- plans and develops budget management policies, procedures, schedules, and technical instructions for budget formulation, execution, and reporting.
- reviews, interprets, and disseminates information and coordinates implementation of budget and cost analysis
 - regulations,
 - directives, and
 - related documents, such as the operating program.

(continued on next page)

Program Budget
Division
(continued)

- provides guidance and assistance to staff activities in the application of budget and cost analysis procedures and techniques.
- is consultant to the director and program budget advisory committee (PBAC) on matters pertaining to the program budget and funding data.

3-10-1

Program and
Cost Analysis
Division
programs.

Program and Cost Analysis Division

- directs and manages the planning and programming systems and cost and economic analysis
- advises the director, command group, and management on cost and economic analysis issues.
- develops outyear resource requirements (program assessment review report and modernization resource information submission) as required by higher HQ and monitors the program through the U.S. Army Forces Command (FORSCOM) and resource processes.
- in coordination with the Directorate of Civilian Personnel, provides manage-civilian-to-budget (MCB) training to supervisors having delegated authority under MCB.
- provides guidance, collects and analyzes data, and prepares input to Army long-range planning guidance.
- develops and publishes periodically the resource management handbook which
 - chronicles significant resources management events and
 - provides a source of information on budget, management, finance and accounting, and manpower topics.
- reviews and interprets DOD, DA, and FORSCOM cost and economic analysis policies.
- develops operating cost factors and prepares cost and economic analyses.
- provides advice and guidance to the director, command group, and management on planning and programming
- performs commercial activities cost and economic analysis projects.
- develops methodology and procedures for capturing contract administrative costs.
- conducts ongoing and final reviews of draft performance work statements to make sure of quantification in terms of cost.
- assists in final overview of commercial activities study package to make sure of compliance with published guidelines.
- participates in preparation of the 5-year commercial activities function cyclic review to schedule, develop, coordinate, and execute cost study schedules and milestones.

3-10-2

Budget
Execution
Branch

Budget Execution Branch

- prepares and submits in final form to higher HQ the
 - installation operating budget,
 - budget execution review, and
 - monthly and quarterly reviews as required.
- examines for compliance
 - budget estimates,
 - impact statements,
 - justifications,
 - explanation of deviations, and
 - other pertinent data prepared by the staff activities.
- consolidates data received from program directors.
 - prepares additional data as required to include
 - proposed priorities for unfinanced requirements and
 - a consolidated narrative analysis of the overall funding program which becomes a part of the commander's statement submitted with the operating budget and budget review.
 - presents summary recommendations to the PBAC and financial management review and analysis (FMRA).
- based on the PBAC and FMRA approval and guidance, prepares data to be submitted to higher HQ and prepares the narrative analysis in final form for approval by the CG.
- assists the director in exercising administrative control of the
 - annual funding program,
 - appropriation limitations, and
 - quarterly allotments pursuant to AR 37-1.
- documents changes to the operating budget to include
 - changes received from higher HQ.
 - PBAC and FMRA approved changes,
 - changes in automatic reimbursable orders, and
 - changes in general ledger accounts affecting fund accountability.
- distributes approved cost targets and obligation authority to
 - program directors for administrative control of funds and
 - finance and accounting office for accounting control of funds.

Budget
Execution
Branch
(continued)

- conducts continuing reviews to make sure that resource use is consistent with programmed objectives and that established targets are not exceeded.
- recommends adjustments where indicated.
- plans, coordinates, and furnishes guidance on procedures and briefs financial status to be presented to the PBAC, FMRA, and CG.
- records and disseminates command guidance and decisions based on briefings.
- establishes control for reconciling data contained in the Army stock fund budget with that contained in the consumer financed budget.
 - receives input from stock fund managers and finance and accounting office.
 - consolidates input and prepares stock fund budget for submission to higher HQ.
- establishes controls to be sure changes in reimbursable orders are accompanied by comparable changes to the operating budgets and cost targets.
 - conducts continuing reviews to make sure billing requests are made as programmed and estimated orders are revised where indicated.
- maintains current master file of unfinanced requirements by priority.
- performs special projects connected with programming, budgeting, and funds.
- studies current formulation and execution procedures to improve, standardize, and simplify operations.
- is joint proponent with the Directorate of Civilian Personnel on MCB.
 - provides continuing advice and guidance to commanders and supervisors concerning formulation and execution of the activity civilian pay plan.
 - is primary advisor to the commanders and supervisors regarding the allocation of the pay plan.
 - develops and maintains a system to monitor budget execution which provides monthly feedback to each participating supervisor for expenditures in the plan for the activity.
 - provides periodic feedback to the CG or designee on cumulative execution of the plan to include recommendations for corrective action, as required.
- is point of contact for procurement of commercial off-the-shelf items excluding
 - tables of organization and equipment (TOE) items and
 - centrally managed items costing less than \$15,000.
- coordinates, prioritizes, and submits equipment requirements to FORSCOM for funding.

3-10-2a

Manpower,
Equipment and
Documentation
Division

Manpower, Equipment, and Documentation Division

- supervises the manpower and equipment program for FORSCOM TDA units (garrison and Noncommissioned Officers (NCO) Academy) stationed at FH.
- directs the evaluation and control of the organizational structure of these units according to A 5-3 and services tenant units in their TDA documentation actions.
- supervises the Army authorization documents system for TDA and mobilization TOE units stationed at FH.
- supervises the execution of the total force structure program for processing requests from TOE and mobilization TOE units for
 - activation,
 - organization,
 - reorganization,
 - attachment, and
 - change of status.

3-10-3

Force Structure
Branch

Force Structure Branch

- is OPCON to G3, Directorate of Plans, Training, and Mobilization.
- recommends, coordinates, and prepares request from TOE AND MOBILIZATION toe units for
 - activation,
 - inactivation,
 - organization,
 - reorganization,
 - attachment, and
 - change of status.
- implements TOE and mobilization TOE actions directed by higher HQ.
- prepares, coordinates, and monitors related permanent orders.
- develops and maintains the force structure troop list.
- maintains force accounting system troop list and current station list.
- is point of contact for manpower, equipment, and organizational matters on mobilization TOE units.
- provides qualified analysts to the annual general inspections team to inspect and report on the status of authorization and related documents of the major subordinate commands.
- maintains the Army unit identification code data base for mobilization TOE units.

3-10-3a

Manpower and
Equipment
Management
Branch

Manpower and Equipment Management Branch

- recommends, coordinates, and prepares directives for TDA units on
 - activation,
 - inactivation,
 - organization,
 - reorganization,
 - attachment, and
 - change of status.
- reviews and processes updates as required for The Army Authorization Document Systems and Installation The Army Authorization Document System documents maintained at FH.
 - is point of contact for documents residing on the master file.
- conducts technical reviews.
- evaluates and submits TDAs for the two assigned FORSCOM TDA activities stationed at FH (garrison and NCO Academy).
 - determines the military grade structure and coordinates with Directorate of Civilian Personnel to determine civilian grade structure for spaces contained in the TDAs.
- prepares and maintains the garrison manning document TDA in current status and publishes the updated document.
- reviews, develops, and changes mobilization TDA consistent with approved changes by the CG and FORSCOM.
- maintains an optimum total work force mix for those TDA activities using combinations of military, civilians, and borrowed military manpower.
- reviews positions authorized in TDA to be sure of effective use of manpower and eliminate duplication or overlapping of positions between and within activities.
- develops policies and procedures concerning manpower requirements and use of allocated manpower resources.
- evaluates requests for changes in peacetime and mobilization TDA manpower and equipment requirements and forwards requests to FORSCOM for approval.
- provides staff advisory service on organizational structure.
- upon receipt of DA and FORSCOM directed changes to the fiscal year authorized levels, prepares and forwards command plan to FORSCOM.
- distributes approved changes to authorized levels and manpower requirements by manpower voucher to program directors and section chiefs.
- evaluates requests for special duty and overstrength spaces from activities.

(continued on next page)

Manpower and
Equipment
Management
Branch
(continued)

- conducts onsite manpower surveys to determine the validity of requests for special duty and overstrength positions and forwards requests to the chief of staff for approval.
- maintains records of approved activity use of U.S. Strategic Army Force personnel in support of the mission and monitors use of special duty personnel to include the reporting of manhours contributed each month.
- operates a manpower reporting system consisting of gathering, recording, and reporting to higher HQ data concerning Army manpower for
 - control,
 - information,
 - planning, and
 - programming purposes.
- reviews, coordinates, and processes memorandum requests for TDA equipment authorizations according to
 - AR 71-13 (The Department of the Army Equipment Authorization and Usage Program) and
 - AR 310-49 (The Army Authorization Documents System (TAADS)).
 - which consists of Army adopted items and commercial equipment costing over \$15,000.
- reviews, coordinates, and approves or disapproves requests for
 - commercial equipment costing less than \$15,000 and
 - noncontrolled TDA equipment (except equipment controlled by separate regulation such as automatic data processing and aviation).
 - processes requests for line item number assignments for commercial equipment.
 - develops TDA requirements for basis of issue plans according to AR 71-2 (Basis of Issue Plans (BOIP), Qualitative and Quantitative Personnel Requirements Information (QQPRI)).
 - processes, coordinates, and prepares requests for revision of common table of allowances.
- develops, maintains, and publishes FH Reg 10-5 (HQ, III Corps and FH Organization and Functions) in coordination with the staff directors.
- maintains and applies manpower staffing standards for functions performed by TDA organizations including augmentation TDAS.
 - reviews work center description and provides an evaluation of accuracy.
 - provides accurate workload data to proponent command.
 - computes manpower requirements as required.

(continued on next page)

Manpower and
Equipment
Management
Branch
(continued)

- applies staffing standards and makes sure of documentation of approved manpower requirements in the TDAs.
- makes sure efficiency review program complies with governing directives and mission goals.

3-10-3b

Management
Division

Management Division

- provides assistance and advises the CG and staff on application of the DA product improvement program.
- advises on interpretation and application of policies and directives issued by higher authority.
- programs, schedules, and conducts comprehensive management appraisal studies and surveys of activities including analyses of
 - missions,
 - organizations,
 - programs,
 - objectives,
 - systems,
 - functions,
 - procedures, and
 - methods.
- develops qualitative and quantitative evaluations to disclose significant
 - trends,
 - imbalances, and
 - critical problems.
- based on performance and trends analysis, provides capability forecasts and projections to perform missions, programs, and activities within projected resource availability.
- analyzes and identifies management problem areas and recommends solutions.
- provides assistance in implementation of
 - productivity measurement and evaluation,
 - value engineering,
 - capital investment funding,
 - internal controls,
 - management practices,
 - statistical analysis,
 - productivity improvement, and
 - Army ideas for excellence program and Army strategic plan.

3-10-4

Management and
Productivity
Improvement
Branch

Management and Productivity Improvement Branch

- manages the product improvement program.
 - develops plans, policies, and procedures for the program.
 - documents productivity improvements for the command and reports them to higher HQ through the idea interchange program and command operating budget.
 - develops and provides productivity improvement training.
 - maintains a productivity library.
 - publishes a quarterly bulletin concerning productivity improvements and programs.
- executes program management of the productivity capital investment program.
 - establishes policies for the program.
 - manages
 - capital investment funding program
 - quick return on investment program,
 - productivity enhancing capital investment program, and
 - Office of the Secretary of Defense productivity investment fund.
- develops and analyzes funding projects for the directorate.
- assists staff in project development and refinement.
- coordinates project approval through FORSCOM and funding sources.
- monitors receipt and obligation of funds, purchase of equipment, and dates on which projects become operational.
- conducts postinvestment analyses as required by AR 5-4.
- manages and conducts the management improvement program.
 - oversees and coordinates management improvement projects,
 - formulates plans for improved management systems, and
 - makes sure of timely implementation of new policies.
- improves Army resource management through systematic evaluation of value engineering projects for conservation of resources, productivity enhancement, and operational efficiency.
 - provides guidance on policy, responsibilities, and procedures used in determining whether projects should be pursued.

(continued on next page)

Management and Productivity Improvement Branch
(continued)

- oversees the projects for compliance and reviews completed projects before submission to FORSCOM.
- provides supervision and technical judgment in the projects and policy areas.
- manages quality circles activated at FH.
 - provides guidance on policies and procedures in establishing and conducting quality circles,
 - makes sure directives are complied with, and
 - provides technical expertise and assistance as needed.
- provides industrial engineering expertise and operations research analysis for increasing productivity across corps and garrison activities.
- conducts management studies as listed in the annual installation work plan and as requested from corps and garrison activities involving
 - mission,
 - organization,
 - functions,
 - work processes,
 - methods, and
 - procedures.
- provides management consultant services for commanders and staff activities.
- provides information management services to the directorates.

3-10-4a

Command Studies Branch

Command Studies Branch

- improves Army resource management upon creation of an excellent installation by
 - removing impediments to efficiency and
 - encouraging innovation, incentives, management flexibility, and information sharing.
- provides guidance on policies, procedures, and responsibilities for implementing and administering the Army ideas for excellence program and strategic plan.
- administers the Army ideas for excellence program and strategic plan effort for compliance with directives, milestones, and guidance.
- receives, reviews, and coordinate the evaluation processing of the Army ideas for excellence program and strategic plan initiatives.
 - provides supervision and technical judgment in policy implementation.
 - processes approved initiatives for monetary and honorary awards and recognition.

(continued on next page)

Command
Studies
Branch
(continued)

- publicizes initiatives on FH, tenant, and satellite activities.
- provides
 - training to FH and tenant activities points of contact,
 - automated data base for monitoring the activity and status of initiatives,
 - reports and analyses of related trends, and
 - records maintenance for active and closed initiatives.
- reviews approved initiatives for implementation and analysis of actual benefits.
- publishes a quarterly bulletin to disseminate current news and policies.
- assists personnel in writing and submitting initiatives.
- administers the internal controls systems program.
 - reviews and disseminates higher HQ guidance.
 - revises and publishes local policy.
 - provides guidance and assistance to activities as needed.
 - make sure activities are aware of
 - checklists relevant to their operation and
 - need to identify positions with internal control responsibilities and include an internal control element in performance standards.
 - publishes an information exchange package for points of contact quarterly.
 - provides training as needed.
 - monitors original reports and corrective actions for material weakness reports and audit findings.
 - visits activity chiefs and commanders annually to educate and update them on the internal controls systems program and their responsibilities.
 - ascertain reasonable assurance of compliance to the program to support the CG's annual assurance statement.
 - briefs the command group semiannually on the status of the program.
- studies the organization plan and the methods and measures adopted within an agency to
 - safeguard its resources,
 - check the accuracy and reliability of its information,
 - check adherence to applicable laws, regulations, and policies, and
 - promote operational economy and efficiency.
- recommends measures to improve Army resources management through

(continued on next page)

Command
Studies
Branch
(continued)

- command studies,
 - feasibility studies, and
 - cost analysis.
- establishes and maintains statistical data base to record and analyze trends for the command group to use in making long range decisions.
 - prepares and publishes the quarterly statistics card.
 - prepares quarterly command paper identifying shortfalls and trends.
 - is proponent for FH Reg 325-1 (Fort Hood Facts).
 - maintains monthly record of FH population.
 - develops Secretary of Defense productivity excellence award nominations.
 - develops and presents courses for supervisors on how to use management improvements techniques to include
 - work distribution charting,
 - flow process charting
 - procedure charting, and
 - facilities layout charting.
 - develops, facilitates, implements, and monitors FH productivity measurement system.

3-10-4b

Army
Organizational
Efficiency
Review
Division
(continued)

Army Organizational Efficiency Review Division

- manages Army resources to make sure goods and services are effectively and efficiently provided through the examination of
 - commercial activities and
 - local management improvement programs.
- improves management of Army resources through
 - Army Community of Excellence programs,
 - enhanced management processes,
 - corporate planning,
 - master scheduling, and
 - evaluation.
- makes sure of commercial activities program compliance with governing directives and mission goals by overseeing
 - policy,
 - review,
 - planning,
 - evaluation, and
 - program implementation.

3-10-5

Policy
Implementation
Branch

Policy Implementation Branch

- is responsible for commercial activities policy guidance, studies, reports, training, and unique requirements.
 - disseminates policy as received from higher HQ.
 - establishes local policy according to Officer of Management and Budget, DOD, DA, and FORSCOM directives.
 - reviews management studies for compliance with unique policy.
 - is point of contact for ongoing studies.
 - presents command briefings and updates and
 - monitors and recommends corrections to program deficiencies.
 - advises on new requirement and expansion determinations.
 - schedules authentication of study documents with internal audit office and Army Audit Agency.
 - prepares, coordinates, and submits
 - review schedule and executes schedules and milestones.
 - inventories of commercial type functions.
 - determines functions subject to the program and
 - prepares justifications for exemptions as directed by the CG.
 - commercial activities proposed action summary.
 - requests for waiver for direct military conversion and simplified cost comparison actions.
 - responses to administrative appeals and protests.
 - resource impact of performing function in-house or by contract.
 - formulates the training programs in coordination with the Directorate of Civilian Personnel and functional managers.
 - develops training parameter requirements and standards and executes the training program.
 - provides information briefings for employee and union groups.
 - develops management improvement programs.
 - incorporates Army community of excellence principles in developing and facilitating the FH and area planning commissions.

(continued on next page)

Policy
Implementation
Branch
(continued)

- develops and coordinates the directorate annual work plan.
- develops training in coordination with the Directorate of Civilian Personnel to enhance management processes through the process management seminar.
- reviews with leaders and supervisors the chain-of-command climate, expectations, and shared vision,
- synchronizes leaders and supervisors to achieve synergism, and
- manages change and gains understanding of processes.

3-10-5a

Commercial
Activities
Branch

Commercial Activities Branch

- has commercial activities responsibilities to
 - conduct management surveys of functions for review under the program and those identified by higher HQ and staff sections.
 - determine the most efficient organization of commercial activities functions or management organizational element for certification by appropriate operating officials.
 - coordinates personnel determinations with manpower specialists and Directorate of Civilian Personnel analysts.
 - coordinate whole manyear impact on internal operations within the organization in which commercial activities function are located and on external activities.
 - identifies capital assets and equipment existing in
 - the commercial activities function and determine disposition in case of contract or in-house decision.
 - management elements and determine disposition of excess and inappropriate items and identify costs.
 - determines personnel security requirements.
 - coordinates acquisition planning and selection of contract type for the program.
 - evaluates and recommends alternatives to potential contractors of contractor owned and contractor operated or government owned and contractor operated facilities and equipment.
 - assists manager in developing and consolidating management studies which include
 - performance work statements,
 - performance review standards,
 - quality assurance surveillance plans, and
 - transition plans into completed packages.

(continued on next page)

Commercial
Activities
Branch
(continued)

- conducts final commercial activities review and makes recommendations to the CG.
- interprets and implements policy for preparing performance work statements.
- provides professional and technical guidance support to functional personnel including specification writing support.
 - participates, with the functional managers, in job analyses.
- recommends acceptable quality levels for services.
- evaluates and verifies the quality and adequacy of documentation.
- evaluates and develops performance work statement prototypes.
 - reviews prototypes from other sources and
 - exchanges technical ideas with other DOD installations and agencies.
- develops, coordinates, implements, and manages the Army community of excellence program.
 - formulates the management process and
 - facilitates implementation of improvement plans.
- develops and coordinates the directorate's portion of the FH long range plan.

3-10-5b

Finance and
Accounting
Division

Finance and Accounting Division

- advises the CG on finance and accounting matters.
 - furnishes financial data and advice.
 - assists in the preparation of estimates, plans, and programs on financial matters.
 - administers the integrated accounting system and command channel stock fund.
- receives and disburses public funds for the finance and accounting officer who is personally accountable and responsible for their proper expenditure for purpose specified by law.
- provides for payment of civilian employees and commercial bills.
- administers the savings bond program.
- serves as savings officer.
- provides records management service and supply functions for the division.
- under the provisions of AR 37-1, receives delegations of authority for
 - administrative control of funds.

(continuation on next page)

Finance and Accounting Division (continued)

- establishment and maintenance of accounting records, procedures, and controls to preclude overdistribution of available funds and overobligation of resources.
- issuance of obligation authorities, letters of authority, and direct fund cites from the directorate, commanders of tenant activities who retain administrative fund control, and from other installations and commands that make funds available
 - except for U.S. Army Medical Department Activity, U.S. Army Test and Experimentation Command, and U.S. Army Information Systems Command where assumption of responsibility for fund control and certification of prior year's funds on which authority to incur new obligations has lapsed.
- certification of fund availability on civilian payrolls, reimbursable order documents requiring signature of the finance and accounting officer, and on obligation documents for tenant and satellite activities for which the finance and accounting officer has been assigned program director responsibilities.
 - receives delegates from the directorate and program directors including tenant and satellite activities who issue reimbursable orders and pay civilians from funds under the certification authority.
 - written redelegation of authority for certification of fund availability to those military and civilian personnel within the office who are qualified to render such actions.
- coordinates finance and accounting operations and activities at FH.

3-10-6

Quality Assurance Branch (continued)

Quality Assurance Branch

- provides technical advice and assistance to operating elements which prepare vouchers for payment.
- performs special review as directed by the finance and accounting officer.
- analyzes the findings and recommendations of audit agencies and other inspectors who review the payments of
 - accounts payable,
 - travel,
 - civilian pay, and
 - other disbursements.
- based on these reviews, makes recommendations to the finance and accounting officer for corrective action.
- performs audits of payments other than military pay.

3-10-6a

Disbursing Branch

Disbursing Branch

- maintains

(continued on next page)

Disbursing
Branch
(continued)

- rigid receipt, control, and disposition of cash.
- check register and accountability records.
- receives, controls, prepares, and issues U.S. Treasury checks and savings bonds.
- processes payment vouchers and makes cash collections.
- schedules vouchers for cash and check payments.
 - advances funds to agents and
 - prepares accountability reports.
- controls blank check and bond stock and prepares check and bond issuance reports.
- processes returned checks for collection.

3-10-6b

Civilian Pay
Branch

Civilian Pay Branch

- examines and certifies every type of voucher presented to the finance and accounting office for payment including a determination that funds have been obligated.
- prepares required vouchers when preparation responsibility has not been placed on other operating officials by DA directives.
- determines entitlement and legality of payments.
- computes and verifies amount due.
- maintains adequate records of payment made to each payee.
- processes payment vouchers for civilian pay.
- maintains individual earnings records, leave records, and retirement collection records for civilian employees under the standard Army civilian payroll system.
- receives time and attendance records.
- prepares payroll and bond issuance schedules.
- maintains payroll control files.

3-10-6c

Accounting
Branch

Accounting Branch

- prepares, verifies, and submits internal and external financial accounting reports developed from an accrual accounting system which
 - accumulates data with respect to accounting for financial resources available under
 - operations and maintenance, Army,
 - family housing,

(continued on next page)

Accounting
Branch
(continued)

- single-year consumer appropriations, and
 - FORSCOM Army stock fund.
- analyzes, reconciles, and verifies accounting records, reports, and supporting documents covering accounting transactions.
 - maintains general ledger consisting of funded and unfunded entries according to prescribed general ledger chart of accounts.
 - maintains file of disbursing officer's vouchers.
 - maintains and controls financial inventor accounting records for inventories.
 - maintains fund control of annual funding program and allotted funds to b sure that an over-liquidation of funds does not occur.

3-10-6d

Systems Office

Systems Office

- is responsible for
 - system change package coordination and validation
 - data query and personal computer functional training for all users,
 - terminal area security officer and security,
 - personal computer analysis applications development and testing,
 - systems schedules and office interfaces, and
 - output reconciliation and distribution.
- is point of contact and technical advisor for finance and accounting office systems.

3-10-6e

Accounting
Operations
Branch

Accounting Operations Branch

- receives, posts, and adjusts
 - purchase orders,
 - contracts,
 - invoice,
 - service certificates, and
 - receiving reports.
- prepares, certifies, and schedules vouchers for payment.
- maintains contract payment files and determines if valid obligation of funds exists.
- determines entitlement and computes
 - dependent travel, advanced travel payment, and reimbursement vouchers and
 - travel allowance for civilian and military personnel including active duty reservists.

(continued on next page)

Accounting
Operations
Branch
(continued)

- prepares and computes do-it-yourself payments.
- performs
 - block control transactions,
 - distribution,
 - cash and check transmittals reconciliation from disbursing, and
 - daily preliminary correction.
- aligns by program director and technician and inputs transactions on
 - funds,
 - disbursements,
 - reimbursements,
 - collections,
 - obligations, and
 - transactions by others.
- processes stock fund local disbursements, interfund bills, and 110 reports
- resolves transactions-for-others reject data.
- analyzes source documents for validity.
- processes general fund exceptions.
- maintains source document files.
- process no-check-drawn 1080 bills.
- edits SRD1 bridge data.
- participates in joint review research and input.
- provides nonintegrated disbursing station symbol number support.
- maintains command channel stock fund accounting control of
 - total installation,
 - cash allocation acquisition authority,
 - undelivered orders, and
 - accounts payable.
- performs followup actions on accounts payable and materiel returned to depots for
 - credit,
 - interfund billing, and
 - Army stock fund reimbursable billings for sales.

3-10-6f

Management
Accounting
Branch

Management Accounting Branch

- is responsible for
 - expired year fund certification and commitment register,
 - management accounting reports,
 - joint reviews of unliquidated obligation, and
 - policy issues.

(continued on next page)

Management
Accounting
Branch
(continued)

- provides professional advice and service to resource managers.
- maintains edit master files.
- reconciles, corrects, and submits financial reports 218 and 112.
- monitors obligation trends, reimbursable balances, and liquidation rates.
- performs honest broker advisory role for command.
- performs onsite assistance and fund control visits with resource management offices.
- performs stock fund accounting and analysis.
- monitors and reconciles supply transactions.

3-10-6g

Internal Control
and Analysis
Office

Internal Control and Analysis Office

- is responsible for
 - branch policy on expenditure reconciliation and reporting data element management accounting and reporting,
 - financial management improvement program,
 - internal control program,
 - recertification program,
 - deposit accounts (DOD, DA, in transit),
 - general ledger reconciliations and cash accountability blotter and check,
 - original voucher submission and cash paper to U.S. Army Finance and Accounting Center,
 - phase 2 oversight,
 - status and certification error resolution,
 - liaison and followup audit findings,
 - reconcile and followup travel advances, and
 - standard installation accounting organization standing operating procedures development and maintenance.

3-10-6h

DIRECTORATE OF RESOURCE MANAGEMENT

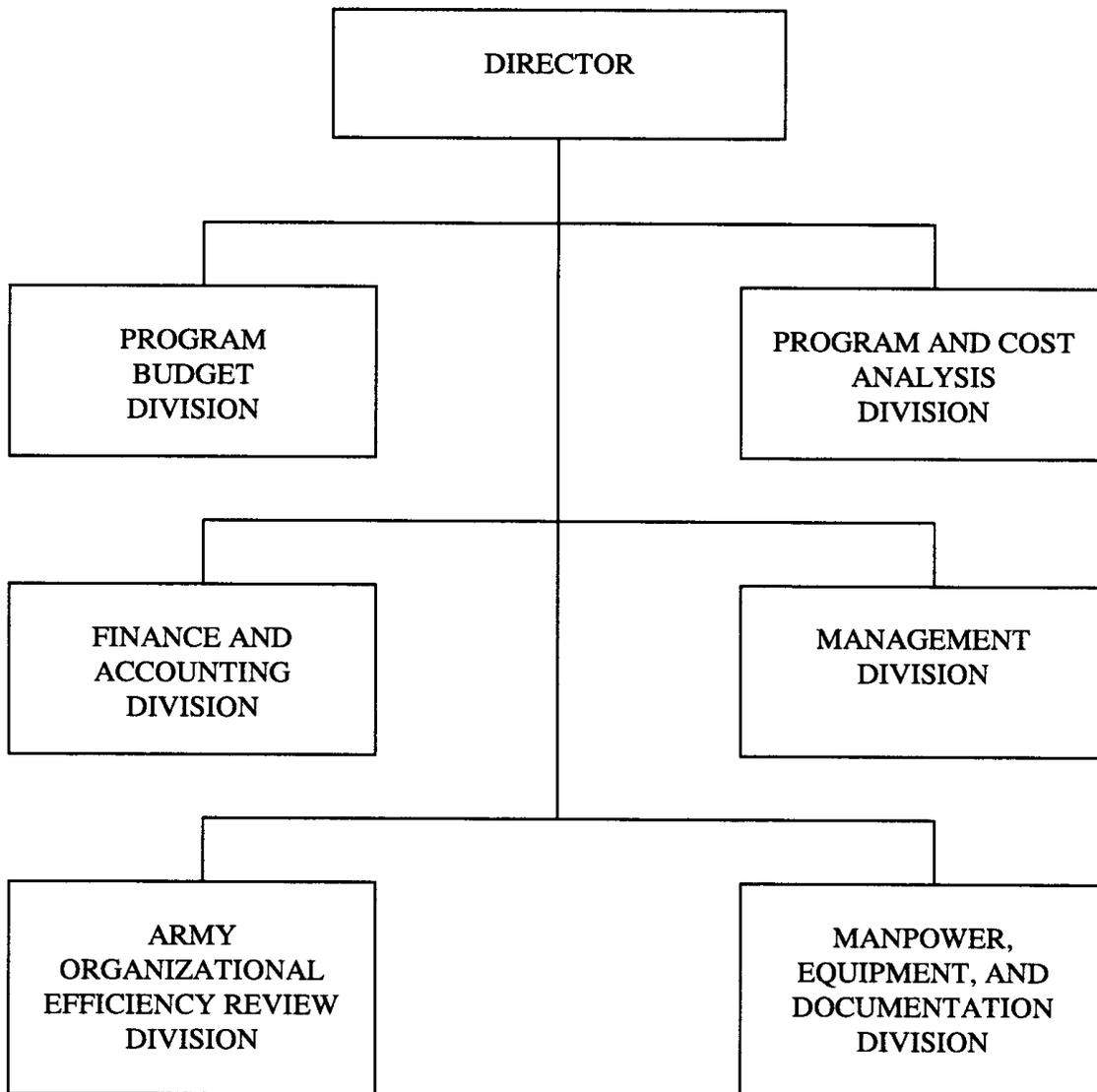


Figure 3-10. Directorate of Resource Management (Garrison Staff)

SECTION XI. DIRECTORATE OF PERSONNEL AND COMMUNITY ACTIVITIES

3-11

General

This directorate

- provides quality of life enhancement activities and functions in support of families and soldiers.
- reduces training distractions by providing family support and recreational activities aimed at relieving and reducing problems and stress that impacts the soldiers' ability to perform their duties.

 3-11a

Resource Management

Resource Management Office

- reports directly to the director and receives guidance from the director and assistant director.
- administers, coordinates, supervises, and monitors the Army management system within the responsibilities of the director.
- monitors and helps assistant directors and division chiefs in preparing and executing the operating budget and schedules.
- coordinates with program budget advisory committee and activity and program directors in management developing programs and in adjusting funds.
- furnishes activities planning guidance, policies, objectives, and priorities for the development and execution of operating programs.
- provides the Directorate of Resource Management with revised budgets upon changes in resources and workloads.
- prepares the command operating budget and quarterly status of operating resources report (AFRM 2) for activities in the directorate budget areas.

NOTE: Under provisions of AR 37-1, the program director is delegated fund control and certification authority for

- the directorate,
- public affairs office,
- Directorate of Civilian Personnel,
- provost marshal office,
- adjutant general,
- command group contingency funds,
- U.S. Army Forces Command (FORSCOM) career interns,
- executive development programs,
- DOD family advocacy programs, and
- Army Reserve Component preservation of order funds.

 3-11-1

Assistant
Director for
Community
program
Activities

The Assistant Director for Community Activities

- advises and assists the CG and staff on community and family activities matters including planning and policy formulation.
- provides staff support to major subordinate commands and tenant units for programs involving soldiers and family members in
 - alcohol and drug abuse prevention and control programs and
 - operating
 - enlisted, noncommissioned officer (NCO), and officers clubs;
 - bowling and golf facilities;
 - community support, recreational, music, and youth activities, and
 - family support activities such as
 - Army community services,
 - Army emergency relief counseling,
 - Army family advocacy program proponent,
 - child development and care, and
 - consumer education and personal financial management counseling.
- manages the morale, welfare, and recreation (MWR) funds for payment of nonappropriated funds (NAF) activities and personnel accounts.
- is proponent for the annual combined federal campaign and Army emergency relief fund drive.

3-11-2

Activity
Services
Division

Activity Services Division

- provides management and control of administrative, logistics, and personnel services to include
 - command group inquiries,
 - manpower management,
 - NAF procurement and transportation,
 - local media liaison,
 - marketing research, and
 - publicity programming, planning, publication, and production in support of MWR events.

3-11-3

Administrative
Branch

Administrative Branch

- operates

(continued on next page)

Administrative
Branch
(continued)

- central distribution point for incoming and outgoing correspondence and
- official mail desk for the directorate
- reviews incoming and outgoing correspondence for correct format and suspense.
- procures stores, issues, and handles disposition of supplies.
- requisitions and maintains publications.
- processes military and civilian personnel administrative matters.
- administers, coordinates, supervises and monitors the administrative suspension of Army and Air Force Exchange Service privileges of personnel apprehended for shoplifting.
- develops, updates, and coordinates the information management plan to include development, review, and submission of capability requirements.

3-11-3a

Materiel
Management
Branch

Materiel Management Branch

- requisitions, receives, issues, stores, and maintains accountability of all NAF supplies; petroleum, oils, and lubricants; and equipment essential to the operation of welfare and recreation program.
- processes maintenance requests for repairs o appropriated funds and NAF equipment.
- performs specialized maintenance and repair of NAF equipment and stationary or mobile facilities.
- provides technical advice and assistance nonprocurement matters.

3-11-3b

Security, Plans,
Operations,
and Training
Branch

Security Plans, Operations, Training Branch

- coordinates, develops, reviews, updates, and executes directorate's portion of the FH mobilization and deployment plan.
- participates as the planner for continental U.S. contingency plans.
- represents the directorate at mobilization conference and exercises.
- initiates requests for, receives, reviews, and maintains personnel security clearance files.
- establishes standing operating procedures for
 - personnel,
 - document,
 - physical security, and
 - automation security.
- establishes, implements, and maintains the security education program according to DA, FORSCOM, and FH guidance.

(continued on next page)

Security Plans,
Operations,
Training
Branch
(continued)

- coordinates with Directorate of Civilian Personnel training branch to
 - identify needs,
 - recommend personnel for training, and
 - track training performance.
- administers the special duty program.
 - develops, coordinates, and submits requirements and
 - assigns and maintains special duty appointment rosters.
- functions as liaison between the community and Army and Air Force Exchange Service to staff and coordinate actions involving
 - staff agencies,
 - directorates,
 - military units, and
 - the Army and Air Force Exchange Service.
- establishes and facilitates the post exchange advisory council and monitors implementation of improvements suggested by the council.

3-11-3c

NAF
Procurement
Branch

NAF Procurement Branch

- plans, solicits, executes, and administers purchases using NAF for MWR purposes within the warranted limits of the NAF contracting officer of the financial management division.
- initiates and completes within the warranted limits of the NAF contracting officer appropriate purchases for
 - supplies,
 - services,
 - resale items,
 - consumable items, and
 - entertainment items.
- assists customer activities in preparing NAF procurement actions which accurately reflect customer needs.
- monitors contractor deliveries of supplies and services to capital purchase and minor construction needs.
- resolves adverse actions associated with acquisition requirements.
- closes out completed contracts and disposes of contract file per applicable DA and DOD contract retention regulations.

3-11-3d

Marketing
Branch

Marketing Branch

- provides market research data to activity managers.
- determines target audiences and helps managers plan marketing strategies and publicity.
- assists activity managers, in coordination with advertising branch, with the production of brochures and pamphlets
- publishes a long-range activity planning calendar.
- prepares input to various DA, major Army commands, and local media for MWR publications.
- maintains liaison with local media.
- conducts market research to include preparation of the triennial need assessment.
- conducts customer service training for employees.
- supervises the mystery shopper program.
- solicits commercial sponsorship to support MWR events.

3-11-3eAdvertising
Branch

Advertising Branch

- conducts publicity programming, planning, publication, and production of MWR events.
- prepares input to various DA, major Army commands, and local media for MWR publications.
- produces posters and general MWR publications and flyers and maintains information boards and signs to advertise upcoming MWR events.
- maintains publication, control, and issue of MWR forms used in the mission.
- develops concepts and programs to measure the effectiveness of existing advertisement methods and recommends alternate methods of advertisement to each a desired population or customer.
- maintains liaison with local media to include the public affairs office and local area radio and television stations.

3-11-3fAlcohol Drug
Abuse and
Control
Division

Alcohol Drug Abuse and Control Division

- is responsible for the total management of the alcohol and drug abuse prevention and control program.
- coordinates the command, staff, and clinical aspects of the program.
- develops, coordinates, and recommends local program policies and procedures for implementation.

(continued on next page)

Alcohol, Drug
Abuse and Control
Division
(continued)

- provides periodic program evaluation to the commander.
- advises the assistant director on program policy matters.
- establishes reciprocal communication and participation with military and civilian community activities that contribute to program effectiveness.
- provides adequate resources, facilities, and qualified staff to successfully carry out the mission.
- administratively maintains and authenticates records according to appropriate Army regulations and Federal statutes.
- provides for program evaluation and research

3-11-4

Rehabilitation
Branch

Rehabilitation Branch

- provides outpatient substance abuse counseling services for
 - active duty personnel eligible to receive military medical services,
 - DA civilian employees,
 - retirees, and
 - family members of eligible personnel.
- assists the command to prevent alcohol and other drug abuse.
- identifies alcohol and drug abusers as early as possible.
- restores military and civilian employees to work as early as possible.

3-11-4a

Biochemical
Testing Branch

Biochemical Testing Branch

- is responsible for the Army urinalysis testing which provides
 - collection, processing, and mailing urinalysis samples,
 - prescreening of urinalysis samples,
 - statistical record keeping and evaluation, and
 - training on AR 600-85 (Alcohol and Drug Abuse Prevention and Control Program) biochemical testing section.

3-11-4b

Prevention and
Education Branch

Prevention and Education Branch

- provides alcohol and drug awareness education to
 - commanders, leaders, and soldiers,

(continued on next page)

Prevention and
and Education
Branch
(continued)

- first time drug abuse offenders,
 - driving while intoxicated offenders,
 - civilian outreach programs, and
 - alcohol and drug unit coordinators.
- conducts two prevention education campaigns a year focusing on driving while intoxicated offenses.

3-11-4c

Community
Operations
Division

Community Operations Division

- provides executive management and planning designed to promote social well being of
 - soldiers,
 - their families, and
 - other authorized patrons.
- provides quality facilities and programs which support a wide range of social, recreations, and entertainment needs of the military and civilian population.

3-11-5

Officer, NCO
and Enlisted
Clubs

Officer, NCO, and Enlisted Clubs

- provide goods, services, and recreational programs.
- support the entertainment requirements of authorized patrons.

3-11-5a

Golf Branch

Golf Branch

- maintains and operates
 - golf courses,
 - golf course snack bars,
 - golf pro shops, and
 - driving ranges.
- provides golf lessons and learning center.

3-11-5b

Bowling
Branch

Bowling Branch

- maintains and operates
 - bowling centers,
 - bowling pro shops, and
 - bowling center snack bars.
- provides bowling lessons.

3-11-5c

Community
Recreation
Division

Community Recreation Division

- assists and advises the CG in the recreational and leisure activities necessary to
 - increase the effectiveness of the Army,
 - improve retention of soldiers,
 - enhance career satisfaction, and
 - enhance unit readiness.
- develops local policies, procedures, and standards for operating and managing an effective division.
- conducts frequent reviews and analyses of programs and surveys to determine needs, interests, and attitudes.
- plans, promotes, coordinates, and implements an aggressive, dynamic, and contemporary promotion and publicity program to support community recreation programs and events.
- issues post exchange passes to qualified personnel.

3-11-6

Skills Development
Branch

Skills Development Branch

- plans, promotes, teaches, and coordinates an arts and crafts program.
- provides facilities, equipment, and supplies including resale items to construct or repair projects related to
 - woodworking,
 - welding,
 - jewelry and art metal,
 - ceramics and sculpture,
 - drawings and painting,
 - textiles,
 - leather,
 - photography,
 - electronics, and
 - other minor arts and crafts.
- provides auto repair shops for the repair and maintenance of personnel vehicles.

3-11-6a

Youth Activities
Branch

Youth Activities Branch

- plans, implements, and coordinates a youth activities program designed to
 - meet the social, cultural, and recreational needs of children and young people, ages 6 through 19, and
 - encourage the constructive use of leisure time.

(continued on next page)

Youth Activities
Branch
(continued)

- provides activities to meet the interests and abilities of the participant and considers
 - physical and mental coordination,
 - cultural conditioning,
 - energy and strength levels,
 - age group behavior,
 - peer pressures, and
 - changing attitudes of young adults.
- provides programs ranging from
 - stressing individuality to focusing on the community and environment to
 - dealing with physical and mental development to emphasizing cultural and ethnic understanding.
- integrates youth programs with other division activities to provide a well-balanced cross section program such as
 - arts and crafts,
 - library, and
 - physical activity programs.
- provides coordination an a spirit of cooperation between the
 - Army,
 - Boy Scouts, and
 - Girl Scouts.
- Programs may include, but are not limited to
 - youth centers,
 - summer recreation,
 - dance instruction,
 - Dolphins swim team,
 - martial arts, and
 - athletic activities.

3-11-6b

Library
Branch

Library Branch

- provides the military community
 - effective, professionally directed library service,
 - adequate quantities of current, retrospective, and authoritative multimedia materials in subject fields,
 - book kits for use in field exercises, and

(continued on next page)

Library Branch
(continued)

- materials for specific use in recreational programs.
- is a member of the Federal Library Information Network which provides a variety of on-line library services such as
 - supplementary material to support educational programs,
 - summer reading programs for children,
 - video cassettes for home entertainment, and
 - library services to hospital patients.

3-11-6c

Competitive
Sports Activities
Branch

Competitive Sports Activities Branch

- assists commanders in promoting and sustaining a well-balanced sports program at every level of ability and command with maximum emphasis at the unit and intramural levels.
- provides opportunities and encourages Army personnel to participate in sports through
 - instruction,
 - competition, or
 - self-organized activities.

3-11-6d

Outdoor
Recreation
Activities
Branch

Outdoor Recreation Activities Branch

- supports military preparedness through the availability of a branch-wide range of voluntary sports activities that
 - encourage maximum participation to provide a recreational pursuit and
 - promote improved physical efficiency for members of the military community.
- maintains and operates
 - cabins,
 - swimming areas,
 - waterslide,
 - beaches,
 - hunt control program, and
 - other special events.
- promotes and provides parks, picnic areas, and facilities in support of marine and land oriented recreational activities.
- operates the West FH travel camp and a recreation equipment checkout center which provides a wide range of equipment for
 - camping,

(continued on next page)

Outdoor
Recreation
Activities
Branch
(continued)

- boating, and
- other recreational sports activities.
- plans, coordinates, promotes, and controls special events designed for soldier and family entertainment.

3-11-6e

Community
Activities
Branch

Community Activities Branch

- recreation centers
 - provide professionally administered recreation activities and services for the military communities.
 - administer self-directed and planned activities and programs for the soldiers and their families which satisfy a variety of behavioral needs to include
 - competition (table tennis, pool, chess, an bridge),
 - common interest activities (bridges, chess, and classes),
 - vicarious activities (television viewing, shows, movies, and reading),
 - exploration (discovering new environments and rediscovering past adventures through travel, hiking, and sightseeing), and
 - socialization and relating with others (parties, festivals, and dancing).
- music theater
 - assists in developing cultural, vocational, avocational, creative, and recreational pursuits by planning and promoting theatrical and musical activities in every phase of the performing and tributary arts, including
 - vocal, instrumental, technical, and educational music activities except authorized tables of organization and equipment Army bands,
 - music theater, dramatic, technical, and educational theater activities, and
 - touring shows.
- cultural activities include
 - planning, coordinating, promoting, and controlling special events designed for soldier and family entertainment such as
 - carnivals,
 - festivals, and
 - outdoor concerts.

(continued on next page)

Community
Activities
Branch
(continued)

- directing an information tour and travel program which concentrates on
 - tourism within the state,
 - major national attractions,
 - military campsites, and
 - discount tickets to a wide variety of entertainment attractions and tours.

3-11-6f

Community and
Family
Financial
Management
Division

Community and Family Financial Management Division

- reports to the assistant director for community and family activities.
 - provides planning, programming, budgeting, and financial analysis services to MWR \ operations to include
 - appropriated funds reimbursement provided to NAF MWR activities,
 - NAF financial management,
 - NAF manpower funding certification, and
 - coordination with the regional accounting officer regarding
 - NAF accounting procedures and
 - preparation of financial statements for NAF activities.
- administers, coordinates, supervises, and monitors the dishonored check control function.
- coordinates cable television service (excluding individual subscribers).
- compiles, coordinates, and finalizes
 - NAF annual operating cash flow,
 - capital purchase and minor construction (CPMC) budgets, and
 - 5-year MWR plan of submission to the major Army commands and DA.
- shares a collateral NAF financial management responsibility with
 - Directorate of Engineering and Housing for the FH guest house and billeting fund and
 - U.S. Army Medical Department Activity for the animal disease prevention and control facility to include
 - developing and implementing financial guidance, policies, and procedures pertaining to billeting and veterinary clinic NAF.
 - coordinating financial guidance, policy, and correspondence relating to billeting or veterinary clinics operations with Directorate of Engineering and Housing prior to dissemination.
 - providing monthly statements of billeting and veterinary clinics operating profits and CPMC status reports.

(continued on next page)

Community and Family Financial Management Division (continued)

- certifying that NAFs are available on NAF billeting and veterinary clinics personnel actions and overtime reports.
- provides management oversight, control and certification of private organizations on FH.

3-11-7

Consolidated Funds and Organizations Branch

Consolidated Funds and Organization Branch

- is responsible for
 - unit fund,
 - video fund collection, accounting, distribution, and
 - procurement program approval.
- provides private organization management certification and oversight control.
- administers NAF insurance coverage of all NAF MWR.
 - property,
 - liability,
 - vehicles,
 - cash,
 - equipment, and
 - inventory.

3-11-7a

Budget Branch

Budget Branch

- is responsible for
 - annual operating budget formulation,
 - NAF instrumentality input,
 - budget output comparison, and
 - analysis on a monthly and quarterly basis.
- prepares a cash flow budget for the total MWR fund and monitors to make sure funds are available for purchases and commitments.
- handles the 5-year MWR plan and CPMC program formulation, maintenance, accounting, monitoring, and controlling of advance payments made to MWR activities.
- issues, receives, reviews, and forwards time and attendance reports to central accounting office and distributes payroll checks to MWR activities.

3-11-7b

Check Control Branch

Check Control Branch

- maintains by computer input the FH automated check control system.

(continued on next page)

Check
Control
Branch
(continued)

- issues notifications of dishonored checks to responsible commanders and makes sure appropriate action is taken.
- receives and forwards dishonored check files to applicable commanders.
- takes collection action on dishonored checks for MWR activities.
- takes collection action on aged accounts receivable and transfers accounts receivable to designated collection agency when appropriate.

3-11-7c

Family Support
Division

Family Support Division

- analyzes, plans, and coordinates with other staff sections on
 - Army community service,
 - Army emergency relief,
 - child development services,
 - volunteer program, and
 - community life program.
- is quality of life point of contact and conducts monthly community services council meetings except during December.
- maintains liaison with
 - Armed Services Young Men Christian Association,
 - local public school districts, and
 - American Red Cross.
- supervises the annual combined federal campaign and Army Emergency relief fund drives.
- coordinates family support group training.
- is responsible for family assistance plan during mobilization and deployment.
- coordinates the family assistance team, family assistance center, and family support briefings.

3-11-8

Army
Community
Service
Branch

Army Community Service Branch

- furnishes information, guidance, and services to members of the community in meeting personal, financial, and family problems beyond the scope of their own resources, including referrals to other military and civilian agencies.
- is the CG's primary resource agency for the coordination, maintenance, and development of the FH soldier and family social support system.
- assists military families in crisis intervention and provides short-term counseling and referrals to appropriate agencies.

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Army
Community
Service
Branch
(continued)

-
- manages the Army family advocacy program by assisting in the areas of spouse and child abuse.
 - coordinates the exceptional family member program by assisting family members with physical, emotional, and intellectual disorders.
 - provides outreach via the Hood-to-you program to soldiers and family members and provides them a sense of belonging to the military community.
 - operates the Reynolds House outreach center offering an environment, classes, seminars, and programs conducive to improving the quality of life for the military community.
 - maintains liaison with neighboring communities in the areas of education and local issues which may affect military families.
 - provides a consumer affairs program to include
 - consumer education classes and
 - financial management classes.
 - provides financial assistance service for budget counseling and debt liquidation.
 - acts as referral agency for emergency funds.
 - operates the relocation program, offering assistance to soldiers and families during deployment, moving, and settling into new military communities.
 - provides pre-move and post-move assistance and service to waiting families and foreign born spouses
 - offers employment assistance and educational services.
 - manages the loan closet.
 - maintains current data on major installations in the continental U.S. and overseas for use in counseling departing personnel.
 - manages the emergency food locker.
 - assists soldiers and family members on immigration and naturalization to include
 - instructions for citizenship preparation,
 - application forms for immigration and naturalization matters, and
 - translator assistance of related documents.
 - provides English as a second language training to foreign born spouses and soldiers from the basic through conversational skill levels.
 - manages information, referral, and follow up programs by providing ready access to information which will assist soldiers and family members in solving their social and economic problems.
-

(continued on next page)

Army
Community
Service
Branch
(continued)

- coordinates the emergency child care program according to guidelines providing temporary care (1 to 5 days) for children who cannot be cared for by their natural family due to incapacitation or absence of parents.
- manages the volunteer corps, organizing and training volunteers who assist the total program.
- educates the community about services by providing speakers and instructors for
 - classes,
 - organizational functions,
 - orientations, and
 - training sessions.
- maintains liaison with DA and civilian social service agencies, chaplains, and retirement services officer.

