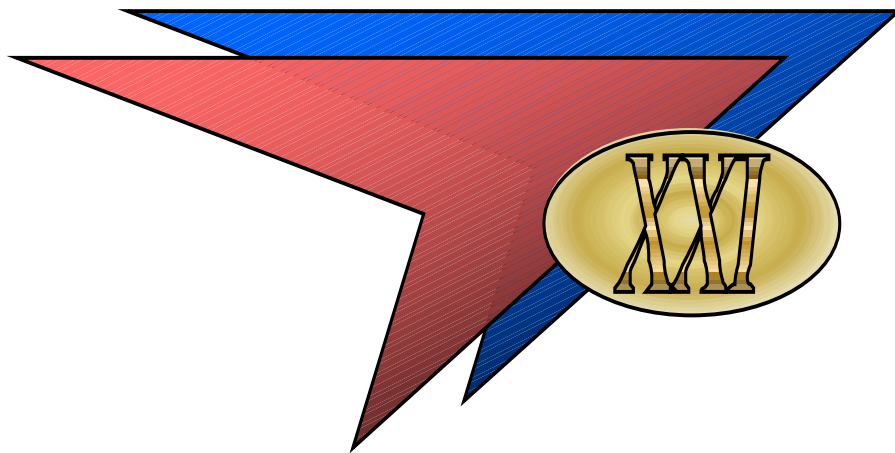


DEPARTMENT OF THE ARMY

FM 4-93.51

FORCE



**TACTICS, TECHNIQUES, AND
PROCEDURES FOR THE
DIVISION SUPPORT BATTALION
(DIGITIZED)**

MAY 2002

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Division Support Battalion (Digitized)

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PREFACE

This field manual (FM) provides information on the structure and operations of the division support battalion (DSB) digitized. It is directed toward the commander and staff of the DSB organized under the division redesign and the Force XXI division concept for combat service support (CSS) operations.

This FM outlines the functions and operations of each unit within the DSB. It also tells how the DSB commander, company commanders, battle staff, supported and supporting units integrate their activities through the use of digitization on the battlefield. This includes both the logistics mission and the tactical responsibilities.

This FM is based on doctrine in FMs 3-10 (100-5) (Operations), FM 4-0 (100-10), 101-5, 101-5-1, FM 71-100, FM 71-3, FM 4-02 (8-10), FM 4-02.55 (8-55), and tactics techniques, and procedures developed in ST 63-21. FM 3-10 (100-5) is the Army's capstone doctrinal manual. It outlines how the Army will conduct operations. FM 4-0 (100-10) is the Army's main CSS doctrinal manual. It provides an overview of the CSS system for supporting the Army in the field.

This publication implements north Atlantic treaty organization (NATO) standardization agreement (STANAG) 2931, orders for the camouflage of the Geneva emblem and red crescent on land in tactical operations.

The proponent of this publication is Headquarters, U.S. Army Combined Arms Support Command (CASCOM). Submit changes for improving this publication on DA Form 2028 (Recommended Changes to Publications and Blank Forms) and forward it to Commander, U.S. Army Combined Arms Support Command, ATTN: ATCL-AL, 801 Lee Avenue, Fort Lee, VA 23801-1713.

Unless otherwise stated in this publication, the masculine nouns and pronouns do not refer exclusively to men.

Chapter 1

DSB Organization And Functions

The Army's Force XXI Division represents a leap forward into the realm of 21st Century technology. The smaller Force XXI Division possesses greater lethality, quicker mobility as well as the combat service support (CSS) imperative of situational understanding (SU). Real time "situational understanding" means a complete, common relevant picture (CRP) of the battlefield for every commander. This information enables Force XXI commanders to quickly mass forces, allowing this division to defeat a larger, but less technologically advanced enemy.

The CSS structure's capability to project, receive, and support this force will directly impact the effectiveness of future military operations. The Force XXI battlefield imposes new challenges on support functions and leaders, as it calls for independent logistical systems and procedures. Using the Force XXI's enhanced digital logistical awareness and forecasting capabilities, CSS leaders at all levels must provide the foresight and responsiveness necessary to anticipate and maintain the division's operations tempo (OPTEMPO). Force XXI logistics will require new organization, new doctrine, as well as advanced distribution equipment and information technology.

The concept and organizational structures found in this document reflect a paradigm shift from a supply-based CSS system in Army of excellence (AOE) to an advanced distribution-based CSS system for Force XXI. Technology enhances this capability.

A distribution-based logistics system combines situational understanding capabilities with efficient delivery systems to form a seamless distribution pipeline. This pipeline represents "inventory in motion" and the CSS imperative of increased velocity. In contrast, static inventories comprise the current AOE supply-based system. Storing this static inventory, in large stockpiles at each echelon does not provide the mobility or flexibility required by the Force XXI maneuver commander. The Force XXI distribution-based system eliminates most stockpiles; substituting speed for mass. Logisticians control the destination, speed, and volume of the distribution system. With intransit visibility (ITV), total asset visibility (TAV), advanced materiel management, and advanced decision support system