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*HQ 26th ASG Memo 10-1

DEPARTMENT OF THE ARMY
HEADQUARTERS, 26TH AREA SUPPORT GROUP
UNIT #29237
APO AE 09102

Organization and Functions
Organization and Functions Manual

Summary. This memorandum prescribes the organizational structure and assigned functional responsibilities of the 26th Area Support Group Staff. The objective of this publication is to:

a. Document the mission of the 26th Area Support Group Staff.

b. Describe the organizational structure and assigned functional responsibilities of the 26th Area Support Group Staff.

Applicability. This memorandum applies to all staff elements of the Headquarters, 26th Area Support Group.

Supplementation. Supplementation of this publication is not authorized without the approval of the Commander, 26th Area Support Group.

Interim Changes. Changes to this publication are not official unless authenticated by the Adjutant, 26th Area Support Group.

Suggested Improvements. The proponent of this memorandum is the Director of Resource Management, (DRM), 26th Area Support Group, (AEUSG-RM-MM, DSN 373-8774/5032). Users may send suggestions to improve this publication on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to the Commander, 26th ASG, ATTN: AEUSG-RM-MM, Unit #29237, APO AE 09102.

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1. PURPOSE. This publication details the mission of each staff element, and outlines the functional responsibility of each section within that element.
2. RESPONSIBILITIES. Each staff element is responsible for:
 - a. Conducting operations IAW current directives and the Commander's intent.
 - b. Ensuring the most effective and efficient utilization of resources while accomplishing assigned missions.
 - c. Developing and maintaining detailed Standing Operating Procedures for each program and activity.
 - d. Ensuring application of appropriate Army Management Systems.
3. MISSION. The mission of the 26th Area Support Group is:
 - a. Be prepared, on order, to execute Community Transition to War (CTW) and support deployment of units within area of responsibility.
 - b. Responsible for Base Operations (BASOPS) policy guidance, long and medium range planning, civilian personnel management, and resource management to Base Support Battalions providing quality community life support in each community.
 - c. Provides command and control for administrative and operational matters of assigned battalions.
4. The area of responsibility spans the three German states of Baden Wurtemberg, Rheinald Pfalz, and Hessen, covering approximately 17,540 square kilometers, (see figure 1).

CHAPTER 1

THE COMMAND GROUP

1-1. Mission: Supervise, direct, and manage the activities and functions of the 26th Area Support Group.

1-2. Commander:

a. Commands all activities in the 26th Area Support Group (ASG) under the purview of UR 109-20.

b. Exercises operational control over all elements within the 26th ASG.

c. Establishes objectives and develops policies to ensure efficient and effective accomplishment of the mission.

1-3. Chief of Staff:

a. Serves as primary assistant and advisor to the Commander on all matters pertaining to command missions.

b. Directs, supervises and coordinates the work of the primary and special staffs, to include Adjutant activities and functions.

c. Coordinates/integrates staff actions.

d. Receives command policies/decisions and coordinates implementation.

e. Ensures that all instructions to the command agree with the Commander's intent.

f. Acts as liaison with adjacent, higher, and supported headquarters.

g. Represents the Commander as appropriate.

1-4. Command Sergeant Major:

a. Serves as the principal NCO assistant to the ASG Commander.

b. Advises the commander and staff on all matters concerning enlisted soldiers assigned or attached to the ASG.

c. Executes established policies and supervises the standards of performance, care, conduct, appearance, personnel management, and training of all enlisted soldiers.

d. Serves as the Command Safety NCO.

e. Accompanies the commander on inspections, visits, and ceremonies in the ASG, and when appropriate, in other USAREUR commands.

f. Presides over Soldier Recognition Program and participates in other leadership assemblies, i.e. Single Soldiers' Council and USAREUR CSM Professional Advisory Board, that pursue the welfare of enlisted soldiers.

g. Interfaces with Installation Coordinators and appropriate staff agencies concerning support services and appearance of installations.

h. Identifies existing or potential problem areas and attempts to solve them through HQ, USAREUR staff offices, activities, or installation coordinators.

i. Reviews Noncommissioned Officer Evaluation Reports and awards for all enlisted soldiers.

j. Reviews conduct of enlisted soldiers' training.

k. Advises the commander on matters pertaining to the Command Retention Program.