3-11-8a

Army
Emergency
Relief
Branch
(continued)

Army Emergency Relief Branch

- maintains accounting records; prepares monthly and annual statistical reports.
- provides financial advice and emergency assistance to eligible personnel.
- assists applicants for student loans and scholarships.
- advertises available services.

3-11-8b

Child
Development
Center

Child Development Center

- provides quality, accessible, and affordable child development options for eligible military and DA civilian families living on-post and off-post.
- supports mission requirements and quality of life standards, and addresses needs for
 - infant,
 - toddler,
 - preschool, and
 - school-age children.
- provides centralized registration center for parents of
 - full and part day,
 - hourly care,
 - school-age and latchkey, and
 - special needs children.
- administers quarters-based home child care program.
- operates supplemental programs and services options to include referral to offpost.
 - licensed day care facilities and registered day homes,

(continued on next page)

Child
Development
Center
(continued)

- parent cooperatives, and
- registered babysitting referral list for in-home or short-term care.
- coordinates parent education programs to promote community awareness of
 - child abuse and neglect and
 - child growth, development, and discipline.
- develops child care programs which meet identified needs of military families such as handicapped care and mildly ill care.
- participates in planning for major construction, minor construction, and renovation for child care facilities.

3-11-8c

Community
Life Program

Community Life Program

- monitors the quality of life of military families at FH and the enhancement of quality of life through surveys and forums.
- provides guidance to mayors regarding methods available to present and resolve village issues.
- provides extensive training through workshops and seminars to village mayors and their staffs regarding
 - duties,
 - responsibilities, and
 - available resources.
- provides information on services and activities available on FH.
- provides technical guidance to supporting units in conducting Regional community actions council actions.
- administers the welcome wagon for on-post families.
- plans and coordinates family force seminars.
- prepares, updates, and coordinates FH family action plan.
- conducts continuous family support group training for units.
- during mobilization and deployment, is responsible for
 - periodic family support briefings,
 - coordination with rear detachment commands in regards to publicity and donations to be given to unit family support groups, and
 - periodic publications of family support group newsletter.

3-11-8d

Installation
Volunteer
Program

Installation Volunteer Program

- promotes volunteering by assisting organizations in
 - establishing volunteer services,
 - recruiting volunteers, and
 - publicizing the various volunteer opportunities via the media.
- conducts and coordinates volunteer training.
- coordinates volunteer recognition activities which includes responsibility for the helping hand and volunteer-of-the-year awards programs.

3-11-8e

DIRECTORATE OF PERSONNEL AND COMMUNITY ACTIVITIES

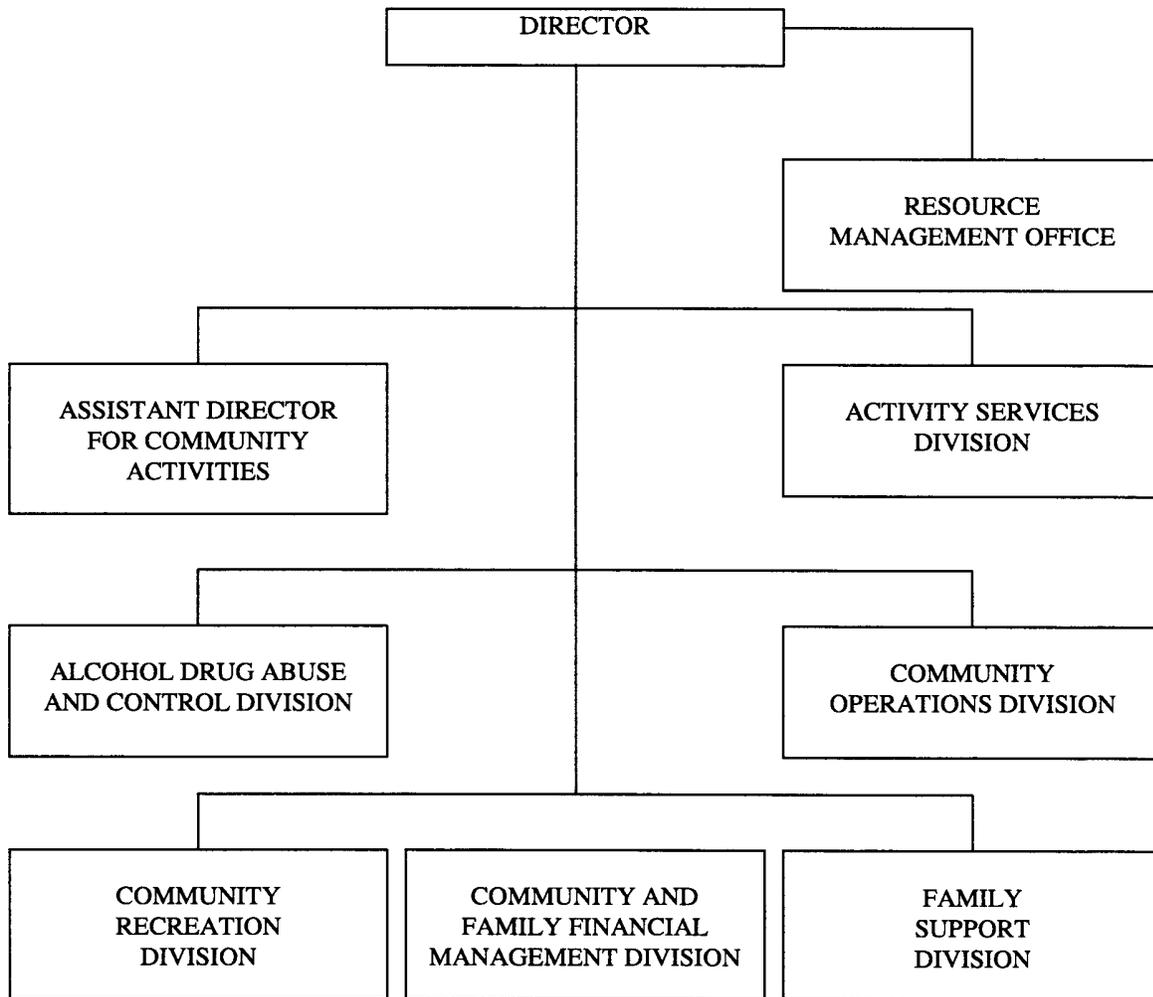


Figure 3-11. Directorate of Personnel and Community Activities (Garrison Staff)

SECTION XII. OFFICE OF THE ADJUTANT GENERAL

3-12

General

Corps Adjutant General Mobilization Tables of Organization and Equipment (TOE) and Tables of Distribution and Allowances (TDA)

The Adjutant General

- is the senior military personnel leader for FH and is triple-hatted as corps adjutant general, military personnel division chief, and 3d Personnel Group commander.
 - functions of the division (except officer management) and those of the corps (mobilization TOE) are consolidated into a single organization under the direction of the adjutant general during peacetime functional alignment.
 - each branch of the consolidated adjutant general is manned with sufficient TDA manpower to provide a basic operational capability should the divisions deploy.

NOTE: Officer management is administered by G1.

The Military Personnel Division Chief

- is a civilian position who has delegated authority to manage the division.

The 3d Personnel Group Commander

- directs the military personnel service echelon for FH.
- is an officer position with delegated authority to direct
 - 546th, 15th, and 502d Personnel Service Companies and
 - 21st Replacement Detachment.
- operates under the direct supervision of the deputy CG.

3-12a

Personnel Operations Division (Mobilization TOE)

Personnel Operations Division (Mobilization TOE)

- acts for the adjutant general in performing corps personnel administration planning and actions.
- on order becomes the corps personnel operations center.

3-12b

Field Operations Division (Mobilization TOE)

Field Operations Division (Mobilization TOE)

- ensures compliance by personnel group and personnel service companies with U.S. Army Forces Command (FORSCOM) and DA standards
- interfaces between Personnel Services Command, FORSCOM, and personnel service companies.
- is responsible for the personnel management assistance program on FH.

3-12c

Military
Personnel
Division

Military Personnel Division

- directs and controls military personnel operation of subordinate work centers.
- advises commander and staff on administrative matters and management activities.
- formulates plans, policies, procedures, and operating instructions or performance standards for direct military personnel
 - service support,
 - preparation of correspondence,
 - maintenance of administrative personnel, and
 - personnel records.
- prepares and presents answers to staff studies, staff actions, or higher HQ taskings.
- participates in the development of mobilization plan and document by providing the adjutant general portion of overall plan.
- supervises subordinate staff personnel.

3-12d

Administrative
Branch

Administrative Branch

- manages the officer detail program (except for colonels) required to be performed by officers assigned to III Corps and FH.
- levies major subordinate commands and corps separate units for officer details not directly related to operation of the corps HQ.
- details officers and enlisted personnel to serve on inventory teams for nonappropriated funds and other facilities requiring periodic inventory.
- controls correspondence in and out of the offices of the adjutant general and the military personnel and personnel operations divisions.
- assigns suspenses and monitors actions until completed
- manages civilian training programs and classes.
- provides general administrative support services to the division.
- is responsible for
 - reproduction,
 - slides and visual aids preparation,
 - word processing,
 - internal and external distribution,
 - filing,
 - preparing and dispatching messages,

(continued on next page)

Administrative
Branch
(continued)

- administrative supplies,
- classified data and document control,
- preparing orders,
- requesting travel reservations, and
- briefing book preparation.

3-12-1

Plans and
Operations
Branch

Plans and Operations Branch

- maintains mobilization plans and reports.
- develops TDA and FH personnel plans for contingencies and exercises.
- manages preassigned retirees on mobilization TDA for FH.
- participates in mobilization exercises.
- manages and coordinates personnel training for
 - information mission area,
 - individual ready reserve, and
 - Reserve Component TDA personnel activities.
- activates and staffs the garrison personnel operating center upon mobilization alert.
- coordinates personnel, medical, dental, and legal support for preparation for overseas movement in support of emergency deployment readiness exercises and actual deployments.
- represents the adjutant general on validation board for mobilizing and deploying units.
- provides military personnel integration guidance.
- manages security program.
- is proponent for quality assurance and internal controls programs for personnel plans and programs.

3-12-2

Automation
Branch

Automation Branch

- manages standard installation and division personnel system (SIDPERS) operations.
 - conducts training for branch, personnel support centers, and units on SIDPERS and tactical Army combat computer support system (TACCS).
 - maintains automated data processing equipment.
 - provides mobilization support.
- receives and reviews mobilization personnel system and Mobilization, The Army Authorization Document System.

(continued on next page)

Automation
Branch
(continued)

- produces installation processing system report.
- monitors receipt by Personnel Information Systems Command of cyclic transmitted batches for accountability.
- is responsible for data base
 - accuracy,
 - validity,
 - processing timeliness,
 - wartime conversion, and
 - both vertical and horizontal systems liaison.
- manages SIDPERS files to include
 - TACCS,
 - Vertical, The Army Authorization Documents System,
 - Mobilization, The Army Authorization Documents System,
 - active Army locator,
 - SIDPERS military occupational specialty (MOS) edit file, and
 - SIDPERS reserve organization file.
- produces reports and statistics.
- manages systems development for adjutant general requirements to include
 - enlisted distribution assignment system,
 - realtime automated personnel identification system,
 - request system,
 - defense eligibility enrollment reporting system,
 - passenger reservation and manifesting system, and
 - weekly enlisted distribution assignment system instruction (SIDPERS assignment instructor file).
- manages information management area and plan.
- prepares capability requirements for automation, communications, and reproduction and copiers.
- performs information systems analysis.
- controls mobilization system to include
 - mobilization personnel system,
 - mobilization cross leveling,
 - information processing system mobilization files,

(continued on next page)

Automation
Branch
(continued)

- corps and theater automated data processing service center,
- single source data,
- developmental Army readiness and mobilization system, and

- total Army personnel data base.

- manages local systems to include
 - installation processing system,
 - FH information processing system initiatives,
 - FH data base management system,
 - strength management,
 - corps personnel operations center automation,
 - reassignment management, and
 - transition management.

- manages system fielding for
 - corps and theater service support phase II,
 - Army Standard Information Management System (formerly VIABLE),
 - TACCS,
 - SIDPERS 2.5, 2.75, and 3.0, and
 - SIDPERS software and interim change package for TIER II and TIER III.

- maintains
 - TACCS job control language,
 - major subordinate commands split tables for TACCS downloads, and
 - TACCS local unique programs.

- manage unit and Personnel Administration Center SIDPERS assistant visits.

- conducts emergency deployment readiness exercise SIDPERS.

- documents and prepares software incident reports for TIER II and TIER III and software acceptance tests.

- monitors automated personnel selective systems security for
 - installation processing systems,
 - enlisted distribution assignment systems, and
 - personal computers.

- develops and writes SIDPERS retrieval command and unit support program.

- develops and writes personal computer programs.

- receives and reviews mobilization personnel system and Mobilization, The Army Authorization documents System.

- manages and monitors personnel strength program.

Personnel
Automation
Section

Personnel Automation Section

- performs
 - files maintenance,
 - input and output control,
 - decollation of SIDPERS paper products,
 - analysis of SIDPERS personnel file, and
 - systems analysis (except developing and writing SIDPERS retrieval command and unit support programs).
- maintains SIDPERS authorization strength file, SIDPERS MOS edit file, organization master file, and SIDPERS reverse organization files.
- manages SIDPERS retrieval command and unit support programs, systems operations, and mobilization and peacetime files synchronization.
- maintains SIDPERS routing indicator codes for automated digital network routing management at output.
- monitors receipt by Personnel Information System Command of cyclic transmitted batches for accountability.
- processes weekly enlisted distribution assignment system reassignment notices and updates SIDPERS assignment instruction file.
- maintains SIDPERS product control table for correct report media.
- maintains SIDPERS routing indicator codes for automated digital network.

3-12-3aStrength
Management
Branch

Strength Management Branch

- plans, organizes, and controls enlisted strength management operations.
- manages the assignment and use of enlisted soldiers to include assignments to the chief of staff overstrength positions.
- manages the new manning system.
- manages the sponsorship program.

3-12-4

Enlisted
Strength
Section

Enlisted Strength Section

- manages readiness and conducts analysis of enlisted strength management (private, master sergeant, and first sergeant).
- manages assignment of soldiers testing positive for the Human Immunodeficiency Virus.
- manages enlisted authorizations.
- processes reclassification actions to include DA-directed mobilization actions and involuntary reclassification actions.
- processes special incentive pay and operational deletions and deferments.
- processes soldier requests to include
 - intrapost transfers,
 - permissive reassignments, and
 - additional skill and skill qualification identifiers.
- prepares and distributes personnel strength and MOS reports.
- manages the MOS medical review board.
- develops combat strength management policy and procedures.

3-12-4aForce
Integration
Section

Force Integration Section

- prepares personnel portion of unit status report and reports data to FORSCOM and Personnel Service Command.
- manages mobilization cross-leveling system.
- prepares fill plans for special or activating units.
- manages unit enlisted strength for new activating units until minimum requirements are met.
- receives, reviews, and analyzes force modernization fielding plans and new equipment training fielding plans for personnel management.
- is liaison with corps, FORSCOM, and DA staff force modernization on personnel issues.
- collects and analyzes data on MOS shortages for FH.
- receives, reviews, and analyzes incoming authorization documents for changes in enlisted strength requirements.
- collects and analyzes data on shortages in not-mission-capable (C-4) units.

3-12-4b

Assignments
Section

Assignments Section

- prepares enlisted assignments to major subordinate command level.
- preassigns enlisted soldiers.
- manages enlisted sponsorship program.
- tracks special assignments and fill plans.
- maintains FH strength status.

3-12-4c

Officer
Personnel
Management
Section

Officer Personnel Management Section

- is OPCON to G1.
- manages the requisition, distribution, and use of officer personnel.
- manages officer sponsorship program.
- coordinates and is point of contact for career branch visits.
- prepares officer nominations to appear on selection boards and submits to the command group for approval.
- monitors, coordinates, and prepares requests for military requirements for civilian education.
- coordinates mobilization personnel requirements with Military Personnel Center and U.S. Army Reserve Components Personnel and Administration Center for units scheduled to mobilize to FH.

NOTE: Upon mobilization, functions revert to the adjutant general.

3-12-4d

Personnel
Actions
Branch

Personnel Actions Branch

- provides personnel service support for III Corps and FH units.
- manages soldiers programs and special actions.
- manages soldier applications requiring general court martial convening authority for major subordinates commands which do not have internal authority.
- directs operation of FH
 - special actions,
 - congressional inquiries,
 - awards and decorations,
 - line of duty investigations,
 - special applications,
 - compassionate reassignments,
 - hardship discharges,
 - permissive attachments,

(continued on next page)

Personnel Actions
Branch
(Continued)

- soldier actions, and
- officer procurements.
- is proponent for
 - evaluations,
 - promotions,
 - reductions,
 - transfers and discharges,
 - suspensions of favorable or unfavorable actions,
 - reports of unfavorable personnel actions,
 - exceptional family member programs,
 - family care plan, and
 - leaves and passes.

3-12-5

Soldier
Application
Section

Soldier Application Section

- processes soldier applications to include
 - officer candidate school,
 - warrant officer (flight and technical) procurement, and
 - voluntary indefinite request, conditional voluntary indefinite request, and release from active duty.
- manages direct appointments.
- processes
 - AR 635-200, Chapter 16 separations for approved applications and
 - recall to active duty for dual component and retired officers.
- processes applications for
 - service school attendance,
 - recruiter and drill sergeant duty,
 - military entrance processing station assignments,
 - regimental affiliation,
 - personnel control facility transfers,
 - sole surviving son or daughter and conscientious objector status,
 - compassionate reassignments and hardship discharges, and
 - requests for permissive attachment.
- processes officer separations and eliminations.
 - administers elimination boards (except for misconduct) and
 - provides technical assistance to subordinate units.
- manages Army survey and testing program.

3-12-5a

Special Actions
Section

Special Actions Section

- manages the military awards and decorations programs.
- processes
 - Army Achievement Medal, Army Commendation Medal, Meritorious Service Medal, and Legion of Merit,
 - Distinguished Service Medal and other services awards for approval by higher HQ,
 - orders for Master Parachutist Badge and Senior Parachutist Badge, Army Aviator Badge, Master Army Aviator Badge, and Senior Army Aviator Badge,
 - requests to accept, retain, and wear foreign awards, and
 - posthumous awards and forwards elements as required.
- gathers data for affirmative actions report.
- manages congressional inquiries and provides technical and administrative assistance for handling, forwarding, and processing congressional inquiries and special interest correspondence.
- composes, staffs, and provides final and interim reply to congressional inquiries within 36 hours after receipt.
- manages outstanding noncommissioned officer and soldier of the quarter and year programs.
- manages family support and paternity complaints and processes inquiries from
 - Personnel Service Command,
 - other commands, and
 - family members concerning soldiers assigned to FH.
- manages and directs line of duty investigation, conducts final review, and makes final determination pertinent to injuries or diseases of Army members when incident occurs within the FH area.
- manages soldier indebtedness and complaints and processes inquiries from
 - Personnel Service Command,
 - other commands,
 - loan companies,
 - creditors, and
 - individuals concerning soldiers assigned to FH.
- manages dropped from rolls program.

3-12-5b

Casualty
Management
Branch

Casualty Management Section

- processes initial, supplemental, status change, and progress casualty reports.
 - notifies primary and secondary next of kin.
- provides survivor assistance and appoints casualty assistance officers.
- authorizes payment of death gratuity.
- processes letters of sympathy and condolence.

3-12-6

Mortuary
Affairs Unit

Mortuary Affairs Unit

- provides recovery and transportation of remains.
- determines disposition of remains.
- coordinates escort officer
- coordinates transportation of family members.
- administers contract with funeral homes.
- inspects funeral homes.
- coordinates summary court officers.

3-12-6a

Garrison
Personnel
Services
Center

Garrison Personnel Services Center

- is OPCON to Commander, 546th Personnel Service Company.
- manages
 - first lieutenant and chief warrant officer 2 active duty promotions,
 - dual component promotions,
 - centralized and semi-centralized promotions (sergeant to colonel),
 - specialist and below advancements,
 - lateral appointments, and
 - adjutant general surveys and testing program.
- on order, upon mobilization alert, reverts to deputy adjutant general and military personnel division chief supervision.
- processes 201 files to transition point for separation.

3-12-6b

Personnel
Services
Support
Section

Personnel Services Support Section

- manages the personnel service company.
- publicizes personnel service support programs.
- provides administrative support.

3-12-6c

Promotions and
Evaluations
Section

Promotions and Evaluations Section

- manages
 - first lieutenant and chief warrant officer (active duty) promotions,
 - centralized and semicentralized promotions (sergeant to colonel),
 - lateral appointments,
 - dual component promotions,
 - officer and enlisted evaluation reports programs,
 - dual component officer evaluation reports, and
 - adjutant general surveys and testing program.
- monitors specialist and below advancements.

3-12-6dRecords
Section

Records Section

- processes
 - names and social security number changes,
 - photographs,
 - preference statements, and
 - absent without leave and dropped form rolls actions.
- verifies dependency affidavits.
- processes evaluations.
- conducts records audits.
- monitors medical and dental suspenses.
- manages flagged records.
- performs officer and enlisted records maintenance.
- supports centralized promotion boards.
- processes Good Conduct and Armed Forces Reserve medals.
- verifies DD Form 1172 (Application for Uniformed Services Identification Card DEERS Enrollment).

3-12-6ePersonnel
Processing
Branch

Personnel Processing Branch

- manages internal reassignment processing operations for FH.
- manages inprocessing and outprocessing system to include

(continued on next page)

Personnel
Processing
Branch
(continued)

- central clearance,
 - movements processing, and
 - orders publications.
- manages the central identification card facility.
 - manages the welcome and care center
 - providing 24-hour information service to arriving soldiers and family members,
 - providing specific guidelines on inprocessing and outprocessing procedures,
 - operating central records (personnel, finance, dental, health, education) collection point for incoming soldiers, and
 - coordinating the activities and interaction of agencies represented at the center
 - manages inprocessing to include
 - completing required personnel inprocessing,
 - processing required arrival and departure SIDPERS transactions (21st Replacement Detachment), and
 - assisting soldiers in coordinating related personnel inprocessing requirements such as accompanied and unaccompanied baggage.
 - manages outprocessing to include
 - operating the central clearance station and
 - assisting soldiers in coordinating related personnel outprocessing requirements such as transportation and vehicle registration.
 - operates the identification card section to include
 - issuing identification cards for eligible recipients,
 - issuing Geneva Convention cards for medical and chaplain corps soldiers,
 - managing the defense eligibility enrollment system program, and
 - coordinating identification issuance during unit preparations for overseas movement.
 - operates orders issuance section to include
 - operating facility which issues orders for personnel assignment and reassignment, corps funded temporary duty travel, and corps unit movements and
 - managing application and delinquency portion of official credit card program (Diner's Club).

2-12-7

In and Out
Processing
Section

In and Out Processing Section

- confirms assignments.
 - collects personnel, finance, health, dental and education records.
 - processes
 - transfers data records and
 - arrival and departure transactions.
 - assists soldiers with household goods and unaccompanied baggage.
- monitors clearance program.
- coordinates security inprocessing and outprocessing.
- coordinates soldier support to include
 - clothing and equipment,
 - transportation appointments,
 - vehicle registration,
 - registration of privately owned weapons,
 - meals,
 - tours and orientation, and
 - billeting.
- participates in preparations for overseas movement support.
- coordinates with personnel service companies on
 - personnel matters,
 - military personnel records jackets, and
 - SIDPERS.
- issues and amends orders pertaining to
 - assignment,
 - on-post reassignment,
 - temporary duty travel for the adjutant general, and
 - garrison unit movement.
- prepares active, reserve, family member, and retiree identification cards.
- issues Geneva Convention cards for medical and chaplain personnel.
- controls signature cards.
- manages the identification card destruction program.
- manages the defense eligibility enrollment system program.

(continued on next page)

In and Out
Processing
Section
(continued)

- manages the 24-hour central information desk service with emphasis on newly arrived soldiers inquiries.
- conducts courier and distribution runs between buildings 121 and 1001.
- provides limited buildings and grounds maintenance for building 121.
- provides after-hour charge of quarters service to include
 - a records collection point for newly arrived soldiers,
 - key control for adjutant general buildings and post locator service, and
 - limited security checks for adjutant general buildings.

3-12-7a

Transition
Center

Transition Center

- advises soldiers and commanders on separation matters.
- manages and administers the separation portion of transition point processing.
- updates SIDPERS data files on transitioning soldiers.
- prepares separation documents for eligible transition soldiers.
- briefs transitioning soldiers on benefits and entitlements upon transition from the military service.
- distributes separation documents to transitioning soldiers and appropriate agencies.
- forwards military personnel records to U.S. Army Enlisted Records Center and Army Reserve or National Guard unit of assignment.

3-12-7b

Installation
Reassignment
Processing
Branch

Installation Reassignment Processing Branch

- manages reassignment processing to include
 - executing requirement of DA centralized reassignment system (qualification, waivers, and deletions and deferments).
 - controlling issuance of reassignment orders.
 - executing requirements of special management command assignment system.
 - monitoring missed movements program.
 - controlling issuance of no-fee passports and processing other passport requests according to State department and DOD guidelines.
 - administering family travel program.
 - operating passenger reservation and Army manifest system.

(continued on next page)

Installation
Reassignment
Processing
(continued)

- performs personnel reassignment processing to include
 - conducting qualification and screening of records (except Human T-lymphotropic Virus III),
 - notifying and interviewing soldiers (except entitlements),
 - processing temporary duty travel orders en route,
 - issuing and amending orders,
 - requesting and processing pinpoint assignments,
 - managing home base and advanced program assignments,
 - initiating movement documents, and
 - processing drill sergeant and recruiter assignments.
- provides special customer services to include
 - processing assignment instructions,
 - scheduling and verifying Human T-lymphotropic Virus III testing,
 - conducting entitlement briefings (monitors no-shows),
 - controlling internal distribution and preparing correspondence, and
 - reproducing and distributing orders.
- performs a 100 percent check of completed functions of the processing unit.
- processes and monitors requests for deletions and deferments.
- is responsible for personnel and family member movements.
 - executes movement actions initiated by processing unit.
 - controls issuance of no-fee passports.
 - processes tourist passports to high risk areas.
 - receives travel authorizations for family members residing in the area.
 - manifests pets on military airlift command flights (to include military working dogs).
 - prepares and issues
 - travel documents (military aircraft travelope),
 - cash collection vouchers, and
 - receipts for unused tickets.
 - operates passenger reservation Army manifest system.

Retirement
Services
Office

Retirement Services Office

- processes officer and enlisted retirement applications.
- prepares separation documents for eligible retirees.
- conducts group counseling on retirement planning.
- conducts individual counseling on benefits and entitlements to
 - active duty,
 - no recurring veterans,
 - retirees and their families, and
 - casualty assistance officers.
- conducts semiannual pre-retirement orientation for the community.
- refers soldiers to education assistance counselor.
- coordinates and maintains liaison with
 - State and federal agencies and local agencies on benefits and attends seminars, conferences, and training sessions.
 - quasi-military organizations who support the defense establishment such as
 - Disabled American Veterans Association,
 - Texas Veterans Commission,
 - Veterans Administration,
 - Veterans of Foreign Wars,
 - Noncommissioned Officers Association,
 - Retired Officers Association, and
 - American Legion.
- organizes and coordinates retiree council activities.
- plans, organizes, and conducts annual retiree open house.
- prepares periodicals for retirees and dependents on benefits and entitlements.
- coordinates the retiree volunteer program.

3-12-8a

Retention
Services
Branch

Retention Services Branch

- manages the retention program.
- prepares and processes
 - extensions,
 - erroneous enlistments,
 - unfulfilled reenlistments,
 - reenlistment packets,
 - fraudulent enlistments, and
 - waivers.
- provides training to reenlistment noncommissioned officers and retention noncommissioned officer support to units.

(continued on next page)

Retention
Services
Branch
(Continued)

- supports hometown recruiter program.
- manages eligible for reenlistment programs.
- issues objectives for reenlistment program.
- processes applications for reclassification to primary MOS.
- coordinates reenlistment actions with Personnel Service command retention control branch.
- maintains and disseminates reenlistment statistics.
- manages and assigns retention noncommissioned officers (primary MOS 00R).
- coordinates soldier reenlistment with the transition center.
- conducts reenlistment interviews.
- processes grade determination requests.
- manages bars to reenlistment and processes to approval authority.
- processes appeal actions.

3-12-9

Reserve
Component
Transition
Section

Reserve Component Transition Section

- manages Reserve Component recruiting for FH.
- manages in-service recruiting which includes
 - Reserve Component portion of pretransition orientation,
 - interviewing transitioning soldiers,
 - determining eligibility for enlistments and transfers to the Reserve Component,
 - processing enlistments and transfers to the Reserve Component, and
 - assisting officers in selecting career fields in Reserve Component assignments.

3-12-9a

Army Career
and Alumni
Program

Army Career and Alumni Program

- runs preseparation orientation twice a month.
- provides transition assistance through the transition assistance office counseling staff.
- gives soldiers transition plan and career guidance.
- oversees operation of the job assistance center to include
 - seminars and workshops (job search skills),
 - career search counseling,
 - resume writing, and
 - job data bank.

(continued on next page)

Army Career
and Alumni
Program
(continued)

- provides miniresume service (defense outplacement referral system).
- conducts job fairs.
- supports preretirement orientations.

3-12-10

OFFICE OF THE ADJUTANT GENERAL

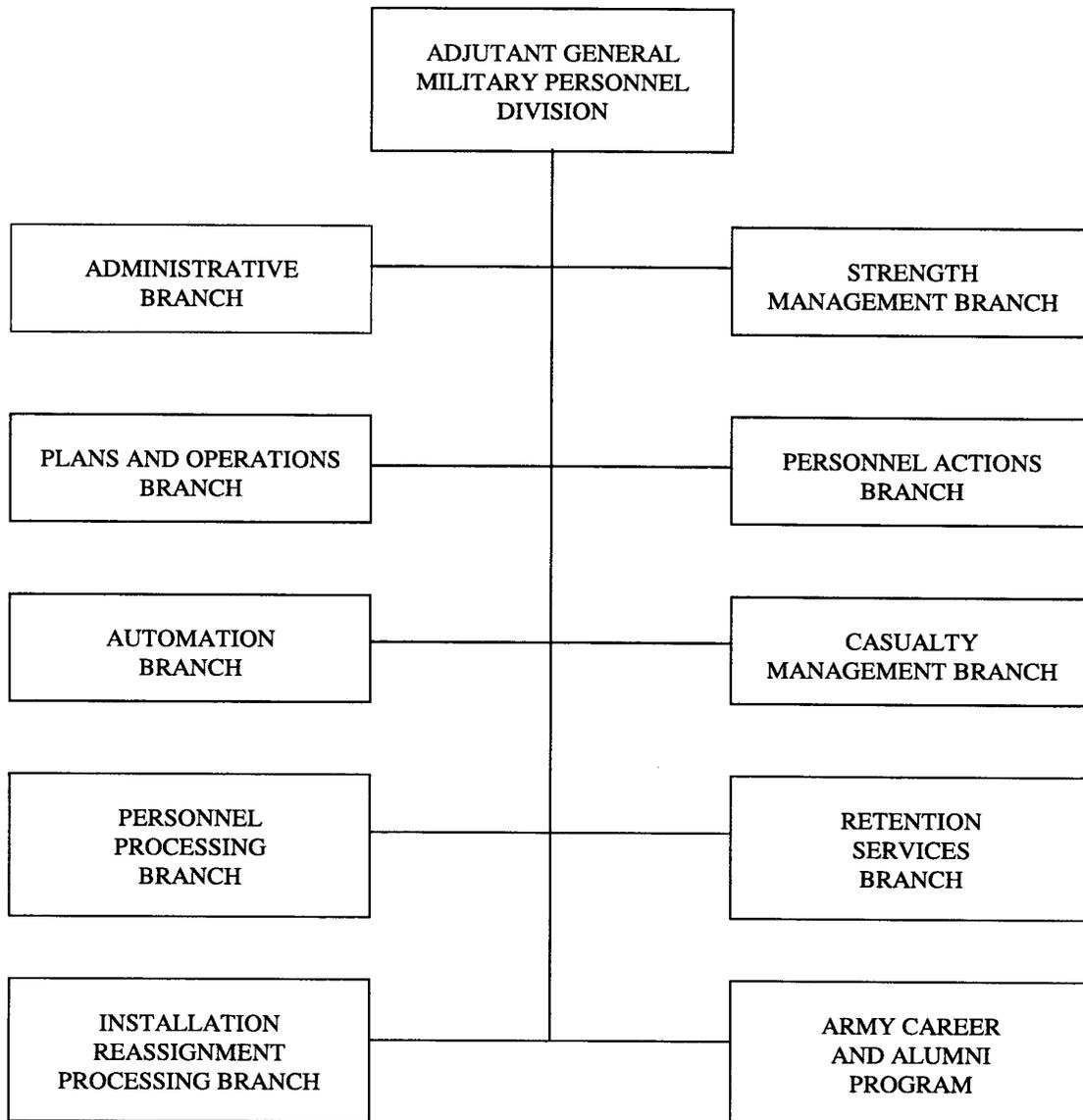


Figure 3-12. Office of the Adjutant General (Combined Corps and Garrison Staff)

SECTION XIII. DIRECTORATE OF SECURITY3-13

General

This directorate

- performs Army security counterintelligence planning for the garrison assigned units and tenant units prescribed in interservice support agreement.
- supports the current intelligence mission and provides for continuity of the intelligence mission in the event of deployment of the corps.
- provides for the functional direction of the programs under its cognizance.
- makes sure that the programs complement the activities of other directorate and staff elements.

3-13a

Director

The director

- provides administrative control and staff supervision to the divisions.
- develops and reviews security and counterintelligence policy.
- performs detailed functional direction and review as required.
- coordinates with the
 - provost marshal office for physical security considerations and
 - G3 for overall security to include
 - operational security and
 - terrorism counteraction considerations.
- is integral to the resource management office which supports the directorate.

3-13bCounter
Intelligence
Division

Counterintelligence Division

- receives and disseminates information concerning threats from hostile and foreign intelligence organizations.
- coordinates subversion and espionage directed against the U.S. Army program.
- provides counterintelligence support to terrorism counteraction program.
- coordinates technical security support.
- provides counterintelligence support to security programs of other divisions.

3-13cInformation
Systems
Security
Division

Information Systems Security Division

- provides the information systems security program manager for FH.
- manages communications security (COMSEC) program to include STU-IIIs.

(continued on next page)

Information Systems Security Division
(continued)

- coordinates investigation study and control of compromising emanation for electrical and electronic equipment issues.

3-13d

Plans and Operations Division

Plans and Operations Division

- develops and coordinates portions of contingency, mobilization, and deployment plans.
- develops directorate tables of distribution and allowances (TDA) and mobilization TDA and coordinates with the Directorate of Resource Management.
- coordinates interdivision activities and support.
- provides operational control of attached or assigned functional elements.
- manages information management area assignment and training.

3-13e

Intelligence Division

Intelligence Division

- upon deployment of corps G2.
 - receives and disseminates information concerning hostile forces which could present a threat to FH in land defense of continental U.S. scenario and
 - provides current worldwide intelligence update to the CG.
- assumes operational control of intelligence contingency readiness center and any other intelligence assets which do not deploy with G2.
- coordinates support to FH by single source data.

3-13f

Industrial Security Division

Industrial Security Division

- provides the industrial security program manager.
- executes industrial security functional responsibilities in support of the contracting officer.

3-13g

Communications Security Maintenance

Communications Security Maintenance Division

- provides general support maintenance and repairable exchange capabilities for COMSEC Division activities.
- provides COMSEC maintenance and direct support to Army Reserve and National Guard units in
 - Texas,
 - Oklahoma,

(continued on next page)

Communications
Security
Maintenance
Division
(continued)

- New Mexico,
 - Louisiana, and
 - Arkansas.
- provides maintenance and technical assistance for COMSEC equipment and operations for FH units including military intelligence units and special equipment.
 - provides general and direct support cryptographic and communications and electronics maintenance to
 - TROJAN,
 - HOMEFARER,
 - Apache,
 - all source analysis system,
 - special projects, and
 - force modernization
 - provides the Apache training units with technical assistance and maintenance on COMSEC and controlled cryptographic items equipment general and direct support.
 - provides direct and general backup support for units per AR 5-9 (Intraservice Support Installation Area Coordination).
 - requisitions repair parts for the support of COMSEC equipment to the general support and limited stock record account level.
 - provides maintenance contact teams for supported units as required.
 - provides full supply support activity functions for obsolete and excess COMSEC and control cryptographic items and equipment.
 - provides complete maintenance support for G2, intelligence contingency readiness center, intelligence systems, and special projects.

3-13h

Information
Security
Division

Information Security Division

- is responsible for
 - information security,
 - foreign disclosure,
 - accreditation of foreign exchange officers,
 - coordinating other foreign visitors,
 - technology transfer, and
 - wartime information security (censorship).

3-13i

Personnel
Security
Division personnel

Personnel Security Division responsibilities include:

- security and
- levy processing.

DIRECTORATE OF SECURITY

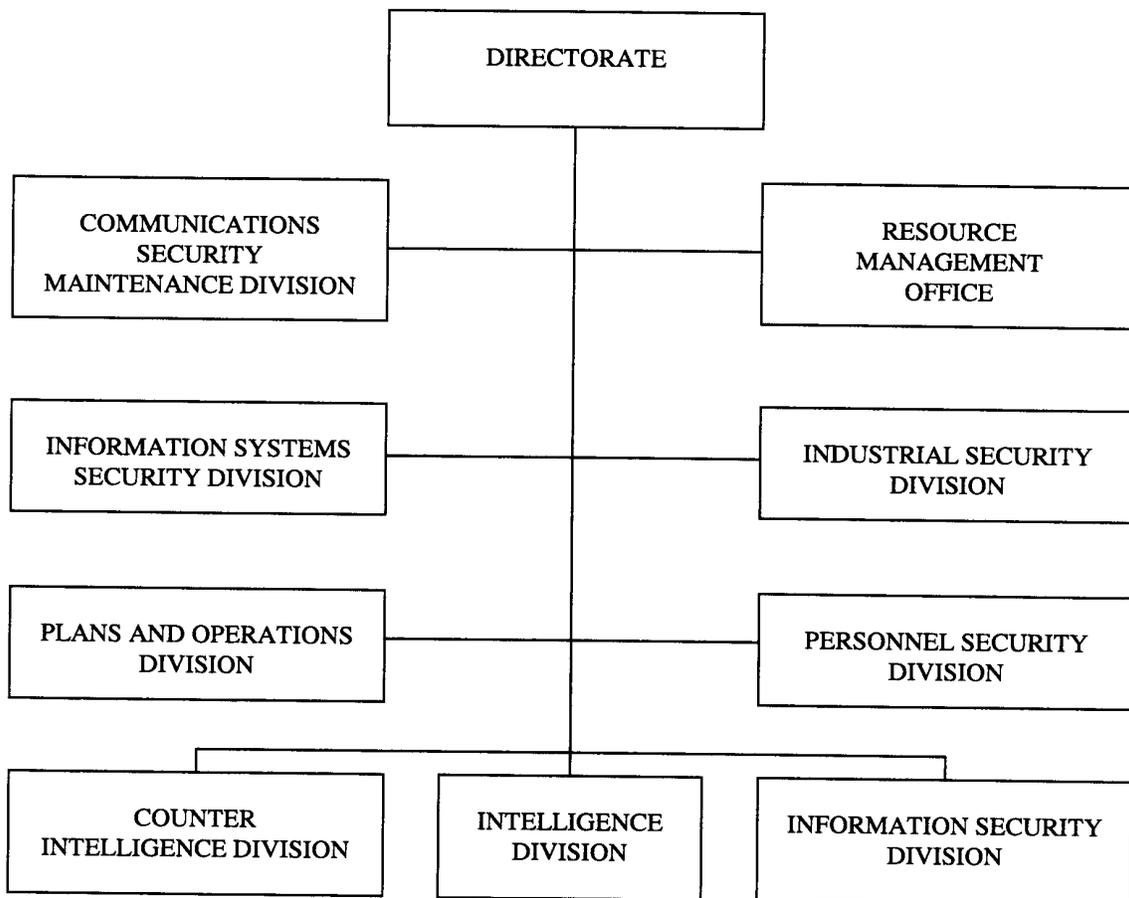


Figure 3-13. Directorate of Security (Garrison Staff)

SECTION XIV. ASSISTANT CHIEF OF STAFF, G3, DIRECTORATE OF PLANS, TRAINING AND MOBILIZATION

3-14

General

Assistant Chief of Staff, G3, Directorate of Plans, Training, and Mobilization

- is the principal staff agency within the corps for matters concerning plans, operations, exercise, organization, and training.
- is a combined mobilization tables of organization and equipment (TOE) and tables of distribution and allowances (TDA) staff element organized to perform both corps an FH support at the same time and yet retain the capability to separate during wartime.
- has five primary areas
 - administration;
 - liaison;
 - plans, operations, and exercises;
 - support; and
 - training doctrine, policy, and resources.

NOTE: G3 deploys overseas with III Corps; the directorate remains as part of FH.

3-14a

Assistant
Chief of Staff,
G3

The Assistant Chief of Staff, G3

- is responsible to the chief of staff for plans, operations, and exercises in the corps consisting of
 - five divisions,
 - an armored cavalry regiment,
 - doctrinal combat support, and
 - combat service support.
- is the primary staff coordinator for the U.S. Air Force liaison office and the corps artillery liaison office.

3-14b

Executive
Officer

Executive Officer

- is responsible for G3 administration.
- executes most routine operational matters, administrative efficiency, and correspondence control.
- is central point of contact for military and civilian personnel actions and organizational actions.
 - assigns and monitors actions within G3.
 - prepares administrative reports.
 - obtains duplicating and printing services.
 - monitors performance rating and awards programs for personnel.

(continued on next page)

Executive
Officer
(continued)

- establishes III Corps and FH operation policy and procedures for
 - COSMIC and ATOMAL subregistry control of subordinate control points and
 - top secret control office.
- supervises the North Atlantic Treaty Organization security program at FH.
- is the charge card program manager.

3-14c

Corps
Historian

The Corps Historian

- plans, organizes, directs, and implements the corps command historical program and incorporates DA, U.S. Army Forces Command (FORSCOM), and corps historical requirements into the program.
- develops and issues historical policy guidance to HQ elements and major subordinate commands.
- develops and implements plans and procedures necessary for the publication of annual historical reviews and other historical studies.
- develops, plans, and coordinates military history education programs.
- prepares office reports.
- identifies and secures historical documents for the corps organizational history files.
- answers historical inquiries.
- conducts liaison activities between
 - III Corps and FH,
 - FORSCOM historian,
 - Center for Military History, and
 - other military history organizations.
- serves as advisor to the CG and staff on historical matters.
- prepares special reports when directed.

3-14d

Sergeant Major

The Sergeant Major

- is the primary coordinator on enlisted matters between
 - G3,
 - HQ and HQ Company, corps and
 - HQ and HQ Company, garrison.

(continued on next page)

Sergeant Major
(continued)

- makes sure G3 soldiers complete their company duties.
- monitors the training and physical fitness program for the G3.
- makes recommendations to the G3 on enlisted assignments.
- is the coordinator to the HQ command for establishing the command post in the field.
- plans, coordinates, and supervises ceremonies sponsored by FH.

3-14e

U.S. Air Force
Liaison Office

U.S. Air Force Liaison Office

- advises the CG and staff on Air Force
 - organization,
 - doctrine,
 - tactics,
 - techniques, and
 - equipment.
- assists the CG on tactical air operations matters.
- assists in the planning of joint training exercises.
- supervises the activities of the air liaison officers of the
 - 1st Cavalry Division and
 - 6th Cavalry Brigade.
- assists the G3 I preparing the air fire plan of the operation order in support of tactical operations.
- evaluates and analyzes tactical air operations and recommends improvements.

3-14f

III Corps
Artillery
Liaison Office

III Corps Artillery Liaison Office

- represents the Commander, III Corps Artillery, in daily operational matters with the corps.
- is a planning agent for artillery support of corps field training exercises and command post exercises.
- prepares artillery related documents for plans and operations orders.
- provides the fire support elements for the corps Tactical Airlift Command command post.

3-14g

Deputy for
Plans,
Operations and
Exercises

Deputy for Plans and Operations Exercise

- advises and assists the G3 on plans and operations matters.
- provides staff supervision and manages the activities of seven divisions.

(continued on next page)

Deputy for
Plans,
Operations and
Exercises
(continued)

- in the field, is the
 - chief of the corps planning team and
 - coordinator of the corps combat cell responsible for
 - synchronizing the overall battle,
 - conducting deep battle,
 - planning future battles,
 - coordinating combat service support, and
 - monitoring close battle.

3-14-1

Aviation
Division

Aviation Division advises and assists the G3 on aviation matters.

3-14-1-1

Chief

The Chief

- is part of the special staff to the G3.
- prepares, coordinates, and supervises staff actions for tactical employment of aviation assets.
- coordinates and advises on III Corps Forces Command Corps and Division Training Coordination Plan (CORTRAIN) aviation matters and aviation force structure issues.
- makes sure airspace control plan supports CG's concept of operations.
- monitors the flying hours program and coordinates on airspace management issues.
- maintains liaison with higher and lower staffs on aviation matters.
- makes sure that required air traffic space is established in support of the corps aviation plan.

3-14-1-1a

Plans and
Operations Branch

Plans and Operations Branch

- develops and coordinates tactical concepts for employment of aviation assets in exercise and actual contingency plans.
- supervises the corps airspace element operations during exercises and employments.
- analyzes and coordinates CORTRAIN aviation issues and matters.
- manages the flying hour program.
- coordinates and provides advice on aviation force structure issues.
- coordinates with G3 operations tasking office on taskings concerning aviation assets.

(continued on next page)

Plans and
Operations
Branch

- prioritizes and approves mission assignments, as required.
- is a member of corps forward planning team.

3-14-1-1b

Corps Airspace
Element Section

Corps Airspace Element Section

- plans, coordinates and executes tactical airspace management on exercise and actual contingency deployments.
- coordinates on airspace management issues.
- coordinates and integrates airspace user requirements.
- identifies and resolves airspace user conflicts.
- coordinates request for airspace control measures.
- assesses impact of airspace control measures on the ground battle.
- develops Army Airspace Command control procedures, plans, standing operating procedures, and annexes.

3-14-1-1c

Air Traffic
Services

Air Traffic Services

- coordinates with liaison personnel at division and separate brigade levels.
- advises the CG of the location and status of air traffic control facilities.
- integrates air traffic services into the airspace management plan.
- coordinates Army air services and joint service component air traffic into an out of corps and division areas.

3-14-1-1d

War Plans
Division

War Plans Division

- prepares, coordinates, and maintains contingency plans for the overseas staging and tactical employment of the corps for combat.
- prepares, coordinates, and publishes plans for overseas and continental U.S. (CONUS) tactical exercises.
- assists other U.S. and allied military commands to develop plans which involve the corps.
- informs and assists corps members wartime organization with mission planning.

(continued on next page)

Warplans
Division
(continued)

- provides centralized staff planning and supervision of the CAPSTONE program.
- programs and coordinates participation of CORTRAIN aligned units in training exercises with the corps.

3-14-1-2

Chief

The Chief

- coordinates corps contingency war plans with other HQ.
- plans and supervises the administrative element of the division.
- supervises the activities of five branches.

3-14-1-2a

Tactical
Plans Branch

Tactical Plans Branch

- develops and coordinates tactical concepts for employment of the corps in exercise and actual contingency plans.
- coordinates, integrates staff input, publishes, and maintains plans for the tactical employment of the corps in exercises and in wartime contingencies.
- notifies and assists subordinate commands with planning their wartime contingency.

3-14-1-2b

Reception
Plans Branch

Reception Plans Branch

- develops and coordinates concepts for the reception, command and control, staging and preparation for combat of the corps.
- coordinates and integrates staff input and publishes and maintains detailed plans to support the concepts.
- analyzes and coordinates the corps war time organization with other corps staff sections, higher HQ, and subordinate HQ.
- assists subordinate commands in planning their wartime contingency missions.

3-14-1-2c

Deception
Plans Branch

Deception Plans Branch

- develops and coordinate deception concepts which support the tactical concepts for employment of the corps in exercise and actual contingency plans.
- coordinates, integrates staff input, publishes, and maintains plans for a the employment of deception in support of plans for the tactical employment of the corps in exercises and in wartime contingencies.
- assists subordinate commands with deception planning in support of their wartime contingency mission planning.

3-14-1-2d

Movements
Branch

Movements Branch

- develops and coordinates procedures for tactical movements within the corps.
- develops and coordinates tactical movement plans for corps war plans and exercises.
- assists subordinate commands with tactical movements planning in support of their wartime contingency mission planning.
- monitors and supports tactical movements conducted by the corps and subordinate commands.

