
PREFACE

FM 9-38 follows the sequence of ammunition support from peacetime to mobilization to a war or contingency tactical operation (WCTO), and then back. Specifically, it describes ammunition organizations, contingency planning, transition to a WCTO theater, and post-war transition. The guidelines in this field manual (FM) are generic. They are a starting point to be applied to each specific situation.

FM 9-38 provides guidelines for unit commanders, platoon leaders, section chiefs, and other supervisory personnel on conventional ammunition support operations at the direct support (DS) and general support (GS) levels during peacetime, mobilization, and WCTO. This manual also provides guidelines for WCTO sustainment. It may be used to train, plan, and conduct Class V (ammunition) support missions.

The commander in chief of the armed forces provides guidelines to the force structure or theater commander for establishing the date and time when peacetime regulatory procedures will convert to WCTO implementation procedures.

FM 9-38 discusses several doctrinal changes. One is the Maneuver-Oriented Ammunition Distribution System (MOADS) and MOADS enhanced by the palletized load system (PLS), or MOADS-PLS, in the conventional ammunition support structure. Under MOADS, the DS ammunition company, organized under the L-series table(s) of organization and equipment (TOE), can operate up to three ammunition supply points (ASPs) and provide personnel and equipment for an ammunition transfer point (ATP). Along with MOADS, new concepts affecting conventional ammunition unit operations are introduced in this manual. These include the ATP operated by the DS ammunition company, combat configured loads (CCLs), and corps support group (CSG) and corps support battalion (CSB) support concepts. CCLs are palletized, prepackaged loads of ammunition tailored to the needs of a using unit. CCLs are transported on special PLS transports with self-contained loading and unloading equipment. Together, all of these features make MOADS an operational concept.

This FM provides guidance on the change in distributing binary chemical munitions (BCMs). BCMs now go through conventional ammunition channels. Doctrinal changes include handling, storage, and assembly requirements for BCMs as well as safety and security requirements. Another doctrinal change discussed is wartime host-nation support (WHNS). WHNS is generally limited to GS operations. Cellular logistics teams (CLTs) are organized to manage WHNS operations.

Finally, FM 9-38 describes WCTO ammunition support doctrine. Class V needs for each theater are unique. The doctrinal support structure described in this FM can be adapted to meet the mission, enemy, terrain, troops, and time available (METT-T) requirements for varying geographical and political situations.

Rear operations doctrine is evolving. See FM 71-100, FM 100-15, FM 100-5, the echelons-above-corps (EAC) portion of FM 90-14, and low-intensity conflict (LIC) doctrine in FM 100-10. These manuals use current terminology.

Provisions of this FM are subject to the following international standardization agreements (STANAGs):

- STANAG-2034 (Edition 2), *Land Forces Procedures for Allied Supply Transactions*
- STANAG-2135 (Edition 3), *Procedures for Emergency Logistics Assistance*
- STANAG-2827 (Edition 2), *Materiels Handling in the Field*
- STANAG-2828 (Edition 3), *Military Packaging and Containerization*
- STANAG-2829 (Edition 2), *Materiel Handling Equipment*
- STANAG-2834 (Edition 1), *Operation of EOD Technical Information Center*
- STANAG-2928 (Edition 2), *Land Forces Ammunition Interchangeability Catalog*
- STANAG-2961 (Edition 1), *Classes of Supply of NATO Land Forces*

These agreements are not intended for worldwide use. They are implemented only with host nations with whom the agreements have been ratified.

The proponent of this publication is Headquarters, United States Army Training and Doctrine Command (HQ TRADOC). Send comments and recommendations on DA Form 2028 directly to Commandant, United States Army Ordnance Missile and Munitions Center and School, Redstone Arsenal, Alabama 35897-6500.

INTRODUCTION

The ammunition unit's role under AirLand Battle (ALB) doctrine encompasses five key logistical functions: sustain, arm, fuel, fix, and move the supported force. The emphasis is placed on arming.

AIRLAND BATTLE

ALB doctrine establishes a close working relationship between air and land forces in achieving strategic and tactical objectives. Its operational concept is based on seizing land, retaining the initiative, and employing aggressive offensive action to defeat enemy forces. Commanders strive to place enemy forces off balance by engaging them when and where they least expect it and by defeating them before they can recover. Our forces must be able to disengage rapidly; move long distances; and counterattack to destroy, disrupt, or delay enemy forces. Offensive operations may be conducted locally to destroy enemy forces in direct contact. They may be designed to attack enemy forces in depth to disrupt their command and control (C²), destroy their combat support (CS) or combat service support (CSS), and delay or destroy their follow-on forces.

The modern battlefield will involve intense, highly lethal, and nonlinear operations. Conventional and chemical munitions must be tactically planned and integrated into these operations so that maximum Class V support can be provided to the combat forces.

Success on the battlefield will depend on the Army's ability to fight in accordance with four principles: initiative, depth, synchronization, and agility. ALB adds versatility, deployability, lethality, and expandability. In ALB, the Army's primary mission is power projection. Recent conflicts, including Desert Shield/Storm (DS/S), showed that United States (US) forces must be able to make a power projection rapidly. Inherent in this in-and-out concept is the necessity for CSS, thus Class V supply, to be able to support a variety of force makeups. To maintain combat initiative, CSS must be forward during decisive operations. CSS must be tailored and integrated into the commander's operational concept. CSS comes early and stays late, whether US forces are called to fight wars or, more likely, to participate in LICs. LICs emphasize using forces indirectly to support other nations' efforts to maintain stability. As these characteristics of ALB evolve, they will increasingly influence Class V supply.

Ammunition is an essential commodity on the battlefield. Arming the force is the largest, most time-consuming task of the logistics system. It requires detailed planning and coordination between the combat users, ammunition logisticians, and transporters at all levels, starting with the continental United States (CONUS) sustaining base and ending with the individual soldier. In WCTO, there may not be sufficient time to build a large in-theater stockage level prior to combat operations. For more detailed information, refer to FM 100-5.

THREAT

Conventional ammunition support operations personnel, equipment, and facilities are vulnerable to the entire spectrum of threat weaponry and forces. These weapons and forces include the following:

- Armor.
- Artillery.
- Mines.
- Small arms fire.
- Grenades.
- Missiles.
- Mortars.
- Nuclear, biological, chemical (NBC) munitions.
- Special-purpose forces.
- Terrorists.
- Agents.
- Insurgents.
- Saboteurs.

The likelihood of encountering these threats will vary depending on the proximity of conventional ammunition support operations to other targets on the battlefield, the level of conflict, and the region of the world where operations are being conducted. Ammunition support personnel should be aware that in any type of conflict, ammunition storage and transfer sites will be priority enemy targets. The enemy is likely to have sophisticated weapons, to include those from both the US and the former Soviet Union. Potential enemies may also use former Soviet doctrine and tactics. Further details on Soviet doctrine, tactics, and weapons are in FM 100-2-1, FM 100-2-2, and FM 100-2-3.

It is important to realize that “Third World” does not necessarily mean primitive weaponry or tactics. Sophisticated western and former Soviet weapons and technology are available in Third World countries. At some point, one or more of these nations may again oppose the US militarily. Some of these nations may also be developing and exporting their own weapons, including chemical weapons and ballistic missiles.