1-5. Office of the Adjutant: The mission of the Adjutant's Office is to control official correspondence, provide administrative and logistical support to the Command Group, and to interface and coordinate all military personnel matters with the servicing Personnel Administration Company, (PAC).

a. The Adjutant:

- (1) Serves as a member of the Commander's staff.
- (2) Supervises administrative and support operations for the Command Group.
- (3) Routes message traffic.
- (4) Prepares written correspondence for the Commander and Chief of Staff.
- (5) Signs official correspondence under the Commander's authority line.
- (6) Disseminates, collects, and consolidates suspense requirements to the staff and subordinate units.
- (7) Coordinates suspense requirements to higher headquarters.
- (8) Maintains close liaison and interface with servicing PAC and 1st PESRCOM in all matters pertaining to military Personnel matters.
- (9) Provides oversight of subordinate unit Adjutant Offices to ensure compliance with applicable regulations, policies and procedures.

b. The Administrative Office:

- (1) Reviews and routes all military correspondence for the ASG staff.
- (2) Provides administrative and logistical support for the Command Group.

(3) Maintains and coordinates updates of the 26th ASG policy memorandums.

(4) Maintains a reference library for the Command Group.

CHAPTER 2

OFFICE OF THE S1

2-1. Mission: Develop and manage plans, policy, and procedures pertaining to morale, welfare and recreation (MWR) programs.

Plan, organize and conduct a range of social, recreational, physical, and entertainment programs encompassing the Army's commitment to improving quality of life. Supervise the Non-Appropriated Fund Instrumentality (NAFI) for all MWR activities. Provide coordination/liaison with supporting MWR related agencies and all private organizations authorized under AR 210-1. Responsible for the Alcohol and Drug Abuse Prevention Control (ADAPC) Programs.

2-2. S1 Officer:

a. Serves as a key member of the ASG supporting staff and primary advisor to the ASG commander. Exercises primary staff responsibility for plans, policies, coordination, execution, reporting, and functional review and analysis of various S1, Community Activities (DCA) programs, MWR activities funded from Appropriated (AF) and Non-Appropriated fund (NAF) sources, and the ADAPC Program.

b. Provides primary staff oversight to private organizations the youth activities and family advocacy programs.

c. Serves on key committees, boards and councils as required.

d. Advises the commander on matters pertaining to family issues and MWR business operations.

e. Provides essential direction and staff supervision of S1/DCA functions which are aligned to installation management and organization requirements IAW AR 5-3 and AR 215 and other applicable regulations, this memorandum, and command policy.

f. Responsible for application of the Planning, Programming, Budgeting and Execution System (PPBES), and applicable automation management with the S1.

2-3. Chief, Morale, Welfare and Recreation:

a. Serves as Chief of all MWR divisions and Fund Manager for the ASG. Primarily responsible for managing all business and operational aspects of the community and family activity programs while insuring that the fund is self sufficient.

b. Provides direct support to the BSBs to enable them to better serve their customers. MWR support includes centralized fund management, a consolidated resale warehouse, purchasing and contracting, centralized training, automation, marketing and financial management.

c. Provides supervision and management oversight of the following divisions and sections:

(1) **Hospitality Management Group: Provides** supervision and management oversight of income producing activities through activity managers. These activities include:

(a) Clubs

(b) Bowling Centers

(c) Golf Course

(d) Rod and Gun Clubs

(e) Other fund raising programs and projects, i.e. bazaars, fests, bingo, etc.