3-14-1-2e

CAPSTONE
CORTRAIN
Plans Branch

CAPSTONE CORTRAIN Plans Branch

- plans, coordinates, and publishes corps CAPSTONE directives and plans.
- coordinates the corps CAPSTONE program with senior and subordinate HQ.
- researches, documents, and maintains the corps CAPSTONE organization.
- plans and coordinates the participation of the subordinate corps Reserve component commands in the Army overseas deployment training program.
- Co-hosts the annual III Corps and FH CAPSTONE and overseas deployment training (ODT) conference.
- plans, coordinates, and monitors the participation of CORTRAIN aligned units with the corps.
- participates in corps major subordinate commands CAPSTONE conferences and other corps and CONUS CAPSTONE conferences as required.
- assists the reception plans branch in development of the corps CAPSTONE time phased force and deployment list.
- annually attends
 - FORSCOM ODT workshop,
 - U.S. Army, Europe Reserve component ODT coordination conference and workshop,
 - FORSCOM CAPSTONE prioritizing conference, and
 - FORSCOM time phased force and deployment list workshops as required.

3-14-1-2f

Exercise
Division

Exercise Division

- performs assigned missions with four branches.
- maintains information on local, CORTRAIN and CAPSTONE, FORSCOM, and Joint Chiefs of Staff sponsored exercises.

(continued on next page)

Exercise
Division
(continued)

-
- monitors exercise schedule to develop and analyze courses of action maximizing training opportunities while avoiding unreasonable commitments.
 - coordinates scope of the corps participation in exercises.
 - develops and coordinates exercise objectives for the corps.
 - develops and coordinates exercise concept, scenario, and force list (including exercise TDAs) to support corps exercise objectives.
 - coordinates to make sure that corps response cell participation in CORTRAIN unit exercises integrates corps exercise objectives into the supported training (CONUS only).
 - coordinates internal and external control relationships and support for corps response cells which involves
 - transportation,
 - billeting,
 - messing,
 - manifesting,
 - preparing temporary duty orders,
 - preparing other correspondence,
 - funding,
 - materiel, and
 - maintenance.
 - collects information and prepares and publishes reports on corps support for CORTRAIN exercises.
 - coordinates observation or participation in exercises by
 - major Army commands,
 - civilian federal agencies,
 - DOD, and
 - foreign government representatives.
 - coordinates and in particular cases conducts training for exercise TDA participants.
 - prepares and publishes for each exercise
 - exercise planning directive,
 - exercise directive,
 - memorandums of instruction, and
 - other necessary documents.
 - is Army readiness agent for designated exercises with coordination extending to noncorps Army elements to include
 - Army Reserve,
 - National Guard,
-

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Exercise
Division
(continued)

- Joint Service commands, and
- civilian federal agencies.
- attends and conducts necessary conferences, meetings, and site surveys.
- assesses the impact, effectiveness, and value of corps participation in each exercise.
- solicits external comments.
- prepares and publishes after action reports.
- coordinates, maintains, and conducts conferences for the 5-year range plan.
- is responsible for FH Reg 350-14 (III Corps Long-Range Planning).
- represents III Corps at FORSCOM on exercises, ODT, and CAPSTONE and CORTRAIN conferences.

3-14-1-3

CONUS Branch

CONUS Branch

- develops corps command post exercises to include preparation of background scenario, memorandums of instructions, and directives.
- is the control HQ for the conduct of corps command post exercises with North Atlantic Treaty Organization and U.S. augmentation as required.
 - establishes and operates an integrated control HQ AND
 - presents control briefings.
- provides limited manning of the control nucleus to conduct FORSCOM, DA, or Joint Chiefs of Staff command post exercises.
- is action agent for corps participation in FORSCOM, DA, or Joint Chiefs of Staff command post exercises.
 - coordinates the appropriate level of participation by corps staff.
 - conducts briefings for the command group, staff, or participating units as required.
- prepares exercises after action reports as required.
- conducts staff planning and coordination for support of
 - U.S. Army Forces, Readiness Command,
 - Allied Forces, Central Europe,
 - Readiness Command joint readiness exercise,
 - FORSCOM Reg 350-5 (Joint Training Exercises), and
 - other CONUS exercises for which III Corps has responsibility.
- assists in the management of Army exercise funds allocated to the corps for CONUS exercises.

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CONUS Branch
(continued)

- coordinates support of Readiness Command joint readiness exercises and FORSCOM, DA, or Joint Chiefs of Staff command post exercises with the operations division for mission tasking of personnel and equipment.
- attends and hosts conferences, seminars, and symposiums concerning corps participation in CONUS exercises.

3-14-1-3a

Outside CONUS
(OCONUS)
Branch

Outside CONUS (OCONUS) Branch

- plans, coordinates, supports, and controls corps and subordinate units' scope of participation in OCONUS command post and field training exercises.
- defines real world support, airlift, and sea lift requirements in support of OCONUS exercises.
- attends and hosts planning and coordination conferences, seminars, and symposiums concerning OCONUS exercises.
 - develops and coordinates exercise concepts, scenarios, and force lists to support corps exercise objectives.
- coordinates administrative logistical support for CONUS exercise deployments.
- coordinates frequently with OCONUS, U.S., and allied commands.
- prepares and publishes exercise directives and memorandums of instruction.
- assesses the impact, effectiveness, and value of corps participation in each exercise in an after action report.
- provides briefings and in progress reviews concerning corps participation in the OCONUS exercise program.
 - coordinates internal and external control relationships and support for corps response cells.
- assists in the management of Army exercise funds allocated to overseas exercises and in planning, coordinating, and monitoring CORTRAIN exercises.

3-14-1-3b

Intelligence
Branch

Intelligence Branch

- provides intelligence and security support to the division.
 - plans and develops opposing forces exercise scenarios for exercises conducted by III Corps.
 - assists in developing scenarios for North Atlantic Treaty Organization exercises in which the corps participates.
 - provides staff input for intelligence related requirements during the conduct of corps exercises.

(continued on next page)

Intelligence
Branch
(continued)

- is senior intelligence officer in echelons above corps staff branch during corps exercises.
- is senior intelligence controller for the corps during North Atlantic Treaty Organization command post exercises.
- provides security guidance to exercise division in the areas of physical, document, and personnel security based on AR 380-5 (Department of the Army Information Security Program).
- in executing this mission, coordinates with
 - G2,
 - 504th Military Intelligence Brigade,
 - FORSCOM joint exercise division, and
 - North Army Group G2.
- to be sure that
 - the exercise scenarios are realistic and closely parallel real world opposing forces capabilities.
 - current opposing forces order of battle and doctrine are portrayed as closely as possible to be sure of maximum training value during the exercises.
 - exercise objectives are met through control of the opposing forces portrayal during the conduct of exercises.

3-14-1-3c

Reserve
Component
Branch

Reserve Component Branch

- is a member of the corps directorate staff during GOLDEN SABER coordination exercises.
- assists Reserve component units participating in ABLE ARCHER, WINTEX-CIMEX, CRESTED EAGLE, and the corps exercises in preparing for the exercises.
- continually updates Reserve component mailing list, peacetime higher HQ, CAPSTONE alignment, and points of contact.
- Co-hosts the annual III Corps CAPSTONE and ODT conference.
- assists in the planning, coordinating, and managing corps Reserve Component ODT in-country support costs.
- coordinates with Reserve Component units in preparing the exercise division after action reports as required.
- annually submits the
 - after action report to FORSCOM and U.S. Army, Europe,

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Reserve
Component
Branch
(Continued)

- division requirements for special active duty training of Reserve component personnel to the corps Directorate of Reserve Component personnel to the corps Directorate of Reserve Component Support, and
 - division Reserve Component coordinator's fiscal year budget requirements.
- assists in the formulation and coordination of corps policies, plans, and programs associated with units planning and training pertaining to exercises.
- maintains close working relationship and liaison with each level of the Reserve component peacetime chain of command.
- annually attends the
 - FORSCOM exercise planning workshop coordination,
 - FORSCOM ODT workshop,
 - FORSCOM joint training exercises program planning workshop,
 - U.S. Army, Europe Reserve component ODT coordination conference,
 - U.S. Army, Europe ODT workshop,
 - National Guard Association of the U.S. general conference,
 - fifth Army National Guard management conference, and
 - 278th Armored Cavalry Regiment and 45th Separate Infantry Brigade CAPSTONE conferences.
- semiannually coordinates and conducts the corps ODT battle book and terrain analysis for corps major subordinate commands and CAPSTONE units.
- assists in developing, coordinating, and publishing the corps letter of instruction for the Reserve Component ODT program.

3-14-1-3d

Operations
Division

Operations Division

- executes, coordinates, and supervises staff employment of III Corps.
- implements exercise war plans in corps command post and North Atlantic Treaty Organization exercises.
- monitors command post operations and runs the tactical action center in the field.
- publishes operation and fragmentary orders in connection with the implementation of war plans or emergency requirements.

(continued on next page)

Operations
Division
(continued)

- is the principal staff officer for FH tasking and testing activities.
- manages electronic warfare and operational security for the corps.

3-14-1-4

G3 Air
Branch

G3 Air Branch

- plans, implements, and critiques offensive air support during corps exercises.
- supervises the U.S. Army and air Force affiliation program between
 - III Corps,
 - 12th Air Force, and
 - 22d Air Force.
- manages the joint air attack program.
- is the point of contact for ground liaison program.
- manages the joint airborne and air transportability training program.
- conducts doctrinal reviews as required.

3-14-1-4a

Current
Operations
Branch

Current Operations Branch

- plans, coordinates, and supervises the activities of the FH visitation program to include UMBRELLA week.
- coordinates with tasking branch on required taskings.
- plans, coordinates, and supervises the corps monthly retreat and monthly military and civilian awards ceremonies.
- schedules and maintains deployment ready reaction field.
- coordinates deployments of corps units and personnel.

3-14-1-4b

Tactical
Operations
Branch

Tactical Operations Branch

- tactically employs the
 - corps main command post,
 - tactical action center command post, and
 - two command groups command posts.
- develops the corps command and control system to include
 - integration of major subordinate commands into corps operations,
 - displacement concept,
 - manning and equipment,
 - reports,
 - decision graphics,

(continued on next page)

Tactical
Operations
Branch
(continued)

- corps tactical action center standing operating procedures,
 - minimum essential communications, and
 - documentation for doctrinal development.
-
- implements corps war and exercise plans.
 - develops exercise in conjunction with exercise and war plans divisions.
 - supervises corps doctrinal review program.
 - executes responsibility for corps response cell for CORTRAIN exercises.
 - maintains G3 command post vehicles and equipment.
 - makes sure of tactical training of G3 personnel in each command post.

3-14-1-4c

Electronic
Warfare
Branch

Electronic Warfare Branch

- advises the commander and staff on aspects of electronic warfare operations during command post and field training exercises.
-
- coordinates with war plans division to be sure of proper planning for corps electronic warfare assets.
-
- prepares and coordinates with G2 written procedures and directives involving electronic warfare within the corps.
-
- provides G2 and G3 interface on electronic warfare matters.
-
- serves as the coordinating agency for tasking corps electronic warfare assets and recommends allocation of electronic warfare support.
-
- plans and supervises electronic warfare activities during tactical operations and prepares annexes to operational plans and orders.
-
- maintains lists of guarded frequencies in coordination with the G2 and communications electronics officers.
-
- monitors readiness status of corps electronic warfare units.
-
- is point of contact and monitors the development and fielding of new electronic warfare systems in coordination with the force integration division.

3-14-1-4e

Tasking
Branch

Tasking Branch

- serves as the focal point for corps CORTRAIN and FH taskings.
- prepares mission letters to task for support of
 - FH,
 - exercise augmentation,
 - community relations,
 - mission accomplishment,

(continued on next page)

Tasking Branch (continued)	<ul style="list-style-type: none"> • tests, and • active training requirements. <ul style="list-style-type: none"> • coordinates with current operations branch for UMBRELLA week requirements. 	3-14-1-4f
<hr/>		
Testing Branch	<p>Testing Branch</p> <ul style="list-style-type: none"> • supports the DA 5-year test program and exercises and tests in which corps is scheduled to participate. • is the point of contact for tests conducted involving any corps or FH unit or asset. • serves as the corps total system tactical validation activity test schedule and review committee representative. 	3-14-1-4g
<hr/>		
Corps Operations Center Emergency Action (center)	<p>Corps Operations Center Emergency Action Division is</p> <ul style="list-style-type: none"> • an integrated office (corps and garrison). • under OPCON of the deputy G3 for plans, operations, and exercise division. • fully operational on a 24-hour basis. • the focal point for emergency matters for III Corps and FH. • the corps direct link with higher and lower HQ. 	3-14-1-5
<hr/>		
Operations Branch	<p>Operations Branch</p> <ul style="list-style-type: none"> • maintains <ul style="list-style-type: none"> • a continuous capability to respond to FORSCOM on urgent matters. <ul style="list-style-type: none"> • is point of contact for the command group and staff during nonduty hours. • the current location of designated senior officers. • Multi-station emergency operations center and conference room for use by the forward planning team or by staff elements. • informs the G3 command group of significant events and incidents affecting corps and CORTRAIN units. • maintains emergency response sheets to record serious incidents and dissemination of severe weather warnings and to support important corps operations center duty log entries. • prepares a daily summary of significant events for the G3 and command group. • supports G3 operations division in coordinating and directing active Army assistance to civil authorities and federal agencies in 	

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Operations
Branch
(continued)

- civil defense,
 - civil disturbance operations,
 - natural disaster,
 - response, and
 - domestic emergencies.
- supports G3 operations and training and the Directorate of Reserve component support as the 24-hour point of contact for support of Active and Reserve Component units training.
 - assists the telecommunications center in alerting corps staff and tenant organizations of high precedence messages on a 24-hour basis.
 - supports operations and war plans divisions in monitoring unit deployments in support of assigned operation plans, military assistance program missions, exercises and contingencies.
 - is central point of contact for initial coordination and response to emergency situations occurring on FH.
 - monitors
 - national warning system and responds to daily new network calls.
 - LIFESAVER and military assistance to safety and traffic missions.
 - continental meteorological data system and issues point weather warnings for Texas, New Mexico, and Oklahoma.
 - Local weather dissemination system according to FH Reg 115-1 (Weather Support to III Corps and Fort Hood) and issues weather warnings and advisories.
 - Cowhouse Creek (located in Pidcoke, TX) flash flood gauge in support of the national weather service in Waco, TX, and issues flash flood warnings.
 - in cases of tornado sightings, activates the civil defense siren.
 - develops and supervises the execution of FORSCOM and U.S. Army Force Readiness Command policies on emergency action procedures.
 - is corps point of contact for FORSCOM and national military command center alerts and communications exercises.
 - manages the execution of the special duty program.

3-14-1-5a

Emergency
Action Branch

Emergency Action Branch

- directs, coordinates, and inspects the emergency action operations in
 - 1st Cavalry Division,
 - III Corps Artillery,

(continued on next page)

Emergency
Action Branch
(continued)

- 5th Infantry Division,
 - 1st Infantry Division,
 - 4th Infantry Division,
 - 515th Ordnance company,
 - 50th Ordnance Company, and
 - 3d Armored Cavalry Regiment.
- conducts annual command inspection of emergency action procedures, sealed authenticators, and related areas of interest for units aligned with the corps under CORTRAIN.
 - conducts scheduled special assistant visits to assist CORTRAIN units sustain training programs and procedures for the proper use, safeguard, accountability, and related emergency action material of sealed authenticators.
 - provides
 - required publications necessary for the emergency action procedures system (administrative and functional).
 - the corps with an operational and an exercise system for the request and release of nuclear weapons.
 - maintains
 - communications security account for the corps sealed authentication system.
 - the currency and security of the exercise and the actual sealed authentication systems.
 - participates in monthly emergency action exercises with FORSCOM and subordinate units and conducts monthly exercises with subordinate CORTRAIN units.
 - inserts realistic emergency action play into corps exercises.
 - publishes corps emergency action regulations and checklists to implement FORSCOM, U.S. Commander in Chief, Europe; and Supreme Allied Commander, Europe emergency action procedures.
 - coordinates the emergency actions interface of the corps with the North Atlantic Treaty Organization and European-based U.S HQ.
 - develops and prepares to implement plans to train and certify Army Reserve and National Guard units mobilizing through FH.

3-14-1-5b

Air Defense
Element

Air Defense Element

- advises the commander and staff on air defense matters.
- operates, supervises, and directs the corps air defense element as an integral part of the corps airspace element.

(continued on next page)

Air Defense
Element
(continued)

- provides the interface between corps and the air defense liaison team from 2d Air Force.
- plans, coordinates, and prepares annexes covering air defense operations for actual contingency operation plans, standing operating procedures, and scenarios.
- provides assistance and guidance to corps units on corps airspace elements and other air defense operations.
- provides assistance to the simulation division in development of realistic air defense play in exercise scenarios.
- reviews and revises current air defense training regulations.
- acts as the staff coordinating agency for corps air defense assets.
- coordinates moving target simulator use by corps units.
- coordinates and conducts the annual STINGER competition.
- conducts doctrinal review of air defense publications.

3-14-1-5c

Battle
Simulation
Division

Battle Simulation Division

- works under the supervision of deputy G3 for plans, operations, and execution.
- performs assigned missions with three branches which are supported by two contractors.
- coordinates battle simulation resources, policy, and support actions with identified points of contact at
 - FORSCOM
 - U.S. Army Training and Doctrine Command (TRADOC),
 - corps CORTRAIN and CAPSTONE major subordinate commands, and
 - corps staff.
- prepares and publishes required documentation to provide simulation support for command post exercises and unit training such as
 - FH Pam 350-54 (CORTRAIN Battle Simulations),
 - memorandums of agreement, and
 - controller guides.
- presents briefings to distinguished visitors concerning battle simulation operations.

3-14-1-6

Chief

The Chief

- advises the commander and staff on simulation related activities.
- coordinates

(continued on next page)

Chief
(continued)

- scheduling, scenario development, and contractor support for CORTRAIN battle simulation requirements.
- resource planning, programming, and budgeting necessary to sustain CORTRAIN simulation support operations.
- staffing of simulation policy and development requirements with
 - FORSCOM,
 - TRADOC,
 - U.S. Army, Europe,
 - corps CORTRAIN major subordinate commands, and
 - corps staff.
- provides managerial oversight to the five functional branches.
- identifies the command operating budget and program assessment review report resource requirements for
 - software enhancement,
 - work station configuration,
 - personnel training,
 - temporary duty travel, and
 - contract operations.

3-14-1-6a

Operations
Branch

Operations Branch

- provides supply and administrative support to the division.
- coordinates and administers contract to sustain CORTRAIN battle simulation operations.
- assists in
 - scheduling and scenario development,
 - resource planning, programming, and budgeting necessary to sustain CORTRAIN simulation support operations,
 - staffing of simulation policy and development requirements, and
 - developing model improvements.

3-14-1-6b

Corps and
Division
Simulations
Branch
(continued)

Corps and Division Simulations Branch

- assists in
 - scheduling and scenario development to support CORTRAIN corps and division simulation operations.

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Corps and
Division
Simulations
Branch
(continued)

- developing model improvements to existing software and specifications for future software needs.
- staffing corps and division simulation policy and development requirements.

3-14-1-6c

Brigade and
Battalion
Simulation
Branch

Brigade and Battalion Simulations Branch assists in

- scheduling and scenario development to support CORTRAIN brigade and battalion simulation operations.
- developing model improvement to existing software and specifications for future software needs.
- staffing brigade and battalion simulation policy and development requirements.

3-14-1-6d

Army Training
Battle
Simulation
Branch

Army Training Battle Simulation System Branch assists in

- scheduling and scenario development to support CORTRAIN battalion simulation operations.
- developing model improvement to existing software and specifications for future software needs.
- staffing battalion simulation policy and development requirements.
- coordinates and oversees contract support necessary to support CORTRAIN battalion simulation operations.

3-14-1-6e

Manual
Simulations
Branch

Manual Simulations Branch assists in

- scheduling and scenario development to support CORTRAIN company, battalion, and brigade manual simulation operations.
- developing model improvement to existing manual simulations and specifications for future needs.
- staffing manual simulation policy and development requirements.

3-14-1-6f

Total Systems
Tactical
Validation
Division

Total Systems Tactical Validation Division

- provides the needed facilities and mechanism to conduct field validations for the integration of automated command and control systems in a mature battlefield environment.
- is the Army's validating mechanism to a disciplined, functional integration of the Army tactical command and control system.
- prepares, coordinates, and maintain Army tactical command and control system validation schedules.

(continued on next page)

Total Systems
Tactical
Validation
(continued)

- maintains
 - technical and operational information,
 - program development, testing, and fielding schedules, and
 - other related command and control initiatives.
- periodically consolidates user feedback and forwards to Combined Arms Command Combat Development for review and additional action as appropriate.
- assist other staff and unit activities in force modernization activities related to Army tactical command and control system component systems.
- plans and incorporates CORTRAIN and CAPSTONE alignments in the total systems tactical validation process.

3-14-1-7

Chief

The Chief

- reports to III Corps and coordinates with higher HQ and external agencies on total systems tactical validation matters as required.
- receives operational guidance form Combined Arms Command Combat Development.
- represents and presents the program to scientific and industry seminars and conferences.
- supervises the activities of the subordinate branches.

3-14-1-7a

Plans and
Operations
Branch

Plans and Operations Branch

- coordinates scheduling and operations for the division.
- conducts unit and staff coordination with operations, exercise, and force integration divisions.
- coordinates budget and funding actions.
- coordinates and is the point of contact for contractor support for total systems tactical validation.
- is responsible for security and document control.
- coordinates training for soldiers and civilians.
- coordinates supply and transportation requirements.
- is point of contact for DA total systems tactical validation letter and memorandum of instruction.

3-14-1-7b

Tactical
Systems
Integration
Division

Tactical Systems Integration Branch

- is point of contact and liaison with combined arms command combat development.
- plans and coordinates issues and preparation of validation plans and other user feedback.
- maintains master command, control, communications, and intelligence program schedules, documentation library, and validation plans.
- is point of contact on
 - validation activities,
 - Army tactical command and control system battle function area systems, and
 - standardized integrated command post.
- attends
 - command and control systems program reviews,
 - issue and criteria meetings,
 - Army tactical command and control system test integration working group, and
 - major command, control, communications, and intelligence system reviews.
- represents
 - total systems tactical validation activity test schedule and review committee,
 - test integrated working group meetings,
 - Army tactical command and control system steering committee, and
 - Army command and control systems management general officer steering committee.
- maintains and reviews operational and organizational plans, required operational capabilities, and new concept initiatives.
- is point of contact for total systems tactical validation action plans.

3-14-1-7c

Communications
and Automation
Systems Branch

Communications and Automation Systems Branch

- is liaison coordinator to resolve communications and automation specific issues with
 - TRADOC system manager,
 - program managers,
 - TRADOC schools, and
 - U.S. Army Communications Electronic Command.
- attends communications and software configuration management reviews and conferences.
- maintains communications and computer systems unique training, doctrine, and technical manuals.
- develops and coordinates communication and automation integration for data collection and reduction requirements.

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Communications
and Automation
Systems Branch
(continued)

- coordinates automated instrumentation and integration for data collection and reduction requirements.
- determines and coordinates requirements for information systems to support the total systems tactical validation process.
- coordinates Army interoperability network actions.
- is point of contact for total systems tactical validation action plans.

3-14-1-7d

Simulation
Branch

Simulation Branch

- attends the DA and program executive officer command and control system instrumentation conference.
- conducts liaison and coordination with battle simulation division.
- plans for the integration of battlefield simulation systems, automated exercise drivers, emulators, and stimulators.
- attends modeling conferences and coordinates with other DOD and industry modeling institutions.

3-14-1-7e

Technical and
Systems
Support Branch

Technical and Systems Support Branch consists of personnel from center, program managers, and other activities to augment total systems tactical validation when required.

3-14-1-7f

Deputy for Plans,
Training, and
Mobilization

Deputy for Plans, Training, and Mobilization

- advises and assists the G3 on matters relating to
 - mobilization, deployment, and domestic plans,
 - force integration,
 - training aids services,
 - resource management,
 - museum, and
 - troop schools and soldier education.

NOTE: Education is under the Directorate of Personnel and Community Activities, but in AR 5-3 OPCON to deputy for plans, training, and mobilization.

- performs plans, training, and mobilization functions when the corps deploys.

3-14-2

Deputy for Plans,
Training, and
Mobilization
(continued)

Mobilization, Deployment, and Domestic Plans Division

- coordinates and assigns projects and supervises the activities of four branches.
- is principal agency for III Corps and FH in the preparation, coordination, publication, and maintenance of plans, regulations, and supplemental guidance assigned or required to support
 - mobilization,
 - deployment, and
 - domestic contingency missions.
- prepares capability assessment report to be submitted to FORSCOM during first quarter of the fiscal year.
 - report is an assessment of current preparedness of FH infrastructure to perform planner mobilization and deployment support missions.
- conducts military support to civil defense and land defense of CONUS missions.
- prepares format outlines and general concepts for other staff sections for their use and guidance in preparing that part of any plan designated as their responsibility.
- prepares to become the plans and operations division upon the deployment of G3.

3-14-2-1

Mobilization
Plans Branch

Mobilization Plans Branch

- is responsible for peacetime planning and mobilization execution of plans for reception, housing, training, and support of approximately 180 Reserve Component units in coordination with staff agencies.
- operates the developmental Army readiness and mobilization system terminal and followon Reserve Component automation system.
- redistributes personnel and equipment assets in coordination with adjutant general and Directorate of Logistics.
- supports and validates deployment of Active and Reserve Component units mobilized at FH in coordination with staff agencies.
- is the G3 executor for demobilization of Reserve Component units.
- operates the Army training resources and requirements system computer system for TRADOC and U.S. Army Training Center school quotas.
- establishes and supports a U.S. Army Training Center which conducts basic training and 13B, 19D, and 19E one-station unit training.
- assists U.S. Army Medical Department Activity and 4005th U.S. Army Reserve hospital in establishment and support of a mobilization hospital.

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Mobilization
and Plans Branch
(continued)

- plans operation of marshaling areas and support of the port support activities for the wartime embarkation and debarkation ports of Galveston and Houston, TX.
- supervises or maintains the unit tracking system for daily planning basis and during various exercises and deployments.
- provides coordinating installation and supporting installation mobilization missions according to AR 5-9.
 - as coordinating installation, facilitates intraservice support efforts for active and Reserve component units traversing the FH area of responsibility among
 - other supporting installations,
 - major U.S. Army commands, and
 - the State adjutant general and state area commands.
 - as supporting installation, directly provides functional area and commodity support to over 1000 Active and Reserve Component units located in or traversing the FH area of responsibility.
- staffs and operates the corps operations center in the absence of the corps or augments the center in connection with the deployment of the corps irrespective of a declaration to mobilize.
- is point of contact for mobilization matters pertaining to FH.
- recommends command, support, and sponsorship assignments of nonaligned active and Reserve component organizations ordered to report to FH.
- establishes and operates the Reserve Component reception center.
- plans and executes local and higher HQ directed mobilization exercises.
- host for the biennial Reserve Component unit commanders conference according to FORSCOM mobilization deployment planning system.
- serves as coordinator for the mobilization and deployment improvement program according to FORSCOM Reg 500-2 (FORSCOM/Issue Resolution System (FIRS)).
- establish the mobilization and deployment action committee.
- chair the mobilization and deployment issue working group.
- exercise staff supervision over the worldwide military command and control system facility.
- exercise staff supervision over the transfer of functions from performing organizations scheduled for deployment to either directorates of to follow-on combat service support organizations.
- maintains the status of the start up and operation of the mobilization and deployment support activities of

(continued on next page)

Mobilization
and Plans
Branch
(continued)

- garrison personnel operations center,
- logistics operations center,
- family assistance center,
- the readiness operation center,
- seaport of embarkation,
- post support activities,
- marshaling area,
- movement control center, and
- arrival and departure airfield control group.

3-14-2-1a

Deployment
Plans and
Emergency
Deployment
Readiness
Exercise Branch

Deployment Plans and Emergency Deployment Readiness Exercise Branch

- is point of contact for deployment planning, training, and execution.
- monitors war reserve and contingency stocks in coordination with G4 plans division and G3 war plans division analyzers adequacy of war stocks.
- coordinates plans with Directorate and Logistics and major subordinate commands plans for distribution during exercises and actual deployments.
- develops plans, policies, programs, and directives concerning deployments
 - of Active and over 150 mobilized Reserve component units via surface and air movement.
 - of specified equipment and personnel by air and surface in support of contingency operations.
 - of specified personnel by air to pre-positioned material configured to unit set sites in support of assigned operational plans.
 - in support of unified an specified command plans.
- provides guidance and monitors special operations deployment training activities.
- conducts special and recurring studies and briefings to publicize deployment procedures guidance and directives for Active and over 150 mobilizing Reserve Component units.
- develops methods for analyzing and displaying deployment data in chart and slide format for inclusion in
 - briefings,
 - information booklets,
 - handouts, and
 - other miscellaneous reports as required.
- Prepares and maintains FH Reg 525-110 (Deployment) and FH Reg 525-11 (Emergency Deployment Readiness Exercise) draft.
- Supports CORTRAIN units with assistance visits and staff guidance as required.
- Monitors the emergency deployment readiness exercise program of nine major subordinate commands.

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Deployment
Plans and
Emergency
Deployment
Readiness
Exercise Branch
(continued)

- is proponent agency for joint deployment officers' course.
- develops and coordinates 12 corps and 48 major subordinate commands emergency deployment readiness exercise programs during each fiscal year.
- coordinates 61 specific subject evaluation areas to use in the 12 fiscal year corps programs.
- verifies and prepares a 60-line personnel access roster prior to the initiation of each corps monthly exercise.
- compiles lessons learned annually in report to the CG at the close of the fiscal year.
- provides pertinent lessons learned to the FH mobilization and deployment improvement program and joint uniform lessons learned system.
- prepares and presents narrative briefing and updates transparencies on results of each exercise evaluation.
- prepares results letter for evaluated unit.
- makes sure the scenarios used in each exercise reflect unit contingency missions and deployment modes.
- coordinates tasking at corps level to support exercises conducted by the major subordinate commands.
- prepares and submits required reports and forecasts to FORSCOM according to FORSCOM Reg 525-2 (Emergency Deployment Readiness Exercise (EDRE)).
- supervises the command input and is point of contact for deployment, employment, and mobilization status reporting for
 - FH active units,
 - over 150 Reserve Component units, and
 - nine other installations without worldwide military command and control system access.
- assist war plans division during deployment operations in time phased force and deployment list refinement.
- coordinates unit assistance teams to assist in preparing
 - automated unit equipment list,
 - computerized air load movement system, and
 - vehicle load planning.
- serves as corps liaison to ports of embarkation.
- evaluates conduct of deployment exercises and actual operations and makes recommendations for improvement

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Deployment Plans and Emergency Readiness Exercise Branch (continued)

- analysis will include study of entire deployment process including:
 - movement from unit area to port of embarkation,
 - conduct of port activities,
 - movement to port of debarkation, and
 - reception of personnel and equipment in area of arrival.
- conducts deployment operations briefings to commanders and staff of deploying units.
- provides the deployment operations cell to the regional community actions council to brief reserve units deploying from FH.
- coordinates the deployment validation process for Active and Reserve Component units deploying from FH.
 - coordinates staff effort to assess and enhance unit deployment readiness status.
 - coordinates unit deployment readiness briefing to the CG and principle staff.
 - reports unit validation to FORSCOM using the deployment, employment, and mobilization status through the worldwide military command and control system.
 - coordinates demobilization validation process for Reserve Component units and equipment assigned to the FH area of responsibility.
- is proponent agency for the strategic training for unit deployment center which is
 - dedicated to the standardization of deployment practices and training from individual to collective unit training.
 - either on site or coordinated through supporting directorates.
 - paced to needs during peacetime, crisis action, or time sensitive scenarios.

3-14-2-1b

Worldwide Military Command And Control System Branch

Worldwide Military Command and Control System Branch

- is point of contact for worldwide military command and control system command and control information system matters.
 - provides the capability for automated reporting and information retrieval from the FORSCOM data bases.
- operates
 - five remote terminals,
 - one multiplexer site,
 - five sets of cryptology equipment, and
 - telecommunication equipment connected to the FORSCOM host computer located at Fort McPherson, GA.
- designs and develops computer language programs for data base retrievals of information to produce ad hoc and recurring reports as required.

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Worldwide
Military Command
And Control
System
(continued)

- provides teleconference capability which allows
 - transmission and receipt of classified message traffic with other installations connected to the FORSCOM network and
 - geographically separated sites conduct exercises and real-world conferences.
- provides data input support for updating the following data bases as required by the joint reporting structure
 - deployment, employment, and mobilization status,
 - joint resource assessment data base report, and
 - status of resources and training system.
- provides training for operators who deploy for corps exercises through use of the automation products for mobilization and deployment planning purposes.
- provides computer systems operation assistance to G3 personnel and laptop computer systems.
- provides assistance and guidance to other installations without the worldwide military command and control system capabilities.
- provides procedures for operation plan development, review, and execution through the joint operations planning and execution.
- develops, coordinates, and maintains standing operating procedures to include security as required by FORSCOM.
- provides other operational planning data as required.
- provides functional assistance and technical advice to corps operations center and emergency operations center personnel in addition to mobilization planners in the use of automation products for mobilization and deployment planning purposes.

3-14-2-1c

Domestic
Emergency
Plans Branch

Domestic Emergency Plans Branch

- writes, coordinates, and publishes operational plans and regulations to support CONUS and local area contingency planing requirements.
- makes sure operational plans and regulations respond to FORSCOM, 5th Army, and command taskings to include
 - Installation Survival, Recovery, and Reconstitution Plan which
 - requires coordination with government agencies and state and local civil defense authorities.
 - Operational Plan Garden Plot on

(continued on next page)

Domestic
Emergency
Plans Branch
(continued)

- the employment of military resources for assistance to civil authorities controlling civil disturbances and
- requires detailed planning for organizing, equipping, training, and deploying a major force to any location in CONUS.
 - Military Assistance to Civilian Authority Plan on
 - response to approved or emergency requests from civil authorities for disaster relief assistance and
 - requires coordination with Federal Emergency Management Agency, FORSCOM, and 5th Army.
 - Nuclear, Chemical Accident and Incident Control Plan which
 - provides initial response force to control accident site, safeguard classified material, and minimize loss of life.
 - Force Protection Regulation (to be published) on
 - response to disturbance, terrorist acts, bomb threats, and aircraft hijacking.
 - Procedures for Cold Weather Operations on which
 - provides response to adverse weather effects on FH operations.
 - Catastrophic Earthquake Plan which
 - establishes requirements for defense coordination officer, staff, and urban search and rescue forces for response to a catastrophic earthquake.
 - Contingency Job Actions which
 - provides response to wage grade and DA civilian job action.
 - Augmentation Force Support Plan which
 - tasks allocated resources when requested by FORSCOM for augmentation to designated U.S. Army Materiel Command installations and
 - requires coordination with FORSCOM, CORTRAIN support forces, and U.S. Army Materiel Command installation.
- makes sure domestic emergency plans are compatible with other FH plans and interface with training, mobilization, and deployment requirements.
- analyzes plans and tasking of higher HQ to recommend requirements for or changes to local plans.
- maintains plans and provides working knowledge information for the command and staff on related plans of higher HQ.
- reviews and evaluates input from other staff sections and major subordinate commands supporting plans for compliance and adequacy and recommends changes to overcome deficiencies.

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Domestic
Emergency
Plans Branch
(continued)

- participates as a command representative for domestic emergency planning on study groups, at conferences, and at liaison and coordination meetings with
 - FORSCOM,
 - various military commands and Federal agencies,
 - Reserve Component HQ.
 - local, state and national civilian contingency planing agencies, and
 - other as they affect the mission.
- participates, as required, in joint and command exercises and the execution of implemented plans to include
 - Survival Measures – family members regulation (to be published) which
 - informs family members of response action to natural and man-made threats to family safety.
 - Mass Casualty Response Plan which
 - provides for the coordinated response of FH to accidents and incidents with are a high number or military, DA civilian, an family member casualties close to FH or which requires evacuation of casualties to FH.
 - Corps Operations Center regulation (to be published) which will
 - provide instruction for the day-to-day operation of the center and how staffing is increased for crisis actions.
- provides personal computer programming assistance to staff sections.

3-14-2-1d

Resource
Management
Division

Resource Management Division

- is the principal resource management advisor to the G3 and major subordinate commands financial management officers.
- supervises activities and functions of two branches.
- is the internal control coordinator for G3.

3-14-2-2

Program
Management
Branch

Program Management Branch

- programs, budgets, executes, reviews and analyzes programs for which the G3 is responsible.
- administers, coordinates, supervises, and monitors the resource management systems for major subordinate commands and other activities in regard to P2 missions and P2 base operations.
- reviews, consolidates, and prepares

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Program
Management
Branch
(continued)

- command operating budget,
 - quarterly status of operating resources,
 - modern resource information 5-year defense program,
 - prior year report,
 - semiannual stock fund budget, and
 - various monthly and quarterly financial reports.
- recommends unfinanced requirements priorities.
 - prepares narratives,
 - recommends reprogramming of funds based on execution or mission changes, and
 - performs continual analysis of accounts to include funding, performance, and readiness impacts.
 - provides initial and revised resource ceilings of funds; flying hours; and petroleum, oil, and lubricants to units and activities.
 - manages the joint readiness exercise funding program.
 - attends program budget advisory councils and financial management review and analysis and provides statistical analysis and briefings on resource management functions as required.
 - provides on-the-job training to newly assigned financial management personnel in the major subordinate commands.
 - provides petroleum, oil, and lubricants allocations and revisions to the Directorate of Logistics for mobility fuel users at FH.
 - monitors execution and recommends revisions.
 - certifies availability of funding received from FORSCOM and off-post installations or agencies.
 - examines management division packages to highlight and resolve disconnects with other programming and budgeting documents.
 - represents the G3 at off-post meetings involving
 - P2 mission funding resources,
 - logistical requirements at major training areas, and
 - annual P2 mission budget and force modernization conferences.
 - obtains off-post fund cites or appropriate funding documents and monitors mission taskings to include augmented requirements for
 - active training,
 - multinational force and observe mission,
 - U.S. Army Operational Test and Evaluation Agency tests,
 - Southwest Recruiting Command, and
 - foreign military students.

Program
Management
Branch
(continued)

- submits data to finance and accounting office for preparation of billing documents.
- monitors actions pertaining to manpower requirements, authorizations, expenditures, overtime, and schooling.
- is point of contact for the program assessment review report and other program documents.

3-14-2-2a

Plans and
Policy Branch

Plans and Policy Branch

- develops, coordinates, and integrates training and mobilization plans, policy, programs, and actions.
- is point of contact for FH Reg 10-5.
- receives, coordinates, and updates interservice support agreements and memorandums of understanding pertaining to plans, training and mobilization.
- assists in the preparation of cost comparisons and monitors commercial activities program.
- reviews mission requirements and assesses the need for development of plans and programs.
- develops planning and programming guidance in support of missions, goals, and objectives and the planning, programming, budgeting, execution and evaluation system.
- provides advice and assistance on planning, programming, and budgeting.

3-14-2-2b

Administrative
Element

Administrative Element

- provides administrative support for the division and the branches to include
 - typing,
 - filing,
 - posting publications,
 - distribution, and
 - reception.

3-14-2-2c

Force
Integration
Division

Force Integration Division

- is the principal agent for coordinating, integrating, and managing the execution of force modernization and force structure related actions.
- is management of change agent for elements of the transition process including
 - hardware,
 - structure,
 - doctrine,
 - new training,

(continued on next page)

Force
Integration
Division
(continued)

- logistics coordination,
- funding,
- facilities,
- documentation, and
- manning.

NOTE: Some duties are OPCON TO 1ST Cavalry Division, 13th Corps Support Command (13thCOSCOM), and G4.

- is proponent for FH Reg 71-1 (Force Integration) and conducts periodic reviews and updates of this regulation.
- establishes long-range objectives for three branches.
- conducts unit fielding assessments and system reviews when appropriate.
 - through the G3 and chief of staff, directs the participation of force modernization coordinators and corps system coordinators for designated hardware systems.
- is point of contact for force modernization, TOE, and mobilization TOE force structure actions and information requirements of higher and adjacent HQ.
 - requires division chief be informed by other agencies of the nature and content of coordination being conducted by these staff agencies to make sure that actions are compatible with the overall transition plan.
- monitors the CAPSTONE modernization.
- has limited tasking authority for actions directly related to the force modernization missions.
- designates force modernization coordinators, coordinates hardware systems, and designates process managers to make sure that the ultimate readiness requirements under the current conditions of accelerating change are met through
 - planning,
 - organizing,
 - staffing,
 - integrating, and
 - controlling processes.

3-14-2-3

Fielding
Branch

Fielding Branch

- manages the fielding of assigned new tactical systems which includes
 - wheeled and tracked vehicles,
 - aviation and avionics systems,
 - night observation devices,
 - artillery systems,
 - engineer systems,
 - weapon systems,

(continued on next page)

Fielding Branch
(continued)

- command, control, and communications systems,
 - computer system,
 - intelligence systems, and
 - chemical systems.
- coordinates and supervises the fielding of new equipment according to total package fielding.
 - provides automated decision support and general data base management functions.
 - analyzes requirements and supports force integration offices with reports and assists the offices in acquiring and using automated tools.
 - in coordination with logistics branch, issues call forward for new equipment after evaluating the corps readiness to support the system.

3-14-2-3a

Force
Structure
Branch

Force Structure Branch

- is OPCON to directorate plans, training, and mobilization from Directorate of Resource Management.
- recommends, coordinates, and prepares necessary requests for activation, inactivation, organization, reorganization, attachment, and change of status of TOE and mobilization TOE units.
- implements TOE and mobilization TOE actions directed by higher HQ.
- prepares, coordinates, and monitors related permanent orders.
- develops and maintains the force structure troop list.
- maintains force accounting system troop list and current station list.
- is point of contact for manpower, equipment, and organizational matters on mobilization TOE units.
- provides qualified analysts to the corps adjutant general inspection team to inspect and report on the status of authorization and related documents of the major subordinate commands.
- maintains the Army unit identification code data base for mobilization TOE units.

3-14-2-3b

Logistics
Branch

Logistics Branch

- is OPCON to G4.
- evaluates and plans for the redistribution of mobilization TOE equipment to support the introduction of new equipment.
- has management responsibility for selected non-Army modernization information memorandum equipment as agreed to by the G4 and G3 force integration division.

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Logistics
Branch
(continued)

- provides logistical expertise to the division in evaluating the Army materiel information memorandum and developing initial logistical planning assumptions.
- evaluates new equipment facts and assumptions and determines supply and maintenance impact.
 - as a minimum, includes in any evaluation
 - repair parts authorized stockage list,
 - prescribed load list,
 - special tools,
 - technical publications,
 - test, measurement and diagnostic equipment, and
 - logistical military and civilian manpower requirements.
- makes sure that the current on-hand status of new systems fielded is maintained.
- reviews new equipment training programs and training concepts for systems fielded at FH in coordination with training support center division to make sure that proper maintenance training requirements have been considered.
- analyzes logistical concepts expressed in draft material fielding plans and provide comments to force modernization coordinators.

NOTE: Directorate of Logistics, 13th COSCOM, and major subordinate commands evaluate the impact of new equipment on maintenance capabilities.

- coordinates with maintenance managers to assign units to provide direct and general support maintenance for new systems.
- supervises the execution of logistical requirements generated by the material fielding plan and agreement.
- makes sure that proposed and final mission support plans are developed for each system within 60 days of receipt of a material fielding plan.
- as part of the equipment exchange plan, develops the disposition and retrograde plans for replaced systems such as
 - systems peculiar repair parts,
 - special tools,
 - test, measurement, and diagnostic equipment,
 - associated support items of equipment, and
 - publications.

3-14-2-3c

Training
Support
Division

Training Support Center Division

- supervises training and visual information support activities.
- programs and budgets resources required to provide training and visual information support for assigned mission.

(continued on next page)

Training
Support
Division
(continued)

- negotiates support agreements with other commands and activities.
- manages, controls, and organizes training and audiovisual support facilities
 - authorized at the installation level and
 - assigned regional support responsibilities.
- is OPCON for training support center functional elements.
- reviews intracommand audiovisual production for Army-wide applications.
- provides contract administration responsibilities of the government owned, contractor operated training support center services; contracting officer's responsibilities include
 - complying with provisions of AR 5-20 (Commercial Activities Program) for audiovisual activities.
 - reviewing
 - still and motion pictures,
 - video recordings,
 - audio recording captions, and
 - graphic training aids production procedures.
 - certifying the contractor submission of the coordinated audiovisual equipment and systems program (RCS CSGPO-344).
- reviews and coordinates requests for audiovisual equipment.

3-14-2-4

Audiovisual
Productions
Section

Audiovisual Productions Section

- produces, duplicates, and records managing Category 1 audiovisual productions (edited video tape with sound).
- duplicates Category 2 and 3 audiovisual production products.
- acquires commercial and proprietary motion picture film and video tape productions and provides related support functions.

3-14-2-4a

Visual
Information
Productions and
Products
(continued)

Visual Information Productions and Products Branch

- produces, duplicates, records, and manages visual information productions.
 - slide sound sets,
 - film strips, and
 - multimedia, audio, and combination media.
- acquires commercial and proprietary visual information productions.
- acquires, makes, assembles, files, maintains, duplicates, delivers, records, and manages other visual information products except audiovisual productions including

(continued on next page)

Visual
Information
Productions
(continued)

- still and motion picture photography,
 - video and audio recordings,
 - film and video clips, and
 - graphic art products.
- provides related support functions.

3-14-2-4b

Other Visual
Information
Support

Other Visual Information Support includes

- production management, administration, maintenance, training, and consulting.
- radio and television cablecasting and broadcasting.
- operating presentation facilities.
- acquiring production materials, parts, supplies, services, and operations and maintenance, Army program equipment.

3-14-2-4c

Training
Support
Branch

Training Support Branch

- designs, develops, produces, fabricates, duplicates, maintains, records and manages
 - aids,
 - devices, and
 - nonvisual information training support materials.
- acquires, receives, stocks, warehouses, maintains, loans or issues as appropriate and disposes of
 - aids,
 - devices,
 - training support materials, and
 - loanable visual information equipment and products.
- operates and maintains training simulation devices and systems.
- acquires training support and loanable visual information equipment, materials, parts, supplies, other property items, and services.
- provides related management, administration, property accountability, maintenance, and consultant and instruction services.

3-14-2-4d

Troop School
And Soldier
Education
Division

Troop School and Soldier Education Division supervises administrative logistical and operational support of

- FH and Army institutional school system
- individual training in Army service schools, and
- FH school system activities for active Army and Reserve Component off-post units.

3-14-2-5

III Corps and FH
Troop School

III Corps and FH Troop School

- provides a formal, institutional school system responsive to the needs of FH.
- provides off-post Active, Reserve, and National Guard units training on an as-needed, space available basis.
- develops new courses of instruction consistent with DA, FORSCOM, and Corps training requirements maintaining consistency with force modernization doctrine.
- supervises course instruction according to programs of instruction developed for the troop school.
- supervises the course instruction and maintains liaison with civilian instructors provided under a non-personal service contract.
- coordinates and manages the assignment of special duty personnel performing duty with the troop school.

3-14-2-5a

Education
Services
Office

Education Services Office

- advises the CG on educational matters pertaining to soldiers.
- develops and implements a system of educational programs and services that facilitate the professional and personal growth of soldiers.
 - basic skills education program II and career soldier education program II,
 - bachelors degree for soldiers,
 - advance skill education program,
 - self-development center study,
 - high school completion program,
 - basic noncommissioned officer course math,
 - service members opportunity colleges associate degree,
 - tuition assistance, and
 - college instruction vocational instruction defense activity for nontraditional education support independent study skill recognition language instruction to include
 - educational counseling
 - testing
 - Veterans Administration counseling
 - language library
 - preseparation counseling
 - financial aid counseling
- provides direct liaison with colleges and universities operating educational programs on FH.
- conducts educational needs assessment surveys to determine the educational needs and interests.
- provides educational support to Reserve Component and soldiers assigned in Texas (less 11 counties served by Fort Bliss and San Antonio).

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Education
Services
Division
(continued)

-
- supports reserve officer training corps representatives.
 - provides defense language proficiency test.
 - conducts liaison visits to the Texas education agency and the higher education coordinating board.
-
- 3-14-2-5b

Air Assault
School

Air Assault School

- is one of 10 TRADOC certified and air assault schools.
 - is proponent for air assault and rappel master training at FH.
 - provides training in combat air assault operations.
 - trains soldiers to use and work with aviation assets organic to the corps.
 - provides air assault related training to corps units upon request.
-

3-14-2-5c

Military Operations
Urbanized Terrain
School

Military Operations Urbanized Terrain School

- trains Active and Reserve Component combat, combat support, and combat service support units to execute their wartime missions in built-up areas.
 - conducts a train-the-trainer course for company grade leaders.
 - conducts collective training for Reserve Component units during annual training and drills.
 - trains civilian law enforcement organizations in military operations urbanized terrain tactics when schedule permits.
-

3-14-2-5d

Off-post
Schools

Off-post schools

- furnish information on Army service school courses, DOD schools, civilian institutions, schools of other services, and mobile training teams.
 - conduct surveys to determine school training requirements.
 - obtain school quotas direct from higher HQ to meet FH needs.
 - disseminate information on educational training available for civilians within the G3 and process application through the Directorate of Civilian Personnel.
 - represent the G3 at seminars and conferences.
-

3-14-2-5e

 Marksmanship Training Unit and Small Arms Training Team

Marksmanship Training Unit Number 5

- provides marksmanship training support and competitive marksmanship training for corps and CORTRAIN units.
- provides small arms marksmanship train-the-trainer clinics on request to installations and units in the U.S. central region.
 - provides training for special reaction teams, military police, and infantry snipers.
 - provides coach and referee support for CG division and FH small arms competition.
 - assists with training of battalion level combat rifle, pistol, sniper rifle, and light machine gun teams to compete in the combat matches at the U.S. Army Small Arms Championships.
 - selects and trains soldiers for competition in the national match portion of the U.S. Army Small Arms Championships.

Small Arms Training Team

- provides small arms marksmanship training clinics for units on FH.
- assists units with M16A1 and A2 zero and qualifying procedures.
- conducts clinics on how to operate small arms ranges.

3-14-2-5f

 Museum Division

Museum Division

- is OPCON to G3, 1st Cavalry Division, and III Corps and FH.
- operates 1st Cavalry Division and FH museums
 - for the morale and esprit of Army personnel,
 - to provide training in the history and traditions of the Army, and
 - to acquaint the public with Army history and accomplishments.
- continually collects, identifies, and catalogs items for each museum.
- plans each museum collection as a meaningful source of information to intended users.
- restores and preserves items in each museum collection and exhibit.
- plans and develops each museum exhibit.
- maintains a military history library as it pertains to each museum.

3-14-2-6

 Deputy for Training Doctrine, Policy and Resources

Deputy for Training Doctrine, Policy, and Resources

- advises and assists the G3 on training matters.
- directly supervises the collective training, individual training, and range divisions.
- supervises preparation of the training portion of staff briefings for visiting dignitaries.
- supervises training areas and ranges.
- is point of contact for FORSCOM Deputy Chief of Staff Plan-Training Active (DCOSP-TA)

3-14-3

Collective
Training
Division

Collective Training Division

- coordinates and prepares Corps CORTRAIN long-range training calendar.
- is the G3 action office for environment issues.
- coordinates and schedules major subordinate commands semiannual training briefings.
- is point of contact for the standard army training system.
- coordinates assistance for units on collective training matters.
- coordinates tank gunnery and Bradley firing programs.
- reviews and interprets training publications of higher HQ and prepares training directives required for collective training missions.
- assists in the preparation of the training portion of staff briefings for visiting dignitaries.
- prepares weekly training highlights for the command group.
- prepares the annual CORTRAIN training guidance.
- is point of contact for mission essential task list approval.
- is the action agent for doctrinal publication reviews.
- operates corps command group Bravo when the corps is deployed.

3-14-3-1

Training
Ammunition
Management
Section

Training Ammunition Management Section

- consolidates, reviews, and forwards to FORSCOM fiscal year training ammunition requirements.
- allocates training ammunition to major subordinate commands based upon the FORSCOM annual FH authorization.
- reviews consolidated monthly training ammunition forecasts for major subordinate commands as provided by the 13th COSCOM materiel management center ammunition management office.
- approves unforecasted request for issue of training ammunition.
- allocates and monitors training ammunition in short supply.
- in conjunction with 13th COSCOM, determines potential ammunition shortages as far in advance as possible and relays information to major subordinate commands.
- coordinates with major subordinate commands training ammunition managers for formal cross-leveling as necessary.
- monitors accuracy and timeliness of submission of training ammunition management information system data as operation by the 13th COSCOM ammunition management office.
- receives recurring pertinent data for the major subordinate commands from the ammunition management office and prepares data for presentation to staff and command conferences.

(continued on next page)

Training
Ammunition
Management
Section
(continued)

- monitors and coordinates training of key ammunition management specialist.
- responsible for training ammunition management and information system implementation within the corps.

3-14-3-1a

Individual
Training
Division

Individual Training Division

- reviews and interprets training publications of higher HQ.
- prepares training directives required for individual training missions.
- coordinates assistance to units on individual training matters.
- coordinates and provides staff supervision of U.S. Military Academy and reserve officer training corps cadet troop leader training.
- monitors administration of self-development test.
- coordinates off-post training at DOD-owned installations.
- makes recommendations to the deputy CG for approval and disapproval of off-post training requests submitted by the separate brigade-level major subordinate commands.
- coordinates small arms marksmanship programs.
- operates command group Alpha when the corps is deployed and on exercises.
- coordinates foreign national training, foreign observer training, and the personnel exchange program.
- coordinates new individual training programs involving FH units.

3-14-3-2

Readiness
Management
Center

Readiness Management Center

- processes, evaluates, and maintains active component unit status reports and forwards these reports monthly to FORSCOM through worldwide military command and control system.
- monitors the unit status of units affiliated with the corps contingency packages.
- processes, evaluates, and maintains active component unit North Atlantic Treaty Organization contingency reports and forwards completed reports to FORSCOM through worldwide military command and control system.
- processes, evaluates, and maintains daily unit status and identity report data for
 - planned,
 - activated,
 - inactivated, or
 - redesignated units.

(continued on next page)

Readiness
Management
Center
(continued)

- processes and monitors situation reports which provide unit status down to the lowest levels which are away from FH for more than 24 hours.
- compiles a monthly unit status overview of CORTRAIN units and quarterly North Atlantic Treaty Organization unit status overview of CORTRAIN units.
- plans and coordinates the quarterly force readiness conference.

3-14-3-2a

Nuclear Weapons
Support Branch

Nuclear Weapons Support Branch

- provides training, direct and general support and limited depot maintenance support of Active and Reserve Component nuclear capable units.

3-14-3-2b

Range
Division

Range Division

- division chief is the range officer.
 - implements the CG's range program.
 - is the central point of control and coordinates for activities conducted within the FH and community training complex to be sure of safe and unified operations.
 - establishes and enforces policies on the occupation and use of
 - ranges,
 - firing points,
 - maneuver training areas, and
 - airspace management.
 - supervises range and training area management, scheduling, and operations for both live fire and recreational purposes.
 - formulates and coordinates range development planning and funding to meet projected training requirements.
 - administers and supervises functions relative to subordinate branches and sections of the division.
 - provides, through the expertise of an on-site training device and equipment specialist, expert advice to the command group and training units on the use and maintenance of various target devices and equipment.
 - is point of contact on range modernization and construction projects.
- assistant range officer
 - directly administers and supervises the operations and control, plans and safety, and scheduling branches.
 - is point of contact for major subordinate commands issue resolution.
 - assists when needed

(continued on next page)

Range
Division
(continued)

- supply and support,
- direct and general support maintenance,
- range operators, and
- contracting officer's representative branches.

- handles special projects relating to the division
 - combined Army live fire exercise assistance,
 - test resource coordination, and
 - briefings.

- assumes the duties and responsibilities of the division chief, as required.

3-14-3-3

Operations and
Control Branch

Operations and Control Branch

- collects statistical data on monthly training area and range usage.
- monitors, posts, and channels to the proper agency any maintenance deficiencies or range shortcomings.
- processes environmental noise complaints and makes quarterly reports to the Directorate of Engineering and Housing and the FH aviation office.
- coordinates and monitors range clearance (dedud) operations.
- coordinates airspace requests and use with air traffic control.
- conducts required or requested range briefings of officer in charge and other personnel.
- operates the range control center 24 hours a day, 7 days a week.
 - controls authorized entry, occupation, and use of
 - ranges (live fire training area),
 - maneuver training areas,
 - firing points, and
 - other selected training facilities.
 - operates the range control communications system.
 - maintains the master conflict map reflecting range status.
- maintains DA Form 1594 (Daily Staff Journal or Duty Officer's Log).
 - provides frequency modulation command and control communication for the LIFESAVER, aerial medical evacuation, missions.
 - coordinates aerial overflight of the impact area and firing points in conjunction with Hood flight following.

(continued on next page)

Operations and
Control Branch

-
- coordinates explosive ordnance disposal activities on ranges and training areas.
 - conducts range inspections.
 - provides surveillance of the live-fire impact area to eliminate safety hazards and illegal entry.
 - coordinates with hunt control for training areas to use during guided hunts.
 - maintains and controls access control center.

3-14-3-3a

Plans and
Safety Branch

Plans and Safety Branch

-
- establishes and monitors the range safety program which includes items prescribed by
 - AR 385-63 (Policies and Procedures for Firing Ammunition for Training, Target Practice and Combat and
 - AR 385-62 (Regulations for Firing Guided Missiles and Heavy Rockets for Training, Target Practice, and Combat).
 - develops plans for range modernization and the location and establishing of
 - firing points,
 - firing or battle positions,
 - firing boxes, and
 - suitable positions for lasing from and to by
 - identification of suitable terrain,
 - initial site survey and layout, and
 - establishing range safety limitations.
 - participates in the selection of firing and target locations during initial planning of major live fire events, including the supervision of unit survey parties during the staking, publishing, and editing of the III Corps surveyed control point list.
 - initiates work orders for the maintenance and improvement of range facilities, listed as point of contact for those work orders, and verifies work has been accomplished.
 - develops computerized scenarios for high-tech ranges and conducts tests and analysis of software and hardware to determine system failures.
 - develops and maintains a catalog of scenarios for computer controlled firing events.
 - stakes the limits of areas to be cleared during dedud operations and participates with explosive ordnance disposal and support unit during dedud operation.
 - participates with explosive ordnance disposal in hard target insertion operations.
 - conducts crater analyses on reported short round incidents.
 - investigates range accidents and incidents from a range safety perspective.

3-14-3-3b

Supply and
Support Branch

Supply and Support Branch

- coordinates range support and real property maintenance activities for FH ranges.
- supervises Directorate of Engineering and Housing operational control elements performing range maintenance and target fabrication.
- inspects work performed.
- represents G3 at major construction review board and major construction and alteration board conferences.
- requisitions stocks and controls equipment required to support range operations.
- responsible for property accountability within the division.
- develops and manages the annual command operating budget.
- coordinates the procurement of nonstandard target mechanisms and other related equipment.
- maintains shop stock for range equipment.
- oversees
 - central issue point which
 - receives, issues, and stores targets and associated equipment for live fire ranges and training areas.
 - maintains sufficient stocks of targeting supplies.
 - prepares work orders for maintenance of equipment.
 - manages and maintains the pet cemetery.
 - assists in annual and semiannual inventories.
 - battery shop which
 - receives, issues, stores, and services
 - batteries,
 - battery boxes, and
 - battery chargers.
 - maintains bench stock for repair parts.
 - repairs and constructs battery cables.
 - determines serviceability of batteries and components and disposes of unserviceable items through proper channels.
 - makes sure batteries are completely charged and checked prior to issue.
 - miniature remote controlled aerial target section that
 - builds, repairs, and maintains aerial targetry.

(continued on next page)

Supply and
Support
Branch
(continued)

- flies simulated aerial attacks and assaults for live-fire exercises and training exercises for units at FH.
- coordinates requirements with range safety and airspace to make sure requirements are valid and properly scheduled.
 - directly coordinates with using unit for requirements.
 - maintains bench stock for aircraft and submits requirements for replenishment.
- generator shop which
 - provides direct and general support maintenance on
 - target holding mechanism tank gunnery devices,
 - thermal blankets, harnesses, and control modules,
 - Honda and Dyna generators,
 - solar panels,
 - hit sensors,
 - cables, and
 - gunfire and tank kill simulators.
 - repairs targeting equipment on site.
 - conducts classes for users on targeting operations.
 - maintains bench stock and submits requirements for replenishment.
- target fabrication section that
 - fabricates threat vehicle targeting out of plywood materials.
 - fabricates targeting for small arms ranges to conduct weapons familiarization, zero, and qualification.
 - repairs wooden targeting as required.
 - is responsible for design and drawings for full and half scale targetry.
 - maintains stocks to support gunnery.

3-14-3-3c

Direct and
General
Support
Maintenance
Branch

Direct and General Support Maintenance Branch

- conducts every level of maintenance from operator through direct and general support level maintenance on assigned military vehicles to include
 - performing weekly safety inspections and dispatching.
 - performing scheduled services and maintaining records.
 - assisting range operations branch in performing each level of maintenance.

(continued on next page)

Direct and
General
Support
Maintenance
Branch
(continued)

- maintaining bench stock and repair parts for target systems and vehicles.
- performing various levels of welding on target systems and vehicles.
- assisting range personnel in repairing vehicle tires.
- oversees
 - maintenance section which provides direct and general support maintenance on
 - automated tank traffic system and target holding mechanism tank gunnery devices,
 - target kill simulators and gunfire simulators,
 - armor moving target carriers and infantry moving target carriers, and
 - enhanced remote equipment target systems.
 - trainfire section that
 - services ranges equipped with M31A1 devices an infantry target mechanisms.
 - performs preventive maintenance and daily inspections on M31A1s and infantry target mechanisms.
 - performs organizational maintenance on M31A1 devices and infantry target mechanisms.
 - coordinates and assists direct and general support personnel on maintenance of M31A1 devices and infantry target mechanisms.
 - provides training and assists firing units in the operation of the M31A1 devices an infantry target mechanisms.
 - repairs and maintains power and signal cables for the M31A1 devices.
 - maintains a bench stock and repair parts for the M31A1 devices.
- electronic maintenance section that
 - installs auxiliary 110 V and 220 V alternate current power outlets where requested.
 - fabricates and maintains 24 V direct current power supplies, gunfire simulator tester, and radio room auxiliary emergency and standby power supply.
 - maintains bench stock for supported equipment.
 - repairs selected circuit card assemblies.
 - performs maintenance on
 - M31A1 target devices,
 - infantry remote equipment target system,
 - enhanced remote target system,
 - radio controlled armor moving target carrier,
 - armor moving target carriers.
 - target holding mechanism tank gunnery,
 - automatic tank traffic system,
 - Stewart Warner 155 kW generator, and
 - armor moving target carrier test box.

3-14-3-3d

Scheduling
Branch

Scheduling Branch

- schedules
 - live fire ranges,
 - maneuver training areas,
 - airspace,
 - combat systems,
 - nuclear, biological, and chemical chamber,
 - leadership reaction course,
 - air load simulator,
 - rail load simulator,
 - Phantom Run,
 - military operations on urbanized terrain sites,
 - artillery firing points,
 - droop zones, and
 - landing zones.
- processes and approves requests for activities scheduled including requests from
 - Navy,
 - Air Force,
 - National Guard, and
 - Army Reserve units.
- coordinates use of
 - North FH landing strips with the Directorate of Reserve Component Support,
 - airspace with the aviation office,
 - maneuver areas, ranges, and airspace for special purposes such as DOD and DA directed tests, and
 - maneuver and range areas in support of recreational functions such as
 - motor cross events,
 - fishing,
 - annual deer and turkey harvest,
 - scouting events, and
 - trail rides.
- coordinates with Central Texas Cattlemen's Association for use of maneuver and range areas in support of cattle contract.
- coordinates with federal contract agencies for use of ranges in support of weapons development.
- coordinates with city, county, State, Federal, and other law enforcement agencies for use of ranges and military operations on urbanized terrain facilities.
- coordinates with Directorate of Engineering and Housing environmental branch for ranges and maneuver areas in support of environmental issues such as the

(continued on next page)

Scheduling
Branch
(continued)

-
- annual observation of the black-capped vireo and golden-cheeked warbler nesting season.
 - coordinates with units and staff agencies
 - for road closures,
 - blackout drive road marches, and
 - nonstandard use of roads.
 - conducts monthly, or as necessary, meetings with major subordinate commands representatives to coordinate the scheduling of
 - maneuver areas,
 - airspace,
 - ranges, and
 - training facilities.
 - authors, edits, and maintains the daily range bulletin.
 - publishes and distributes daily live fire and maneuver area schedule to command group and staff agencies.
 - collects and maintains monthly range, airspace, facility, and maneuver area usage data for end of month report.
 - compiles and provides usage data to major subordinate commands, command group, staff agencies, and other agencies as requested.
 - manages and maintains the range user scheduling system.
 - trains major subordinate commands scheduling personnel on the system.
 - coordinates mobilization Army training center activities.
 - manages mobilization scheduling and planning.
 - maintains FH Pam 350-18 (Fort Hood Catalog of Established Live Fire Ranges, Range Facilities and Artillery/Mortar Firing Points).
 - manages automated data processing system security.
 - provides weekly airspace schedule to users.

3-14-3-3e

Range
Operator

Range Operator

- provides personnel for roll on, roll off capabilities on selected ranges.
- provides targeting equipment and target emplacement and replacement.

(continued on next page)

Range
Operator
(continued)

-
- provides computer operator for range operations.
 - operates automated and selected small arms ranges.
 - operates Pilot Knob sportsman ranges when required.
 - provides operator, organizational, and direct and general support maintenance on targeting an range equipment.
 - advises and coordinates with training unit officer in charge on safety, hazards, unit training mission matters.

3-14-3-3f

Contracting
Officer's
Representative
Branch

Contracting Officer's Representative Branch

- coordinates contractor support requirements for use of contractor operated ranges.
- evaluates contractor performance.
- recommends contract modifications to accommodate changing requirements or technology.
- acts as property administrator of contractor controlled government property for range support contracts.

3-14-3-3g

Installation
Aviation Branch

Installation Aviation Branch

- is a separate office according to approved exception to AR 5-3, chapter 3, paragraph 14.

3-14-3-3h

ASSISTANT CHIEF OF STAFF, G3, DIRECTORATE OF PLANS, TRAINING, & MOBILIZATION

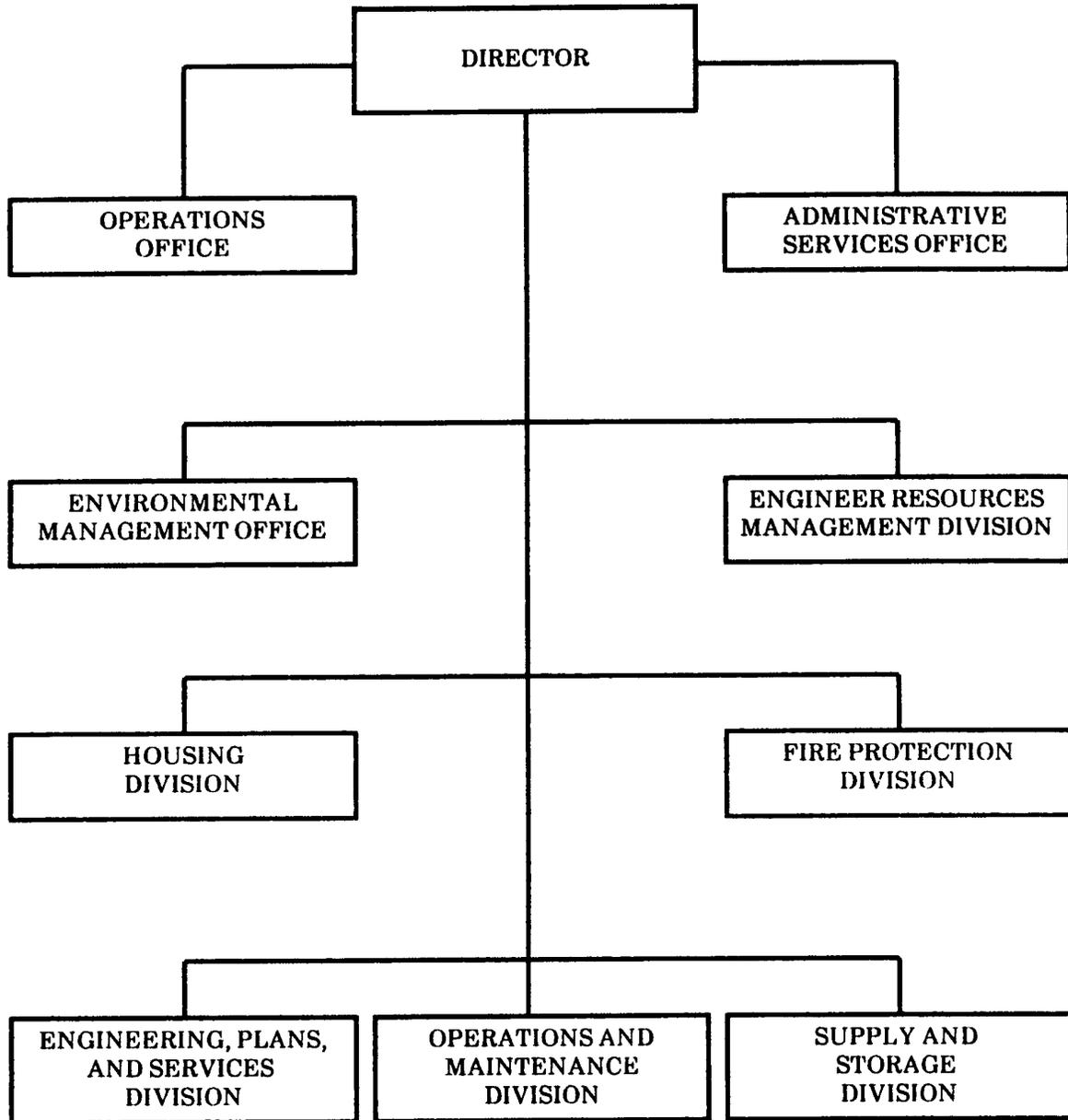


Figure 3-14. Assistant Chief of Staff, G3, Directorate of Plans, Training, and Mobilization (Combined Corps and Garrison Staff)

SECTION XV. INSTALLATION AVIATION OFFICE

3-15

General

This office

- advises corps aviation officer on aviation plans and operations matters.
- is responsible for operating and planning
 - administration,
 - operation airlift support,
 - airfields,
 - aviation resource management survey team,
 - airspace,
 - air traffic control,
 - simulator facilities,
 - corps flight standards, and
 - flight detachment.
- is responsible to the aviation officer for coordinating and administrating tables of distribution and allowances (TDA) aviation in support of FH to include
 - installation airfields,
 - aviation standardization and resources management,
 - synthetic flight training systems,
 - fixed base air traffic control,
 - air traffic and airspace, and
 - operational support airlift flight support.
- maintains liaison with higher HQ and subordinate commands on TDA aviation matters to include Forces Command Corps and Division Training Coordination Plan (CORTRAIN) units.
- approves use of special use airspace.
- approves operational support airlift missions.
- supervises and provides directive guidance for subordinate branches.

3-15a

Administration
Office

Administration Office

- is responsible for administrative, budget, and manpower requirements.
 - provides organizational administrative support functions and coordinates and monitors real property plans and management.
 - maintains property accountability and supply service support.
 - coordinates and supervises contracting officer's representative and quality assurance support and maintains a consolidated publication section to support branches and selected aviation units.
-

(continued on next page)

Administration
Office
(Continued)

NOTE: Aviation operations manager assists the aviation officer in executing these responsibilities.

3-15b

Aviation
Operations
Manager

Aviation Operations Manager

- provides internal administrative services for the aviation officer, the operations sergeant, and security.
- controls correspondence in and out of the office.
- assigns and monitors actions until complete.
- prepares administrative reports.
- monitors performance rating and awards programs for personnel.
- monitors budget.
- during the absence of the aviation officer, provides staff continuity and management to organic elements and to the aviation officer.
- provides contracting officer's representative support for flight simulator maintenance contracts to include
 - quality assurance,
 - inspection and evaluation to make sure contractors fulfill contractual obligations of simulator maintenance services required,
 - submission of required reports, and
 - test and evaluation of new flight simulator devices prior to government acceptance.

3-15c

Aviation
Operations
Sergeant

Aviation Operations Sergeant

- is primary coordinator on enlisted matters between
 - aviation officer,
 - HQ and HQ Company, III Corps and
 - HQ and HQ Company, garrison.
- develops and reviews security policy.
- makes sure soldiers complete their company duties.
- monitors the training and physical fitness program.
- makes recommendations on enlisted assignments.
- coordinates with corps, divisional, and other organic units command sergeants major.

3-15d

Air Traffic and
Air Space Branch

Air Traffic and Air Space Branch

- advises the CG on terminal and special use airspace requests.
- exercises major Army command air traffic and air space management responsibilities for corps and CORTRAIN units.
 - provides evaluations of Federal Aviation Administration, military and civilian proposals, and obstruction requests.
 - formulates and negotiates memorandums of agreements with outside airspace users.
 - designs and manages the corps air route structure.
 - monitors and reviews requirements for instrument approach and departure procedures.
 - approves request for use of restricted area 6302, military operations area, and offpost tactical training areas.
 - receives and initiates action on noise and damage complaints caused by assigned aircraft.
 - plans and updates new airspace requirements.

3-15eStandards
Branch

Standards Branch

- monitors and coordinates the aviation standardization program and is proponent for FH Reg 95-1 (Local Flying Rules, III Corps and Fort Hood).
- coordinates initial evaluation of
 - standardization instructor pilots,
 - instrument examiners,
 - maintenance evaluators, and
 - maintenance test pilots.
- monitors proficiency levels of both aviator and flight simulator instructors.
- assists units in developing and executing individual and unit training programs.
- monitors task-oriented training adequacy of the flight simulation systems.
- is the proponent agency for the standardization committee.
- conducts annual aviation resource management survey and staff assistance visits for all aviation units.
- conducts staff assistance visits to CORTRAIN units upon request.

3-15f

Synthetic Flight
Training Systems
Branch

Synthetic Flight Training Systems Branch

- provides classroom and flight simulation instruction to both Active and Reserve Component aviation units as directed by FORSCOM Reg 350-3 (Specialized Training in FORSCOM Active Army and Reserve Component Units).
- provides individual and crew training during both normal and emergency procedures under visual and instrument flight rules for
 - AH-1,
 - AH-64,
 - UH-1,
 - CH-47, and
 - UH-60 simulators.
- provides normal and emergency instrument flight simulation training in the UH-1 simulator.
- provides individual and crew training during normal and emergency operations in the cockpit weapons and emergency procedures trainer.

3-15g

Installation
Airfields
Branch

Installation Airfields Branch

- coordinates airfield security.
- monitors alert and services refueling contract.
- coordinates unit deployment.
- coordinates airfield safety.
- coordinates U.S. Air Force weather support.
- provides for the operation of
 - Hood Army airfield.
 - Robert Gray Army airfield.
 - air traffic control (station) which provides
 - flight advisory,
 - flight planning,
 - notice to airmen,
 - weather advisory,
 - runway advisory, and
 - aircraft crash advisory.
 - fixed base air traffic control facilities which
 - provides air traffic control service for FH and civil airfields,
 - provides maintenance on equipment,
 - coordinates emergency action for aircraft in distress,
 - monitors and advises on use of restricted area, and
 - monitors military operations area activity.

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Installation
Airfields
Branch
(Continued)

- installation flight detachment which
 - provides administrative and operational support airlift support for
 - the CG and staff,
 - subordinate commands,
 - tenant activities, and
 - approved and designated government agencies.
 - provides management of centralized Army Aviation Support Office for the hub under DA Operational Support Airlift Command.
 - provides validation for fixed wing mission request.
 - determines priority and cost effectiveness of request.
 - makes sure that commercial transportation cannot fulfill the requirement.
 - provides mission support of approved request.

3-15h

INSTALLATION AVIATION OFFICE

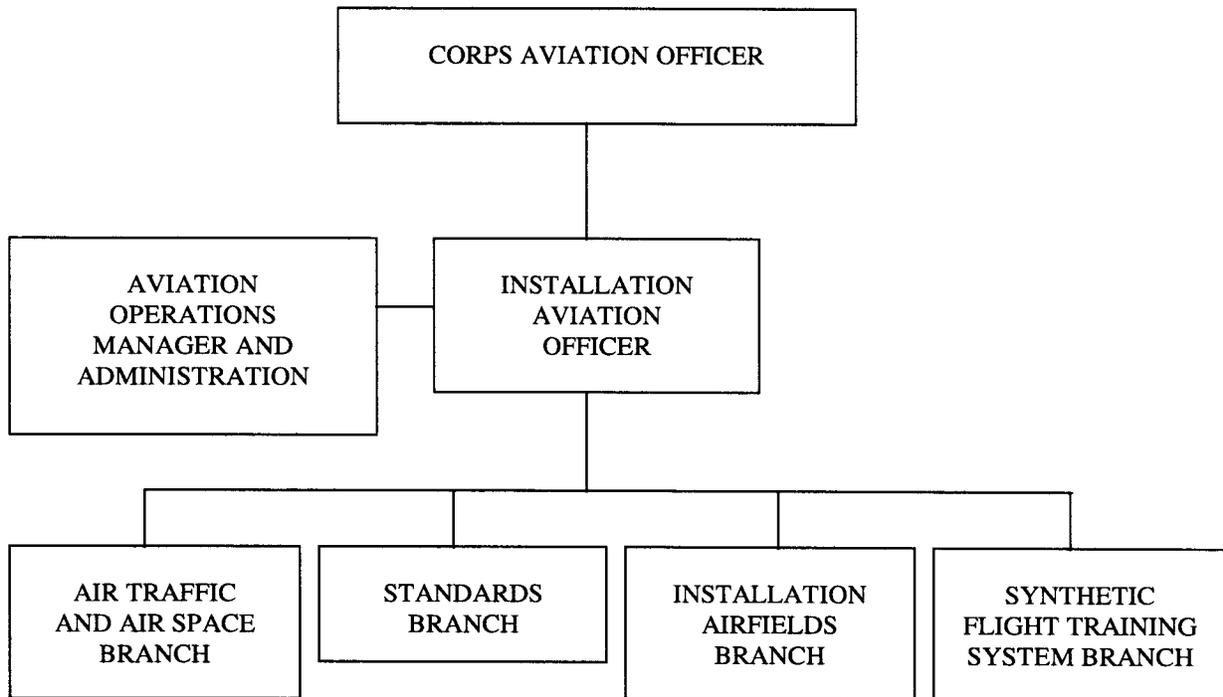


Figure 3-15. Installation Aviation Office (Combined Corps and Garrison Staff)

SECTION XIV. DIRECTORATE OF LOGISTICS

3-16

General

The director

- is not a dual role position.
- advises and assists the CG in planing, coordinating, and supervising functions performed in supply, maintenance, logistic services, and other related matters.
- is delegated fund control and certification authority for these activities
 - which may be further delegated (in writing) to
 - individuals or functional positions with the staff section and
 - the finance and accounting office for funds certification on civilian payrolls and reimbursable orders.
- supervises, directs, and coordinates the activities of six divisions.
- is program director for the branch office of the U.S. Army Forces Command (FORSCOM) Army stock fund.
- as a principal staff member, executes the logistic responsibilities of the CG.
- is responsible for the industrial and logistical activities not specifically assigned to other directorates.
- has staff responsibility for commissary and Defense Reutilization and Marketing Office matters.
- is program manager for the defense regional interservice support program.

13th Corps Support Command (COSCOM) performs the following directorate functions

- ammunition surveillance program,
- ammunition supply,
- reparables management program,
- vehicle storage,
- materiel category management, and
- weapon storage.

NOTE: These functions are performed by the directorate upon mobilization of 13th COSCOM.

3-16a

Administrative
Support
Division

Administrative Support Division

- provides centralized administrative services.
- controls administrative correspondence, reports, and action documents and operates official mail desk.

(continued on next page)

Administrative
Support
Division
(continued)

- maintains telephone control of the directorate and DA Form 360 (Report of Authorized Official Toll Telephone Calls) for the director and certifies official telephone calls.
- controls and maintains duty roster and book and coordinates with the corps operations center on matters pertaining to after duty points of contact.
- maintains central reference library of regulations, administrative files, and bulletin board and orders publications and blank forms.
- coordinates and monitors the Army ideas for excellence and Army suggestion programs within directorate activities.
- coordinates with Directorate of Information Management on information management services for
 - telecommunications,
 - visual information,
 - information miniaturization,
 - printing and publications,
 - records management, and
 - records management surveys.
- supervises and coordinates
 - directorate personnel management and
 - messenger service.

3-16-1

Personnel
Management
Branch

Personnel Management Branch

- provides personnel management for directorate activities.
 - maintains personnel records and other statistical data reflecting manpower resources and workloads.
 - controls and maintains the tables of distribution and allowances (TDA).
- is the equal employment program action officer.
- coordinates
 - data development,
 - justification for manpower surveys, and
 - preparation of approved operating and mobilization schedules X.
- monitors actions on manpower requirements, authorization, and use.
 - performs average grade control functions,
 - updates and requests changes to manning document TDA, and
 - prepares briefing papers and statistical data on manpower.

(continued on next page)

Personnel
Management
Branch
(continued)

- processes and performs administrative review of employee performance ratings.
- is the central control for personnel and civilian pay documents.
- performs training coordination.
- is program coordinator and authorized agency representative for the Army charge card program.

3-16-1a

Mail Control
Branch

Mail Control Branch

- provides messenger service for directorate activities and throughout FH.
 - picks up and delivers incoming parcel post, U.S. mail, and weapon shipments at the post office and various other locations.
 - controls and maintains incoming accountable mail.
- purchases office supplies at self-service supply center for the director's office, administrative support division, and other divisions as required.
- receives, assigns, and disseminates incoming telecommunications and coordinates with secretary of the general staff and other pertinent organizations on action changes.

3-16-1b

Resources and
Management
Division

Resources and Management Division

- manages and directs
 - resource management matters for the directorate.
 - activities related to the development, improvement, and maintenance of productivity initiatives.
 - centralized review functions of contracts.
 - functions related to the information management area.
 - defense regional interservice and intraservice support program.
 - facilities management functions.
 - quality assurance program.
- executes the commercial activities program.

3-16-2

Program Budget
Branch

Program Budget Branch

- supervises and coordinates resource management matters.

(continued on next page)

Program Budget
Branch
(continued)

- provides guidance and assistance on
 - financial management,
 - manpower management,
 - management of Army stock fund,
 - budget procedures guidance, an
 - regulatory and administrative procedures and policy.
- is responsible for administrative control of accounts.
- reviews and analyzes program requirements and the execution of approved schedules for operational effectiveness to use of resources.
- is delegated fund control and certification authority.
- is a member of the working program and budget advisory committee.
- coordinates activities with other staff offices and counterparts at higher HQ.
- prepares directorate position regarding funding, manpower policy, and Army stock fund objectives in the form of decision papers and fact sheets.
- resolves problems regarding funding and allocation of resources for new and increased missions.
- resolves critical problems of unprogrammed actions.

3-16-2a

Program
Management
Section

Program Management Section

- administers, coordinates, and monitors the funding and manpower resources.
- develops, manages, and evaluates operating program requirements.
 - formulates operating budget requirements,
 - determines availability of funds,
 - prepares justification for additional fund requirements,
 - provides the Directorate of Resource Management with current program data, and
 - recommends adjustments to funding.
- exercises fund control and certification for actions within the approved program and recommends solutions to critical problems of unprogrammed actions.
- reviews and analyzes the execution of approved operating programs for effectiveness.
- prepares financial and performance reports, fact sheets, briefing data on directorate budgets, an a variety of special budget, resource estimates for
 - mobilization,
 - exercises,

(continued on next page)

Program
Management
Section
(continued)

- program assessment review report,
- reorganizations, and
- force modernization equipment fielding.

3-16-2b

Stock Fund
Section

Stock Fund Section

- administers, coordinates, and monitors the operational functions of the branch office of the FORSCOM division of the Army stock fund.
- provides guidance and assistance in interpreting and applying regulatory policy and other controls to commodity managers at
 - supply and services division,
 - Directorate of Engineering and Housing,
 - U.S. Army Medical Department Activity, and
 - 13th COSCOM.
- prepares and justifies stock fund operating budgets by coordinating data with supply organizations and other budget personnel.
- distributes and redistributes stock fund obligation authority to supply activities by materiel category.
- reviews and analyzes status of financial inventory and stock fund operations and prepares narrative analysis of stock fund inventory operations.
- coordinates and monitors special projects such as requisitions, receipt, and stock of operational projects as assigned by the director or higher HQ.

3-16-2c

Management
Analysis and
Industrial
Engineering
Branch

Management Analysis and Industrial Engineering Branch

- provides assistance to the operating divisions and conducts management studies involving
 - mission,
 - organization,
 - functions,
 - work processes,
 - methods, and
 - procedures.
- conducts special studies, analyzes requirements, and coordinates functional specifications for special projects and industrial production systems.
- represents the director in coordination, development, and implementation of industrial production projects systems and assists functional areas with change requests as required.
- provides scientific management services to production engineering area.

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Management
Analysis and
Industrial
Branch
(continued)

-
- develops, monitors, and coordinates the methods and standards program.
 - provides technical plan layout services to production and administrative personnel as required.
 - develops equipment modernization and replacement schedules.
 - develops requirements and specifications for equipment replacement.
 - provides technical assistance for equipment modernization an improvement.
 - coordinates the quick return on investment and value engineering and analysis programs.
 - provides technical support through research on technical requirements as required.
 - is the coordinator between the directorate and Directorate of Engineering and Housing on facilities management.
 - manages a central work order system for Directorate of Engineering and Housing work orders submitted by activities.
 - represents the director in facilities planning, maintenance, and repair meetings.
 - functions as central contract review office to
 - develop directorate advanced acquisition plan.
 - review and recommend approval and disapproval of operating and maintenance, Army and operation and maintenance, Army Reserve purchase requests.
 - review and analyze, with division chiefs, service contract performance indicators for recurring service contracts and report to the director.
 - assist activities in developing
 - performance work statements for service,
 - quality assurance surveillance plans,
 - purchase requests and justifications,
 - contract proposal content requirements,
 - contract proposal evaluation factors and rating values,
 - contract evaluation plan to be used by source selection panel, and
 - contract transition plan for service contracts.
 - performs analysis of contract requirements to include contract cost performance analysis.
 - develops independent government estimate of equipment and service cost.
 - provides procurement information and contracting strategies on an as-needed basis.
 - is panel member to evaluate solicitation proposals.
 - coordinates and monitors the internal control program.

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Management
Analysis and
Industrial
Branch
(continued)

- develops, coordinates, and provides representative for FH Reg 10-5.
- provides the management information control program liaison officer and analyzes reports for duplication, requirements, and costs.
- is point of contact for special studies performed by the Directorate of Resource Management.
- administers and promotes the defense regional interservice and intraservice support program.
 - is program coordinator.
 - develops, analyzes, negotiates, coordinates, and conducts economic or cost analysis of intersupport and intraservice support agreements for supported and supporting activities.
- develops, initiates, monitors, and devaluates the quality circles program.
- develops surveillance and sampling guides to evaluate the division's output and measures the quality of those products provided.
- provides the director with reports relative to the quality of output produced by the division.
- furnishes quality assurance information to keep the director apprised of the quality of output of each of the operating divisions.
- administers the commercial activities program according to the Office of Management and Budget, DOD, DA, and FORSCOM policies, procedures, and directives.
 - develops the performance work statements for directorate functions under commercial activities review,
 - prepares input for complex cost comparisons, and
 - assists the Directorate of Resource Management in development of commercial activities management study and most efficient organization.

3-16-2d

Information
Management
Branch

Information Management Branch

- integrates, disseminates, and manages policy and procedures pertaining to the information management area automated data processing discipline and resources.
- develops strategies, plans, and procedures for managing discipline and resources.
- establishes and manages the procedures for acquiring resources and services.
- manages resources, activities, and services.
- plans, develops, and monitors resource programming and budgeting.
- manages the development, design, implementation, and fielding of logistical information systems to improve the efficiency, effectiveness, consistency, and accuracy of logistics information.

(continued on next page)

Information
Management
Branch
(continued)

- manages, controls, and monitors distribution, redistribution, allocation, and reallocation of resources.
- manages and monitors security program policies, and procedures.
- plans, develops, designs, and executes logistical data base administration policy and procedures.
- manages, coordinates, conducts, and supervises the training requirements.
- services, operates, and manages data processing activities supporting logistical information systems.

3-16-2e

Supplies and
Services
Division

Supplies and Services Division

- supervises and coordinates policies, programs, and procedures for
 - requisitioning,
 - receipting,
 - accounting for,
 - distributing,
 - storing,
 - safeguarding, and
 - issuing supplies and equipment except
 - supply support missions assigned to 13th COSCOM
 - receipt and issue of wheeled and track vehicles for all tables of organization and equipment (TOE) units and activities (performed by 13th COSCOM).
 - receipt, issue, storage, and safeguard of weapons (performed by 13th COSCOM).
 - medical and dental supplies (performed by U.S. Army Medical Department Activity).
 - receipt, issue, storage, and safeguard of petroleum, oil, and lubricant products (performed by 13th COSCOM).
 - engineer repair and utilities supplies (performed by directorate of Engineering and Housing).
 - ammunition supply and storage (performed by 13th COSCOM).
 - receipt, issue, store, and safeguard aircraft materiel (performed by 13th COSCOM).
- supervises operation of the
 - central receiving point,
 - self-service supply center,
 - troop issue subsistence activity,
 - central issue facility,
 - laundry and dry cleaning facility,

(continued on next page)

Supplies and
Services
Division
(continued)

- storage activity,
 - property book office,
 - food service section, and
 - stock record account.
-
- attends and participates in conferences concerning
 - program planning and development,
 - materiel readiness,
 - supplies and services requirements, and
 - special mission requirements.
 - provides administrative support to the division chief and branches.
 - monitors the standard Army intermediate level supply subsystem to include
 - validating supply cycles and reports,
 - scheduling,
 - documenting deficiencies,
 - documentation requested improvements and enhancements, and
 - validating output from installation of systems change packages.
 - monitors other FORSCOM and U.S. Army Training and Doctrine Command standard installation system packages within the division.
 - conducts feasibility studies, analyzes requirements, and develops functional specifications for systems in the division.
 - represents the functional users in coordination, development, and implementation of systems with the Directorate of Information Management.
 - monitors systems after implementation and provides the Directorate of Information Management with change requests as required.
 - coordinates automated data processing systems support requirements submitted to the Directorate of Information Management and maintains liaison with that directorate during implementation.
 - assigns priorities for processing support requirements and
 - develops the schedule of output products.
 - provides staff responsibility for commissary and Defense Reutilization and Marketing Office matters.
 - as the Army network station for FH, responsible for additions, deletions, and changes to any DOD activity address code of units, contractors, or tenant organizations.

3-16-3

Property
Control Branch

Property Control Branch

- oversees the operation of the
 - materiel management section,
 - data conversion, files, and customer assistance section,
 - self-service supply center, and
 - troop issue subsistence activity.
- maintains item and dollar value accountability, as applicable.
- continuously seeks methods to
 - improve supply operations and accountability and
 - expedite delivery of materiel to supported customers.
- provides advice and recommendations on policy matters and formulates policies and procedures for stock control, stock fund, and financial inventory functions.
- plans and conducts annual, semiannual, quarterly, and special inventories of division stock as required and adjusts accountable property records.

3-16-3aMaterial
Management
Center

Material Management Section

- manages supplies and equipment by materiel category.
- maintains liaison with other division activities supporting supply activities and higher HQ to improve supply support posture through coordination and resolution of problems.
- reviews computer output to validate compliance with system objectives and policies.
 - recommends program and control changes to property control branch chief.
- reviews and adjusts stock levels for
 - demand trends,
 - standby,
 - mission essential,
 - mobilization reserve,
 - housekeeping retention,
 - special projects, and
 - other stock requirements.

(continued on next page)

Material
Management
Center
(continued)

- manages the following supply and equipment categories.

<u>Category</u>	<u>Supply and Equipment Category</u>
B	ground support equipment
E	general supplies
F	clothing and textiles
G	electronics equipment and electronics materiel
J	ground forces support materiel
K	tactical vehicles, combat, and automotive
L	missiles and missile materiel
M	tanks, small arms, artillery weapons, missiles, and chemicals
P	cryptographic materiel
Q	electronics materiel
T	industrial materiel
U	communications security materiel

NOTE: 13th COSCOM currently performs these functions for assigned tactical units and provides weapons and aircraft support.

- applies stock control policies and procedures in maintaining requisitioning objectives and supply levels to support customer units and activities.
- manages inventories by national item identification number within materiel categories.
- processes requests for issue and turn in not automatically processed by the standard Army intermediate level supply subsystem.
- performs local purchase functions to include
 - preparing and forwarding purchase requests to Directorate of Contracting,
 - completing purchase orders and receiving reports upon receipt of materiel, and
 - managing the stock fund obligation authority allocated to the accountable property officer.
- monitors supply actions for compliance with approved stock fund program.
- prepares quarterly stratification reports and analyses.
 - reviews and analyzes stock positions to be sure deviations from approved program are detected.
 - takes corrective action to bring supply status in line with approved stock fund program.
 - reviews, analyzes, and manages item stocks and requirements including procurement and disposal actions.
- makes sure of proper balance of assets to requirements.

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Material
Management
Section
(continued)

-
- identifies and reports excesses for disposition.
 - follows up to make sure of prompt disposition.
 - coordinates with supply sources and supported customers concerning
 - requisitioning,
 - status,
 - shipment of excess, and
 - temporary loans.
 - reconciles due ins, due outs, financial records, and the authorized stock list.
 - controls the release of manually assigned document serial numbers received from the editing unit.
 - reviews and evaluates the availability of stocks to be sure that
 - quantitative levels are adequate or anticipated future needs and
 - stocks are rotated to preclude obsolescence.
 - establishes controls within the parameters established by higher HQ on
 - mission essential, sensitive, an high dollar value items,
 - items in critical supply,
 - mobilization reserves, and
 - special projects stocks.
 - monitors demand data and related data to determine required adjustments to the authorized stockage list and quantitative changes tin requisitioning objectives.
 - reviews computer outputs to validate compliance with system objectives and policies.
 - recommends program and control changes as needed.
 - reviews stock levels for demand trends such as
 - standby,
 - mission essential mobilization reserve,
 - housekeeping retention,
 - special projects, and
 - other stock requirements.
 - maintains the inventory temporarily in use pool when authorized by higher HQ.
 - prepares and maintains file of work orders for equipment sent to maintenance division for repair.
 - maintains continuous liaison with storage branch warehouse personnel to determine status of items in stock such as

(continued on next page)

Material
Management
Section
(continued)

- shortages of critical items,
 - accumulation of excesses,
 - obsolete items, and
 - outdated materiel.
- visits Defense Reutilization and Marketing Office to determine availability of required items and to observe types and condition of materiel being sent to the office.
- initiates corrective action when required.
- performs local purchase functions for managed materiel categories to include
 - preparing and forwarding purchase requests to Directorate of Contracting.
 - completing purchase orders and receiving reports upon receipt of materiel.
 - types requisitions with exception data document identifier code and forwards to national inventory control point or other wholesale supply activity.
 - types receiving reports for materiel delivered against depot contracts.
 - researches shipping documents when there is a shortage in shipment, prepares discrepancy reports, and forwards to appropriate national inventory control point.
 - conducts research on depot rejects and follows up for clarification as required.
 - requisitions, manages, and documents operational projects in support of emergency, mobilization, contingency, and general war plans.
 - requisitions, receives, issues, and maintains accountability for cash meal payment books.

3-16-3b

Data Conversion,
Files, Customer
Assistance
Section

Data Conversion, Files, Customer Assistance Section

- is responsible for data production and maintenance of centralized files and records.
- is the point of coordination between the division elements and the Directorate of Information Management.
- operates electronic accounting machines for preparation of keypunched documentation.
- provides assistance to units and activities by providing component parts list for equipment not covered by DA component lists.
- provides customer assistance on supply and services matters to supported organizations and activities assigned or attached to FH.
 - maintains the master data files to include
 - catalog master data file,

(continued on next page)

Data
Conversion,
Files, Customer
Assistance
Section
(continued)

- availability balance file,
- cross reference file,
- interchangeability and substitute file, and
- other catalog files in the standard Army intermediate level supply subsystem.

- reviews and validates computer generated quarterly back order reconciliation with
 - U.S. Army Materiel Command,
 - Materiel Readiness Command,
 - Defense Logistic Agency, and
 - General Services Administration.

- maintains centralized accountable property records files for division stock record account accountable property officer.

- distributes due out reconciliation packages to supported customers.
 - assists customers in reconciling due outs as required.

- analyzes computer generated due out reconciliation reports.

- reviews and validates computer generated monthly back order summaries.

- assists in and resolves supported customer problems in every category of supply except medical, dental, engineer repairs, and utilities.

- maintains liaison with and assists supported customers by
 - expediting supply actions to resolve logistical problems and
 - obtaining materiel affecting materiel readiness.

- coordinates with U.S. Army Materiel command logistics assistance office for follow up on supply actions with higher HQ and supply activities.

- conducts studies to determine supply requirements to support special projects.

- coordinates with system office, FORSCOM, and Depot Systems Command concerning input and output formats for machine listings, card decks, and required editing data.

- monitors and controls return of recoverable items and containers issued to supported customers.

- provides continuing balance system-expanded coordinator who collects, edits, and assembles data for the unit loss and loss recovery report.

- manages the DOD small arms serialization program, controlled cryptographic serialization program, and the DOD radiation testing and tracking system.

- provides information to staff elements and higher HQ concerning density of reportable items of equipment as required.

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Data
Conversion
Files, Customer
Assistance
(continued)

- receives reports of receipts, issues, transfers, and losses of small arms weapons by serial numbers and maintains and updates FH and DA central registry file accordingly.
- makes sure inventories of accountable property in the division stock record accounts are conducted as required to include property on hand in
 - storage branch,
 - self-service supply center, and
 - troop issue subsistence warehouses.
- edits requests for issue and prepares component parts lists.
 - performs authorization and technical edit on incoming manually prepared requests for issue.
 - assigns and maintains control of management control numbers for the FH property account.
 - develops components parts lists on equipment end items for which DA component lists have not been published.
- maintains centralized file of component parts lists and provides copies to Directorate of Information Management for distribution as required.