(f) Supply, Warehouse, and Maintenance Branch

(g) Theme Restaurants

(2) **Family Support Division: Responsible** for timely information dissemination and coordination of 26th ASG-wide events and programs. Provides guidance, technical advice, program coordination and policy for the following programs:

(a) Army Community Service (ACS), to include Army Emergency Relief (AER) and Family Advocacy Program

(b) Child Development Services (CDS)

(c) Installation Volunteer Program

(d) Army Family Action Program (AFAP)

(e) Youth Services (YS)

(3) Recreation Division

(a) Assists ASG Commander in maintaining morale, esprit de corps, and mental and physical fitness of soldiers by assuring the effective operation of well balanced programs, services and facilities associated with the following recreation-core programs:

- Sports and fitness
- Outdoor recreation
- Arts and crafts
- Recreation Centers
- Entertainment
- Libraries

(b) In coordination with BSB counterparts, develops and consolidates long-range plans for recreation programs, resources and facilities. Pursues initiatives, which contribute to the improved delivery of recreation services within the ASG.

(c) Assists with the prioritization of NAF Capital Purchases and Minor Construction (CPMC) projects. Reviews BSB recreation budget submissions. Determines methods of consolidating BSB contracting actions, programming, and service delivery to improve efficiency.

(d) Conducts ASG-wide championships and special events. Coordinates with other ASG recreation staffs, as required, in planning events which impact beyond the ASG.

(e) Coordinates program-related training, technical assistance and information to BSB counterparts.

(f) Oversees APF budget execution in core program areas.

(g) Supplements existing guidelines with policy and standards, as required, pertaining to recreation operations.

(4) Hospitality Management Group: Provides oversight of, and consolidates management/administrative functions to clubs, bowling, golf, quest house and special events.

(a) Manages and supervises MWR warehouse program (Regional Distribution Center).

(b) Provides oversight of the Fun & Games amusement program.

(c) Consolidated bowling maintenance.

(d) Food and beverage consulting.

(e) Consolidated fest equipment and fest booth menu standards.

(5) NAF Contracting: Provides general support services to the divisions, sections and offices of the S1. Conducts centralized operations in MWR supply, maintenance, purchasing and contracting, facilities, MCA and NAF construction.

(a) Establishes NAF purchasing and contracting procedures for NAF goods and services not to exceed \$100,000.00 (small purchases) IAW AR 215-4.

(b) Plans and coordinates with Directorate of Public Works and Directorate of Resource Management, as appropriate, and monitors all MWR construction projects funded by OMA, NAF, and MCA.

(c) Provides supervision and management oversight of the purchasing and contracting branch.

(6) Financial Management Division.

(a) Responsible for the efficient and effective management and control of Appropriated and Non-Appropriated funds and manpower resources in support of the S1's mission, to include MWR activities.

(b) Provides planning, programming, budgeting, and financial analysis services to all S1 activity managers.

(c) Prepares, compiles and coordinates NAF Operating, Cash, and Capital Purchase and Minor Construction (CPMC) budgets, as appropriate.

(d) Provides AF and NAF input to support the community PPBES process.

(e) Coordinates the Risk Insurance Management Program (PIMP).

(f) Provides for review and analysis of MER program performance and financial reporting.

(g) Plans, coordinates and supervises the execution of the organizational efficiency review program for MWR activities.

(h) Establishes and maintains a Check Cashing Control Program.

(i) Provides management oversight for private organizations and financial oversight of short term lodging for transient personnel.

(j) Manages Value Added Tax (VAT) Relief Program.

(k) Provides supervision and management oversight of the Budget/Funds Control and the Manpower Branches.

(l) Responsible for AF/NAF property book management.

(m) Primary hand receipt holder for all MWR and NAF property.

(7) Marketing Division/COE.

(a) Provides technical advice and assistance in the establishment and implementation of a comprehensive marketing program. Also supports Stuttgart, Baumholder and Garmisch.

(b) Operates and controls the ASG commercial sponsorship program.

(c) Publishes a monthly MWR magazine.

(d) Prepares media releases for AFN radio and television, and a variety of print publications.

(e) Produces a wide range of graphics (posters, brochures, and booklets) to promote MWR activities and events.

(f) Maintains and analyzes demographic information.

(g) Conducts market research programs, e.g., share analyses, measurement of customer satisfaction and needs assessments.

(h) Conducts marketing training for activity managers.