3-16-3c

Electronic
Accounting
Machine Unit

Electronic Accounting Machine Unit

- is responsible for automated data production.
- is point of contact between division elements and Directorate of Information Management.
- operates data entry machines for document preparation.
 - maintains the master data files such as
 - catalog master data,
 - availability balance,
 - cross reference,
 - interchangeability and substitute,
 - and other files in the standard Army intermediate level supply subsystem.
 - processes input and output for computer generated stock record support.
- maintains document and line item control of input and output transactions.
 - provides prescribed load and authorized stockage listings and cards and due-out reconciliation packages to the section for distribution to authorized customers.
 - accumulates computer generated customer due out reconciliation statistics and forwards to the section for analysis.
 - reviews and validates computer generated back order summaries monthly.

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Electronic
Accounting
Machine
Unit
(continued)

- reviews and validates quarterly computer generated back order reconciliation with
 - U.S. Army Materiel Command,
 - Material Readiness Command,
 - Defense Logistics Agency, and
 - General Services Administration.
 - prepares, assembles, and delivers documentation to Directorate of Information Management.
 - picks up input from directorate of Information Management and verifies, breaks down, and
 - distributes punched cards to select customers except those provided as part of stock record support.
 - distributes document identifier code BH1/2 (Intransit Follow-up) cards produced by the standard Army intermediate level supply subsystem for research and clean up of billings on prepaid intransits.
 - maintains a completed an a suspense document identifier code ZSR card file on recoverable type items issued to supported customers and follows up on the suspense codes as required.
-
- 3-16-3d

Troop Issue
Subsistence
Activity

Troop Issue Subsistence Activity (Accounting)

- manages troop issue subsistence (materiel category S) for FH.
 - performs stock control functions including preparing and processing documents on requisitioning, issue, sale, and transfer of troop issue subsistence items.
 - applies stock control policies and procedures in maintaining requisitioning objectives and supply levels.
 - manages the stock fund acquisition authority for troop issue subsistence items.
 - maintains required subsistence operating levels to include contingency stocks required by AR 11-11 (War Reserves).
 - maintains liaison with customers, supporting supply activities, an higher HQ to improve supply support posture.
 - computes and publishes basis daily food allowance.
 - maintains current records on each dining facility account card.
 - compiles and publishes subsistence price lists to include locally procured subsistence items decentralized for supply.
 - maintains subsistence consumption records.
 - performs local purchase functions to include
-

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Troop Issue
Subsistence
Activity
(continued)

- preparing and forwarding purchase reports to Directorate of Contracting and
- completing receiving reports upon receipt of materiel.
- prepares inventory adjustment reports based upon subsistence price adjustments and inventory discrepancies.
- in conjunction with storage branch, makes sure that troop issue subsistence stocks in the warehouse are properly rotated.
- prepares and submits subsistence documents to finance and accounting office.

3-16-3e

Self-Service
Supply Center
Section
(continued)

Self-Service Supply Center Section

- manages and provides low dollar value, expendable, and durable supplies to units, organizations, and activities on a self-service basis.
- determines required stockage level for each item based on customer demand.
 - prepares requisitions, follow ups, and cancellations.
 - posts receipts, status cards, substitutions, and cancellations to stock record card.
 - prepares, issues, and maintains control of center charge plates.
 - keeps record of sales to authorized customers against established monetary credits.
- receives, checks in, inspects, stores, and safeguards incoming materiel.
 - assigns and maintains storage locations,
 - restocks bins in sales store,
 - performs storage maintenance,
 - maintains identification tags (bin tags) to identify materials on hand, and
 - establishes controls to make sure supplies are issued on a first in, first out basis.
- maintains daily and monthly records of sales by parent and subaccounts, new money, transfers, line items sold, transactions, unused monetary credits, zero balances, and hand tool sales.
 - provides a copy of charge sales to finance and accounting division, Directorate of Resource Management, for billing and collection.
 - prepares and publishes a catalog semiannually listing items stocked in the center.
 - publishes price changes, stock number changes, in-store location changes, deletions, and additions as needed or at least every 3 months.
- keeps record of cash sales of hand tools to authorized customers.
 - maintains a register of such sales and copies of documents signed by unit commanders authorizing individuals to make cash purchases of hand tools.

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Self-Service
Supply Center
Section
(continued)

- conducts formal inventory every 6 months and initiates required adjustment action.
- reconciles finance and accounting office materiel category ledger balances and materiel category totals following each formal inventory.
- initiates reports of survey and inventory adjustment reports to account for inventory discrepancies.

3-16-3f

Storage Branch

Storage Branch

- oversees the operation of
 - central receiving point and issue,
 - troop issue subsistence activity warehouse, and
 - storage.

NOTE: 13th COSCOM currently performs weapons storage, reparables management, ammunition, and classification and turn n functions.

- receives, checks in, inspects, classifies, stores, warehouses, safeguards, and issues expendable and nonexpendable supplies and equipment except
 - ammunition,
 - medical,
 - dental, and
 - engineer repair and utility.
- assigns and maintains storage locations.
- performs in-storage maintenance.
- schedules and conducts location surveys.
- conducts physical inventories.
- establishes controls to be sure supplies are issued on a first in, first out basis.
- provides advice and recommendations to the division chief and accountable property officer on matters pertaining to storage operations.
- initiates reports of survey.

3-16-3g

Central
Receiving
Point and Issue
Section
(continued)

Central Receiving Point and Issue Section

- receives and redistributes Class II, III, IV, VII, and IX supplies and equipment for 13th COSCOM and directorate supply activities.
 - off loads supplies and equipment and receipts for freight delivered by commercial carriers.
 - prepares documents to cover shortages, overages, an obvious damage to incoming materiel.

(continued on next page)

Central
Receiving Point
And Issue
Section
(continued)

- inspects, verifies, and receives Class II, III, IV, VII, and IX supplies and equipment, processing required documents to post to stock records.
- processes and prepares required documents to facilitate transceiving information to logistics information file to reflect in-transit and central receiving point processing time.
 - prepares and processes equipment transfer records applicable to equipment received and redistributed.
 - operates a pick up and delivery service of equipment being repaired by maintenance division for return to stocks.
 - maintains required files on supplies and equipment placed on local procurement by the supply account.
 - processes necessary documents to post to stock records and redistribution to customer.
 - verifies and segregates supplies and equipment received against accompanying documentation, segregating materiel according to determined destination.
- moves supplies and equipment to distribution points or storage areas.
- operates a centralized segregation, loading, and redistribution point for Class II, III, IV, and IX supplies and equipment.
- segregates supplies and equipment received as direct support system shipments and wash issues, by intended receiver, and loads materiel on delivery truck for delivery to direct support units and customers.
- segregates supplies and equipment withdrawn from stocks for issue to units, obtains unit representative's signature, and issues materiel.
- coordinates with delivery service and unit personnel to make sure supplies and equipment are delivered within required time frames.
- makes sure that feeder information (punched cards) for updating master storage locator car files is prepared and furnished to Directorate of Information Management daily.
 - keypunches and verifies materiel receipt cards (D6S) and transportation control cards (TK4).
 - attaches correct documents to materiel and forwards to issue point or storage area.
 - maintains data on production achievements and requirements.

3-16-3h

Warehouse
Section

Warehouse Section

- receives, stores, issues, and ships perishable and nonperishable subsistence
 - in support of personnel authorized to subsist at government expense and
 - for organizations and activities authorized to draw troop issue subsistence items.

(continued on next page)

Warehouse
Section
(continued)

- off loads commercial carriers,
- receipts or freight on carrier's freight bills, and
- processes documents to cover shortages, overages, and damages.
- inspects, verifies, and receives troop issue subsistence items and processes documents to be posted to the troop issue subsistence activity stock record account.
- transfers subsistence to proper storage area, performs in-storage maintenance, and rewarehouses for effective use of available space and proper rotation of subsistence.
- operates subsistence shopping centers for supported dining facilities, making sure that
 - subsistence is displayed for purchase and
 - supplies are properly accounted for upon completion of sale.
- prepares and processes required sales and issue documents to be posted to stock records.
- rotates subsistence to prevent obsolescence.
- conducts require inventories.
- maintains operational rations in support of FH contingency plans.
- maintains proper sanitation.
- initiates reports of survey for inventory discrepancies.
- transfers subsistence items to North FH as needed.
 - operates a second cold storage plant in support of reserve training when required.

3-16-3i

Storage
Section

Storage Section

- receives, stores, and safeguards Class II, III, IV, VII, and IX materiel in the stock record account.
 - operates the bin storage and open storage areas.
- safeguards serviceable and unserviceable supplies and equipment.
- performs preservation and in-storage maintenance of stockage.
- places supplies and equipment in storage and issues materiel according to approved issue and shipping documents.
- rewarehouses as needed to make sure of proper storage of materiel and effective use of facilities.
- maintains identification tags (bin tags) to properly identify materials on hand, including documents required to update master locator records.
- does location surveys and assists in inventories of stockage.

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Storage Section (continued)	<ul style="list-style-type: none"> • maintains master locator files and supporting records for on-hand inventories to provide immediate access to stocks on hand. • takes quarterly storage location surveys to be sure of purification of master locator records an accuracy of stocks on hand. • maintains plan-o-graphs of storage areas and makes effective use of storage facilities. • provides segregated storage and special handling for radioactive materials, chemicals, compressed gases, and flammable materials making sure of proper storage and processing. • operates a storage area for packaged petroleum, oil, and lubricants, making sure that it is properly received, stored, and redistributed. <ul style="list-style-type: none"> • operates a Class VII storage area for serviceable and unserviceable items. • performs preservation and in-storage maintenance. • performs periodic inventories and location surveys to identify and locate Class VII equipment on hand. • develops and maintains records of basic issue items applicable to each end item and component of end items. • maintains up-to-date master locator files. <p>NOTE: 13th COSCOM performs security weapons warehouse and the reparable management program functions.</p>	3-16-3j
Ammunition Section	<p>Ammunition Section</p> <ul style="list-style-type: none"> • 13th COSCOM currently performs this function. 	3-16-3k
Services Branch	<p>Services Branch</p> <ul style="list-style-type: none"> • oversees the operation of <ul style="list-style-type: none"> • property book office, • food service management, • laundry an dry cleaning facility, • central issue facility, and • petroleum, oil, and lubricants and quality assurance sections. 	3-16-3l
Installation Property Book (continued)	<p>Installation Property Book Section</p> <ul style="list-style-type: none"> • operates a consolidated and automated property book in support of FH. 	

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Installation
Property
Book
(continued)

- provides total supply support for
 - TDA activities,
 - expendables (less self-service supply center),
 - durables, and
 - nonexpendables to include Class IX.
- provides property book accounting to
 - mobilization TOE units for TDA and
 - nondeployable common table of allowances durable and nonexpendable equipment.
- provides pickup and delivery of supplies and equipment to supported units and activities.
- provides property book support to tenant activities as required.
- operates a furniture repair and exchange service.
- provides technical assistance to supported activities concerning TDA and common table of allowances authorizations and changes to these authorizations.
- coordinates funding of supply requests with Directorate of Resource Management and the program directors for base operations support.
- provides coordination and input to the intersupport and intrasupport coordinator for support agreements.
- provides support to various contractors and coordinates inventories and provides listings of government furnished equipment to the Directorate of Contracting.
- stores and issues food service equipment in support of the food service operation.
- stores and issues selected repair parts in support of the food service operation.
- stores and issues paper and plastic ware food service products as emergency backup for the dining facilities should dishwashers become unserviceable.
- operates the abandoned property facility, stores the property, notifies the proper owners, and disposes of the property.
 - operates the largest abandoned vehicle operation in FORSCOM, averaging more than 100 vehicles on hand at any time.
- supports numerous special projects with property and special teams such as
 - Army Audit Agency,
 - General Accounting Office,
 - commercial activities study teams, and
 - source selection boards.

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Installation
Property
Book
Section
(continued)

- stocks, stores, and issues in support of mobilization TOE units special items such as drinking fountains and floor polishers.
 - supports the emergency deployment readiness exercise evaluation process and assists units as needed.
 - provides support to TDA activities in moving heavy items and in relocating during reorganizations.
- 3-16-3m

Installation Food
Service
Management
Section

Installation Food Service Management Section

- plans, directs, and supervises food service matters less nonappropriated funds activities.
 - provides budget input for TDA food service equipment.
 - coordinates and supports food service awards and food service competition.
 - provides contracting officer's representative support for food service contracts.
 - writes and provides the contracting officer the performance work statements surveillance plans and cost document for food service contracts.
 - is the technical representative in contractual matters.
- 3-16-3n

Laundry and
Dry Cleaning
Facility
Section

Laundry and Dry Cleaning Facility Section

- consists of
 - clerical,
 - maintenance,
 - dry cleaning,
 - pressing,
 - shipping,
 - flatwork,
 - receiving,
 - washing, and
 - tumbling.
- provides laundry and dry cleaning services for FH.
- processes government owned items for organization and activities at government's expense as listed on DA Form 1974 (Laundry List (Medical Treatment Facility and Organization)) for laundry and dry cleaning.
- items turned in to the laundry and dry cleaning facility supply rooms are received by the laundry and dry cleaning facility on a predetermined schedule and accounted for on a DA Form 1974.

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Laundry and
Dry Cleaning
Facility Section
(continued)

- maintains a cumulative record as prescribed by AR 210-130 (Laundry and Dry Cleaning Operations) of laundry and dry cleaning reports including
 - workloads,
 - financial accounts for monthly and quarterly laundry, and
 - dry cleaning operational analysis reports
- receives DA Form 1974 from unit, records prices of items, and posts to the abstracts for accounting and reimbursement purposes.
- inspects, cleans, adjusts, lubricates, and performs limited repairs on laundry and dry cleaning equipment.

NOTE: Repairs beyond the capability of this section are provided by maintenance division, Directorate of Engineering and Housing, or contractors.

3-16-3o

Central Issue
Facility Section

Central Issue Facility Section

- provides organizational clothing and individual equipment to authorized individuals.
- receives, checks in, inspects, stores, classifies, and safeguards incoming materiel.
- issues, exchanges, and receives clothing and equipment to and from individuals assigned to units and activities and accounts for it through an automated supply system.
- maintains automated records of individual records of clothing and equipment, issues and turn ins of organizational clothing and equipment.
- processes reports of survey and statements of charges for clothing and equipment.
- inspects, classifies, packages, stores, and arranges for laundering and repair turn ins as excess or unreparable clothing and equipment received from individuals.
- makes cash sales of clothing and equipment to authorized customers.
- maintains operation plan Garden Plot stocks.

NOTE: Clothing initial issue point function is for mobilization only.

3-16-3p

Petroleum, Oil,
And Lubricants
Quality Assurance
Section

Petroleum, Oil, and Lubricants Quality Assurance Section

- is responsible for the petroleum, oil, and lubricants quality assurance program which includes units and facilities handling bulk petroleum on FH.
- conducts a semiannual quality insurance inspection of units and activities handling petroleum on FH.
- prepares and disseminates information and directives pertaining to petroleum handling and control procedures.

(continued on next page)

Petroleum, Oil
Lubricants Quality
Assurance Section
(continued)

- provides technical assistance and guidance on petroleum related matters.
- provides staff supervision over operation of bulk and packaged
 - Class III storage facilities, fixed or portable, and
 - petroleum dispensing facilities equipment.
- provides staff supervision over receipt, storage, distribution, and issue of petroleum products.
- establishes and maintains the quality surveillance program for petroleum products received, stored, and issued at FH.
- provides courtesy visits to assist units and activities in areas of
 - petroleum, oil, and lubricants accountability,
 - quality surveillance,
 - storage and handling,
 - fuel handling vehicles,
 - safety,
 - government national credit cards, and
 - jet fuel identaplates.

3-16-3q

Transportation
Division

The Chief

- directs and supervises administration and management of the division.
 - serves as the activity career program manager for the civilian transportation management program 24.
- NOTE:** The FH transportation officer is responsible for and is authorized to act independently in commercial traffic functions when regulations invest authority directly with the officer.
- determines the transportation needs from, to, and within FH and makes sure of the availability of required services through
 - use of nontactical vehicular resources of the transport branch and
 - arrangements for commercial services.
 - plans, directs and supervises nontactical vehicular support matters for FH and satellite activities.
 - plans, directs, and supervises transportation of personnel, personal property, and materiel for FH and assigned areas of responsibility.
 - is contracting officer's representative for Fifth Army travel services contract.
 - monitors the travel services contract.
 - takes corrective action if contractor is in violation of terms of contract.

(continued on next page)

Transportation
Division
(continued)

- negotiates, with site manager, changes in process or workflow which does not change the content or scope of the contract.
- prepares correspondence, checklists, and monthly contracting officer's representative reports.
- reviews management information system reports and notifies transportation officer and personnel movements branch of discrepancies.

3-16-4

Personnel
Movement
Branch

Personnel Movement Branch

- plans and coordinates commercial group movement of personnel and requests reroutings from military traffic management control.
- monitors flight reservations and fares booked by the contracted airline ticket office for individuals traveling on official orders.
- counsels individuals and group leaders on travel entitlements.

3-16-4a

Personal
Property
Movements
Branch

Personal Property Movements Branch

- plans, coordinates, and supervises the shipment of household goods, baggage, and mobile homes within continental U.S. and to overseas areas.
- counsels individuals on shipment and storage entitlements and responsibilities related to shipment.
- arranges accessorial services in conjunction with shipment such as packing, crating, servicing appliances, drayage, and temporary storage.
- maintains tonnage distribution records for continental U.S. and overseas household goods carriers.
- monitors loading and weighing of do-it-yourself shipments.
- arranges nontemporary storage with commercial contractors, maintains accounts, and processes invoices for payment.
- assists claimants in filing for reimbursement of personal funds expended in shipment or storage of personal property.
- coordinates and monitors delivery of incoming shipments of household goods and baggage.
- arranges for accessorial services necessary in conjunction with incoming shipments such as
 - unpacking,
 - uncrating,
 - deservicing appliances,
 - drayage, and
 - temporary storage.
- counsels individuals on storage entitlements.

(continued on next page)

Personal
Property
Movements
Branch
(continued)

- inspects, monitors, and evaluates commercial carrier and contractor performance, facilities, and equipment.
- monitors weighing of government financed personal property shipments by commercial carriers at local commercial scales.
- conducts reweigh program, monitoring carrier reweighs of inbound shipments and shipments delivered out of nontemporary storage.
 - arranges for the movement of privately owned vehicles overland to the port of embarkation for personnel moving as a unit.

3-16-4b

Materiel
Movements
Branch

Materiel Movements Branch

- arranges for outbound shipments of freight.
- requests routings from military traffic management control.
- classifies items, selects the best mode of transportation, estimates carrier costs, makes loading plans (other than unit movements), and orders carrier equipment.

NOTE: Plans and operations division unit movement branch makes loading plans for unit moves.

- advises shipper of packing, labeling, placarding, and marking requirements.
- coordinates, monitors, and inspects loading.
- prepares bills of lading and other payment documents.
- makes reports of shipment to alert receiving or shipping transportation officer.
- monitors inbound freight shipments, inspects damages, and initiates reports of shipment discrepancies and reports of survey for shipment overages, shortages, and damages.
- operates internal railway system to include switching of rail cars for loading, unloading, or release.
- performs authorized maintenance of rail equipment.
- maintains records of receipt and release of cars for demurrage purposes.
- surveys freight carriers' terminals for astray freight.

3-16-4c

Transport
Branch

Transport Branch

- performs contracting officer's representative and quality assurance duties for maintenance contract which provides maintenance for
 - commercially leased transportation motor pool vehicle fleet and
 - vehicles supported under interservice and intraservice support agreements.

(continued on next page)

Transport
Branch
(continued)

- performs contracting officer's representative and quality assurance duties for the operations contract which
- provides nontactical, administrative motor transport support service to meet the needs of FH and satellite activities by
 - daily or recurring dispatch,
 - mission dispatch,
 - radio controlled military taxi services,
 - school bus service, and
 - scheduled shuttle bus service.
- controls assignment and use of administrative vehicles.
- maintains security of vehicles in the transportation motor pool.
- provides government gasoline credit cards for administrative use vehicles assigned to transport branch for offpost trips.
- operates the central drivers testing examining station.
 - administers driver tests to applicants for civil service driver positions.
 - administers driver's training and testing for bus drivers.
 - schedules assigned vehicles for maintenance services and identifies emergency repairs and refers work to General Service Administration.
- performs interagency liaison with General Service Administration which provides vehicle procurement and maintenance of the nontactical vehicle fleet.
- provides refrigerated food storage units for exercises.
- arranges for commercially leased vehicles when appropriate and funding is available.

3-16-4d

Maintenance
Division

The Chief

- is the FH maintenance manager.
 - is point of contact for maintenance management of categories of maintenance except nuclear weapons and medical.
 - performs centralized production, planning, and control.
 - monitors, analyzes, and cross levels the FH maintenance backlogs among maintenance elements to meet equipment serviceability readiness standards.
- administers, supervises, directs, and coordinates the performance of the division (a TDA maintenance activity) in accomplishing mission assignment.

(continued on next page)

Maintenance
Division
(continued)

-
- disseminates policies, procedures, priorities, and objectives for the maintenance program.
 - advises the director and staff on
 - organizational and direct and general support maintenance and
 - aviation unit and aviation intermediate maintenance matters at FH and satellite activities.
 - provides assistance in the development and the execution of operation plans for the performance of the maintenance mission.
 - directs and supervises maintenance of materiel within the scope directed to be sure that such materiel is being maintained to required standards of serviceability.
 - maintains liaison with staff activities and TOE support units on maintenance plans and special projects.
 - establishes operating policies in connection with workload needs.
 - gives instructions, guidance, and assistance to branches in the interpretation and application of rules, regulations, and policies affecting the budgetary and administrative work areas.
 - reviews incoming directives and correspondence to determine required action.
 - reviews, compiles, and prepares statistical data related to programming budgeting and cost to include overtime.
 - administers and coordinates suggestion program within the division.
 - is responsible for
 - repairing and returning overflow from direct support units,
 - maintaining operating equipment, and
 - providing area maintenance support for the Army Reserve and National Guard according to AR 5-9.
 - per AR 750-1 (Army Materiel Maintenance Policy and Retail Maintenance Operations), performs organizational, direct and general support, and, in specific cases, limited depot maintenance of the following equipment
 - aviation,
 - combat vehicles,
 - automotive,
 - electronic and communication,
 - construction,
 - general,
 - armament,
 - audio visual training aid, and
 - commodity group.
 - specifically includes repair and return of modules in support of the reparable program.

Installation
Maintenance
Management
Office
(continued)

Installation Maintenance Management Office

- monitors maintenance evacuation according to FH Reg 750-18 (Maintenance Support Responsibilities) and approves request for exceptions to policy.
- distributes general support maintenance workload shop by cross leveling between general support shops with similar capabilities.
- provides priorities of work for maintenance shops as established by G3 in coordination with G4.
- evaluates direct and general support maintenance trends and advises G4 of maintenance activities which do not meet standards.
- receives, reviews, and analyzes maintenance reports from units and forwards to FORSCOM or III Corps as required.
- administers the Army oil analysis program.
- performs contracting officer's representative and quality assurance evaluation duties for Army oil analysis program and petroleum, oil, and lubricants contracted activity
 - which operates the base petroleum laboratory and
 - provides laboratory analysis support for quality surveillance testing of petroleum products which are received, sorted, or issued at FH.
- monitors unit performance in the calibration test, measurement, and diagnostic equipment.
- is the modification work order coordinator.
- signs memorandums of understanding for application of modification work orders.
- reviews and provides comments for interservice request for maintenance support.
- plans, and reviews maintenance policies, procedures, and regulations which impact on the maintenance community.
- monitors and directs maintenance actions required to upgrade the serviceability of equipment for lateral transfer and offpost shipments.
- collects maintenance data required and prepares briefing information for G4 to present at the quarterly forces readiness conference.
- monitors the cannibalization point activity.
- monitors the warranty program.
- performs staff and action officer functions for the office.
- establishes and monitors a program which requires
 - centralized management of materiel handling equipment and
 - analysis of each job involving the use of the equipment.

3-16-5a

Administrative
Services
Branch
(continued)

Administrative Services Branch

- provides clerical support for the division such as typing and filing.
- reviews and edits outgoing correspondence.
- provides information for documentation preparation such as
 - requests for personnel actions,
 - TDA changes,
 - travel orders, and
 - overtime requests.
- maintains working TDA for the division.
- implements and administers management programs such as
 - fire, safety, and environmental protection,
 - equal employment opportunity, and
 - security (key control).
- provides safety equipment to employees of the division.

3-16-5b

Production
Planning and
Control

Production Planning and Control Branch

- operates an automated production planning and control system responsible for workload scheduling, maintaining cognizance of work in process.
- recognizes and resolves potential problem areas in the shop workflow.
- establishes priorities and maintains receipt of equipment which include
 - inspecting, determining repair parts requirements, and receiving repair parts,
 - scheduling into required shops and subsequent final inspection, and
 - returning to user.
- receives work requirements from supported units.
 - arranges schedules based on priority.
 - provides job status to using units.
 - provides a variety of reports for use at various levels, from unit through corps level to FORSCOM, to include
 - backlog,
 - workload forecasts,
 - equipment repair costs,
 - manhours,
 - expenditures,
 - equipment status and maintenance trends, and
 - variety of special reports on a one-time basis.

(continued on next page)

Production
Planning and
Control Branch
(controlled)

- notifies customers of completed jobs.
- provides technical advice and assistance to division chief, branch chiefs, and supervisory personnel on supply matters in support of the division.
- performs stock control operations with input and output from an automatic system application.
- provides technical advice and assistance to maintenance offices and supported units.
- operates an automated supply support activity according to DA Pam 710-2-2 (Supply Support Activity Supply System Manual Procedures) which requisitions, receives, stores, and issues repair parts for equipment and components undergoing repair within the division.
 - operates cannibalization point according to DA Pam 710-2-2, chapter 18, which issues repair parts and assemblies from assets authorized for cannibalization.
 - provides low mortality or difficult to obtain repair, components, and assemblies.
 - provides customer units high priority requirements that cannot be supplied from the supply system by the required delivery date.
 - provides noncatalogued items.
- maintains DA Forms 1687 (Notice of Delegation of Authority – Receipt for Supplies) file of authorized customers and their signatures.
- maintains stock accounting records for items in stock per DA Pam 710-2-2.

3-16-5c

Quality Control
Branch

Quality Control Branch

- provides, upon call, specialized technical assistance to III Corps and FH units.
- assures the quality of work performed by maintenance division, in-house, and contract functions through
 - inspections and consultations,
 - maintenance of a technical library on Army equipment, and
 - provisions of warranty coverage for FH and attached and supported units,
- advises division chief major staff officers, and unit commanders of assigned and attached units and activities on quality control materiel matters.
- programs, plans, assists, and coordinates assigned and new functions with activities concerned.
 - provides technical supervision of inspection and quality control activities making sure of adherence to established standards.
 - advises supervisors on inspection problems and
 - conducts and attends meetings, conferences, and classes.
 - responds to materiel readiness requirements of units supported.

(continued on next page)

Quality Control
Branch
(controlled)

- maintains technical library.
- receives, files, posts, and distributes publications.
 - performs administrative duties required to obtain commercial publications for the division.
- tests operators and issues operator permit for tactical equipment for TDA garrison activities.
- performs acceptance, initial, inprocess, and load testing for combat vehicles and final inspection of vehicles and equipment to include parts determination.
 - inspects, classifies, and verifies equipment at the 13th COSCOM turn-in point.
 - identifies components and verifies shortage lists, reports of survey, and other documentation for defective major components.
- performs technical inspection to determine feasibility for repair and to request disposition instructions for selected items.

NOTE: Classification of equipment is according to AR 750-1.

- provides technical assistance and administrative support to units assigned or attached to FH.
- makes fire damage reports and assists with accident investigation inspections when requested.
- verifies condition codes F,P, and H major end items turned in at the 13th COSCOM turn-in point.
 - performs shortage inspection for major components repaired by the division.
- performs estimated cost of damages for vehicles and equipment under special assignments when requested by the central receiving point.
- performs property disposal operation screening and challenges for serviceable and reparable equipment turned in.
- performs shortage checks on combat, tactical vehicles, electronics and communications equipment, and vehicle components at the 13th COSCOM turn-in point.
- performs serviceability, condition, and shortage inspections for major end items prior to shipment off post.
- serves as warranty coordinator.
 - performs warranty verification and condition inspection of faults and repairs to equipment in compliance with
 - AR 700-139 (Army Warranty Concept and Policies) and
 - DA Pam 738-750 (Functional Users Manual for the Army Maintenance Management System).

(continued on next page)

Quality Control
Branch
(continued)

- performs administrative duties such as
 - maintaining job request register,
 - posting maintenance hours and parts data to DA Form 2407 (Maintenance Request),
 - entering the data into the automated data processing system, and
 - forwarding required data to appropriate commodity command in support of the warranty program.
- coordinates with other divisions to identify, locate, and mark equipment received that is covered by warranty.
- assists units in preparing equipment improvement recommendations, DA Form 2407, and SF 368 (Product Quality Deficiency Report) on equipment under warranty.
- performs final inspections on equipment repaired under warranty prior to return to the unit.
- manages and directs maintenance services contract functions within the division.
 - performs contracting officer's representative duties.
 - performs surveillance and other quality assurance evaluator duties.
 - provides tent and textile maintenance (contract).
 - provides office machine repair (contract).
 - provides furniture repair (contract).
 - provides tire recapping (contract).
 - classifies data processing equipment.
 - determines contractual requirements and prepares purchase requests and performance work statements.

3-16-5d

Aviation
Services
Branch

Aviation Services Branch

- manages and directs aviation maintenance services requirements for division chief.
- coordinates aviation maintenance requirements with originating source, determines solutions for support, and provides support through contract or other means.
 - provides aviation intermediate maintenance to AR 5-9 area of responsibility and
 - provides aviation intermediate and unit maintenance to selected requirements of medical and Apache training mission.

(continued on next page)

Aviation
Services
Branch
(continued)

-
- determines contract requirements and submits specifications to contracting officer.
 - coordinates fund requirements.
 - provides contractor officer's representative duties.
 - performs quality assurance surveillance and inspections to make sure performance standards are met.
 - coordinates with other activities to provide contractors guidance and logistics support as required.
 - represents division chief on aviation services matters
 - is division project officer and quality assurance inspection officer for
 - Apache AH-64,
 - single station unit fielding and training program, and
 - FH area of responsibility (AR 5-9) for aviation maintenance.
 - provides contract surveillance and coordination for single contractor for total logistical support to mission.
 - provides accountable officer duties for supplies and equipment.
 - provides property administration control.
 - represents division chief on AH-64 fielding matters.

3-16-5e

Shop Operations
Branch

Shop Operations Branch

-
- oversees eight sections which repair equipment relating to
 - allied trades,
 - electronics and communications,
 - combat,
 - combat component,
 - tactical auto,
 - construction and materiel handling,
 - automotive component, and
 - special purpose.
 - repairs and returns overflow from direct and general support units and repairs displaced equipment for supply support activities.
 - performs direct and general support maintenance on troop and operating equipment and equipment of units and activities within FH areas of support assigned by AR 5-9.

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Shop
Operations
Branch
(continued)

- per AR 750-1 and FH Reg 750-18 performs organizational direct and general support and, in specific cases, limited depot maintenance to include module repair and return in support of the reparable program.
- administers hazardous waster program for the division.
- operates authorized chemical agent retardant coating paint booth for ground support equipment.

3-16-5f

Plans and
Operations
Division

The Chief

- supervises and coordinates policies, programs, and procedures dealing with directorate plans, operations, and security.

NOTE: This is not limited to supervision of units movement and plans, operations, and security branches.

- provides a force integration coordinator to attend the force integration forum for the purposes of planning and coordinating logistic support for designated hardware systems.
- is point of contact for force integration actions and information requirements.

3-16-6

Unit Movements
Branch

Units Movements Branch

- plans and coordinates unit personnel and equipment movements including movements in connection with training exercises.
- provides unit movement planning guidance an assistance to Active and Reserve Component units for mobilization and deployment.
- assesses outloading facilities and equipment and recommends or initiates actin for improvement.
- provides corps emergency deployment readiness exercise inspectors to review units
 - movement plans,
 - equipment preparation, and
 - ability to deploy by air, rail, and convoy.
- monitors contractor instruction of joint deployment officer's course to be sure that contractor is teaching applicable and current material.

3-16-6a

Unit Movement
Section

Unit Movement Section

- receives and reviews unit movement data for transportation coordinators' automated command and control information system for unit equipment lists and deployment equipment lists.
 - makes sure unit movement data is updated per schedule according to FH Reg 55-1 (Motor Transport Movements).
 - transmits data to higher HQ,

(continued on next page)

Unit Movement
Section
(continued)

- makes distribution to units, and
- produces logistics application of automated marking and reading of symbols labels for equipment shipment for unit moves.

- provides technical assistance to supported units on how to use and maintain coordinators' automated command and control information system reports.

- reviews and evaluates unit movement plans for Active and Reserve Component units that mobilize and deploy from FH.

- provides classroom instruction on
 - transportation coordinators' automated command and control information system computerized movement planning and status system,
 - automated units equipment list procedures, and
 - developing unit mobilization and deployment movement plans.

- inventories blocking, bracing, packing, crating, and tiedown requirements for mobilization and deployment.

- receives and processes offpost convoy requests and special hauling permits from units for training and deployment operations.

- is control agency for government owned military van containers except for authorized stock list vans identified on mobilization TOE.

- hand receipts military van containers to major subordinate commands and monitors container location and condition for deployment contingencies.

- inspects containers prior to shipment for serviceability.

- administers military van convention for safe containers program, notifying major subordinate commands when containers are due for inspection.

- performs inspections on vans in nondivisional units excluding
 - 1st Cavalry Division,
 - 6th Cavalry Brigade (Air Combat),
 - 89th Military Police Brigade, and
 - 13th COSCOM.

- coordinates unit moves by rail or commercial truck.

- operates the rail operations center and requests augmentation personnel and equipment, as necessary.

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Unit
Movements
Section
(continued)

- holds rail coordination meetings, provides technical assistance, performs inspections on equipment and documentation preparation, and directs staging and overseas loading operations.
- operates the post scales for weighing military vehicular equipment during actual movements and training exercises.

3-16-6b

Arrival and
Departure
Airfield Control
Group

Arrival and Departure Airfield Control Group

- establishes and operates arrivals and departures for units moving in and out of Robert Gray airfield.
- requests augmentation personnel and equipment, as necessary.
- coordinates unit deployments and redeployments by air and provides technical guidance.
- coordinates and establishes schedules for equipment and passenger call forward, weighing, joint inspection, and loading.
- operates the Robert Gray airfield scales at Larkin terminal for weighing military vehicular equipment during actual movements and training exercises.
- prepares scale weight tickets for equipment weighed.
- operates the baggage conveyor for loading commercial aircraft.
- maintains accountability of 463L pallets and nets pre-positioned on FH.
- is point of contact for special assignment airlift mission requests.
 - processes requests from units and submits to FORSCOM.
 - coordinates with concerned parties when request is validated.

3-16-6c

Plans,
Operations and
Security
Branch

Plans, Operations, and Security Branch

- reviews and coordinates policy guidance in the form of regulations, orders, and circulars.
- maintains status of external and internal tasking requests.
- monitors and reviews periodic statistical and narrative reports on
 - supplies and services,
 - maintenance,
 - transportation,
 - resources, and
 - management.
- maintains classified files including contingency plans and miscellaneous documents.
- provides custodian and alternate custodian of classified records.

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Plans,
Operations and
Security
Branch
(continued)

- plans for, coordinates, and executes multifacet Apache units deployments.
- assists in serving as the support coordinator for major exercises held on and off FH.
- reviews, complies, and coordinates tasking for personnel, equipment, and material support (Reforger) that other units received from G3 operations.

NOTE: Monitoring of tasking is required until completion of mission causing the tasking.

- provides the security manager.
- supervises and coordinates the preparation, review, and analysis of logistics plans.
- develops and schedules the logistics manning requirements for the mobilization and deployment control center.
- coordinates with other staff sections concerning the logistical support FH will provide upon implementation of plans such as
 - operation plan Ready Go (onpost civil disturbance).
 - continuity of operation (is alternate HQ in case of nuclear attack).
 - survival measures.
 - preattack – designates and stock shelters,
 - transattack – controls and provides support, and
 - postattack – recovery operations.
 - military assistance to civil authorities (Disaster Relief and Garden Plot).
 - mobilization (provide logistics support to assist National Guard and Army Reserve units conversion to active duty).
 - FH Reg 525-10.
 - operations plan TAPS (Military Honors – 4 Star Funeral).
- reviews, evaluates, and provides recommendations on proposed changes to equipment portion of TDA.
- processes reports of survey on government property that has been lost, damaged, or destroyed by other than fair wear and tear.
 - maintains working knowledge of AR 735-5 (Policies and Procedures for Property Accountability) and directives from higher HQ on required actions.
 - formulates, coordinates, and drafts local regulations, directives, checklists, guides, and policies for the CG on required actions.
 - provides guidance to major subordinate commands concerning methods, procedures, and policies.

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Plans, Operations,
And Security
Branch
(continued)

- reviews and processes reports of survey arising from loss or damage of property for which TDA personnel are responsible.
- make sure reports of survey
 - are prepared according to AR 735-5 and are accurate, complete, and valid.
 - contain sufficient evidence and facts to permit an informed evaluation and decision by the approving authority.
 - collects data from major subordinate commands and prepares semiannual property accountability adjustment data report for submission to FORSCOM.
- determines trends and identifies conditions which may contribute to loss, damage, or destruction of Government property.
 - notes undesirable delays in processing of adjustment documents and
 - prepares directives, letters, or notes to correct these conditions.
- reviews plans, directives, and proposed operations of FH and higher HQ to determine petroleum, oil, and lubricants support requirements in assigned areas of responsibility.
- assists the plans officer in plans and programs to meet petroleum, oil, and lubricants requirements to support deployment of units from and units mobilizing at FH.
- prepares annual reports and forecasts on total mobilization and activation fuel requirements to FORSCOM and U.S. Army General Materiel and Petroleum Activity chiefs of fuel divisions.
- conducts or attends meetings with other members of FH and major subordinate commands to disseminate policy and information, coordinate programs, and resolve problems in the area of petroleum, oil, and lubricants.
- maintain liaison with 13th COSCOM and G4 petroleum, oil, and lubricants divisions on all policies and procedures.
- projects and coordinates with Directorate of Engineering future requirements for petroleum, oil, and lubricant handling facilities and planning and programming incident to their construction and maintenance.
- provide information and technical assistance to the corps quality surveillance inspection and assistance team when requested.
- provide information on policy and procedures to energy consumers as required by FH Reg 420-9 (Energy Efficiency Program).
 - coordinates suggestions and information for improvement with the Directorate of Engineering and Housing energy conservation officer.
- is directorate point of contact with the FH safety officer and Directorate of Civilian Personnel.
 - maintains listings of divisional safety officers.

(continued on next page)

Plans, Operations
And Security
Branch
(continued)

- provides assistance and guidance as required.
- prepares and disseminates safety standing operating procedures.
- conducts independent spot checks as well as spot checks in conjunction with the appropriate division safety officers for
 - environmental health hazards,
 - unsafe conditions, and
 - unsafe work habits.
- processes, accumulates, and analyzes accident reports.
- conducts quarterly meetings with safety officers.
- conducts quarterly safety inspections.

3-16-6d

DIRECTORATE OF LOGISTICS

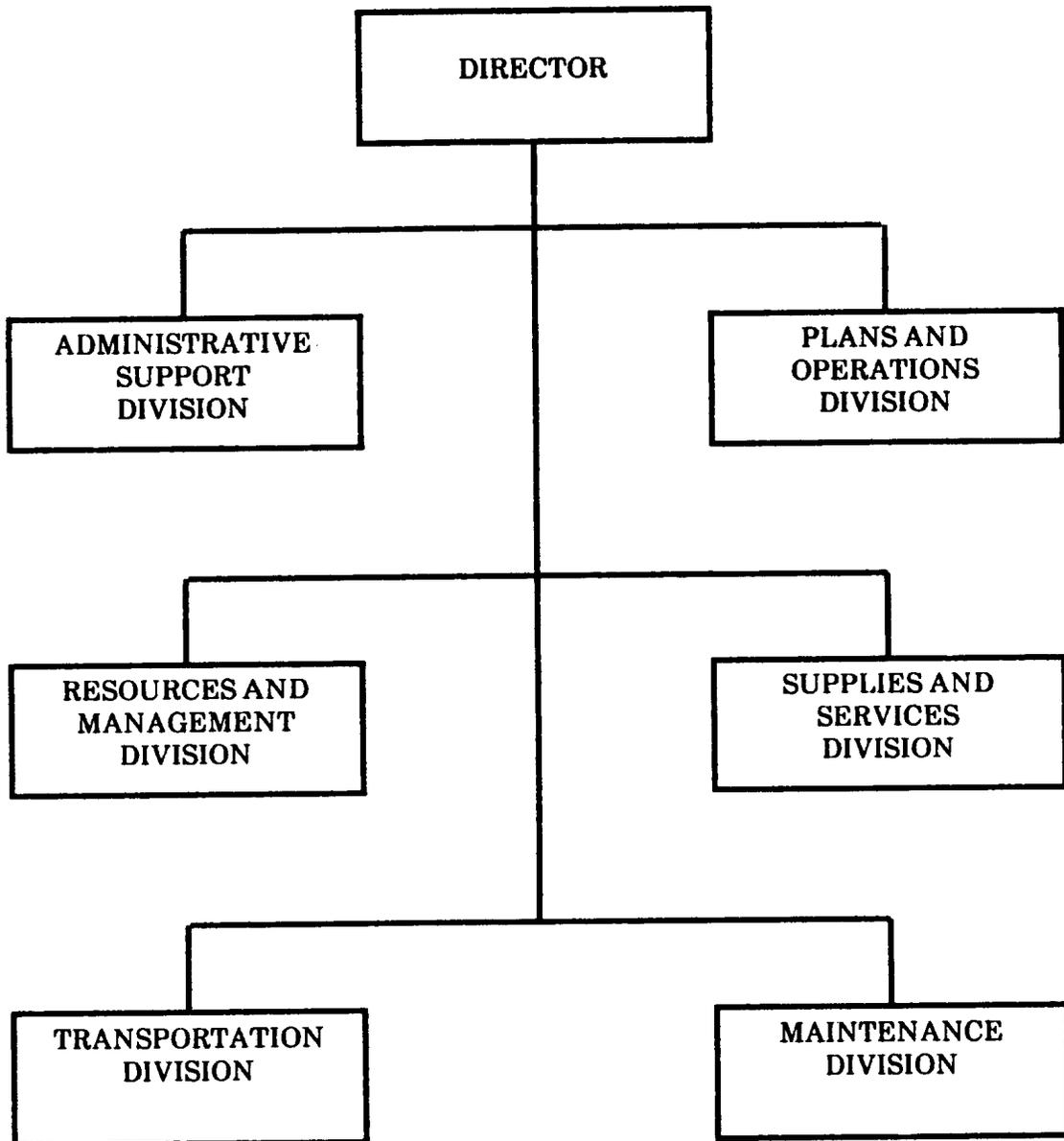


Figure 3-16. Directorate of Logistics (Garrison Staff)

SECTION XVII. DIRECTORATE OF ENGINEERING AND HOUSING

3-17

General

The Director

- is not a dual role position.
- plans, directs, and schedules maintenance, repair, alteration, modification, construction, and operations of physical plant facilities and engineer equipment to perform the FH mission for interim, peacetime, and mobilization operations.
- is a program budget advisory committee member.
- is the fund control officer.
- is delegated fund control and certification authority.
 - which may be further delegated in writing to
 - individuals or function positions within the staff sections and
 - the finance and accounting office for funds certification on civilian payrolls and reimbursable orders.
- is the FH planning board secretary.
- develops coordinated master plans for future development and allied construction programs.
- makes sure that construction projects proposed for completion by troop units agree with the FH master plan and DA directives.
- as the environmental and energy control engineer, directs and coordinates utilities conservation and environmental programs.
- is FH fire marshal.
- conducts high visibility and command interest special studies to evaluate effectiveness of current and projected operations.

The assistant director for housing and logistics coordinates planning and monitors engineer supply and housing matters on behalf of the director.

3-17a

Administrative
Service Office

Administrative Services Office

- assists and advises the facilities engineer in developing, forming, and directing administrative policy matters and special interest items.
 - reviews incoming correspondence and directives.
 - reviews outgoing correspondence and reports for propriety, substance, and consistency of action with established policy.
-

(continued on next page)

Administrative
Services Office
(continued)

- composes correspondence on complex administrative subjects such as replies to
 - audit reports,
 - General Accounting Office,
 - Army audit Agency,
 - DA inspector general, and
 - manpower justifications.
- processes requests for personnel actions.
- maintains liaison with directorate offices.
- operates official mail desk, maintains files and classified documents, performs records management services, and processes requests for travel and transportation.
- obtains duplicating and printing services.
- supports users and operators in using and understanding the computer systems.
- provides systems analysis and programming support.
- reviews existing assets.
- recommends changes or additions to various systems to be sure of maximum use of automated data processing resources.
- manages the automated work management system.
- coordinates information input and provides training for functional level personnel in proper system procedures and use of reports.
- operates central word processing center and data entry to provide clerical support to divisions in the directorate.
- processes on-the-job injuries and accidents documentation.
- supports administrative programs.
- coordinates and distributes policy memorandums, standing operating procedures, and regulations.

3-17-b

Engineer
Resource
Management
Division
(continued)

The Chief

- exercises supervision and renders technical judgment in areas of industrial engineering and management control.
- is a member of the working program budget advisory committee and is delegated responsibility for operation and maintenance, Army; operation and maintenance, Army Reserve; and Army family housing account fund control.
- programs, coordinates, and schedules resources to be sure work is completed in proper priority.

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Engineer
Resource
Management
Division
(continued)

- integrates the work management program with the other engineer and FH programs and makes sure of overall compliance with basic policies.
- plans and conducts an in-service training program in work management techniques and procedures for facilities engineering personnel.
- manages a customer oriented facility support program for FH.
- maintains real estate records and performs inventory and utilization surveys.
- manages service contacts program for FH.

3-17-1

Budget Branch

Budget Branch

- performs budget, cost accounting, fund control, and statistical services.
- plans, supervises, and coordinates the preparation, analysis, and completion of the facilities engineering budgets and operating programs to include
 - facilities engineering portion of the command operating budget,
 - executive review,
 - prior year report,
 - unconstrained requirements report, and
 - technical data report.
- obtains base operations support requirements from activities for inclusion in the operating budget to include tenant satellite activities on a reimbursable basis.
- provides input for interservice and intraservice support agreements.
- performs budget and fiscal accounting analysis in preparing allied statistical reports and studies.
- advises the facilities engineer on budget and fiscal matters relating to the operating budget and program and provides program budget advisory committee and financial management review and analysis input as required.
- analyzes operating program guidance and prepares budget instructions.
- advises facilities engineer and operating elements on the budget considerations involved in development, execution, analysis, and review of their activities.
- contributes, as required, to preparations of energy impact statements and energy conservation reports for facilities.
- monitors contracts against approvals and tracks obligations and receipts until payment is made by the finance and accounting office.
- reconciles quarterly outstanding obligations with the finance and accounting office.

3-17-1a

Work Services
Branch

Work Services Branch

- exercises supervision and renders technical assistance in
 - work reception and scheduling,
 - materials coordination,
 - estimating, and
 - facility inspections.
- prepares manpower and material estimates for individual job orders, service orders, and standing operation orders.
- based on current craft backlog, advises whether to perform work by contract or inhouse force.
- analyzes the completed work and evening shop performance.
- participates in the development of the unconstrained requirements report, resource management plan, and annual work plan.

3-17-1b

Work Reception
Section

Work Reception Section

- receives work requests and prepares input records.
- reviews job order requests for compliance with regulatory requirements, feasibility, and adequacy.
- discusses request with initiator, when necessary, to obtain additional information.
- determines the priority, shop, and tasks when processing work authorization documents.
- enters work documents into the integrated facilities data entry process and the facility engineering job estimating systems.
- provides status on requests submitted to the director.
- dispatches by radio priority service orders to mobile units.

3-17-1c

Planning and
Estimating
Section

Planning and Estimating Section

- estimates labor, material, and equipment costs using facility engineering job estimating computerized system.
- prepares detailed working estimates for individual maintenance, repair, and minor construction jobs to be done by the directorate and Active or Reserve troop engineer units.
- prepares preliminary estimates for work completed by contract.
- plans jobs in operational sequence by work elements and crafts so that work may proceed in a logical manner from start to finish.
- manages the batchlog maintenance and repair board and minor construction programs.

(continued on next page)

Planning and
Estimating
Section

- coordinates work projects with troop and tenant organizations through the meetings of
 - batchlog maintenance and repair board,
 - minor construction and alteration board, and
 - minor construction review board.

3-17-1d

Management,
Engineering,
and Systems
Branch

Management, Engineering, and Systems Branch

- provides industrial engineering services and technical assistance to increase productivity.
- provides technical direction for the integrated facilities system program to include
 - work management documentation,
 - job cost accounting transactions,
 - database verification,
 - report usage, and
 - training support.
- prepares economic analysis and required justifications for quick return on investment projects and other productivity enhancement programs.
- prepares
 - annual work plan,
 - weekly significant actions report using input from other divisions,
 - intensely managed items list, and
 - briefing material.
- drafts, reviews, and coordinates division policy letters, standing operating procedures, and regulations for submission to the administrative services office.
- is the point of contact for
 - commercial activities program,
 - working level Army community of excellence matters,
 - manpower and efficiency studies, and
 - internal controls program.

3-17-1e

Real Property and
Facilities

Utilization Branch

Real Property and Facilities Utilization Branch

- develops, modifies, administers, advises, and provides guidance on policies, plans, and programs for real estate
 - acquisition,
 - accounting,
 - management,
 - use, and
 - disposal.

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Real Property
And Facilities
Utilization Branch
(continued)

-
- plans and directs facility or building management.
 - assigns buildings and keys.
 - is the controlling agency in the allocation of types of facilities and buildings.
 - coordinates, handles, and acts on real estate actions both to and from DA such as
 - permits,
 - easements,
 - licenses,
 - leases, and
 - right-of-entry.
 - inspects leases and outgrants for compliance with terms.
 - furnishes advice and assistance on projects to other engineer branches and personnel.
 - coordinates with the area engineer on transfers of new construction and buildings schedule for demolition to clear the site for new construction.
 - provides educational training and serves as real estate advisor and consultant on real estate and facilities use actions.
 - prepares excess reports.
 - directs the data development and preparation of the recurring real property inventory and building information schedule.
 - prepares
 - DD Form 2085 (Unaccompanied Personal Housing (UPH) Inventory and Utilization Data),
 - joint resources assessment data base report (RCS 6-1C-4-2), and
 - DD Form 805 (Storage Space Management Report).
 - conducts surveys and compiles information for the annual utilization of real estate report.
 - provides input to the mobilization billeting plan base on criteria established n the U.S. Army Forces Command (FORSCOM) mobilization basic stationary, Fifth Army, coordinating instructions to the
 - FORSCOM Reserve component mobilization plan,
 - FORSCOM Reserve component (nondeployment mobilization troop basis) stationing plan, and
 - FH mobilization plan.
 - answers inquiries in regards to burials in the cemeteries located on FH.
-

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Real Property and
Facilities
Utilization Branch

- coordinates use actions internally and with appropriate major military commands and staff directorates.
- reviews use objectives with respect to reasonableness and consistency with known objectives outlined by higher HQ.
- identifies areas where utilization directives are not being met.
- performs or directs necessary investigations to ascertain reasons for inadequacies and draws conclusions on needed corrective actions.
- directs and performs surveys and analyses of activities and units to determine use requirements.
- recommends allocations and distribution of space through personal contact with top management personnel requesting and occupying buildings and facilities.
- develops, reviews, revises, and maintains current status of long- and short-range facilities use plans on troop housing for military units and activities on FH and Army Reserve centers in the FH area of responsibility to include
 - supporting facilities,
 - company administration,
 - supply dining facilities,
 - motor pools, and
 - storage.
- maintains real estate accountable records.
- makes decisions on equipment in place versus real property.

3-17-1f

Customer
Planning and
Support Branch

Customer Planning and Support Branch

- provides facility management support to customers by maintaining continuity to preserve each customer's goals and the directorate work plan.
- works with and within
 - 1st Cavalry Division,
 - 13th Corps Support Command,
 - 6th Cavalry Brigade,
 - 504th Military Intelligence Brigade,
 - 3d Signal Brigade,
 - 89th Military Police Brigade,
 - 31st Air Defense Artillery,
 - 3d Finance Group, and
 - 3d Personnel Group.
- furnishes engineering technicians to provide dedicated, day-to-day expertise in facility management areas including

(continued on next page)

Customer
Planning and
Support
Branch
(continued)

- facility use,
 - long-range plans,
 - programs,
 - alterations,
 - maintenance, and
 - repair.
- provides direct engineering support to interface between customer and directorate offices.
- furnishes specialized support to
 - U.S. Army Test and Experimentation Command,
 - Directorate of Reserve Components,
 - airfields,
 - Darnall Army Community Hospital,
 - ranges,
 - commissary, and
 - post exchange system.
 - investigates significant customer complaints.
 - formulates an engineering assessment of facility related problems.
 - suggests appropriation avenues based on expediency and economics so customers can establish plan of action to correct deficiencies.
 - tracks and coordinates work requests and other pending actions.
 - maintains working plans of action to resolve problems.
 - represents customer to extent stipulated by customer at various meetings to include
 - installation planning,
 - minor construction, and
 - maintenance and repair forums concerning
 - backlog maintenance and repair board,
 - minor construction review board,
 - minor construction and alteration board,
 - kitchen equipment, and
 - heating and air conditioning,
 - regional community action council, and
 - quarterly coordination meetings with users.
 - helps the customer prepare various feeder reports by coordinating efforts to be sure that customer's long-range mission requirements are compatible with

(continued on next page)

Customer
Planning and
Support Branch
(continued)

- FH master plan,
- facility use,
- force modernization,
- program assessment review report input,
 - operating budget, and
 - unfinanced requirements.
- attends inspector general inspections concerning customer's facilities status and prepares memorandum for record on same.
- assists customer's efforts to improve facility use.
- coordinates scheduled utility outages.
- helps minimize the impact of unscheduled disruptions on the affected customer.

3-17-1g

Service Contract
Branch

Service Contract Branch

- prepares contract packages.
 - researches the requirement,
 - resolves what to contract for,
 - initiates work orders,
 - performs job analysis,
 - coordinates funding,
 - coordinates reviews,
 - assists in solicitation process,
 - represents directorate in source selections boards.
 - trains personnel who will manage the contract, and
 - develops the following contract technical packages
 - performance requirements summary,
 - independent government resource estimate,
 - performance work statement (and related contract provisions),
 - quality assurance surveillance plan,
 - draft bid schedule,
 - technical and management evaluation factors,
 - source selection evaluation plan, and
 - purchase request.
 - serves as the technical representative in meetings at the Directorate of Contracting concerning site visits, preawards or postawards, and performance evaluations.
 - prepares technical project documentation required for initiating, revising, and renewing service contracts.
- NOTE:** Project documentation required for initiating and renewing service contracts may be completed by the proponent division or office possessing the required technical knowledge.
- performs contract phase-in and phase-out operation support.

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Service Contract
Branch
(continued)

- performs contract quality assurance, following and modifying the quality assurance surveillance plans for service contracts.
- establishes, maintains, and forwards contracting officer's representative files according to the Federal Acquisition Regulation and AR 25-400-2 (The Modern Army Record Keeping System (MARKS)).
- verifies and documents contractor compliance with service contract specifications through
 - contracting officer's representative,
 - inspectors, and
 - contract monitors.
- identifies and implements changes to service contracts that result in cost reductions or changes in requirements due to higher HQ directives.
- in the absence of institutional knowledge or structure elsewhere in the directorate, performs planning, determines strategy, provides technical guidance, develops regulation, and serves as post authority for service areas such as
 - small engine repair,
 - custodial work,
 - dumpster control, and
 - washer and dryer rental.

3-17-1h

Fire Protection
Division

Fire Protection Division

- provides fire prevention and protection to the FH area.
- inspects facilities and maintenance and construction projects for compliance with fire and safety regulations.
- organizes and administers airfield fire prevention and protection activities such as
 - aircraft crash rescues and fire fighting,
 - standbys for air evacuations,
 - refuels,
 - defuels,
 - auto rotations, and
 - hot uploading and downloading at two airfields.
- inspects, resets, winterizes, and tests sprinkler systems.
- maintains and installs fire extinguishers to include hydrostatic testing and recharging.
- checks and recharges fire suppression systems consisting of dry chemicals, liquid foam, and Halon agent.
- inspects buildings quarterly except the hospital which is inspected monthly and the nursery and day care facilities which are inspected weekly.

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Fire Prevention
Division
(continued)

- conducts fire prevention demonstrations, presents training aid classes to the troops, and trains the battalion fire marshals in their duties.
- inspects public schools, leases, and outgrants as requested.
- instructs quarters occupants in fire prevention and protection on a regular basis.
- inspects places of public assembly weekly such as
 - clubs,
 - theaters,
 - arts and crafts,
 - bowling alleys, and
 - teen clubs.
- determines and enforces maximum occupancy fire code.
- maintains the records of inspections and the fire extinguisher records of every building on post.
- inspects and gives instruction on fire prevention to supported Army Reserve centers.
- responds to every fire call
 - takes prompt action to extinguish fires,
 - minimizes fire and water damage, and
 - prevents loss of lives.
- investigates fires to determine causes and corrective action to prevent similar occurrences.
 - submits reports of each investigation.
 - prepares and maintains fire department reports and records of
 - operation,
 - personnel,
 - equipment, and
 - supplies.
 - prepares and recommends fire protection publicity.
- initiates publicity, educational programs, fire drills, and special events for participation in fire prevention week.
- performs preventive maintenance and tests equipment, apparatus, and systems.
- provides continuous on-the-job training programs to attain maximum skill in the elimination of fire hazards to include
 - prearranged plans,
 - teaching skills,
 - fire rescues,
 - management principles,
 - salvage techniques,

(continued on next page)

Fire Protection
Division
(continued)

- special fire fighting training, and
- rescue training.

NOTE: Training level is maintained to the maximum extent practical for multistory hospital, aircraft, brush, and structures.

- responds to other emergency requirements including carbon monoxide.
- maintains communications with corps operations center for emergencies.
- establishes and maintains mutual assistance pacts with surrounding communities.

3-17-2

Engineering,
Plans, and
Service Division

Engineering, Plans, and Service Division

- receives requirements and furnishes professional engineering services in preparing
 - project scopes,
 - designs, and
 - coordination.
- develops
 - engineering programs,
 - design methodology,
 - construction plans,
 - cost estimates, and
 - related specifications.
- develops, prepares, and coordinates master plans and military construction, Army (MCA) programs with staff, administrative and technical staff sections, and higher HQ.
- prepares and maintains record files of as-built drawings.
- prepares technical comments in review of projects including
 - MCA,
 - operations and maintenance, Army,
 - operations and maintenance, Army Reserve,
 - Army family housing,
 - nonappropriated funds, and
 - miscellaneous projects including privately financed construction on FH.
- reviews each construction and repair project to be sure that the project meets criteria and that the facilities and equipment provided are readily maintainable.
- provides technical guidance on buildings, grounds, and utilities contract projects.
- resolves technical questions on ongoing contracts.

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Engineering, Plans
And Service
Division
(continued)

- keeps abreast of technical guidance from higher HQ and the state of the art on utilities systems, buildings, and structures.
- is program office for the MCA program, master plan, and occupational safety and health act.
- coordinates with government agencies within area of responsibility and monitors utility systems to be sure of system integrity and adequate long-term expansion.
- maintains capability by performing studies based on input from operational elements.
- generates MCA projects to ensure other than operations and maintenance and maintenance, Army actions are completed in a timely manner.
- advises director on reviews of designs affecting utility systems for adequacy and compliance with goals and policies.
- is executive secretary at final design review conferences for designs completed by the division.
- reviews project designs for technical adequacy.
- provides technical expertise on contracts as point of contact between FH and Fort Worth district engineers for construction, repair, and service contract matters.
- provides the repository for holding completed maintenance manuals furnished as a result of construction contracts.
- manages construction contracts awarded by the Directorate of Contracting which includes preparing engineering design documents for field changes and revisions within the original project scope.
- manages the contract warranty program.
- receives, reviews, and tracks design requirements.
 - collects data and
 - verifies, prepares, and distributes design status list.
- provides and maintains engineering support systems for the division.
- provides general administrative support for the division to include
 - time cards,
 - overtime requests and tracking, and
 - preparing various reports.

3-17-3

Master
Planning
Branch

Master Planning Branch

- formulates, develops, and coordinates interrelated components comprising master planning for the permanent development of FH.
- responsible for studies needed to make sure the master plan is kept current.

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-
- Master Planning Branch
(continued)
- originates and develops short, intermediate, and long-range MCA programs.
 - prepares project description and design criteria, design brochures, cost estimates, and justification documents for MCA projects.
 - coordinates the master plan and construction program with
 - using organization,
 - construction agencies,
 - higher HQ, and
 - adjacent and nearby civilian communities.
 - prepares, consolidates, and coordinates technical comments in review of
 - construction plans and specifications,
 - design analyses, and
 - detailed site plans applicable to MCA programs.
 - makes sure design of MCA projects meets functional requirements through receipt of bids and contract award and construction phases.

3-17-3a

Construction
Contract
Inspection Branch

Construction Contract Inspection Branch

- performs in-progress inspections of construction, repair, and maintenance contracts for project which include
 - operations and maintenance, Army
 - operations and maintenance, Army Reserve
 - Army family housing, and
 - nonappropriated funds.
- provides technical guidance to the contracting officer on construction, maintenance, and repair contracts administered by the Directorate of Contracting through branch or directorate expertise.
- performs contracting officer's representative duties to include
 - authenticating scope of progress and pay estimates and
 - approving materials, laboratory tests, and shop drawings.
- provides for contracts administered by Directorate of Contracting
 - field work coordination with using organizations,
 - documentation preparation for contract modifications,
 - final acceptance inspections of completed contracts, and
 - inspections of in-progress construction, maintenance, and repair.
- represents the director as the using service for Fort Worth district engineers administered construction, maintenance, and repair contracts.

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Construction
Contract
Inspection
Branch
(continued)

- conducts and coordinates utility clearance inspections for excavations whether by contract or otherwise.
- performs periodic visits to district engineers administered contracts sites to be sure that the facilities and equipment provided are readily maintainable.
- is point of contact for construction contracts matters administered by the district engineers
 - MCA (for master planning) and
 - operations and maintenance, Army (for construction contract).
- as the using service representative, performs final acceptance inspections on construction to be posted to real property records.
- maintains contract files from contract award through completion.
- approves and distributes operation and maintenance manuals and as-built drawings.

3-17-3b

Civil
Architectural
Engineering
Branch

Civil Architectural Engineering Branch

- prepares, coordinates, designs, and develops civil architectural engineering projects to include project scopes, plans, specifications, and cost estimates.
- provides technical assistance to contracting offices prior to contract award.
- provides scope and project management of design projects prepared by the Fort Worth district engineers, engineer troop units, and civilian firms.
- prepares engineer reports, studies, surveys, and analyses.
- performs field surveys in support of project designs to determine horizontal and vertical controls and metes and bounds.
- performs soil laboratory tests in connection with design of facility engineer projects.
- performs truss and bridge structural adequacy surveys.
- schedules, coordinates, and consolidates post completion warranty inspection of construction contracts.
- maintains a data base of facilities and equipment under contract warranty.
- provides warranty coverage information to government maintenance and repair personnel and to contractors.
- makes sure of contractor fulfillment of warranty responsibilities.
- coordinates with corps of engineers on warranty actions.
- maintains completed contract files for a period of 1 year.

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Civil
Architectural
Engineering
Branch
(continued)

- provides technical, administrative, and logistics support for preparing and processing designs and bid packages.
- provides drafting services for engineers maintaining record drawings for
 - buildings,
 - structures,
 - roads,
 - ranges,
 - airfields,
 - streets, and
 - utilities.
- furnishes reproduction services for engineering projects, plans, maps, and charts.

3-17-3c

Mechanical and
Electrical
Engineering
Branch

Mechanical and Electrical Engineering Branch

- prepares, coordinates, designs, and develops mechanical and electrical engineering projects to include plans and specifications for occupational safety and health act projects and alternate energy sources such as solar.
 - designs include construction and maintenance and repair projects up to statutory limits
 - design responsibilities include
 - minor construction contracts,
 - family housing maintenance, repair, and improvement,
 - backlog maintenance and repair board projects, and
 - large requirement contracts.
- provides scope and project management of mechanical and electrical design projects prepared by the Fort Worth district engineers, engineer troop units, and civilian firms.
- makes engineering reports, studies, and surveys.

3-17-3d

Environmental
Management
Office

Environmental Management Office

- manages the conservation, restoration, protection, and enhancement of the environment, natural resources, and cultural resources programs which encompass
 - archaeological,
 - energy,
 - land, fish and wildlife,
 - water pollution abatement,
 - hazardous waste, and
 - pest management operations.
- integrates use and amelioration of environmental and cultural resources into the planning and execution of the basis mission.

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Environmental
Management
Office
(continued)

- coordinates archaeological resource management, natural resources management, and environment management with federal, state, and local agencies and command and staff sections.
- performs the function of staff archaeologist.
- is program office for the energy conservation improvement program.

3-17-4

Environmental
Management
Branch

Environmental Management Branch

- manages, coordinates, and monitors environmental, natural resources, land, and pest management programs.
- performs the function of staff agronomist and entomologist.
- oversees environmental programs and natural resources as directed by
 - Congress,
 - public law, and
 - federal, state, and local regulations.
- develops, prepares, and monitors long-range plans for the use and improvement of natural resources and environmental programs.
- develops, manages, and coordinates pollution abatement, hazardous wastes, and agricultural outlease programs.
- requests and maintains State and Federal operating permits for solid wastes, air discharges, waster water, and water use.
- develops and administers the spill contingency plan as well as the pest management plan to include contingency planning and mobilization of personnel.
- coordinates, prepares, reviews, and updates environmental impact statements and assessments.
- prepares and reviews plans for service projects and in-house projects on landscape, natural resources, pest control, and pollution abatement projects.
- identifies and programs for the preservation of rare and endangered flora and fauna.
- manages funds generated by the recycle program.
- provides professional engineer expertise in developing projects, guiding engineer design for areas that affect environmental functions.
- provides technical training on environmental matters to civilian activities and troop units.

3-17-4a

Fish and
Wildlife
Branch

Fish and Wildlife Branch

- protects and improves fish and wildlife habitats.
- establishes and recommends protective measures and practices in construction and maintenance activities to avoid pollution, burning, and unnecessary destruction of habitat.
- monitors, investigates, and recommends management and procedures relating to game animals, birds, and fish.
- surveys and recommends improvement for food, cover, and water sources for wildlife.
- develops and monitors fish and wildlife inventories and population indexes.
- surveys and monitors the status of rare and endangered species and recommends management procedures of same.
- maintains liaison with State land grant colleges and other local, State, and Federal wildlife management agencies.
- recommends, implements, and inspects fish and wildlife development projects through unimproved grounds section and rehabilitation contracts.
- prepares reports, interagency agreements, and long-range plans relating to program development and future planning.
- coordinates with Directorate of Personnel and Community Activities community recreation division and other elements for safe and efficient conduct of hunting and fishing activities.
- collect and analyzes biological data during annual deer and turkey harvests.
- manages funds and budget for fish and wildlife activities.

3-17-4b

Energy
Conservation
Branch

Energy Conservation Branch

- administers, supervises, and monitors the Army energy program.
- plans, supervises, schedules, and coordinates energy conservation awareness training to civilian and military organizations.
- prepares scope for plans and specifications, economic analyses, and studies on energy conservation investment opportunities.
- operates energy monitoring and control systems.
- monitors energy consumption and prepares energy consumption projections.
- provides routine inspections of effective use of energy resources.
- administers utility sales and procurement contracts.
- provides professional engineer expertise in developing projects, guiding engineer designs.

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Energy
Conservation
Branch
(continued)

- provides technical backup to construction inspection and acceptance of energy conservation on projects and areas of construction that affect energy conservation.
- provides technical training on environmental matters to civilian activities and troop units.

3-17-4c

Housing
Division

Housing Division

- exercises centralized management of housing functions.
- makes sure of maximum use of housing resources including manpower, funds, facilities, and other government property.
- develops annual and long-range plans and determines the requirements for new construction, renovations, and improvement of housing facilities.
- provides assistance to soldiers in obtaining offpost housing and maintains liaison with local community officials, building associations, and related interests.
- manages the housing operation management system.
- recommends and implements housing policies as approved by the director.

3-17-5

Architectural
Services

Architectural Services

- develops, controls, and monitors execution of annual and long-range work plans for housing assets
 - construction,
 - maintenance,
 - repair, and
 - improvement.
- prepares and coordinates with appropriate supporting activities.
- programs requirements for construction, improvements, and renovations.
- coordinates and monitors the energy conservation and environmental; programs.
- performs contracting officer's representative function for housing lease program.
- maintains maintenance, repair, and improvement records for family quarters.
- prepares technical data reports pertaining to family housing and reviews and analyzes reports and performance data containing family housing information, particularly with reference to comparison with standards.
- develops and coordinates community life projects with community mayors and supporting units.
- provides input for Army family housing command operating budget.
- monitors execution of funding programs.

3-17-5a

Family
Housing Branch

Family Housing Branch

- performs overall family housing management to achieve centralized management of family housing functions.
- assigns and terminates government-controlled units to include 801 and domestic leased housing.
- issues assignment and termination orders and conducts check ins, terminations, and area inspections.
- reviews and adjusts quarters allocations, as required, through periodic analysis.
- maintains maximum use of available quarters.
- assigns units under housing lease program.
- coordinates furnishings and equipment requirements for family quarters.
- enforces community standards.
- provides assistance to military members and families (eligible DOD civilians) in locating suitable civilian housing.
- determines the availability of family and bachelor housing units in adjoining civilian communities which may be considered as adequate assets to meet the housing requirements.
- obtains assurances of nondiscrimination.
- maintains continuous liaison with real estate activities in order to obtain maximum adequate housing.
- maintains liaison with government agencies to be sure of their understanding of the Army referral service program and to solicit support necessary to enhance the effectiveness of the program.
- receives and investigates tenant and landlord complaints or refers them to the housing arbitrator for further action when necessary.
- mediates and resolves complaints as expeditiously as possible.
- advises and assists minority applicants in registering housing discrimination complaints with Federal and local government agencies.
- assists applicants in community activities and service matters.
- maintains statistical data on military personnel and family members residing in the local communities and submits recurring and special reports as required.
- conducts annual housing surveys to document housing requirements.

3-17-5b

Unaccompanied
Personal
Housing

Unaccompanied Personnel Housing Branch

performs overall management of

- unaccompanied officer housing,
 - unaccompanied senior officer housing,
 - unaccompanied senior enlisted housing,
 - guest housing, and
 - transient facilities.
- assigns and terminates permanent party unaccompanied personal housing facilities and provides 24-hour operations of transient facilities.
 - manages two nonappropriated funds billeting accounts.
 - monitors and maintains records of statements of nonavailability for bachelor personnel for staff sergeants and below.
 - maintains centralized records on unaccompanied personnel residing off post.
 - programs for maintenance, repair, and replacement of furnishings for permanent party bachelor quarters, guest houses, and transient facilities.

3-17-5c

Family Housing
Maintenance
Contract Branch

Family Housing Maintenance Contract Branch

- manages the family housing maintenance and family housing grounds maintenance contracts to include
 - preparation of technical support documentation for initiation and renewal of contracts.
 - contract quality assurance.
 - technical guidance to the contractor and management oversight relating to maintenance, repair, and alterations performed under the family housing maintenance and family housing grounds maintenance contracts.
 - contracting officer's representative duties to include authentication of pay estimates.
 - technical representation at preaward evaluations relating to family housing maintenance and family housing grounds maintenance contracts.

3-17-5d

Supply and
Storage Division

Supply and Storage Division

- plans, programs, and performs the facilities engineering supply and storage functions to include the engineering portion of stock fund.
- coordinates the execution of functions with other divisions and offices and applies stock control policy and accounting procedures.
- establishes facilities engineering supplies plans, policies, and standing operating procedures.

(continued on next page)

Supply and
Storage Division
(continued)

- maintains liaison with higher HQ, supported activities, and approved logistics systems to be sure of compatibility and proper operation.
- reviews publications, technical documents, and directives from higher HQ to be sure local procedures and documentation comply.
- monitors the maintenance of property book for common table of allowances and tables of distribution and allowances (TDA) equipment.

3-17-6

Stock Records
Accounts
Branch

Stock Records Accounts Branch

- performs functions related to property accountability.
- maintains documentary control of facilities engineering supply items and equipment.
- initiates and completes action for local purchases.
- reviews, analyzes, and manages inventory to include procurement and disposal actions.
- reviews stock levels for standby, mission essential, mobilization reserve, and special project items.
- initiates action to maintain authorized stock levels based on demand data and related statistics.
- manages the stock fund obligations authority allocated to the accountable officer.
- controls and manages supplies and equipment storage areas and facilities assigned to the branch.
- receives, classifies, and inspects supplies to be sure supplies are correct and in serviceable condition and prepares accountability documentation.
- operates a central receiving and redistribution center for supplies in compliance with current procedures.
- stores and secures supplies maintained in the branch.
- maintains open requisition files for supplies and equipment ordered by the branch.
- processes necessary documentation to facilitate distribution of items to requesting shops, sections, divisions, and troop units.
- determines disposition and directs commercial carriers to delivery points.
- checks documentation and posts to stock records.
- staffs and operates the individual job order material holding area which contains materials to be issued to individual job orders.

3-17-6a

Property Book
Accounts Branch

Property Book Accounts Branch

- operates and supervises functions within the division which relate to property accountability.
- maintains documentary control of facilities engineering supply items and equipment.
- initiates and accomplishes procurement action.
- reviews, analyzes, and manages items to include procurement and disposal actions.
- verifies the engineer equipment portion of the FH TDA and maintains the property book for the accounting of this equipment.
- coordinates TDA additions and deletions with supported activities and units.
- manages the operation and maintenance, Army fund obligation authority by programming, planning, controlling, an inventorying as required for management of the
 - bachelor and family housing furnishings program and
 - the property book accounts.
- controls and manages supplies and equipment and storage areas and facilities assigned to the branch.
 - redistributes, receives, and inspects furnishings and equipment to be sure they are correct and in serviceable condition and prepares accountability documentation.
- operates a central receiving and redistribution center for supplies and equipment in compliance with current procedures.
- stores and secures supplies and equipment maintained in the property book records.
- maintains open requisition files on supplies and equipment placed on order by the branch.
- processes documentation to facilitate distribution of items to requesting shops, sections, divisions, and troop units.
- receives bulk fuel and makes sure that a fuel is properly received, stored, and redistributed in compliance with current procedures.
- determines disposition and directs commercial carriers to delivery points.
- checks documentation and posts to property books.
- classifies and processes furnishings and equipment serviceability before turn in by supported units
- executes tasks required for managing the bachelor and family housing furnishings program and for the self-help issue point issuing repair and utilities supplies to repair and utilities teams and government quarters occupants.
- performs inventory management, property authorization, and furnishings inspection for replacement of assets.

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Property Book
Accounts Branch
(continued)

- maintains unfinanced requirements records (units requests) by priority of need and age of request.
- submits the unfinanced requirement lists for funding initial and replacement furnishings and equipment.
- conducts joint inventories of furniture and furnishings upon change of company commanders or hand receipt holders in
 - troop barracks and day rooms,
 - bachelor officer quarters, and
 - bachelor enlisted quarters.
- prepares annual furnishings inventory report for family and bachelor officer and enlisted quarters.
- monitors furnishings and equipment repair contracts for furniture, mattresses, and day room equipment repair.

3-17-6b

Operations and
Maintenance
Division

Operations and Maintenance Division

- performs real property maintenance activities.
- uses necessary crafts and trades to plan, maintain, repair, and improve
 - buildings,
 - structures,
 - roads,
 - airfields,
 - railroads,
 - hardstands,
 - bridges,
 - ranges,
 - grounds,
 - packing and crating,
 - drainage systems,
 - storm drains,
 - sewer systems,
 - water, and
 - electrical distribution systems.
- schedules and performs organizational maintenance and repair of maintenance and service equipment and shop equipment.
- executes an effective preventive maintenance program for utility systems.
- plans, coordinates, and performs the activities involved in operation, maintenance, and repair of physical plants and systems.
- develops personnel training, licensing, and certification programs.
- develops work plans and programs and assists in work scheduling.

(continued on next page)

Operations and
Maintenance
Division
(continued)

- reviews procedures and methods to make sure of the most economical and efficient use of funds and manpower.
- makes recommendation for stocks of new or improved types of materials and supplies.

3-17-7

Area Support
Branch

Area Support Branch

- supervises and manages real property maintenance activities including
 - area shops which
 - operate, maintain, and repair
 - buildings structures,
 - interior utilities,
 - kitchen equipment, and
 - heating, ventilation, and air conditioning equipment (within an assigned area of responsibility).
 - perform preventive maintenance on a scheduled cycle.
 - respond to service orders and emergency radio dispatch.
 - maintain operating and equipment logs.
 - controls and centrifugal shop which
 - maintains and repairs centrifugal units and heating, ventilation, and air conditioning controls.
 - conducts heating, ventilation, and air conditioning preventive maintenance program.

3-17-7a

General Support
Branch

General Support Branch

- supervises and manages
 - exterior electric shop which
 - operates, maintains, and repairs
 - electrical generators,
 - cathodic protection,
 - frequency modulation controls,
 - traffic controls,
 - fire alarms,
 - water controls,
 - electrical distribution system,

(continued on next page)

General Support
Branch
(continued)

-
- substations, and
 - special purpose systems such as joint service intrusion detection system.

 - maintains required equipment and operating logs.
 - performs cyclic preventive maintenance and individual job orders.
 - responds to emergency radio dispatch and service orders.

 - exterior plumbing shop which
 - operates, maintains, and repairs
 - water plants, pumps, storage, treatment, and distribution systems,
 - sewage collection, treatment, and disposal systems,
 - liquid fuel storage and dispensing systems,
 - swimming purification equipment, and
 - natural gas distribution systems.

 - makes sure plants and systems are maintained and operated in compliance with Army and State and local environmental pollution abatement objectives.

 - makes sure that water and treatment plant operators meet the proficiency level consistent with state operator certification requirements.

 - prepares operating logs and maintains plant operations records.

 - performs preventive maintenance on systems and equipment.

 - responds to service orders and emergency radio dispatch.

 - performs individual job orders work.

 - pavement shop which
 - maintains, repairs, and improves roads, pavements, hardstands, ranges, airfields, railroads, bridges, and drainage systems.

 - maintains cantonment traffic signs, pavement markers, and other related traffic control devices.

 - performs snow and ice removal and sanding operations.

 - maintains, repairs, and improves railroad trackage, trestles, structures, and associated drainage systems.

 - pumps oil and water not collected by Defense Reutilization and Marketing Office contracts from storage tanks and pads.

 - reclaims waste oil.

 - performs scheduled street sweeping operations.

(continued on next page)

General Support
Branch
(continued)

-
- engineer equipment maintenance shop which
 - performs maintenance and service on maintenance and service equipment.
 - initiates requests for repair beyond the section's capability.
 - performs welding on structures, installed equipment, utilities, and maintenance and service equipment.
 - maintains authorized stock level of repair parts, oils, greases, batteries, and fluids.
 - grounds shop which
 - maintains and repairs improved grounds, landscape plantings, and drainage facilities.
 - assists in design of maintenance contracts, landscaping contracts, and self-help programs.
 - controls noxious, poisonous, and other undesirable weeds and grasses for
 - safety,
 - security,
 - sanitation,
 - accessibility,
 - visibility, and
 - aesthetics.
 - assists other operational shops by repairing ground areas following emergency utility and maintenance repairs.
 - provides erosion control, watershed rehabilitation, and repair and maintenance of unimproved grounds areas.
 - implements fish and wildlife branch recommendations on fisheries and wildlife habitat maintenance and improvement.
 - assists in surveillance of agricultural and grazing outleasings.
 - assists designing contact maintenance and rehabilitation projects.
 - protects and preserves natural resources through grassland renovation, brush control programs, and water resource maintenance.
 - supports fish and wildlife branch in fisheries and wildlife management, translocation, and harvest data collection.
 - lock shop which
 - performs maintenance and repair on locks and other finished hardware.
 - duplicates keys.
 - maintains a complete key file and inventory.
-

(continued on next page)

General Support
Branch
(continued)

- performs individual job orders work.
- responds to service orders and radio dispatch.
- fabrication shop which
 - maintains, repairs, or replaces metal components of buildings, structures, or installed building equipment.
 - processes and constructs wooden fixtures and containers for packing and crating
 - packs and crates authorized supplies and equipment and
 - performs woodworking, millwork, and trades work.
 - performs sign painting activities.
 - provides packing and crating support to troop units.
- individual job order shop which
 - performs maintenance individual job order work, alteration, modification, and minor construction work using
 - carpentry,
 - electrical,
 - heating, ventilating, and air conditioning
 - plumbing,
 - painting, and
 - masonry.

3-17-7b

Operations
Office

Operations Office

- supervises the activities of thee branches
- coordinates required support from other divisions

3-17-8

Troop
Construction
Branch
(continued)

Troop Construction Branch

- is the point of contact on projects engineer troop units support.
- recommends the feasibility of projects to be done by troop units based on knowledge of engineer unit capabilities and limitations (both Active and Reserve Components).
- reviews project plans, drawings, and bills of materials and recommends changes as appropriate.
- validates and processes additional material requests.
- identifies special equipment and tool requirements.
- monitors issue and turn in of materials and special tools.

(continued on next page)

Troop
Construction
(continued)

- coordinates shop support.
- advises or arranges for technical expertise for engineer troop units.
- receives and reconciles weekly project reports submitted by troop units.
- chairs coordination meetings with supporting engineer units.
- publishes project status and progress report.
- performs quality control functions.
- inspects for construction and safety standards.
- conducts preliminary and final inspections.
- inspects troop self-help projects.
- conducts onsite visits and provides quality control and inspection functions.
- prepares estimates and bills of materials and orders material for troop self-help painting functions.
- coordinates project sites according to master plan.
- coordinates reserve component projects with reserve facilities support branch.

3-17-8a

Plans and
Mobilization
Branch

Plans and Mobilization Branch

- is point of contact and coordinator for mobilization, deployment, and emergency deployment readiness exercises.
- attends coordination conferences and meetings.
- provides representative, as required, to the corps operations, mobilization and deployment control, and rail operation centers.
- schedules and conducts rail loading training as required.
- supports readiness exercises and deployments by providing technical assistance for rail loading operations.
- maintains go-to-war stock of blocking, bracing, packing crating, and tiedown materials for active and reserve units deploying from FH.
- maintains storage and issues blocking, bracing, packing, crating, and tiedown materials for training and emergency deployment readiness exercises.
- is point of contact and coordinator for mobilization and contingency plans impacting on the directorate.

(continued on next page)

Plans and
Mobilization
Branch

- reviews plans, standing operating procedures, and other documents.
- recommends changes and improvements and
- coordinates input from appropriate divisions.

NOTE: Documents include FH mobilization plan, Garden Plot, general support plan, limited operations plan, operation plan Ready Go, and onpost disaster plan.

3-17-8bReserve Facilities
Support Branch

Reserve Facilities Support Branch

- is point of contact for real property maintenance activity support to Army Reserve centers within FH area of responsibility.
- coordinates required support.
- supervises the mechanics who maintain and repair the Army Reserve facilities.
- prepares operational and maintenance, Army Reserve input to the annual work plan.
- maintains listing of backlog maintenance repair board projects.
- monitors budget and funds expenditures to make management decisions.
- coordinates support from the 416th Engineer Group such as facility surveys, design support, and other engineer support as required.
- assists Directorate of Contracting in administering service contracts such as custodial, refuse, pest control, and grounds maintenance.
- identifies the need for services, generates action to obtain services, prepares receiving reports, investigates complaints, and provides recommendations to contracting officer.
- conducts semiannual project review boards with major U.S. Army command facility managers and 5th Army to formally validate and set priorities for Army Reserve Center support requirements.
- coordinates project inspections, planning, estimating, designs, and design reviews.
- orders supplies, materials, and tools to support the Reserve facilities work force.
- develops a comprehensive 5-year Reserve Center support plan.

3-17-8c

DIRECTORATE OF ENGINEERING AND HOUSING

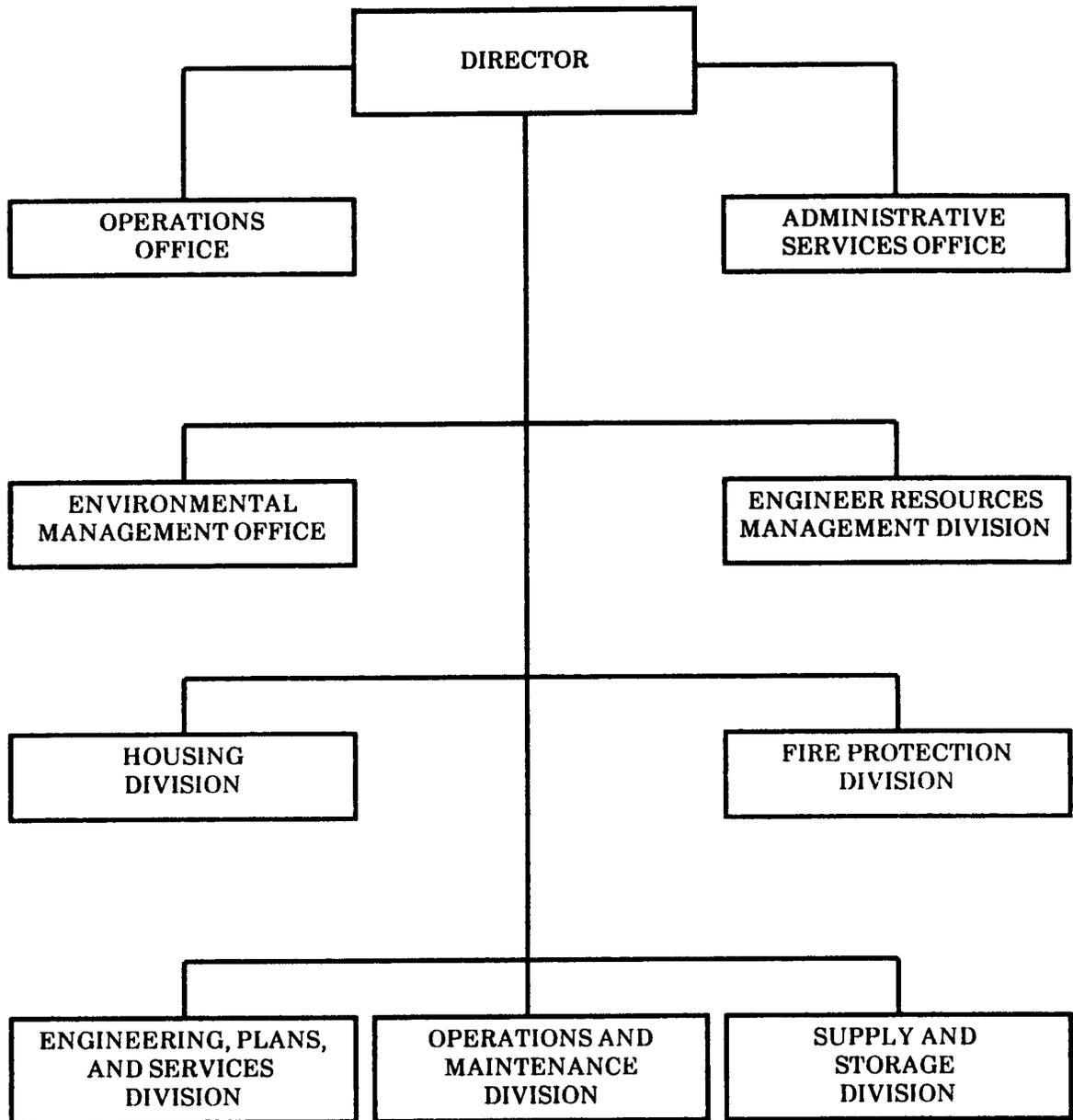


Figure 3-17. Directorate of Engineering and Housing (Garrison Staff)

SECTION XVIII. PROVOST MARSHAL OFFICE

3-18

General

This office

- enforces applicable laws, regulations, and policies.
- maintains order.
- apprehends absentees.
- controls traffic.
- conducts investigations.
- operates the detention and regional corrections facilities.
- exercises OPCON over military police who support the provost marshal.
- maintains liaison with G1 and Directorate of Personnel and Community Activities on
 - safety,
 - nonappropriated funds activities, and
 - other welfare, morale, and discipline of command matters.
- maintains liaison with G2 and Directorate of Security on
 - security clearance matters,
 - investigations,
 - security, and
 - related matters.
- coordinates with G3 and Directorate of Plans, Training, and Mobilization on
 - counterterrorism,
 - U.S. Army Forces Command security enhancement plan,
 - equipment,
 - supply and services,
 - contingency planning, and
 - training and tasking of military police resources matters.
- has staff responsibility for the local Armed Forces disciplinary control board.
- is responsible for the physical security and crime prevention programs.
- coordinates the service of civil warrants and citations at FH.
- maintains a special reaction team in the event of a major disruption or threat situation.
- operates a military working dog program in support of drug enforcement, explosive detection, and security missions.

General
(Continued)

- maintains liaison with Federal, State, and local law enforcement agencies and related activities of other Armed Forces.

3-18a

Provost
Marshal

The Provost Marshal

- establishes plans and policies pertaining to office functions.
- advises the command group on issues concerning
 - military police law enforcement,
 - investigations,
 - physical security, and
 - confinement.
- is the president of the Armed Forces disciplinary control board.
- is the Commander of the 89th Military Police Brigade.

3-18b

Deputy Provost
Marshal

Deputy Provost Marshal

- assists in and assumes the duties and responsibilities of the Provost Marshal as required.
- exercises OPCON over military police assigned to garrison law enforcement duties.
- provides staff supervision over branches and sections.
- makes sure of compliance with Federal, State, and local laws.

3-18c

Headquarters
Company

Headquarters Company

- provides staffing to the branches
 - maintains and submits standard installation and division personnel system transaction for assigned personnel and
 - plans and coordinates training of unit personnel.
- maintains hand receipt equipment.
 - maintains the property book and supporting document register for expendable and nonexpendable property transactions.
- provide billeting and associated support to all eligible, assigned soldiers.

3-18d

Police
Administration
Branch

Police Administration Branch

- provides administrative support to designated sections and branches.
 - prepares final military police reports.
 - maintains central reporting files.

(continued on next page)

Police
Administration
Branch
(Continued)

- releases reports according to the privacy act and freedom of information act.
- conduct local files checks for authorized personnel with a need to know.
- provides the staff judge advocate office with copies of reports on driving while intoxicated and driving on revocation.
 - performs administrative procedures for reinstatement of driving privileges.
- is responsible for the privately owned weapons registration program.
- maintains statistical data on offenses.
- operates the military police management information system and other related systems.
- is point of contact for
 - suggestion program,
 - 8-SMART,
 - incentive awards,
 - internal control,
 - Army ideas for excellence program,
 - commercial activities,
 - equal employment opportunity,
 - information management, and
 - other similar programs.
- develops budget and controls expenditure of funds.
- oversees office civilian personnel management.
- performs administrative procedures for processing traffic violations.
 - assesses traffic points to individual driver records and
 - makes referrals to remedial driver's training.
- provides vehicle registration services for persons who use the facilities on a recurring basis.
 - schedules appointments for the motorcycle safety test.
- assists commanders by obtaining civil police reports and civil adjudications on soldiers for offenses committed outside the local area.

3-18-e

Law
Enforcement
Branch

Law Enforcement Branch

- supervises and controls military police patrols and enforces law and order on FH.
- operates the military police station and a 24-hour military police desk.
- supervises the following sections

(continued on next page)

Law
Enforcement
Branch
(Continued)

- civil police liaison and absent without leave apprehension,
 - game warden,
 - military police investigations,
 - special reaction team,
 - animal control,
 - military police desk and patrol,
 - canine,
 - traffic, and
 - crime prevention.
- formulates plans and policies for the daily discipline, law, and order mission.
 - provides a central location for the disposition of arrest warrants and civil papers.
 - monitors violations committed by soldiers in the civilian community and other issues of government interest.
 - assists commanders by obtaining civil police reports and civil adjudications on soldiers for offenses committed within the local area.
 - is liaison on actions and investigations between civilian agencies and soldiers.
 - returns absentees and deserters to military control.
 - responds to complaints and assistance requests.
 - performs security checks, house watch checks, and money escort services.
 - enforces Federal and State (assimilated) laws, and military regulations pertaining to conservation of fish and wildlife on FH and maintains liaison with State and Federal wildlife agencies.
 - performs searches using narcotic and explosive detection dogs and provides patrol dogs for law enforcement missions.
 - enforces motor vehicle operation.
 - investigates vehicular accidents,
 - conducts traffic surveys,
 - directs school crossing attendants program, and
 - identifies and processes abandoned property released to and found by military police.
 - maintains the III Corps and FH evidence depository.
 - conducts investigations of offenses as outlined in AR 190-30 (Military Police Investigations), appendix B, and as directed by the provost marshal.
 - supervises the juvenile and domestic violence section which

(continued on next page)

Law
Enforcement
Branch
(Continued)

- investigates juvenile incidents and
- responds to domestic assistance calls.
- operates a crime information center designed to identify and solve crime trends and offenders.
- is responsible for the crime prevention program.

3-18f

Physical
Security
Branch

Physical Security Branch

- provides physical security survey and inspection support for facilities, organizations, offices, activities, and functions assigned to, attached to, detached from, or supported by III Corps and FH including
 - Army Reserve and Reserve Officer Training Corps facilities,
 - recruiting stations, and
 - activities located within the AR 5-9 geographic area of responsibility.
- provides site surveys for identifying the requirements associated with the installation of physical security equipment
- operates the alarm monitor station.
- is responsible for the security of the corps HQ building.

3-18g

Installation
Detention
Facility

Installation Detention Facility

- assists commanders at every level in maintaining unit discipline by providing custodial supervision of pretrial and posttrial prisoners.
- provides
 - administrative services,
 - limited medical services,
 - chaplain services, and
 - limited counseling to prisoners.
- provides custodial services and a variety of repair and utilities services to units on FH.
- supports Fort Sam Houston, TX, and Fort Polk, LA.

NOTE: Prisoners with a sentence of less than 36 months and at or above a sentence of 36 months and a day are transferred to the U.S. Army Disciplinary Control Barracks, Fort Leavenworth, KS.

3-18h

THE PROVOST MARSHAL OFFICE

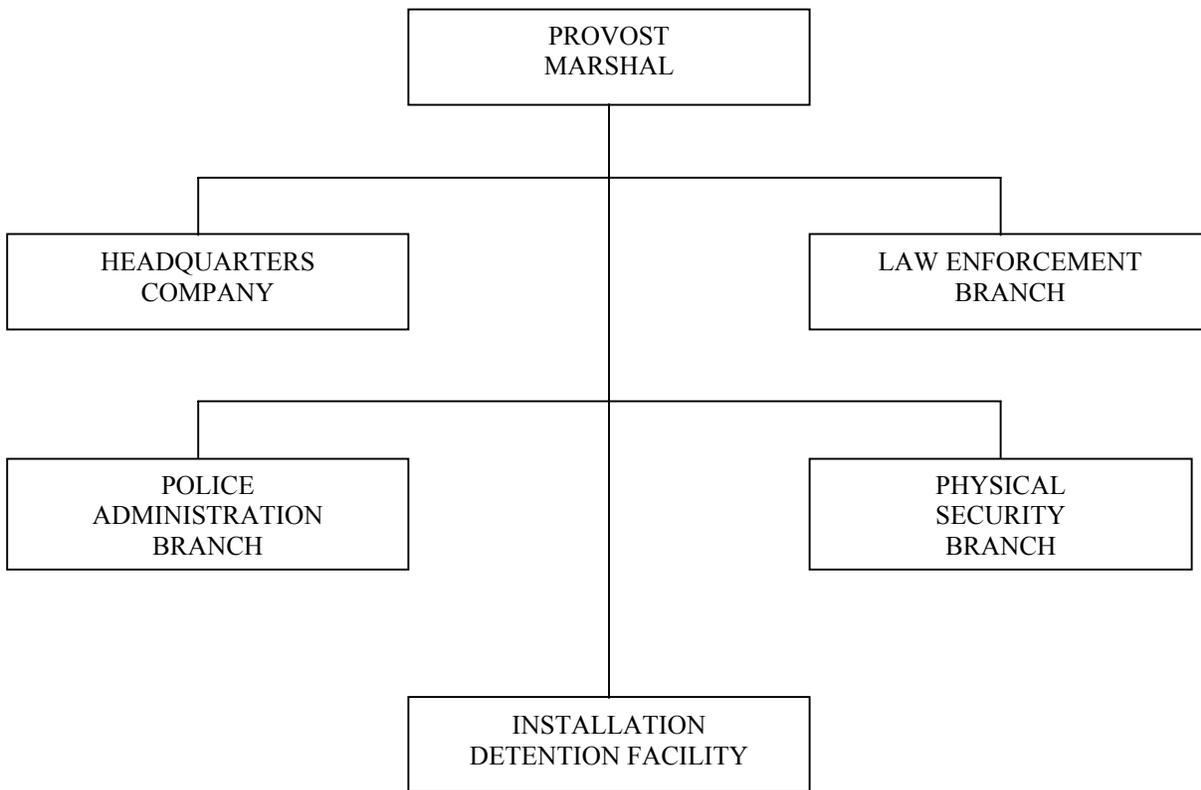


Figure 3-18. Provost Marshal Office (Combined Corps and Garrison Staff)

SECTION XIX. DIRECTORATE OF RESERVE COMPONENT SUPPORT

3-19

General

This directorate

- directs and coordinates resource management, administrative support, and logistics support for Reserve Component and Reserve Officer Training Corps units training at FH.
- coordinates between staff agencies for the most efficient and effective support to Reserve Component and Reserve Officer Training Corps units and individuals participating in FH
 - annual training,
 - inactive duty training,
 - active duty training,
 - full-time training duty, and
 - exercises.
- coordinates all post support for Reserve Officer Training Corps and Army Reserve units according to AR 5-9.

3-19a

Director

The director

- plans, organizes, staffs, directs, and controls the directorate's activities.
- advises the CG and garrison commander and staff on Reserve Component and Reserve Officer Training Corps support.
- serves on committees and boards related to Reserve Component and Reserve Officer Training Corps support.

3-19b

Budget Section

Budget Section

- estimates and justifies funding requirements to support Reserve Component and Reserve Officer Training Corps training.
- monitors availability of funds and controls expenditures.
- prepares budget reports for the command operating budget and for the Directorate of Resource Management.