2-4. Alcohol and Drug Abuse Prevention and Control Program (ADAPCP) Division:

a. Develops and implements programs to prevent alcohol and drug abuse in ASG. Programs encompass prevention, education, identification, rehabilitation, treatment, program evaluation and research.

b. Identifies alcohol and other drug abusers as early as possible.

c. Responsible to restore military, family member, and US civilian employee alcohol and other drug abusers to effective duty and social functioning. Identifies rehabilitation failures for separation processing from government service, if applicable.

d. Ensures that effective alcohol and drug abuse prevention and education is being provided to all required personnel.

e. Program oversight is provided by the Alcohol and Drug Control Officer (ADCO), who has the following responsibilities:

(1) Manages the ADAPCP administrative functions.

(2) Supervises the following sections:

Directors) (a) Community Counseling Center (Clinical

(b) Education Coordinator

(c) Civilian Program Coordinator

(d) Biochemical Testing Coordinator

(3) Coordinates the command, staff, and medical aspects of the ADAPCP.

(4) Develops, coordinates, and recommends ADAPCP policy for implementation.

(5) Establishes communication, referral, and processing channels between military and civilian activities that can contribute to the ADAPCP.

(6) Provides periodic program evaluation to the ASG Commander.

(7) Serves on the Alcohol and Drug Intervention Council (ADIC), and other similar discussion groups.

(8) Responsible for the administrative maintenance of records and reports, IAW applicable regulations.

(9) Authenticates all ADAPCP reports furnished to higher headquarters.

(10) Provides data for budget and manpower resource transactions.

CHAPTER 3

OFFICE OF THE S 2/3

3-1. Mission: Direct, coordinate and exercise staff supervision over installation Base Operations Support (BASOPS). Direct and coordinate installation Plans and Operations, Security, Training, Force Projection and Force Protection. Coordinate installation Arms Control Implementation.

3-2. S 2/3 Officer:

a. Directs, coordinates and exercises staff supervision of installation Base Operations Support (BASOPS).

b. Directs, coordinates and exercises staff supervision of installation Security and Intelligence Support.

c. Directs, coordinates and exercises staff supervision of Training.

d. Directs, coordinates and exercises staff supervision of Installation Force Protection.

e. Serves as the central tasking officer for the ASG.

f. Directs, coordinates and exercises staff supervision over all Force Projection and RSOI operations conducted within the ASG.

g. Directs functions of the Emergency Operations Center.

3-3. Current Operations Division:

a. Synchronizes current operations with contingency plans across the AOR.

b. Directs the functioning of the Emergency Operations Center (EOC).

c. Obtains resources, coordinates and evaluates individual and unit training programs. Monitors training-management within each BSB. Coordinates and conducts quarterly training briefings.

- d. Prepares and maintains ASG Command Briefing, each BSB's Community Briefing, and the S3 Briefing.
- e. Prepares, maintains and distributes ASG population data to include data from tenant units.
- f. Plans, coordinates and supervises the execution of special events or ceremonies for the ASG, and other functions as necessary for geographic area of responsibility. Serves as the central tasking office for the ASG.
- g. Directs Staff Duty operations and functions within the ASG.
- h. Receives and coordinates OPREP 3 and command interest incidents with higher headquarters.
- i. Administrates and operates the Army Global Command and Control System. Downloads, distributes, files and acts on daily SITREPS. Prepares daily SIGACTs and SITREPs for 21st TAACOM.
- j. Coordinates NBC support and operates the NBCWRS for the ASG.
- k. Develops training ammunition requirements, processes requests for training ammunition and allocates command training ammunition.
- l. Coordinates and prepares special events calendar for the ASG.
- m. Manages OIP program for the ASG. Manages inspection results from higher organizations (e.g., USAREUR, DA). Coordinates CIP/Staff Assistance Visits for the ASG. Maintains and updates inspection checklists. Compiles inspection results and prepares the After Action Report for the Command Group and inspected units.
- n. Coordinates and conducts quarterly ASG/BSB commanders' conferences. Acts as ASG POC for USAREUR BASOPS Commanders' Conference.
- o. Coordinates and conducts monthly ASG/BSB S3 meetings.

p. Maintains the ASG Map Repository.

q. Requisitions, maintains, and issues all publications and forms for the S2/3 section.

r. Acts as special project officer for projects that do not clearly fall under any specific category or staff responsibility.