3-19c

Supply Section

Supply Section

- receives, reviews, and edits requests for issue and turn in of
 - supplies,
 - equipment,
 - clothing,

(continued on next page)

Supply
Section
(Continued)

-
- rations,
 - ammunition, and
 - transportation from Army Reserve and Reserve Officer Training Corps units in the FH areas of support.
- forwards requests to appropriate supporting activities and monitors service to customer units.
- provides customer assistance to units requesting logistical support and is point of contact for activities that support customer units.

3-19d

Administrative
Services Section

Administrative Services Section

- prepares, receives, controls, and distributes correspondence.
- manages classified documents, reference documents, files, travel, supplies, equipment, and vehicles.

3-19e

Scheduling and
Evaluation
Division

Scheduling and Evaluation Division

- determines the annual training requirements of Reserve Component organizations.
- schedules annual training and coordinates the evaluation of annual training at FH.
- assists with the management of mobilization readiness training and planning.

3-19f

Annual Training
Scheduling and
Evaluation
Section

Annual Training Scheduling and Evaluation Section

- schedules and coordinates Reserve component annual training.
- manages the evaluation of Reserve component units conducting the training.
- manages the Army directed training association program within FH.
- establishes and operates an evaluation HQ for onpost training.
- completes and forwards training evaluation reports.

3-19g

Individual
Training
Section

Individual Training Section

- coordinates and manages training for individual mobilization augmentees and ready reserve.

3-19h

Site Support
Division

Site Support Division

- plans, schedules, and conducts preannual training conferences and other pretraining support coordination conferences.
- determines support requirements, monitors FH capabilities, and coordinates support and Reserve Components and Reserve Officer Training Corps units.
- schedules training areas weapons ranges, special training facilities, and equipment for the units.

(continued on next page)

Site Support
Division
(Continued)

-
- coordinates the availability of services for the units.
 - manages billeting, administrative facilities, dining facilities, and associated resources and assigns these facilities, dining facilities, and associated resources and assigns these facilities to units training.
 - processes unit requests for specific support requirements such as
 - ammunition,
 - rations,
 - petroleum, oil, and lubricants,
 - convoy clearances,
 - communications nets,
 - air space,
 - kitchen police,
 - opposing forces,
 - medical supplies,
 - transportation,
 - supply accounts,
 - contracts,
 - funding,
 - training aids,
 - maps, and
 - telephones.
 - includes the North FH site support section which
 - supervises the North FH cantonment area and
 - manages billeting and associated support facilities at North FH and assigns facilities to Active and Reserve Component and Reserve Officer Training Corps training units.

3-19j

Site Supply
Division

Site Supply Division

-
- issues, receives, and stores post, camp, and station property at North FH to support training.
 - maintains property book and accounts for equipment used to support training such as
 - office equipment,
 - dining facility equipment,
 - barracks furnishings,
 - tents, and
 - linen.

3-19j

DIRECTORATE OF RESERVE COMPONENT SUPPORT

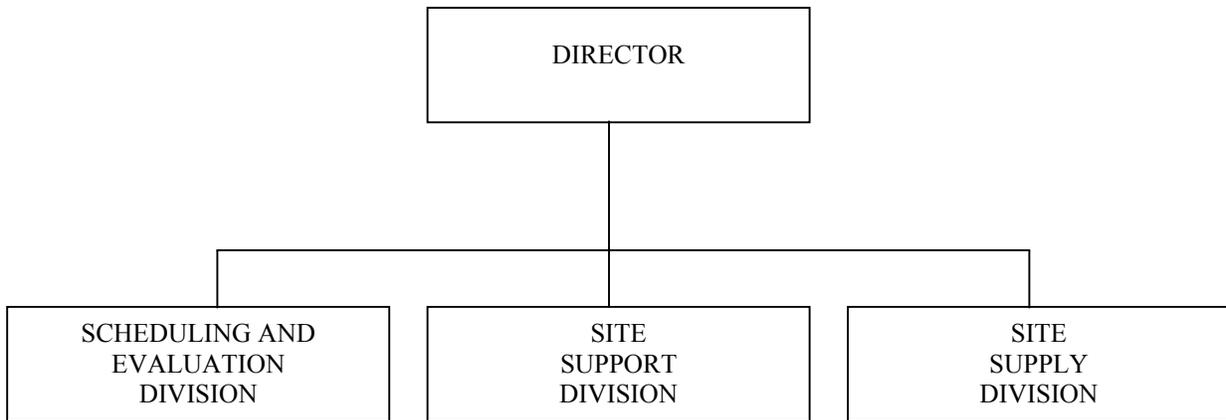


Figure 3-19. Directorate of Reserve Component Support.

SECTION XX. DIRECTORATE OF CONTRACTING

3-20

General

The director

- is the principal staff officer for purchasing and contracting supplies, services, and construction from appropriated and nonappropriated funds.
- is designated as the contract program manager.
- renders technical contracting and quality assurance assistance and advice to nonappropriated fund custodians.
- develops plans, policies, and programs to perform responsibilities.
- exercises supervision over, directs, and coordinates the activities of the divisions.
- provides internal administrative support.
- maintains time and attendance records and reports.
- coordinates establishment of source selection evaluation boards.
- conducts contracting officer's representative courses, unauthorized procurement courses, and ordering officer training.
- performs cost price analysis and assists in preparation of government negotiation posture relating to costs.
- is delegated fund control and certification authority for these activities which may be further delegated in writing to
 - individuals or functional positions within the staff sections and
 - the finance and accounting office for civilian payrolls.

3-20a

Resource
Management
and Support
Division

Resource Management and Support Division

- provides interim administrative services.
- assembles data and prepares contracting action reports.
- maintains
 - sealed bid files,
 - hand receipt issued by property book officer,
 - open and closed small purchase order files,
 - blank forms, and
 - publications.
- maintains control and flow of

(continued on next page)

Resource
Management
and Support
Division
(Continued)

- DA Form 3953 (Purchase Request and Commitment) and
- DD Form 1348 (DOD Single Line Item Requisition System Document (Manual)).
- issues and maintains control of identification numbers for
 - purchase orders,
 - requests for proposals,
 - solicitations,
 - invitations for bids,
 - contracts,
 - requests for quotation, and
 - presolicitation data on proposed procurement actions.
- distributes incoming and outgoing communications and related documents.
- orders office supplies and equipment.
- performs budget, cost accounting, fund control, manpower, internal control, security, and training functions.
- performs budget and fiscal accounting analysis and prepares allied statistical reports and studies.
- operates and maintains the standard Army automated contracting system.
 - writes ad hoc programs for the system.
- conducts the small purchase verification program.
- answers customer inquiries on status and tracer action on small purchase requisitions.
- performs data entry of small purchase requisitions.

3-20b

Purchasing
Division

Purchasing Division

- is responsible for acquisitions under \$25,000 in direct support of III Corps and FH and satellite units and activities using appropriated funds with the exception of construction projects
- consists of four sections.

NOTE: For the activity or activities served, each section through negotiations and small purchase procedures issues requests for quotation and proposals by commodity assignment awards and administers subsequent contracts up to \$25,000.

- maintains the imprest fund.
- is point of contact for the technical services for the commodity.

3-20c

Contracts
Division

Contracts Division

- performs appropriated funds contracting functions for supplies, services, automated data processing equipment, and construction.

3-20d

Services
Branch

Services Branch

- issues invitations for bids and requests for proposals through negotiations and sealed bidding procedures for services estimated in excess of \$25,000.
- awards subsequent contracts.
- performs nonappropriated funds contracting functions for supplies, services, construction, and resale and consumable items.
- verifies and evaluates nonappropriated funds blanket purchase agreements for technical sufficiency.
- renders technical assistance and advice to nonappropriated funds activities on requirements over \$2,500 for supplies and services.
- through formal advertising, negotiations, and small purchase procedures
 - issues invitations for bids, request for proposals and quotations, and awards and
 - administers subsequent nonappropriated funds contracts for supplies, services, and construction valued over \$25,000.
- performs all nonappropriated funds contracting actions for the club system and concessionaire requirements for supplies and services in excess of \$2,500.

3-20e

Supply and
Automated Data
Processing
Equipment
Branch

Supply and Automated Data Processing Equipment Branch

- issues invitation for bids and requests for proposals through formal advertising, sealed bids, and negotiated procedures for supplies, equipment, and automation resources.
- awards subsequent contracts ranging from \$25,000 to unlimited dollar value.

3-20f

Construction
Branch

Construction Branch

- issues invitations for bids and requests for proposals and quotations through formal advertising, negotiations, and small purchase procedures.
- awards and administers subsequent contracts for construction ranging in value from \$1 to unlimited dollar value.
- evaluates and verifies contractor's progress; monitors labor standards provisions; processes and reviews claims, settlements, and negotiations; and negotiates equitable adjustments when requirements change.

3-20g

Contract
Administration
Division

Contract Administration Division

- performs contract administration functions for A-76, supply, equipment, service, and automated data processing contracts according to the Federal Acquisition Regulation.
- monitors contractor's quality control and government quality assurance programs.
- monitors and evaluates contractor's performance and progress.
- processes and reviews claims and settlements.
- negotiates adjustments when wage rates, requirements, or circumstances change.
- terminates contracts for convenience or default when necessary.
- performs administrative contract close out procedures.
- is point of contact on quality assurance matters.
- provides continuing direction and assistance to
 - procuring contracting officer,
 - contracting officer's representatives,
 - administrative contracting officer,
 - quality assurance evaluators,
 - staff agencies and tenants, and
 - property administrators.
- in coordination with contracting officers, reviews for regulatory conformance and workability performance work statements to include
 - performance requirements summary and
 - government quality assurance surveillance plan.
- serves as technical expert on administration of government owned, contractor operated property.

3-20-h

DIRECTORATE OF CONTRACTING

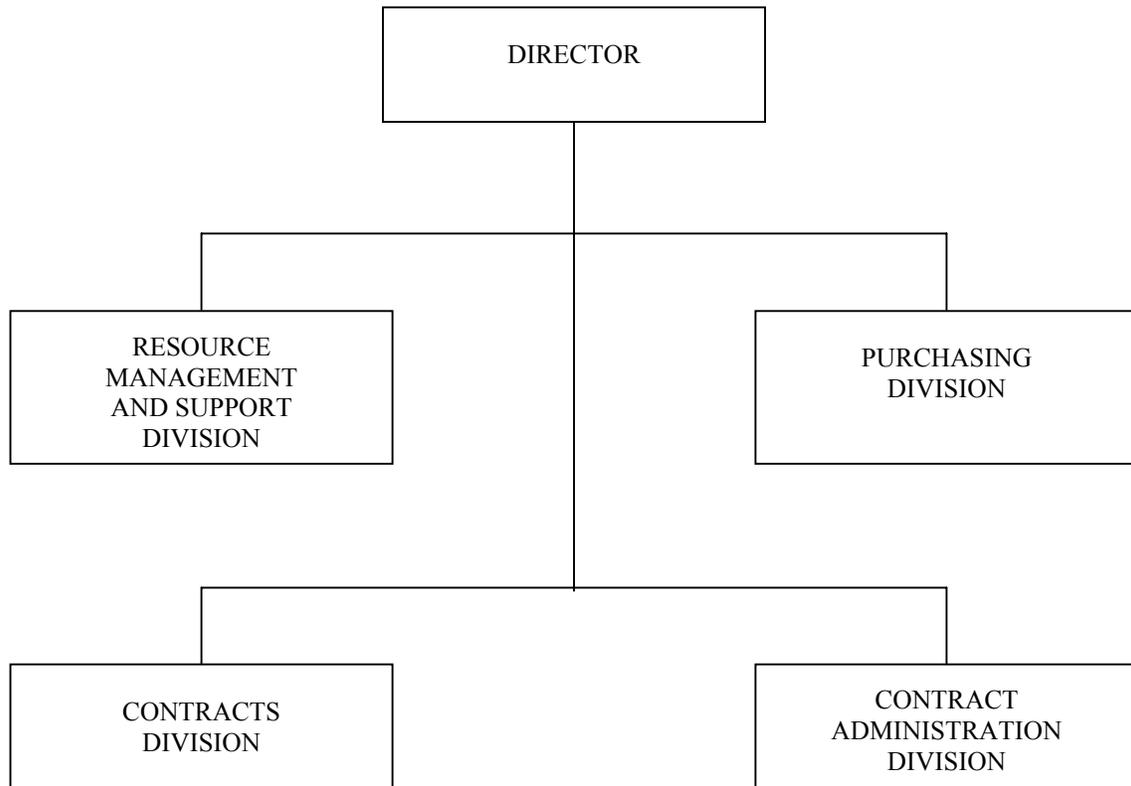


Figure 3-20. Directorate of Contracting

SECTION XXI. DIRECTORATE OF PROGRAM INTEGRATION AND LEADERSHIP

3-21

General

This directorate

- is a special staff organization approved by the III corps CG (reference AR 5-3, paragraph 4-3, and FM 101-5 (Staff Organization and Operations)).

NOTE: U.S. Army Forces Command commander and HQ DA comptroller were notified by letter on 17 April 1986, subject: Standard Installation Organization (SIO)-DPIL.

3-21a

Director

The Director

- plans, organizes, staffs, directs, and controls the activities of the directorate.
- assists and advises the CG and staff in assessing past, present, and future needs.
- analyzes and coordinates the integration of
 - leaders, weapons, and issues, and
 - future concepts and plans.
- conducts studies and assessments.
- provides the CG with timely and accurate recommendations.
- represents the CG at committees.
- works for the corps chief of staff.
- serves as the principal authority on
 - FH long-range plans,
 - systems integration,
 - leader integration, and
 - future concepts.
- advises and consults the CG staff officers on
 - long-range planning,
 - chain-of-command effectiveness,
 - company information system,
 - command climate,
 - leadership,
 - future concepts,
 - human and leadership goals,
 - organizational effectiveness,
 - senior leader gatherings, and
 - commander's professional reading program.
- manages the functions and operations of the directorate.
- assists the council of colonels chairperson in major command issues.

3-21b

Assistant
Director for
Official
Studies and
Administration

Assistant Director for Official Studies and Administration

- is deputy director during director's absence.
- plans, organizes, conducts, and reports on official projects and studies for the command group.
- assists and advises the director in planning, developing, organizing, implementing, and assessing administrative policy matters.
- receives, reviews, and processes incoming correspondence and directives.
- assigns suspense actions and monitors actions until complete.
- receives, reviews, and processes outgoing correspondence and reports for consistency with established policy.
- composes correspondence on administrative matters such as manpower justifications and budget requirements.
- prepares and processes military and civilian personnel administrative matters such as manpower justifications and budget requirements.
- prepares and processes military and civilian personnel administrative actions.
- serves as hand receipt holder for the directorate, processes requisitions for equipment, and conducts inventories of hand receipt items.
- maintains files, classified documents, and publications library.
- processes requests for training and travel.
- requests duplicating and printing services.
- purchases, stores, issues, and handles disposition of office supplies.

3-21-c

Future Concepts
and Plans
Division

Future Concepts and Plans Division

- advises the CG and the staff on the proposed future direction of FH.
- studies past experiences and assesses status of FH and, along with existing plans, creates plans that describe FH in the 21st century.
- initiates, develops, and publishes the III Corps and FH vision.
- anticipates and creates plans outlining recommended courses of action for future initiatives.
- monitors the evolution and development of future Army projects such as airland battle future and Army 21.
- is the proponent for the FH plan with a 5- to 10-year focus in the future.

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Future Concepts
and Plans
Division
(Continued)

- integrates the Army plan and the U.S. Army Forces Command plan and planning guidance with the FH plan consistent with the corps mission and requirements.
- supervises, analyzes, and conducts special studies, complex reports, and problem solving efforts as directed by the command group.
- as a visionary problem solver, advises on solutions to current and future problems.
- initiates special studies and reviews problems and problem areas observed during staff and onsite visits.
- is proponent for
 - development of the company information system,
 - FH planning support system, and
 - Force 95.

3-21d

Leadership
Support
Division

Leadership Support Division

- is proponent for
 - leadership and management development,
 - consulting agency to corps,
 - special study group for the commander on leadership initiatives,
 - commander directed surveys,
 - other surveys as directed (such as Apache Training Brigade),
 - corps commander's professional reading program,
 - corps commander's coin and medallion of excellence,
 - corps commander's guidance book,
 - leadergrams,
 - MacArthur awards,
 - ten outstanding young Americans,
 - GEICO awards,
 - bicentennial of the constitution,
 - soldier lifestyle study,
 - interservice leadership directory,
 - special leader projects, as directed,
 - Van Fleet Hall displays and aesthetics,
 - leadership training classes,
 - Army theme program, and
 - corps leadership philosophy.
- integrates corps leadership philosophy and policy.
- links Army values, goals, and objectives with corps vision development.
- coordinates and integrates staff input on major corps and Army initiatives.
- plans and coordinates implementation actions for the command goals and objectives program.

(continued on next page)

Leadership
Support
Division
(Continued)

- plans and coordinates senior leader gatherings for the CG.
 - plans and coordinates senior leader gatherings and other conferences for major subordinate commands.
 - assesses the current status of FH and assists staff in planning and implementing desired changes.
-

3-21e

DIRECTORATE OF PROGRAM INTEGRATION AND LEADERSHIP

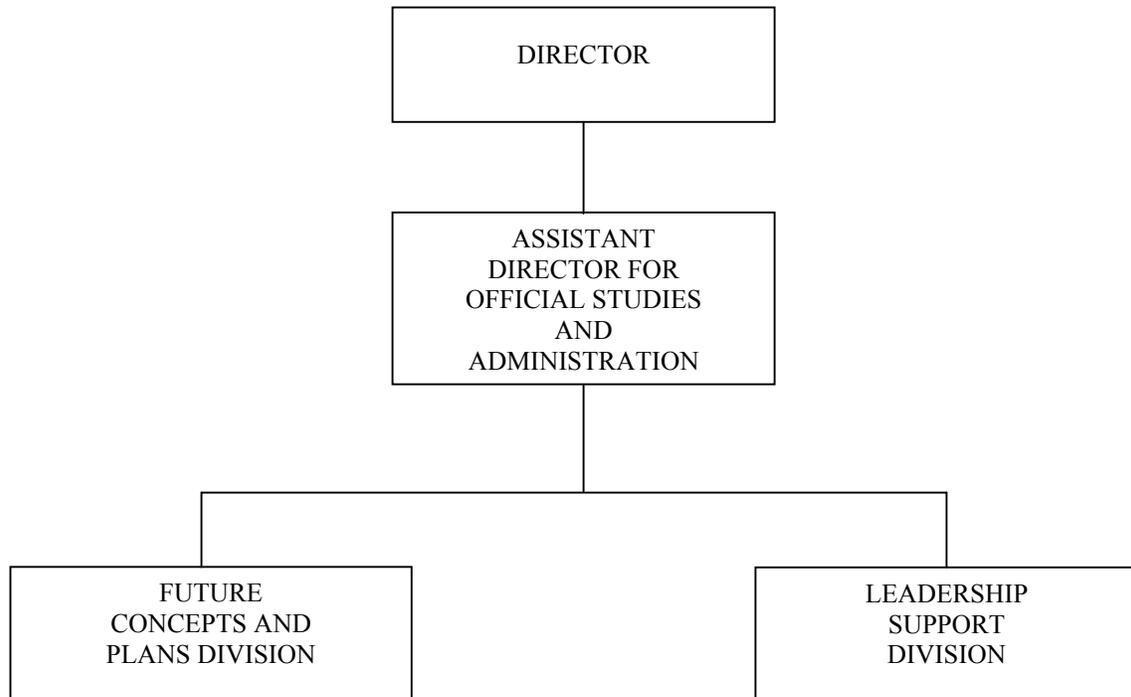


Figure 3-21. Directorate of Program Integration and Leadership

SECTION XXII. DIRECTORATE OF INFORMATION MANAGEMENT

3-22

General

The director

- has overall responsibility for information management to include
 - telecommunications,
 - automation (including office automation),
 - records management,
 - publications and printing,
 - operation of information facilities and equipment, and
 - staff supervision of
 - installation information facilities and
 - information support services and products.
- is dual hatted as the Commander, U.S. Army Information Systems Command (USAISC).
- determines garrison and FH information and communications requirements and develops models, architectures, and information configurations to support requirements.
- reviews, monitors, and evaluates consolidation and automation of telecommunications equipment and networks throughout FH.
- establishes goals and objectives for automation and telecommunications.
- develops, maintains, and executes information management plan.
- interprets, develops, and promulgates information policy to establish information standards and makes sure of compliance with existing directives.
- develops, recommends, supervises, and coordinates information personnel and manpower management.
- develops and conducts training programs for automated data processing personnel and functional users and managers.
- manages the technical and operational support of the management information systems and the fielding and systems integration of new or ungraded systems.
- develops and maintains the FH processing system.
- designs, programs, develops, and maintains local unique information systems.
- operates and maintains the emergency high frequency station.
- performs and supervises internal administrative services.

(continued on next page)

General
(Continued)

- is
 - publications control officer,
 - printing, reproduction control officer,
 - forms control officer,
 - micrographics management official, and
 - freedom of information official.
- establishes, supervises, and coordinates postal functions and procedures for FH.
- in coordination with the directorate of Security, develops and maintains security policies and procedures for use of Army standard information management, FH processing, and decentralized systems.
- manages the word processing equipment and copier acquisition and use programs.

NOTE: See USAISC-FH Reg 10-5 for further details on each branch.

3-22a

Automated
Data
Processing
systems
Security
Officer

Automated Data Processing Systems Security Officer

- functions include the FH processing systems and connected peripherals and Army standard information management system, unless otherwise specified.
- plans, designs, and implements automation security.
- makes sure of implementation of automation security regulations.
- prepares, distributes, and maintains plans, instructions, and guidance on automated operations security.
- is point of contact for every aspect of automation security for the data processing operations.

3-22b

Information
Center

Information Center

- provides a point of contact through a help desk operation for data processing, data communications, and micrographics and copier maintenance assistance for units and activities.
- provides the user with computer productivity aids, allows authorized users access to data, and remain responsive to the user's education and assistance requirements.
- provides for independence of users in the access of data thus reducing their requirements for programming resources from the directorate.
- provides consulting services as requested.
- is responsible for the automated data processing warranty and guarantee program.
 - validates requirements for maintenance and repair requests and
 - resolves problems or refers to vendor.

(continued on next page)

Information
Center
(Continued)

- hosts user information exchange groups.
- responsible for network configuration and evaluation telecommunications hardware and software and solutions to network and local area networks problems.
- evaluates commercial and user software products.
- supports automated data processing equipment users, programmers, and operators in using and understanding software residing on the mainframe and microcomputers.
- performs system analysis and design on various automated systems primarily using microcomputer based application packages.
- provides user training on mainframe and microcomputer software and hardware.
- installs microcomputer hardware and software.

3-22c

Logistical
Support Division

Logistical Support Division

- operates and maintains a
 - 20,000-line SL-100 digital electronic Telephone Switching System and
 - 900-line SL-1 Electronic Private Automatic Branch Exchange
 - to support voice communications for
 - corps HQ,
 - U.S. Army Test and Experimentation command,
 - tactical division,
 - Darnall Army community Hospital,
 - two Army airfields, and
 - tenant activities.
- operates a telephone service center to receive, evaluate, and process service orders and trouble reports in support of approximately 14,000 telephone and 800 special purpose circuits.
- maintains administrative telephone instruments.
- maintains existing cable plant, installs new requirements, maintains T-carrier span lines, provides hard-wire circuits and supporting tactical field exercises, and provides digging inspections to prevent service outages.
- installs and maintains
 - special circuits,
 - electronic private automatic branch exchange,
 - key systems in secure areas,
 - joint services interior intrusion detection system, and
 - data cables and circuits.

(continued on next page)

Logistical
Support
Division
(Continued)

- provides category III maintenance on communications security and data communications interface equipment in support of
 - the USAISC telecommunication center,
 - FH, and
 - tenant activities.
- plans, programs, installs, and maintains communications and electronics systems.
- provides technical information related to the development, installation, inspections, and acceptance and rejection of
 - integrated voice and data switching systems,
 - telecommunications, and
 - teleprocessing networks.
- provides guidance for communications between fixed and tactical communications during field exercises.
- conducts communication traffic studies to determine power and equipment requirements.
- provides quality assurance inspections for
 - modernization,
 - operations and maintenance, Army,
 - military construction, Army, and
 - locally generated communications projects.
- provides data transfer capability in support of local automated processing systems such as the Army standard information management and defense eligibility enrollment systems.
- develops and executes logistics plans in the areas of maintenance, supply, transportation, facilities, and personnel in support of information activities.

3-22d

Operations
and Systems
Integration
Division

Operations and Systems Integration Division

- provides integrated staff management and supervision of the operational information management activities and makes sure that a new and upgraded information systems are integrated into the force.
- recommends allocation and reallocation of resources to the operational activities for mission accomplishment.
- plans and supervises information management area throughout the directorate,
- garrison, and FH.

(continued on next page)

Operations
and Systems
Integration
Division
(Continued)

- supervises the execution of information system life cycle management.
- plans, coordinates, and supervises the fielding and integration of new, upgraded, and modernized information systems.

3-22e

Data Base
Administrator

Data Base Administrator

- controls aspect of the data base management system including its design, implementation, maintenance, and policy as it pertains to the data base and installation processing system.
- makes sure that information resources are used effectively and efficiently in the maintenance and operation of the data base.

3-22f

Resource
Management
and Plans
Division

Resource Management and Plans Division

- provides planning for state-of-the-art information processing equipment and software to make sure of efficient, economical, and feasible design, planning, and development of applications to support current and proposed information processing projects.
- provides guidance for integration of telecommunications, word processing, and data processing in development of the installation processing system.
- coordinates the actions of data processing activities related to
 - equipment procurement,
 - contract maintenance,
 - contingency operations,
 - budget activities, and
 - other operations and plans matters.
- develops, directs, and coordinates staffing organization actions.
- develops, recommends, and monitors civilian and military manpower, personnel, and training programs related to the information management area.
- plans, develops, coordinates, and executes the information management plan.
- recommends information management priorities.

3-22g

DIRECTORATE OF INFORMATION MANAGEMENT

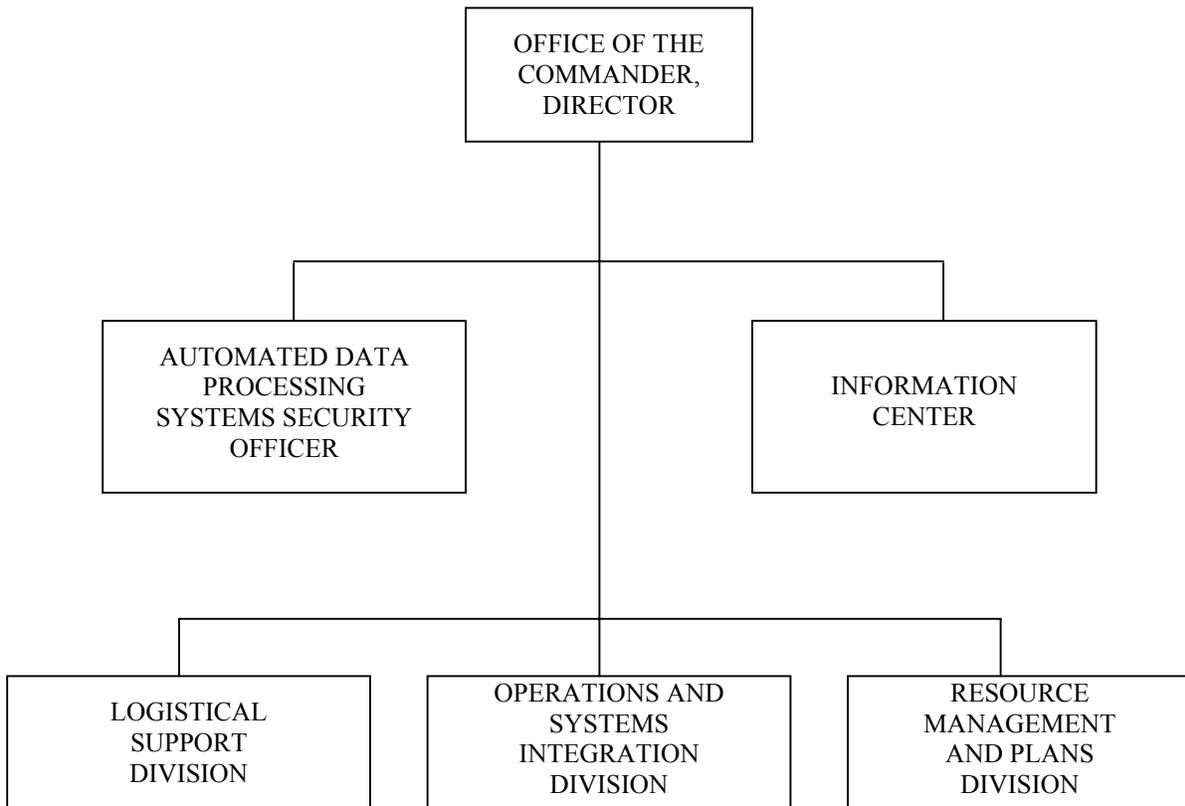


Figure 3-22. Directorate of Information Management.

SECTION XXIII. APACHE TRAINING BRIGADE

3-23

General

This brigade

- is responsible for force modernization to include implementation of ht single station unit fielding and training plan for AH-64 equipped attack helicopter battalions at FH.
- coordinates and interfaces actions through
 - HQ DA,
 - U.S. Army Forces Command,
 - U.S. Army, Europe,
 - U.S. Army Test and Experimentation Command,
 - Military Traffic Management Control,
 - U.S. Army Materiel Command, and
 - U.S. Army Training and Doctrine Command.
- receives, equips, trains, evaluates, and deploys non-FH attack helicopter battalions in the Army.

NOTE: Non-FH battalions include transitioning and activating units for continental and outside continental U.S.

- equips each battalion with major equipment systems including the AH-64, UH-60, OH-58, heavy expanded mobility tactical truck, and associated supporting systems.
- fields and trains attack helicopter battalions and FH under the single station unit fielding and training plan program from fiscal years 1987 through 1995.
- over life cycle of the brigade, provides command and communications during fielding and training for 35 non-FH AH-64 battalions and 3 FH battalions.
- develops plans
 - for the transition of 12 AH –1S battalions to AH-64 attack helicopter battalions according to 01385LFC48 series tables of organization and equipment (TOE).
 - to activate 14 AH-64 attack helicopter battalions according to 01385LFC62 series TOE.
 - for training assistance and evaluation to 14 National Guard and Army Reserve attack helicopter battalions.
- coordinates personnel, training, and logistics support for each non-FH rotational battalions.
- coordinates the military construction, Army and operations and maintenance, Army construction projects to support AH-64 battalions fielding and training requirements.
- coordinates and programs the funding requirements to support the AH –64 and associated systems to meet fielding requirements at FH.

(continued on next page)

General
(Continued)

- develops tactical operating and support procedures for the corps, division, and echelons above corps attack helicopter battalions.
- publishes lessons learned with worldwide distribution for how to fight and maintain the AH-64.
- receives, accounts for, and maintains equipment from Army depots as authorized by the battalions TOE.
- maintains equipment accountability upon departure of each unit to its home station according to
 - AR 710-2 (Supply Policy Below the Wholesale Level) and
 - AR 735-5.
- represents III Corps and FH and U.S. Army Forces Command as the executive agent at
 - in-process reviews,
 - action officer meetings,
 - general officer briefings,
 - system fielding readiness assessments, and
 - other forums as required.
- charged by the Vice Chief of Staff U.S. Army to monitor and report attack helicopter battalion issues which adversely affect the single station program.

3-23a

APACHE TRAINING BRIGADE

Figure 3-23. Apache Training Brigade.

SECTION XXIV. INSTALLATION MISSIONS – OPERATIONAL CONTROL OF 13TH CORPS SUPPORT
COMMAND

To be published.

CHAPTER 4
HEADQUARTERS III CORPS AND FORT HOOD

SECTION I. OFFICE OF THE ASSISTANT CHIEF OF STAFF, G1

4-1

General

The G1

- advises and assists the CG and staff and major subordinate commands staffs on
 - contingency plans,
 - equal opportunity,
 - officer personnel management, and
 - chief of staff directed activities.
- provides staff supervision for the
 - U.S. Military Academy preparatory school program and
 - health and fitness of soldiers assigned to FH.
- plans the personnel portion of, and participates in, command post and field training exercises.
- plans and conducts the CG's guest speaker program.
- provides staff coordination for the Human T-lymphotropic Virus Type III screening program.

4-1a

Administrative Office

Administrative Office

- performs administrative services for G1.
- maintains field equipment for G1.
- participates in selected command post and field training exercises.
- provides inspectors for emergency deployment readiness exercise teams.

4-1b

Plans Office

Plans Office

- develops personnel annexes of contingency plans.
- develops and plans the personnel annexes of exercise plans.
- coordinates the development of personnel plans with
 - provost marshal office,
 - adjutant general,
 - corps surgeon,
 - staff judge advocate,
 - public affairs office, and
 - corps chaplain.
- participates in selected command post and field training exercises as players and controllers.

(continued on next page)

Plans Office
(Continued)

- plans and coordinates the training of maneuver control system for use in personnel reporting.
- prepares casualty predictions used to support war planning.
- is proponent for the suicide prevention program.
- plans and conducts the CG's guest speaker program.
- plans and conducts the staff professional development program.
- coordinates the U.S. Military Academy preparation school program.
- coordinates scheduling of human T-lymphotropic virus type III screening.

4-1c

Health and
Fitness Section

Health and Fitness Section

- teaches the commander's total fitness course nine time per year to newly assigned FH and Forces Command corps and division training coordination plan (CORTRAIN) company commanders and first sergeants.
- regularly observes and evaluates physical training sessions of units to determine if they are conducted in compliance with FM 21-20 (Physical Fitness Training).
- conducts 1- to 5-hour blocks of instructions with unit noncommissioned officers to
 - familiarize them with the basic principles of physical fitness,
 - assist in implementing the concepts outlined in FM 21-20 into their physical training programs, and
 - serves as subject expert on AR 600-9 (The Army Weight Control Program), AR 350-15 (The Army Physical Fitness Program), and FM 21-20.
- coordinates for guest speaker presentations on fitness matters.
- coordinates the master fitness school mobile training team's visit to teach the master fitness trainer course.
- procures fitness equipment for the fitness facility at Van Fleet Hall.
- conducts the physical aptitude exam for the U.S. Military Academy candidates four times per year.
- develops fitness program for both individuals and units.

4-1d

Equal
Opportunity
Office

Equal Opportunity Office

- assists and supports commanders in attaining the highest degree of organization and combat readiness by developing programs which foster team work, unit cohesion, and esprit de corps.
- supports the G1 in evaluating the equal opportunity program.

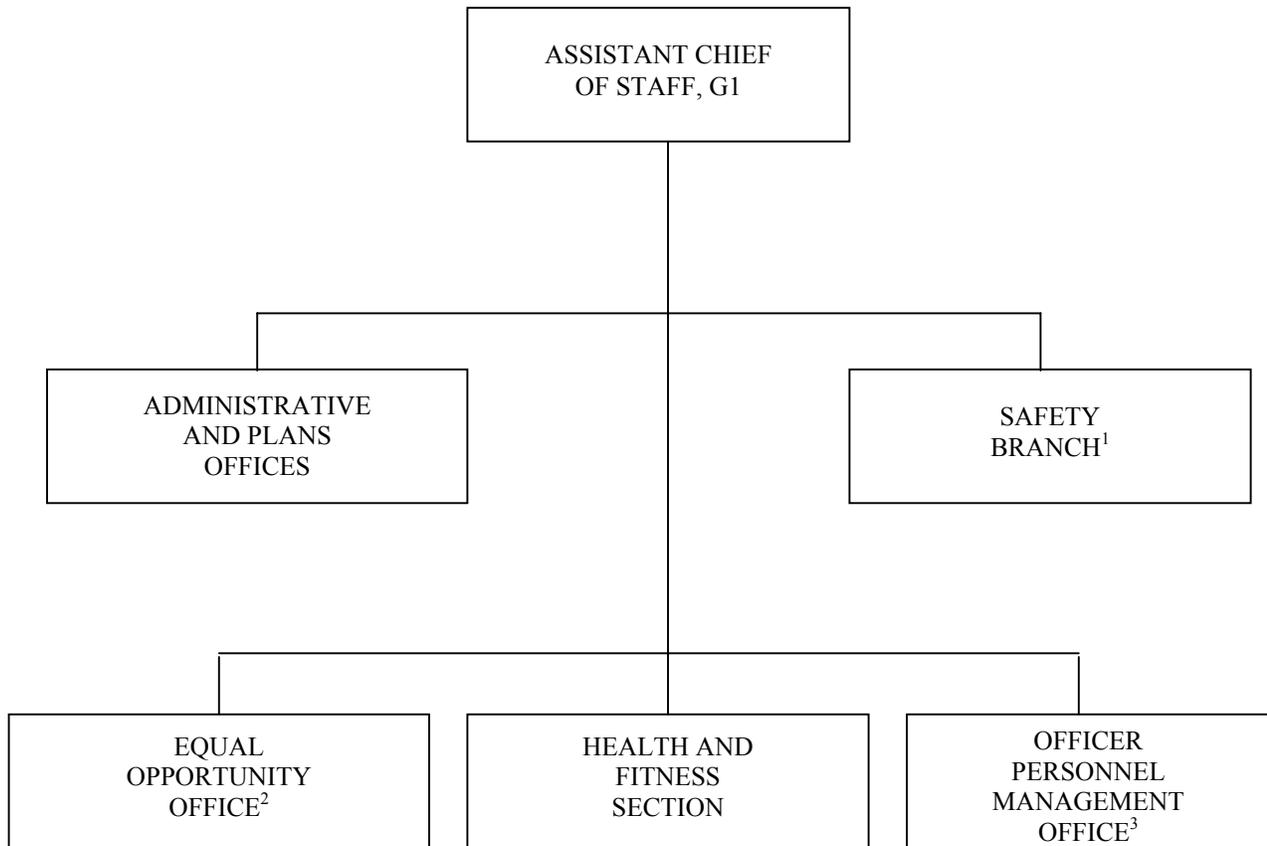
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Equal
Opportunity
Office
(Continued)

- develops regulations and directives for the program.
- coordinates with the public affairs office in publicizing the program and in developing command information topics in program developments.
- provides staff supervision for placement of enlisted personnel with skill qualification identifier Q.
- coordinates, manages, and conducts specialized education and training for units and civilian employees.
- conducts cultural and racial awareness, communication, and professional development workshops for equal opportunity advisers for units and tenant activities as required.
- develops educational guidelines and materials.
- supports separate battalions by reinforcing the equal opportunity program of major units, subordinate units, and organizations.
- provides staff supervision for the preparation and input to the affirmative action plan and monitors activities for compliance with plan objectives.
- monitors facilities to evaluate the balance of goods and services provided based on the needs of soldiers.
- serves as advisor to the Armed forces disciplinary control board on discrimination matters.
- assists and monitors discrimination complaints made by soldiers or their family members.
- analyzes racial incidents connected with soldiers or their family members.

4-1c

OFFICE OF THE ASSISTANT CHIEF OF STAFF, G1



¹ Separate function, OPCON to G1.

² Under Directorate of Community Activities, OPCON to G1.

³ Under Adjutant General, OPCON to G1.

Figure 4-1. Assistant Chief of Staff, G1 (Combined Corps and Garrison Staff).

SECTION II. OFFICE OF THE ASSISTANT CHIEF OF STAFF, G2

4-2

General

The G2

- advises and assists the CG, staff, and units in planning, coordinating, and supervising intelligence and counterintelligence functions.
- directs, coordinates, and supervises the intelligence effort in support of current and future operations including OPCON of the 504th Military Intelligence Brigade corps tactical operations center support element.
- plans and coordinates collection activities to include intelligence support from echelons above corps.
- directs counterintelligence activities.
- supervises the special security office.
- supervises intelligence and counterintelligence training.
- in coordination with G3, monitors the operational readiness of intelligence units of the command and the corps electronic warfare effort.
- provides staff supervision for the corps opposing forces detachment.
 - plans for and coordinates intelligence support to troop units deploying under contingency plans.
 - assists the G1 in assigning military intelligence personnel within the corps.
 - in coordination with the corps engineer, provides general guidance and direction for military mapping activities.
 - exercises staff supervision of the 504th Military Intelligence Brigade and staff weather officer.

4-2a

Staff Weather Officer

Staff Weather Officer

- is Commander, Detachment 14, 5th Weather Squadron, Air Weather Service, U.S. Air Force.
- advises the CG, staff, and operating agencies on weather service and support matters.
- organizes, plans, directs, and controls employment of weather section equipment, personnel, and facilities to meet mission requirements.
- provides timely, specialized, or tailored weather service, advice, and assistance as required by the CG, staff, and operating agencies.
 - makes sure that required processed weather information is disseminated to designated elements.

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Staff Weather
Officer
(Continued)

- advises air weather service of FH requirements for climate information and weather forecasts, reports, summaries, and advice and interpretation.
 - prepares weather annexes to contingency and exercise plans.
 - keeps abreast of new doctrine, developments, procedures, and equipment needed to provide weather support.
 - makes recommendations as appropriate.
- assists staff sections in determining weather service requirements, developing weather support doctrine, and performing other staff duties related to weather support.

4-2b

Administrative
Office

Administrative Office performs administrative services for G2.

4-2c

Plans and
Exercises
Division

Plans and Exercises Division

- does mission analysis 72 to 96 hours out.
- provides estimated intelligence situation for execution of operational plans.
- participates in the analysis and comparison of possible courses of action.
- provides intelligence and electronic warfare planning guidance to major subordinate commands G2 planners.
- identifies intelligence collection and processes dissemination requirements to support mission.
- identifies intelligence and electronic warfare requirements to support mission.
- provides operational security and deception planning support to operational planning.
- develops and publishes the intelligence annex to support the operational plan.

4-2d

Operations
and Training
Division

Operations and Training Division

- provides or recommends intelligence support for force packages involving corps assets.
- maintains and updates intelligence standing operating procedures.
- develops and publishes the intelligence annex to corps operational orders.
- maintains unit readiness status for assigned intelligence support units.
- develops and recommends doctrinal relationships among intelligence support units.
- recommends intelligence training policies and supervises intelligence training.
- supervises and coordinates the TROJAN and HOMEFARER intelligence training projects.

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Operations
and Training
Division
(Continued)

- supervises the opposing forces program including the direction of detachment activities and foreign material for training program.

NOTE: This detachment has local opposing forces training responsibilities.

- is the point of contact for
 - intelligence school courses and quotas,
 - military intelligence language program, and
 - mapping, charting, and geodesy.
- provides REDTRAIN manager and monitors and coordinates subordinate programs.
- supervises, controls, and monitors the special security office.

NOTE: The officer filling mobilization tables or organization and equipment PSN 104/04 is the point of contact for the tactical employment of counterintelligence assets.

4-2e

Special
Security
Office

Special Security Office

- is located in the sensitive compartmented information (SCI) facility.
- provides SCI communications support for designated command group members.
- provides privacy communications support for designated command group members.
- supervises the sanitizing of sensitive compartmented information.
- is 504th Military Intelligence Brigade unit's point of contact in establishing field or garrison sensitive compartmented information areas.
- upon written notification for an SCI area, coordinates support between 504th Military Intelligence Brigade and corps staff for security of the SCI area.
- manages supporting installation billets for 504th Military Intelligence Brigade, corps staff, and nondivisional units.

4-2f

Battlefield
Systems
Integration
Division

Battlefield Systems Integration Division

- coordinates
 - intelligence force modernization actions,
 - nondevelopment item tactical automation acquisitions for intelligence and electronic warfare operations, and
 - tactical exploitation of national capabilities program.
- coordinates and directs office automation.

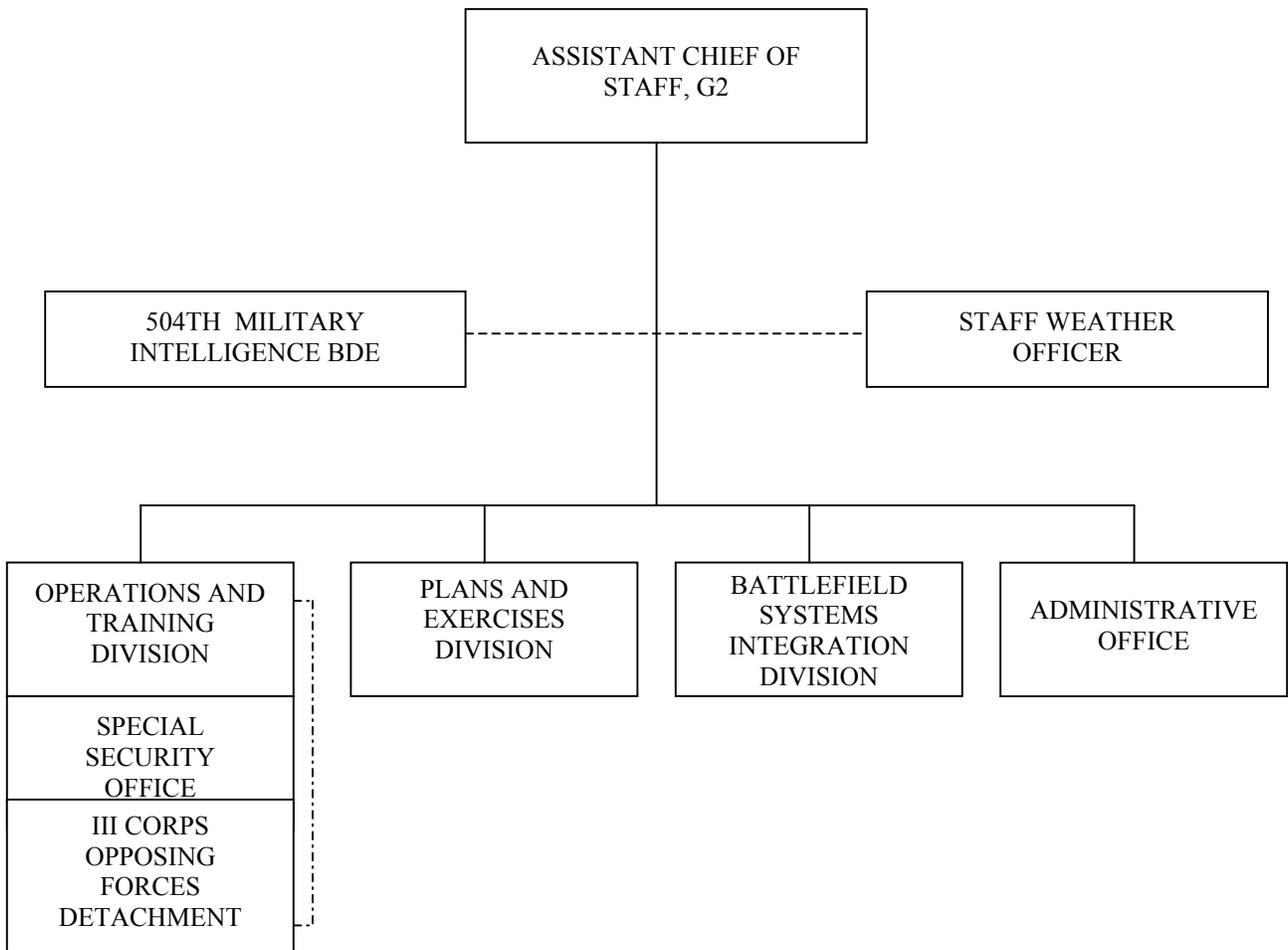
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Battlefield
Systems
Integration
Division
(Continued)

- is point of contact for
 - automation issues,
 - intelligence related actions with U.S. Army Test and Experimentation Command, and
 - the total system tactical validation program.

4-2g

OFFICE OF THE ASSISTANT CHIEF OF STAFF, G2



----- Staff supervision of functional areas

----- OPCON

Figure 4-2. Assistant Chief of Staff, G2 (Corps Staff)

SECTION III. OFFICE OF THE ASSISTANT CHIEF OF STAFF, G4

4-3

General

The G4

- is not a dual role position.
- advises and assists the CG to make sure of effective logistics planning, coordinating, and staff supervision of
 - supply,
 - maintenance,
 - materiel readiness,
 - transportation,
 - war plans, and
 - other logistical services.
- prepares logistics estimates, plans, and policies.
- maintains liaison with
 - mobilization tables of organization and equipment (TOE),
 - major subordinate commands,
 - 13th Corps Support Command (COSCOM),
 - Directorate of Logistics,
 - Directorate of Resource Management, and
 - subordinate units
 - to attain and maintain prescribed materiel readiness posture.
- assists G3 and Directorate of Resource Management on the supply and maintenance portion of P2 mission budget.
- in coordination with G3, plans and monitors the logistics training of personnel.

4-3a

Supply
Division

Supply Division

- develops and reviews logistics standing operating procedures, war plans, implementing instructions, and functional manuals based on mission needs.
- assists plans division in developing logistic estimates, reports, and plans.
 - makes sure of efficient use of logistic units and
 - identifies support augmentation needs.
- coordinates distribution of supplies and services (less medical) according to the CG's priorities to include
 - developing basic load stock levels,

(continued on next page)

Supply
Division
(Continued)

-
- developing controlled supply rates for ammunition, and
 - coordinating the forecasting and allocation of bulk fuel.

 - advises the CG on possible courses of action in dealing with key logistics issues.

 - assists units in implementing updated logistic doctrine.

 - develops policy on procedures for inventories, inventory adjustments, and other matters relating to improved property accountability.

 - develops policy on procedures for
 - contracting,
 - high priority and emergency requisitions,
 - call in requisitions, and
 - other special supply requisition procedures.

 - performs logistic operations to include
 - administering supply discipline program,
 - coordinating prescribed load and authorized stock lists management,
 - coordinating class I issues with the food service office,
 - monitoring supply receipt processing,
 - monitoring the CBS-X transaction reporting system,
 - monitoring the requisitioning, status, and disposal of controlled cryptographic items, and
 - monitoring the requisitioning, status, storage, and disposal of chemical defense equipment.

 - selects the FH nominee for the Army Chief of Staff supply excellence award.

 - coordinates for command inspections related to logistic operations.

 - collects selected logistic information for the CG quarterly force readiness conference.

 - monitors the monthly direct support system performance statistic of corps direct supply activities and assists in achieving the DA standard for
 - demand satisfaction,
 - zero balance,
 - material release denial rate,
 - inventory accuracy,
 - receipt processing time,
 - request processing time,
 - location survey accuracy,
 - excess,
 - high priority rate,
-

(continued on next page)

Supply
Division
(Continued)

- inventory adjustment rate,
- automated system cycles,
- mobility index, and
- zero balance.
- monitors the ware on excess program.
- develops policy and provides guidance to units on petroleum management.

4-3b

Maintenance
Division

Maintenance Division

- develops and publishes maintenance policies.
 - analyzes equipment maintenance status,
 - monitors maintenance requirements established by the maintenance manager,
 - recommends maintenance priorities to the CG,
 - establishes policy for the maintenance management improvement program, and
 - makes sure the policies are documented.
- develops policy for use and control of the operational readiness float.
- reviews the annual operational readiness float utilization report submitted by the 13th COSCOM and Directorate of Logistics prior to submission to U.S. Army Forces Command.
- develops evacuation policy for the retrograde of unserviceable equipment to appropriate maintenance facilities.
- coordinates with the Tactical Army Command for the annual combat vehicle evaluation for the overhaul and rebuild program.
- reviews and makes recommendations on the adequacy of
 - maintenance organization,
 - personnel,
 - skills,
 - training,
 - tools,
 - test equipment, and
 - facilities.
- reviews DA Form 3266-1 (Army Missile Materiel Readiness Report).
 - disseminates and monitors conformance to safety-of-flight messages and
 - provides policy for the Army oil analysis program.
- develops the maintenance portion of logistics annexes to war and contingency plans.
 - coordinates the Army Chief of Staff maintenance excellence award competition and
 - reviews materiel fielding plans for maintenance requirements and training considerations.

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Maintenance
Division
(Continued)

- develops maintenance readiness management policy, aided by other staff agencies as applicable, to include
 - analyzing unit readiness and materiel readiness reports with regard to logistics matters.
 - serving as the overall responsible staff agency that collects, maintains, disseminates, and briefs logistics information for the CG at the quarterly force readiness conferences.
 - briefing logistics information for the deputy CG for the quarterly maintenance assessment review program.
 - monitoring the logistics readiness status of specialized contingency plan units assigned or attached to FH.
 - maintaining liaison with subordinate and higher HQ on matters related to logistics readiness.
- monitors the tactical wheeled vehicle repair program.

4-3

Plans
Division

Plans Division

- determines the combat service support force structure requirement and recommends employment of logistics support units.
 - determines requirements for use of local civilians, enemy prisoners of war, and civilian detainees in logistic support operations (when deployed).
 - recommends the general location of service area and the movement of logistics support units.
 - prepares logistics estimates, selective reports, and plans for the corps.
 - publishes paragraph 4, service support, and the service support annex of the operational plan or order.
- monitors the logistics readiness status of contingency plan units assigned or attached to the corps.
 - establishes policy for U.S. Army, Europe wartime movements program submission and monitors the annual submission by 13th COSCOM to U.S. Army, Europe.
 - represents the corps during wartime logistics conferences and maintains liaison with North Atlantic Treaty Organization and U.S. Army, Europe agencies.
 - prepares the logistics portion of exercise support documents and exercise operation plans.
 - coordinates battle staff procedures for G4 and supervises war plans training.
 - monitors the status of preposition of material configured to unit sets and theater war reserves.
- assesses the sustainability of combat operation and takes lead to resolve logistics sustainability problem areas through coordination with continental and outside continental U.S. commands.

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Plans
Division
(Continued)

- provides
 - personnel for the G4 portion of the combat service support cell of the main command post,
 - representative to the tactical operations center in the main command post, and
 - logistics representative to the forward planning team.
- monitors logistics training through the Forces command corps and division training coordination plan (CORTRAIN) program.
- monitors status of wartime transportation operations including overview of deployment planning.
- recommends priorities in combat service support requirements.
- identifies and takes action to resolve established logistics policies and procedures that adversely impact on sustainability operations in theater and FH operations.
- coordinates time phased force and deployment list order for logistics operations and obtains command approval in conjunction with G3.
- identifies long term sustainability issues affecting combat operations.

4-3d

Force
Modernization
Division

Force Modernization Division

- evaluates and plans the redistribution of mobilization TOE to support the introduction of new equipment and to improve major subordinate commands unit status report equipment-on-hand posture.
- makes sure the current on-hand status of new fielded systems is maintained after full fielding.
- analyzes logistics concepts in draft materiel fielding plans and agreements and provides comments to the force modernization coordinator.
- evaluates the impact of new equipment on maintenance capabilities in coordination with
 - G4 maintenance division,
 - Directorate of Logistics,
 - 13th COSCOM, and
 - major subordinate commands.
- supervises the execution of logistical requirements generated by materiel fielding plans and agreements.
- makes sure proposed and final mission support plans are developed for each system within 60 days of receipt of a materiel fielding plan and reviews for accuracy and impact.
- monitors major subordinate commands and assigned unit review of material requirements list with the system coordinator.

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Force
Modernization
Division
(Continued)

-
- coordinates with the force modernization coordinator and appropriate system coordinator to develop the disposition and retrograde plans for displaced systems to include
 - system-peculiar repair parts,
 - special tools,
 - test, measurement, and diagnostic equipment,
 - ancillary support equipment, and
 - publications as part of the equipment exchange plan.
 - issues a call forward for new equipment with system coordinator when requested by the National Inventory Control Point and after evaluating readiness to support the system.
 - in coordination with maintenance division, reviews new equipment training plans and training concepts for fielded systems to be sure maintenance training requirements are considered.
 - reviews unit status reports, identifies C4 equipment on hand units and line item numbers, and initiates necessary actions with G4 maintenance and supply divisions and G3 force integration division.

4-3e

OFFICE OF THE ASSISTANT CHIEF OF STAFF, G4

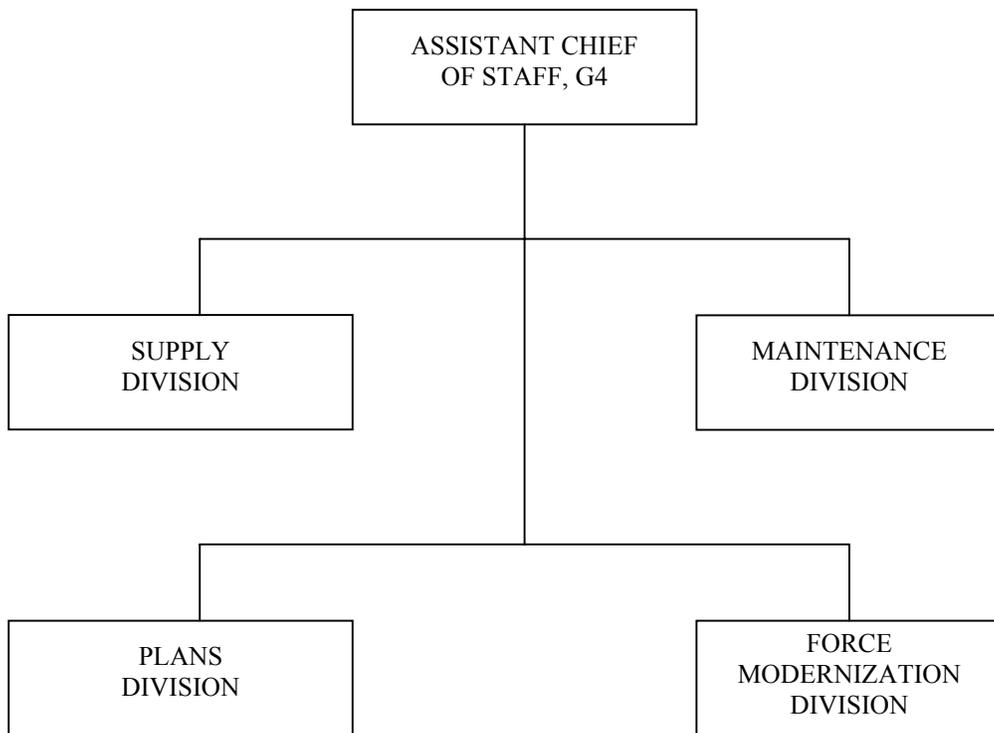


Figure 4-3. Assistant Chief of Staff, G4 (Garrison Staff).

SECTION IV. OFFICE OF THE ASSISTANT CHIEF OF STAFF, G5

4-4

General

The G5

- is not a dual role position.
- serves as the principal staff officer to the CG on civil affairs and psychological operations.
- supervises and administers the political, economic, social, and psychological aspects of military operations.
- plans, trains, directs, and coordinates civilian affairs and psychological operations within the staff and major subordinate commands to comply with strategic and tactical objectives.
- is the principal adviser to the CG in the areas of consumer affairs, solicitation, and distribution of nongovernment literature.

 4-4a

Administrative Division

Administrative Division

- provides internal administrative services for the G5.
- reviews incoming and outgoing correspondence for accuracy and suspense actions.
- prepares administrative reports.
- maintains classified documents.

 4-4b

Plans Division

Plans Division

- develops, reviews, and prepares civil affairs and psychological operations annexes for contingency plans involving FH.
- is responsible for civil affairs and psychological operations exercise development in support of FH and CORTRAIN exercises.
- represents G5 interests on the forward planning team.
- plans and coordinates civil affairs and psychological operations support for deploying units.
- reviews or prepares civil affairs and psychological operations doctrinal actions.

 4-4c

Operations Division

Operations Division

- is point of contact for
 - crises reaction team,
 - force protection,
 - mobilization, and
 - U.S. Army Reserve Civil Affairs and Psychological Operations Command.
- trains and deploys G5 elements to the command posts in support of exercises or deployments.

 (continued on next page)

Operations
Division
(Continued)

- plans for and executes interface between host nation and FH when deployed.
- directs land acquisition in support of offpost exercises.
- plans and recommends changes to employment of the CAPSTONE civil affairs and psychological operations units in support of operation orders.
- develops civil affairs and training policy for G5 and FH.
- reviews and prepares civil affairs and psychological operations force development actions.
- reviews civil affairs and psychological operations overseas deployment requirements.

4-4d

Consumer
Affairs
Division

Consumer Affairs Division

- is the designated solicitation officer.
- directs the consumer affairs program.
- directs distribution of nongovernment literature on post.
- chairs the council on consumer affairs.
- administers the utility deposit waiver program.
- attends the greater Killeen business council to represent FH consumer issues.
- provides access to the better business bureau and the greater Killeen chamber of commerce for resolution of consumer complaints.
- provides a forum for local merchants to express their concerns and obtain resolution of problems involving soldiers.
- is on the Armed Forces disciplinary control board.

4-4c

ASSISTANT CHIEF OF STAFF, G5

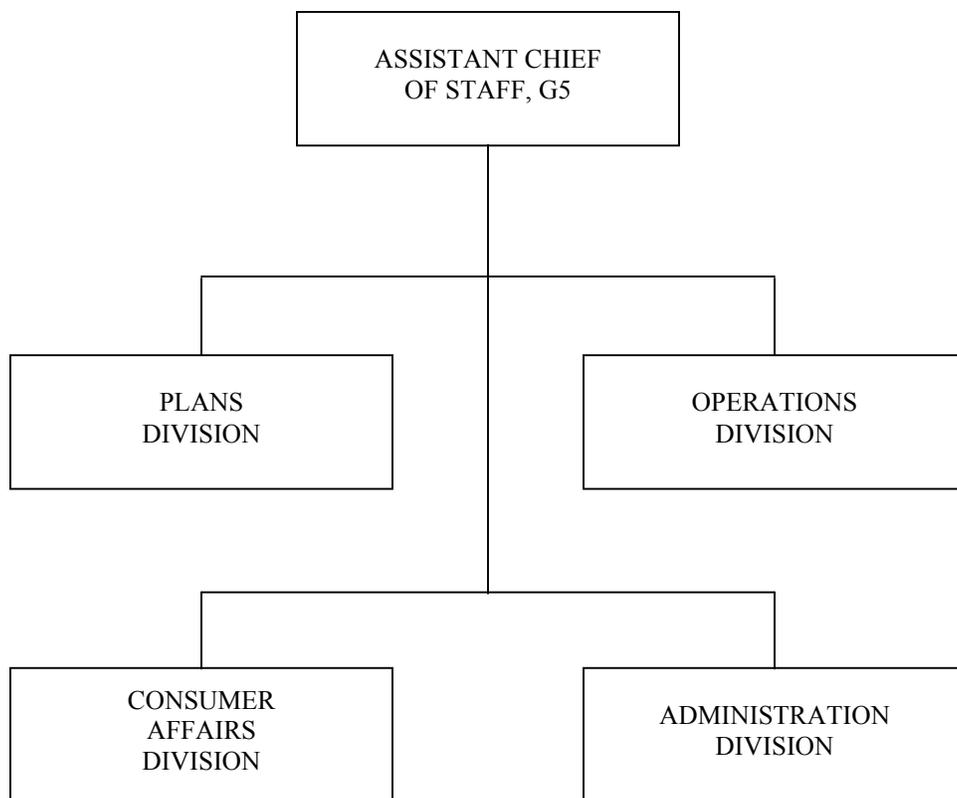


Figure 4-4. Assistant Chief of Staff, G5.

SECTION V. OFFICE OF THE CORPS CHEMICAL OFFICER

4-5

General

This office

- provides technical advice and assistance to the CG and staff on every aspect of nuclear, biological, and chemical (NBC) defense, offensive chemical matters, and tactical use of smoke.
- exercises OPCON in wartime over designated nondivisional chemical units attached or assigned to III corps.
- exercises technical supervision of chemical units organic or attached to subordinate commands.
- formulates NBC defense and offensive chemical policies.
 - prepares NBC defense and offensive chemical portion of operation orders and contingency plans.
- provides advice and assistance in assessing the enemy NBC threat.
- exercises technical supervision over NBC activities throughout the command.
- assists in planning the use of nuclear and chemical weapons to include integration of chemical weapons in denial operations and barriers.
- assists the G3 exercise division in developing realistic NBC play in exercise scenarios.
- operates, supervises, directs, and controls the NBC center in the corps tactical operations center and the advance command post.
- provides technical advice and assistance to divisional and nondivisional units on development of NBC plans, policies, and procedures.
- prepares, coordinates, and publishes guidance to the units on NBC defense readiness.
- monitors training and readiness posture of chemical units.
- exercises staff supervision over unit NBC training throughout the command.
- prepares the NBC portion of the corps tactical standing operating procedure.
- provides NBC inspectors to the FH adjutant general inspection team.
- conducts courtesy NBC inspections to nondivisional units upon requests.
- maintains a library of doctrine literature and technical data required for NBC guidance, planning, and field training exercises.
- provides trusted agents for and participates in North American Air Defense Command NBC reporting exercises.

(continued on next page)

General
(Continued)

- serves as principal advisor to National Guard and Reserve Component units on NBC training requirements during annual training at FH.
- provides technical expertise to G3 mobilization and deployment division in supporting NBC validation of units to be deployed from FH.
- provides advice to G3 NBC section FH troop school, when required.
- advises G3 force integration on chemical force structure at FH.
- provides technical assistance to G3 force integration on fielding NBC systems.
- maintains liaison with chemical officer personnel assignment office at DA and makes recommendations to the officer personnel management office at DA and makes recommendations to the officer personnel management office on assigning chemical officer personnel at FH.
 - recommends chemical officer assignment policy to the adjutant general.
- recommends chemical enlisted personnel assignment policy to the adjutant general.

4-5a

CORPS CHEMICAL OFFICER

Figure 4-5. Corps Chemical Officer (Corps Staff)

SECTION VI. OFFICE OF THE CORPS ENGINEER

4-6

General

This office

- provides technical advice and assistance to the CG and staff on engineer matters.
- in the absence of an attached or assigned engineer command HQ, exercises
 - staff supervision over designated nondivisional engineer units attached or assigned to FH and
 - technical supervision of engineer units organic or attached to subordinate commands.
- formulates engineer plans and policies.
- prepares engineer portions of operation orders and administrative and contingency plans.
- coordinates, produces, and distributes standard topographic maps, special map products, and terrain analysis.
- advises on general topographic matters.
- collects and disseminates engineer intelligence data.
- advises the CG and staff on the allocation and employment of atomic demolition munitions.
- monitors training and assists in readiness testing of nondivisional engineer units.
- provides advice and assistance on nuclear and chemical accidents and incidence matters.
- provides administration and management services.
- provides engineer technical advice and assistance to CG, staff, and separate units.
- maintains liaison with higher and lower HQ engineer elements such as
 - U.S. Army Test and Experimentation Command,
 - Defense Mapping Agency, and
 - Engineer School at Fort Belvoir, VA.
- prepares the engineer portions of operation orders and standing operating procedures.
- advises CG and staff on allocation and employment of atomic demolition munitions.
- monitors training and readiness posture of engineer unit
- recommends and assists G3 training on engineer individual and unit training needs and requirements.
- coordinates and assists in planning and conducting field exercises and readiness tests of nondivisional engineer units.

(continued on next page)

General
(Continued)

-
- advises G3 force structure on engineer force structure.
 - provides engineer planning support to plans and exercise group for exercises and contingency plans.
 - prepares engineer portions of administrative, operational, and contingency plans.
 - provides recommendations on engineer intelligence, base development, real estate, troop listing, operational employment, and logistics.
 - assists other staff sections in developing domestic plans.
 - reviews existing plans and recommends revisions as appropriate.
 - in coordination with directorate of Reserve component support, maintains liaison with Reserve Component engineer units.
 - assists in planning and coordinating support to Reserve component units by engineer units.
 - exercises OPCON of 524th Engineer Company (Topo) (corps) and 64th Engineer Detachment (Terrain).
 - coordinates with Directorate of Security to develop mapping plan.
 - plans and supervises the acquisition and production standard and special map topographic products for units and activities.
 - provides mapping and topographic support to units and activities in the FH logistics support area.
 - in coordination with Directorate of Security plans, prepares, and disseminates terrain analysis studies for assigned units.
 - advises on engineer intelligence matters.
 - compiles, maintains and disseminates
 - engineer technical intelligence data acquired through engineer reconnaissance and
 - pertinent intelligence data acquired from other sources.
 - maintains liaison with engineer officer personnel assignment officers at DA and makes recommendations to officer personnel management office on assignment of engineer officers.
 - coordinates directly with engineer units on
 - engineer matters,
 - Army training and evaluation programs,
 - training,
 - assignments,
 - engineer officer temporary duty travel,

(continued on next page)

General
(Continued)

-
- equipment status,
 - readiness reports, and
 - visits to units by offpost engineers.
- is a focal point on CAPSTONE engineer brigade HQ matters.
 - coordinates participation in
 - corps exercises
 - North Atlantic Treaty Organization exercises, and
 - corps participation in CAPSTONE engineer brigade exercises.
-

4-6a



CORPS ENGINEER

Figure 4-6. Corps Engineer (Garrison Staff)

SECTION VII. OFFICE OF THE CORPS SURGEON

4-7

General

This office

- is responsible to the CG for medical, professional, and technical matters pertaining to the corps.
- when the corps is deployed tactically, operates as a special staff officer under the staff supervision of the G1.

4-7a

Corps Surgeon

The Corps Surgeon

- keeps the CG informed on the medical aspects of the situation and on the health of the command.
- exercises technical supervision over the health services operations.
- formulates and recommends medical policies.
- develops medical operations and logistics plans.
- initiates environmental health procedures for the prevention and reduction of disability and disease of the command.
- prescribes medical training for nonmedical and medical personnel.
- plans for allocation of replacement and reinforcements of medical personnel and units.
- conducts medical inspections to make sure medical policies, procedures, and operations are being implemented.
- advises the CG on command decisions involving medical support and factors which may affect tactical or training operations such as wind chill or heat.
- monitors procurement, storage, and distribution of medical supplies and equipment through the technical chain of command.
- prepares reports on the sick and injured.
- keeps surgeon of higher command informed on the corps medical situation.
- evaluates captured medical equipment and supplies.
- maintains liaison with G5 relative to civil medical requirements in the area of operations.
- is the single manager for Army Medical Department (AMEDD) resources at FH and performs other functions as prescribed by FH Reg 40-2 (FORSCOM AMEDD Personnel Support of Fort Hood MEDDAC/DENTAC).

4-7b

Deputy
Corps
Surgeon

The Deputy Corps Surgeon

- assists the Corps Surgeon in performing administrative functions.
- is senior medical operations officer.
- supervises the office in the absence of the corps surgeon.
- advises the surgeon on medical plans, operations, training, and other medical matters.
- maintains liaison with
 - G3 on medical operations matters and
 - higher and subordinate AMEDD staffs on medical matters.
- provides and coordinates AMEDD representation on the annual general inspection team and for emergency deployment readiness exercises and other unit alerts and deployments.

4-7c

Operations
and Plans
Section

Operations and Plans Section

- develops medical plans to support contingency and tactical mission.
- develops, coordinates, and initiates tasking for medical support of training exercises.
- provides medical operations input to tactical standing operating procedures.
- functions as medical operations officer on command post and field training exercises.
- supervises the maintenance of classified documents.
- develops and implements field training program for Uniformed Services University and Health Sciences students.
- coordinates with directorate of Reserve component support and G3 on AMEDD CAPSTONE training.
- reports medical situation to higher HQ.

4-7d

Logistics
Section

Logistics Section

- anticipates and plans for medical logistics requirements.
- recommends medical logistics policy on
 - medical supplies and equipment acquisition, storage, and distribution and
 - biomedical maintenance program.
- monitors quality control procedures.
- provides logistics technical assistance and guidance to units.

(continued on next page)

Logistics
Section
(Continued)

- keeps the surgeon informed on medical logistics matters.
- prepares the office budget and develops travel requirements.
- maintains liaison with the
 - G4 on medical logistics matters and
 - G3 readiness management center on medical readiness matters.

4-7e

Patient
Administration
Personnel and
Training
Section

Patient Administration Personnel and Training Section

- provides
 - technical assistance and policy guidance on patient administration matters to units.
 - planning interface with U.S. Air Force tactical aeromedical evacuation system in support of the corps.
- monitors medical personnel status and advises adjutant general on assignment priorities for critical medical personnel.
- coordinates and monitors medical training program.
- develops
 - medical portions of medical plans and operations directives and
 - medical situation reports.
- informs the surgeon on the patient status in medical units.
- maintains liaison with the G1 and G5 on casualty situations.

4-7f

Administrative
Section

Administrative Section

- provides administrative support to the surgeon and staff.
- provides vehicle drivers for the surgeon and staff.
- maintains tables of organization and equipment.

4-7g

OFFICE OF THE CORPS SURGEON

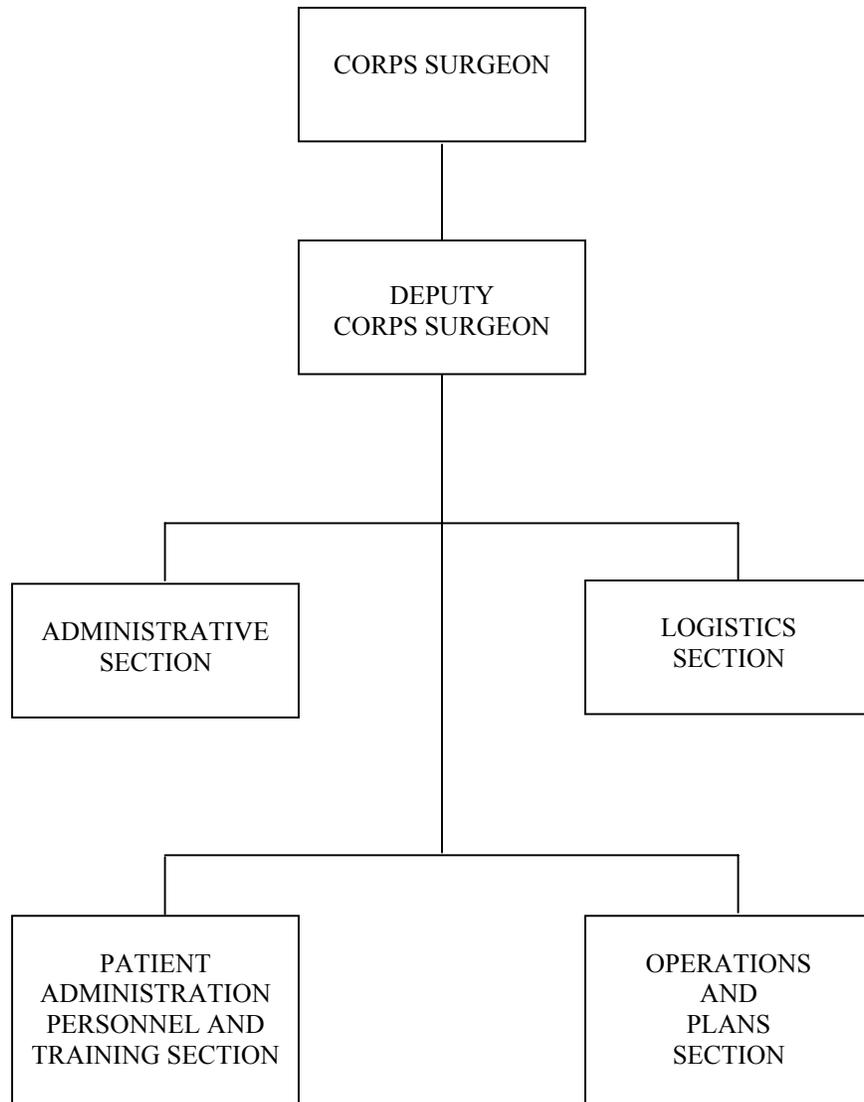


Figure 4-7. Corps Surgeon (Corps Staff)

SECTION VIII. CORPS SIGNAL OFFICE

4-8

General

This office

- performs communications electronics and automation management functions to be sure adequate communications and automation processing are provided to the CT for command and control.
- advises the CG, staff, and subordinate commanders on command-wide signal and automated data processing matters.
- provides guidance and direction for communications electronics assets of the corps, subordinate commands, and signal units through the use of signal estimates, plans, and orders.
- exercises technical supervision of tactical signal and automated data processing activities within the command to make sure communications and data processing
 - operations are based on established standards and procedures and
 - resources and support meet requirements.

4-8a

Corps Signal Officer

The Corps Signal Officer

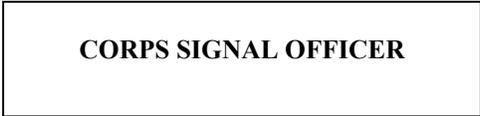
- is a dual position held by the 3d Signal Brigade commander.
 - as the 3d Signal Brigade commander, commands, directs, and supervises the brigade.
 - as a corps special staff member, advises the CG on communications electronics and automation matters.
- has staff supervision over employing communications and automation assets.
- plans for and supervises communications support for
 - corps HQ in tactical field locations and
 - use of communications electronics activities for deceptions.
- prepares communications electronics plans and annexes for incorporation in plans and orders.
- coordinates with other staff sections and supported units on communication requirements.
- recommends procurement, employment, and allocation of signal and automated data processing personnel.
- exercises staff supervision over communications electronics and automated data processing operational activities.
- advises on electromagnetic radiation environment in the area and its effect on communications electronics systems and equipment.

 (continued on next page)

Corps Signal
Officer
(Continued)

- exercises management and control of
 - radio frequency requirements,
 - allocations,
 - assignments, and
 - use for
 - elements and users operating under or in the area under the jurisdiction of the CG.
- coordinates directly with the Army frequency coordinator (central area) for allocation and control of radio frequencies assigned for use in and around the area.
- prepares, coordinates, and disseminates the surety operational inspections and supplemental instructions including execution of command surety operational inspections.
- executes staff responsibility for communications security and issues including command communications security inspections.
- provides administrative communications security custodial support for corps and subordinate units without separate cryptographic facility accounts.
- provides input to electronic warfare plans and annexes and prepares the electronic counter-countermeasure portion of electronic warfare plans and orders.
- implements signal security policies and procedures.
- monitors and coordinates plans and policies in maintenance of communications and automated data processing equipment.
- recommends procurements, employment, and allocation of communications electronics supplies and equipment.
- determines requirements for communication and automation training for non-signal unit personnel.
- monitors the status of organic communications resources in non-signal units through command personnel and equipment reports, staff visits, and inspections.

4-8b



CORPS SIGNAL OFFICER

Figure 4-8. Corps Signal Office (Corps Staff)

CHAPTER 5
HEALTH AND DENTAL SERVICES

SECTION I. OFFICE OF THE DIRECTOR OF HEALTH SERVICES

5-1

General

This office

- is the Army medical department officer assigned to U.S. Army Medical Department Activity who is responsible for the provision of medical support for FH.
- advises the CG on health service.
- determines requirements for and supervises
 - requisitioning,
 - procuring,
 - storing,
 - maintaining,
 - distributing, and
 - documenting
 - medical, dental, and veterinary equipment and supplies.
- investigates conditions affecting the health of troops.
- supervises measures for prevention and control of disease.
- supervises individual and unit medical training of medical troops except those organic to nonmedical tables or organization and equipment units.

5-1a

Director

The director

- operates outpatient medical services and provides hospitalization and evacuation of patients as appropriate.
- provides
 - preventive medicine services,
 - medical and mental hygiene services,
 - dental services,
 - veterinarian services, and
 - medical supply and equipment maintenance and repair support.
- establishes health and sanitation policies, conducts inspections, and supervises medical education activities.
- investigates conditions affecting health.
- supervises disease prevention and control measures.

(continued on next page)

Director
(continued)

-
- provides staff supervision for health services under U.S. Army Medical Department Activity jurisdiction.
 - advises CG on training of nonmedical troops in military sanitation, personal hygiene, and emergency medical training.
-

5-1b

OFFICE OF THE DIRECTOR OF HEALTH SERVICES

Figure 5-1. Director of Health Services (Garrison Staff).

SECTION II. OFFICE OF THE DIRECTOR OF DENTAL SERVICES

5-2

General

This office

- is the principal advisor to the CG and staff on the delivery of dental care services.

5-2a

Director

The director

- performs staff function associated with providing or arranging for dental services essential to maintaining dental health of soldiers.
- provides dental services essential to maintaining dental health of other authorized beneficiaries on a space available basis.
- investigates condition affecting the dental health of FH.
- supervises oral disease prevention and control measures.
- is a member of the planning board.
- advises the CG on the oral health status of soldiers.
- coordinates with staff elements on the operation of the oral health maintenance program.
- develops the dental portion of the mobilization plans.
- coordinates with staff elements on the training and use of Army Reserve dental units.
- advises the CG on the training and use of dental personnel in tables of organization and equipment units.
- evaluates effectiveness of preventive dentistry programs.
- advises the CG on the conduct and status of the programs.

5-2b

OFFICE OF THE DIRECTOR OF DENTAL SERVICES

Figure 5-2. Director of Dental Services (Garrison Staff)

Appendix A
REFERENCES

- AR 5-3(Installation Management and Organization)
 AR 5-4(Department of the Army Productivity Improvement Program)
 AR 5-9(Intraservice Support Installation Area Coordination)
 AR 5-20(commercial Activities Program)
 AR 11-11(War Reserves)
 AR 15-6(Procedures for Investigating Officers and Boards of Officers)
 AR 25-400-2(The Modern Army Record Keeping System (MARKS))
 AR 37-1(Army Accounting and Fund control)
 AR 71-2(Basis of Issue Plans (BOIP), Qualitative and Quantitative Personnel Requirements Information (QQPRI))
 AR 71-13(The Department of the Army Equipment Authorization and Usage Program)
 AR 190-30(Military Police Investigations)
 AR 210-10(Administration)
 AR 210-130(Laundry and Dry Cleaning Operations)
 AR 310-49(The Army Authorization Documents System (TAADS))
 AR 350-15(The Army Physical Fitness Program)
 AR 360-61(Community Relations)
 AR 380-5(Department of the Army Information Security Program)
 AR 385-62(Regulations for firing Guided Missiles and Heavy Rockets for Training, Target Practice and Combat)
 AR 600-9(The Army Weight Control Program)
 AR 600-85(Alcohol and Drug Abuse Prevention and Control Program)
 AR 635-100(Officer Personnel)
 AR 635-200(Enlisted Personnel)
 AR 700-139(Army Warranty Concepts and Policies)
 AR 710-2(Supply Policy Below the Wholesale Level)
 AR 735-5(Policies and Procedures for Property Accountability)
 AR 750-1(Army Materiel Maintenance Policy and Retail Maintenance Operations)
 DA Pam 710-2-2.....(Supply Support Activity Supply System Manual Procedures)
 DA Pam 738-750(Functional Users Manual for the Army Maintenance Management System)
 FH Pam 350-18.....(Fort Hood Catalog of Established Live-Fire Ranges, Range Facilities, and Artillery/Mortar Firing Points)
 FH Pam 350-54.....(CORTRAIN Battle Simulations)
 FH Reg 1-10(Staff Procedures Guide)
 FH Reg 10-5(Headquarters, III Corps and Fort Hood Organization and Functions)
 FH Reg 20-1(Inspector General Activities and Procedures)
 FH Reg 40-2(FORSCOM AMEDD Personnel Support of Fort Hood MEDDAC/DENTAC)
 FH Reg 55-1(Motor Transport Movements)
 FH Reg 71-1(Force ntegration)
 FH Reg 95-1(Local Flying Rules III corps and Fort Hood)
 FH Reg 115-1(Weather Support to III Corps and Fort Hood)
 FH Reg 325-1(Fort Hood Facts)
 FH Reg 350-14(III Corps Long-Range Planning)
 FH Reg 420-9(Energy Efficiency Program)
 FH Reg 525-10(Deployment)
 FH Reg 525-11(Emergency Deployment Readiness Exercise (draft))
 FH Reg 750-18(Maintenance Support Responsibilities)
-

(continued on next page)

FM 101-5(Staff Organization and Operations)
FM 21-20(Physical Fitness Training)
FORSCOM Reg 10-42 ..(Mission Assignments, Forces Command)
FORSCOM Reg 350-3 ..(Specialized Training in FORSCOM Active Army and Reserve Component Units)
FORSCOM Reg 350-5 ..(Joint Training Exercises)
FORSCOM 500-2.....(FORSCOM/Issue Resolution system (FIRS))
FORSCOM 525-2.....(Emergency Deployment Readiness Exercise (EDRE))
USAISC-FH Reg 10-5...(USAISC-Fort Hood Organization and Functions Manual)

Appendix B
III CORPS AND FORT HOOD MISSION STATEMENT

Mission
Statement

The III Corps and Fort Hood mission is to

- prepare Active and Reserve Component military units for deployment and execution of military and domestic contingencies at any time.
- provide support to assigned, attached, and tenant units as required.

B-1

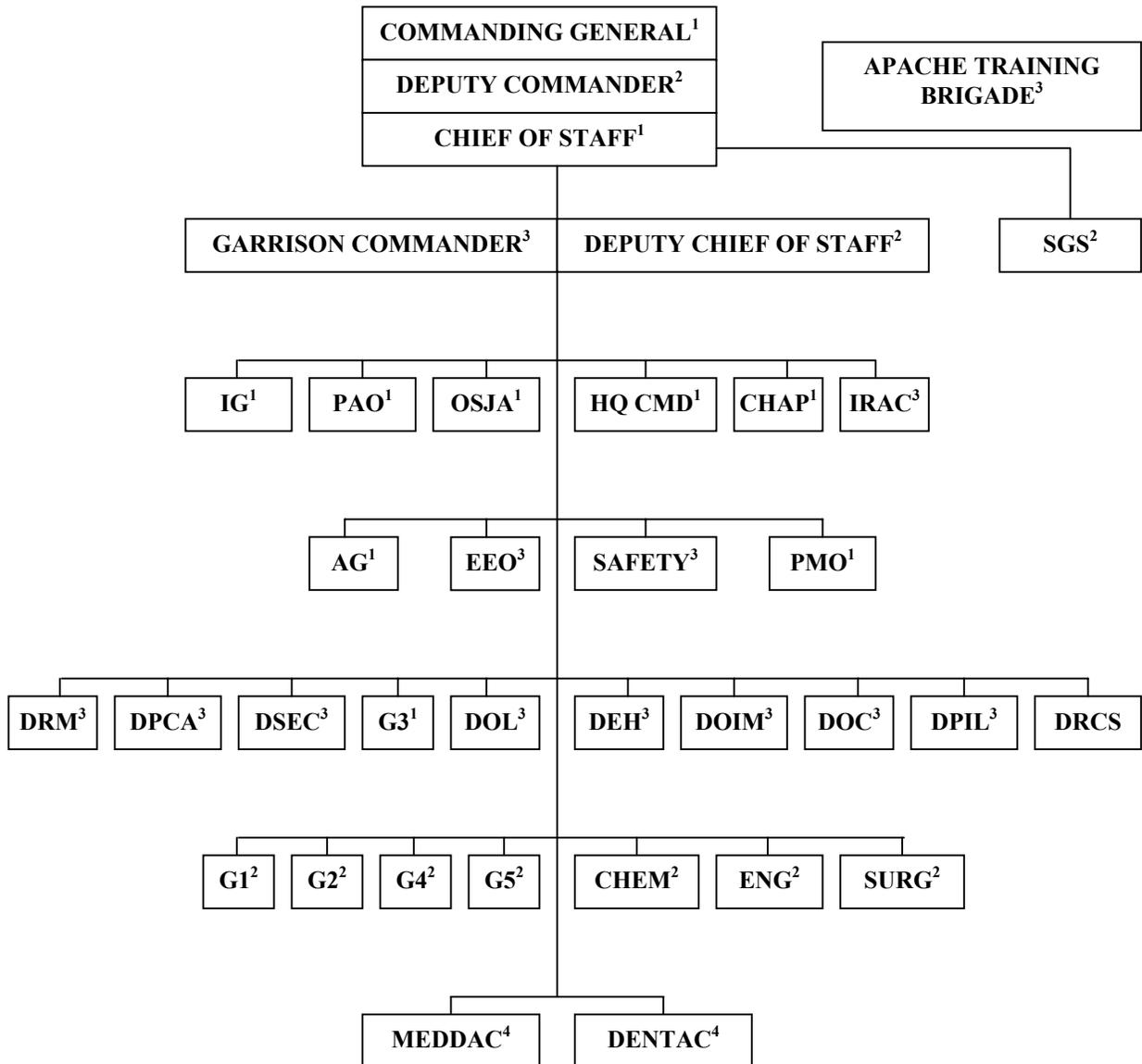
Installation
Commander

The Installation Commander

- commands, operates, and administers the use of the FH resources to accomplish assigned missions.
- provides support to assigned, attached, or tenant units or activities including onpost and offpost units or activities in the assigned geographic areas unless such support is specifically assigned to another command.
- provides for the operation, safety, security, administration, education, training, procurement, service maintenance, and supply support of individuals, units, and activities assigned, attached, or under the command of FH as prescribed by AR 5-3, AR 210-10, and appropriate regulations providing policy for area coordination.
 - tenant and satellite units and activities.
 - organizations, units, and personnel of other military departments and commands.
 - directives or agreements.
- programs, budgets, and funds as specified in the AR 37-series, Financial Administration.
- performs the functions as reflected in U.S. Army Forces Command Reg 10-42 (Mission Assignments, Forces Command).

B-2

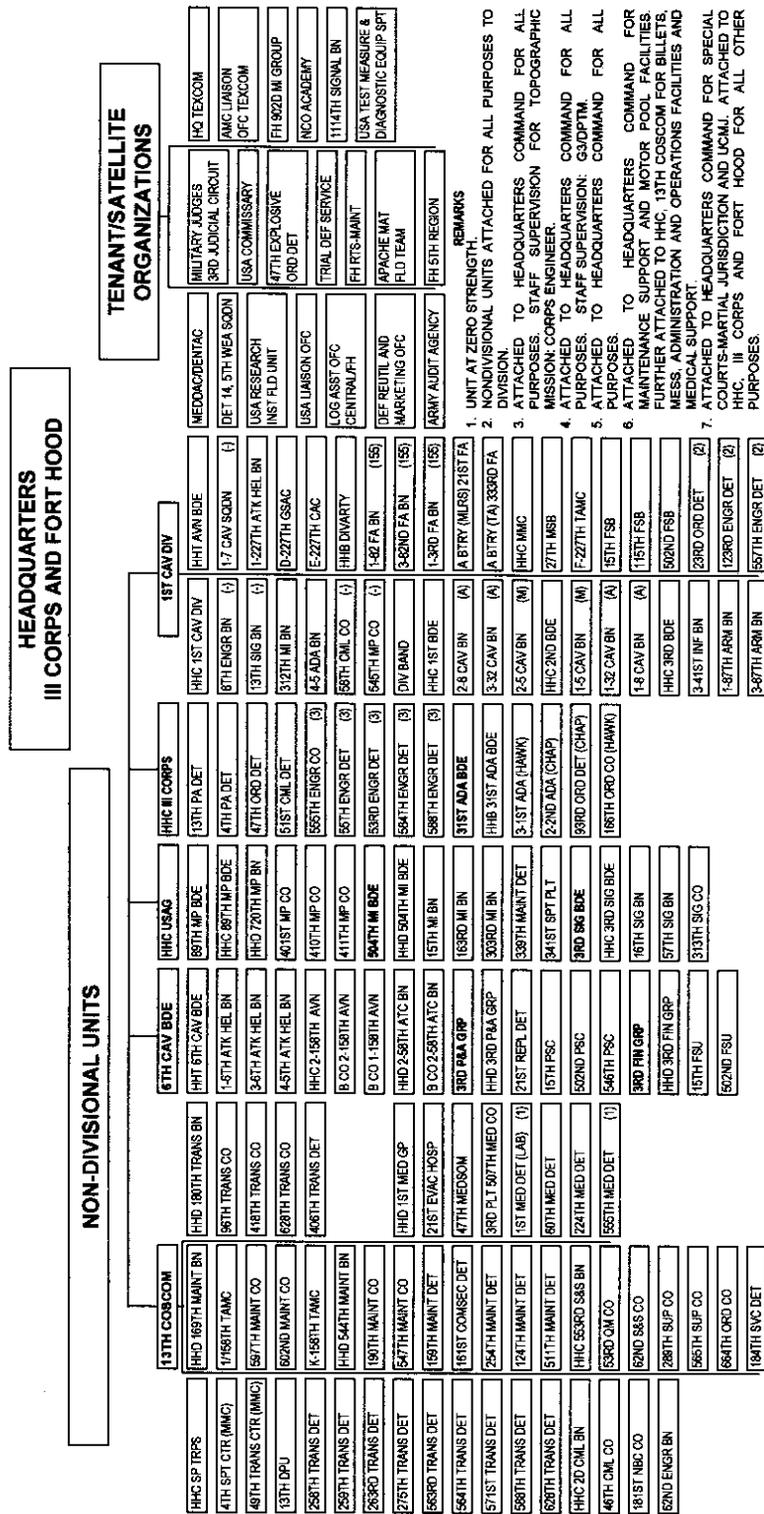
Appendix C
**HEADQUARTERS, III CORPS AND FORT HOOD
 ORGANIZATIONAL STRUCTURE**



¹ Combined Corps and Garrison Staff
² Corps Staff
³ Garrison Staff
⁴ Tenant Activity

Appendix D

FORT HOOD AND FORT HOOD COMMAND RELATIONSHIP CHART



Appendix E

GUIDANCE ON ORGANIZATION, CHARTS, MISSION, AND FUNCTIONS STATEMENT

Organization

Guidance for organizational structure for this Type A installation is provided in AR 5-3.

Instructions for requesting changes to current organizational structure are provided in chapter 1, this regulation.

Organizational changes will not be the basis for increasing manpower requirements.

E-1

Preparing Organizational Charts

Organizational charts for elements of this headquarters will

- be constructed in block form with each block connected by straight lines.
- will indicate, for this regulation, the organization structure through division or branch level, as appropriate.

Charts for use within individual offices may depict organizations through unit and subunit levels.

Offices will prepare organization charts for this regulation in draft form on 8.5-by 11-inch bond paper. Final copy for publication will be prepared by the Directorate of Resource Management manpower, equipment, and documentation division.

The office title will be indicated at the top of the chart. The principal block will contain the title of the office chief.

E-2

Preparing Mission Statements

The mission statement of each staff office will

- consist of a one paragraph narrative outlining the purpose or objective of the office concerned and indicated at block 1a, General.
- also serve as the chief of staff office functional statement.

E-3

Preparing Functional Statements

The functional statement for each staff office will

- disclose the distribution of major responsibilities to and within that office.
- express these responsibilities in terms which exclude procedures and quantitative information.
 - failure to observe this limiting feature may lead to the inclusion of subfunctions and individual tasks.

NOTE: Use standard operating procedures, work distribution charts, and job sheets to expand details of this nature.

- will be brief but clear enough to be understood by persons not familiar with the organization.
- will be prepared to match each organizational elements shown on the organization chart.

(continued on next page)

Preparing
Functional
Statements
(Continued)

Division functional statements will consist of brief summary of branch functions plus functions retained at division level.

Branch functional statements will consist of brief summations of functions performed or delegated to lower echelons of the branch.

E-4

Administrative
Services

Functional statement, "Provides internal administrative office." identifies the scope of responsibility for most administrative branches. This statement includes the following subfunctions which will not normally be published.

- operates the office message center to include mail distribution and dispatch, administrative review and control of correspondence, and implementation of the records management program.
- maintains files including publications and reference library.
- maintains office control of classified matter.
- establishes and supervises office security control.
- procures, stores, issues, and handles disposition of office supplies and equipment for the office; maintains transactions papers for office property account.
- processes and controls personnel actions and maintenance of personnel records for the office to include personnel and duty rosters and time and attendance reports.
- coordinates and controls funds for temporary duty travel and processing travel requests and vouchers.
- prepares and types correspondence and reports necessary to accomplish the above subfunctions.
- provides and obtains office duplicating and printing services.
- maintains office tables of distribution and allowances on a current basis.
- coordinates standing operating procedures for internal operations of the office.

Functions assigned to an administrative branch other than those listed above will be stated in additional paragraphs.

E-5

GLOSSARY

AMC.....	U.S. Army Materiel Command
AMEDD	Army Medical Department
AR.....	Army Regulation
CG.....	Commanding General
CofS.....	Chief of Staff
COMSEC.....	communications security
CONUS.....	continental U.S.
CORTRAIN.....	Forces Command Corps and Division Training Coordination Plan
COSCOM	13th Corps Support command
CPMC	capital purchase and minor construction
DA	Department of the Army
DOD	Department of Defense
EEO	equal employment opportunity
FH.....	Fort Hood
FMRA.....	financial management review and analysis
FORSCOM.....	U.S. Army Forces Command
HQ	headquarters
MCA	military construction, Army
MCB	manage civilian to budget
MOS	military occupational specialty
MWR	morale, welfare, and recreation
NAF	nonappropriated funds
NBC.....	nuclear, biological, and chemical
NCO.....	noncommissioned officer
OCONUS.....	outside continental U.S.
ODT.....	overseas deployment training
OPCON.....	operational control
PBAC.....	program budget advisory committee
SCI.....	sensitive compartmented information
SIDPERS	standard installation and division personnel system
TAC	Tactical Airlift Command
TACCS	tactical Army combat computer support system
TDA	tables of distribution and allowances
TOE	tables of organization and equipment
TRADOC.....	U.S. Army Training and Doctrine Command
UCMJ	Uniform Code of Military Justice
U.S.	United States
USACIDC.....	U.S. Army Criminal Investigation Command
USAISC.....	U.S. Army Information Systems Command

The proponent of this regulation is the Directorate of Resource Management.

FOR THE COMMANDER:



WILLIAM A. WEST
Brigadier General, GS
Chief of Staff

STEPHEN J. BERTOCCHI
LTC, SC
DOIM

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DRM (100)	G5 Corps	Chemical
IG	DPCA (4)	Corps Surgeon
DPIL	AG	Corps Signal
PAO	DOL	Corps Engineer
IRAC	DEH	HQ, Cmd USAG
SJA	PMO/LEA	DOC
AVN	Chaplain	DCP
EEO	DRCS	DOIM (3)

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 Cdr, Fort Devens, ATTN: AFZC-RMD, Fort Devens, MA 01433-5070
 Cdr, XVIII Airborne Corps and Fort Bragg, ATTN: AFZA-CM-MMD, Fort Bragg, NC 28307-5000
 Cdr, I Corps and Fort Lewis, ATTN: AFZH-CM-MMD, Fort Lewis, WA 98433-5000
 Cdr, HQ, 5th Army Division, Fort Polk, ATTN: AFZX-CM-FD, Fort Polk, LA 71459-5000
 Cdr, 2d Infantry Division and Fort Ord, ATTN: AFZW-CM-MC, Fort Ord, CA 93941-5000
 Cdr, 101st Airborne Div and Fort Campbell, ATTN: AFZB-DPT-FD, Fort Campbell, KY 42223-5000
 Cdr, 4th Infantry Division and Fort Carson, ATTN: DRM, Fort Carson, CO 80913-5000