3-4. Plans and Operations Division:

a. Plans, coordinates and supervises Force Protection Activities in the ASG. This includes development of ASG Force Protection OPLAN, management of the Command Force Protection Requirements/Shortfalls Briefing, supervision of Force Protection Evaluations of ASG installations and activities, and management of the ASG CSUP Program. Chairs the ASG Force Protection Joint Action Working Group (JAWG). Provides liaison with Host Nation forces and USAREUR Major Subordinate Commands on Force Protection. Provides coordination and direct support to all visiting DOD, DA, EUCOM and USAREUR Force Protection Assessment Teams.

b. Prepares, coordinates, and maintains operational, emergency, disaster, and special contingency and war plans for the ASG and battalions. Plans Noncombatant Evacuation Operations (NEO) for the ASG in coordination with USAREUR and base support battalions.

c. Develops, coordinates, modifies, and annually updates the 5-Year Plan, in close coordination with TSD and 26th ASG DRM.

d. Coordinates reduction of units and installation closures within the ASG. Serves as central notification center for releases of CFE closure data in the ASG.

e. Provides liaison with Host Nation Territorial Forces, Regional Commands and Sub-Regional Commands pertaining to CTW and Force Protection.

f. Manages force modernization and integration, to include coordinating TDA and MTOE changes with higher headquarters.

g. Develops ASG wartime mission essential task list (METL) to support training policy/guidance and evaluates training provided to military personnel.

h. Proponent for emergency essential civilians (EEC) policy and training. Coordinates with CPO for documentation in support of EEC Program.

i. Develops plans to receive CONUS augmentation and transit forces within the ASG.

j. Reviews, plans, and coordinates command post exercises. Coordinates ASG participation in higher headquarters exercises, to include readiness tests.

3-5. Intelligence Security Division:

a. Establishes policy for security programs and provides intelligence assessments for the ASG.

b. Provides security oversight and sets personnel security policy for base support battalions (BSB).

c. Prepares terrorist threat assessments for the ASG and BSBs.

d. Develops the overall automation security plan, procedures and security program.

e. Establishes policy and conducts oversight inspections of BSBs travel security program.

f. Conducts inspections/staff assistance visits of supported BSB staffs.

g. Conducts direct liaison with USAREUR and NATO commands' security and intelligence agencies, CID, and military police.

h. Provides security information for or coordinates security briefings for BSB Commanders, Security Managers, and staff.

i. Develops procedures and implements the SAEDA program in the ASG.

j. Conducts vulnerability analysis surveys to identify threats, evaluate protective measures in place, establish security requirements and improve security.

k. Conducts research and analyzes information collected from various sources to determine the threat of foreign intelligence services to establish the vulnerability of ASG personnel to this threat.

3-6. Training Support Division:

a. Provides a centralized, customer oriented, management and support system for all training resources and visual information products and services required by unit/organizations within the ASG geographic area of responsibility.

b. Functional areas include: Local training areas, ranges, schools, skill development testing, visual equipment libraries, photographic and graphic support services.

3-7. CFE Division:

a. Ensures all units, organizations and sites within the ASG comply with arms control requirements under the Conventional Forces in Europe (CFE) Treaty and Confidence and Security Building Measures (CSBM), also known as the Vienna Document 1992. Requirements are contained in USAREUR OPOD 4324-92 and USAREUR Reg. 525-50. ASG Commander will receive a civilian arms control specialist in direct support from the CFE TDA organization at HQ, USAREUR. Individual will be the Arms Control Officer, responsible for technical implementation of arms control for the ASG Commander.

b. Ensures all sites are prepared for CFE inspections. Coordinates treaty limited equipment (TLE) counts and verifies information with site commanders. Conducts mock CFE and CSBM inspections to ensure sites are prepared.

c. Coordinates notification rosters with units/installations/sites and notifies key individuals when an inspection is declared.

CHAPTER 4

OFFICE OF THE S4

4-1. Mission: Direct, coordinate and exercise staff supervision over installation logistical base support operations. Direct and coordinate Area Support Group (ASG) installation base support logistics activities (less medical, nonstandard engineer unique, and Non-Appropriated fund activities), including provision of supplies and services, maintenance management of material and equipment, movement of material and personnel, logistical support planning, to include budgeting and logistical readiness.

4-2. S4 Officer:

- a. Directs, coordinates and exercises staff supervision of installation base support maintenance operations throughout the command.
- b. Directs, coordinates and exercises staff supervision of base support supply and services operations throughout the command.
- c. Directs, coordinates and exercises staff supervision of installation base support transportation operations throughout the command.
- d. Liaison for commissary, Post Exchange, and clothing sales activities regarding logistic support.
- e. Directs, coordinates and supervises the ASG Command Discipline Program (CSDP).
- f. Exercises staff supervision over the conduct of all adjustment documents for relief from responsibility for property lost, destroyed and damaged. Monitors the progress of Surveying/Investigating Officer as necessary. Prepares analysis and recommendations for ASG Commander and appellate authorities as appropriate.
- g. Advises and provides guidance on the purchase and order of materials and services not available through Army supply channels.

h. Approval authority for lateral transfers of installation property between property books.

4-3. Plans and Operations Branch

a. S4 resource advisor, responsible for the planning analysis, programming and budgeting of programs in support of the ASG logistics mission.

b. Coordinates with ASG DRM and USAREUR DCSLOG on unfinanced requirements.

c. Provides assistance and periodic evaluations concerning ASG logistics program funding and unfinanced requirements.

d. Analyzes and formulates the S4's automated management information needs throughout the ASG against existing policies and priorities, system capabilities and equipment, staffing requirements and training.

e. Develops, executes and controls the automated plan and information management services for all areas within the S4 to provide management information tools for supply, maintenance and transportation functions.

4-4. Supply and Services Branch

a. Provides staff advisory and technical supervision over all base operations supply and services-related support services located throughout the ASG consisting of 4 BSBs. This includes Installation Property Book, Central Issue Facility, Food Service, and POL.

b. Reviews supply directives and instructions from higher headquarters, provides clarification and interpretation when required, and monitors the implementation of these directives and instructions within ASG S-4 and Base elements.

c. Analyzes and develops supply program systems to find the root cause of supply problems.

d. Executive management of the Command Supply Discipline Program.

e. Justifies and defends supply budget requirements for the ASG.

f. Provides liaison for the Defense Commissary Agency (DECA) and Q.M. Laundry and Dry-Cleaning Pick-Up-Points.

4-5. Transportation Branch

a. Non-Tactical Vehicle (NTV) section.

(1) Manages the NTV fleet and provides technical staff supervision to Base Support Battalion TMPs.

(2) Develops and publishes formal guidance on TMP operations. Clarifies and interprets policies and regulations, evaluates requests for exception to policies, and provides comments to higher headquarters on changes to policies and regulations.

(3) Monitors TMP compliance with policies, directives and standards.

(4) Maintains inventory accountability of all ASG NTVs and assigns, distributes and relocates assets.

(5) Monitors and reviews NTV authorizations on ASG TDAs.

(6) Monitors short term leasing of commercial vehicles to meet surge requirements. Prepares recommendations to higher headquarters.

(7) Reviews the BSB submissions for scheduled installation bus service for activity, group and mass transit services prior to forwarding them to USAREUR or DA for approval.

(8) Provides assistance to USAREUR in determining NTV needs. Develops vehicle requirements, by type, for IFMS purchase.

b. Traffic Management Section.

(1) Provides technical staff supervision over BSB Installation Transportation Office (ITO), Personal Property Shipping Office, and Scheduled Airline Ticket Offices throughout the ASG.

(2) Develops and publishes formal guidance on personal property/passenger travel operations. Clarifies and interprets policies and regulations, evaluates requests for exception to policies and reviews and provides comments to higher headquarters on changes to policies and regulations.

(3) Audits and corrects exceptions to policies on personal property shipping entitlements granted by BSB ITOs.

(4) Evaluates and processes requests for surface travel of military personnel between USAREUR and CONUS.

(5) Monitors performance of ITOs and PPSOs regarding compliance with policies and directives of the ASG and Higher headquarters.

(6) Provides guidance and assistance to BSBs regarding passenger travel.

(7) Coordinates specialized training for ITO personnel within the ASG.

(8) Acts as COR for the USAREUR Commercial Travel Office Contracts.

4-6. Maintenance Management Branch.

a. Monitors unit and intermediate maintenance support for special purpose non-tactical equipment operations.

b. Reviews DA Form 2406, Material Condition Measurement and Diagnostic Equipment (TMDE), and Army Oil Analysis Program (AOAP) reports from organic units to determine maintenance trends. Monitors Class IX, repair parts support within the ASG area of responsibility and coordinates with supporting units to resolve issues and problems.

c. Formulates the ASG's non-tactical maintenance requirement and maintenance support plan for the ASG and coordinates the implementation with the Director, MCOE.

d. Annually reviews maintenance plans and requirements.

e. Studies and analyzes specific maintenance problems in the ASG and recommends changes to the existing maintenance support plan.

f. Performs as the main advisor to the ASG DOL/ASG Commander for all maintenance issues.

g. Performs as the primary point of contact (POC) between the MCOE and the Maintenance customers within the ASG geographical area, to include status reports.

h. Advises and trains customers located within the ASG about maintenance policies and procedures.

i. Attends maintenance conferences at the MCOE.

j. Performs as the MCOE POC in all matters with the local ASG or BSB.

k. Assists customers in the establishment of their maintenance account with MCOE.

l. Assists the MCOE in the resolution of customers disputes to include POV inspections.

CHAPTER 5

DIRECTORATE OF RESOURCE MANAGEMENT (DRM)

5-1. Mission: Direct, coordinate and provide assistance and advice to the Commander and staff concerning resource management activities. Plan, develop, administer and provide technical supervision of the preparation and execution of budgets and programs. Manage and supervise the execution of the long and short-range manpower and equipment programs. Direct and coordinate the management improvement and management control programs, apply the principles and practices to achieve efficient and effective operations. Provide Appropriated Fund financial services and managerial accounting and analysis advice.

5-2. Office of the Director:

a. Determines resource management policies, to include programming, budgeting and accounting; Review and Analysis (R&A); efficiency reviews/studies and productivity improvements.

b. Renders financial management advice to command, staff and operational managers.

c. Advises command and staff on practices and procedures used to employ appropriated accounting systems to support their requirements.

d. Synchronizes the interface between the Standard Army Accounting Systems (SAAS), and all other resource management systems.

e. Supervises the implementation of the Management Control Process (MCP).

f. Provides single point of contact for all internal and external audits/reviews and responses.

g. Provides assistance to staff in computing resource requirements related to support agreements for DD Form 1144.

h. Supervises the coordination and implementation of the Standard Installation Organization (SIO).

i. Serves as the principal advisor to the Program and Budget Advisory Committee (PBAC).

j. Serves as a member on key committees and boards, as required.

k. Serves as the Banking Liaison Officer (BLO). Ensures high standards are maintained.

l. Serves as the Career Program Manager for the Comptroller (CP-11) and Manpower (CP-26) Programs.

m. Certifies year-end reports when required by higher authority.

n. Approves overtime for the ASG Commander and administers the Command Overtime Control Program.

o. Directs and controls the activities of the Directorate of Resource Management.

5-3. Program and Budget Division:

a. Establishes and publishes 26th Area Support Group (ASG) overall program and budget policies, procedures and formats. Provides technical instructions for the development, coordination and preparation of the planning, programming and budget documents for appropriated funds.

b. Issues approved annual funding program and quarterly allotment ceilings to activity directors.

c. Reviews and issues program/budget guidance instructions from HQ, USAREUR/7A ODCSRM for use by directorates in preparation of planning, programming and budget estimates.

d. Directs overall procedures and provides technical instruction assistance in activity preparation of planning, programming and budget schedules for higher headquarters.

e. Reviews, analyzes, coordinates and justifies community input of all schedules, summaries and special displays, such as unfinanced requirements, for submission to higher headquarters.

f. Submits completed program/budget schedules and summaries to higher headquarters.

g. Receives Funding Allowance Document (FAD) from HQ, USAREUR/7A ODCSRM and distributes funding to each ASG program director.

h. Supervises execution of approved Annual Financial Plan (AFP) and Annual Financial Target (AFT). Monitors and provides advice concerning execution of other installation budgets.

i. Adjusts annual/quarterly allotments and performs internal reprogramming as needed or required by higher headquarters.

j. Analyzes and provides financial reports on status of funds, manpower and other programs to the ASG/BSB Commanders, program directors and higher authority, as required.

k. Analyzes, monitors and reviews automatic and funded reimbursement programs. Administers the Support Agreement Program and inputs Support Service Agreement data.

l. Convenes and chairs quarterly working Program Budget Advisory Committee (PBAC) meetings; attends Senior Resource Management Advisory Committee (SRMAC) and other financial management meetings as necessary.

m. Manages year-end closeout procedures; analyzes status of funds; recommends reprogramming of funds; coordinates reimbursement transactions; adjusts unliquidated obligations and commitments; prepares year-end reports; finalizes year-end closeout and completes "lessons learned" documentation.

n. Reviews instructions, analyzes financial requirements and approves Program Object Memorandum (POM) financial needs for ASG programs and activities.

o. Implements internal control system that monitors and analyzes execution of program and budget resources for the ASG to ensure compliance with and conformity to established goals, regulations and policies.

p. Certifies fund availability for all ASG financial commitments and obligations.

q. Synchronizes interface between standard manual/automated Army budgeting systems and other resource management systems as required by higher headquarters.

r. Serves as technical liaison for documents processed by the USAREUR Finance and Accounting Center.

s. Serves as liaison with the ASG Directorate of Information Management (DOIM) on DRM information management requirements.

t. Maintains and updates 26th ASG DRM Web Site.

5-4. Manpower & Management Division:

a. Manpower, Equipment and Documentation Branch:

(1) Develops, manages coordinates and executes all aspects of the installation's manpower, equipment and documentation program.

(2) Participates in manpower and equipment surveys and implements approved recommendations.

(3) Develops distribution plan for the allocation/reallocation of manpower authorizations and civilian employment levels.

(4) Reviews and analyzes Program Budget Guidance (PBG) with regard to the installation's mission.

(5) Reviews and analyzes USAREUR Resource Guidance (RG) and prepares USAREUR Transfer Requests (UTRs) in compliance thereof. Prepares interim ASG End Balances (EB) based on the UTRs.

(6) Serves as the installation coordinator for The Army Authorization Document System (TAADS).

(7) Documents validated manpower and equipment resources in compliance with established Management of Change

(MOC) Window on the community and Civilian Support Group (CSG-Guard) TDAs.

(8) Maintains Manpower Information System (MIS) data.

(9) Provides Commander, ASG staff and BSBs with up to date information regarding on-board strengths, vacancies, hiring actions, sick leave and known loss data through the publication and distribution of the Position Control Document (PCD).

(10) Reviews, analyzes and makes appropriate recommendations to personnel actions to include hiring/overhires, extensions, category changes and annulment contracts.

(11) Processes requests for additional standard and non-standard equipment.

(12) Accomplishes Defense Civilian Personnel Data System (DCPDS) and Manpower Information System (MIS) Reconciliation reviews as needed.

(13) Prepares monthly On-Board Strength and Loss Report.

(14) Manages the Summer Hire Program.

(15) Reviews and inputs US/LN pay data to database. Makes salary cost transfers and WY projections, as necessary.

(16) Maintains special pay, overtime and award dollar records.

(17) Prepares monthly work hour rollup and CMOD, CEP/CPD data to HQ USAREUR.

(18) Participates in Mid-Year and Obligations Reviews.

(19) Performs APC reviews and requests reimbursements.

b. Management Analysis Branch:

(1) Manages, controls and executes productivity improvement programs such as the Total Army Quality (TAQ).

(2) Conducts in-house management, organizational and functional efficiency reviews and studies and participates in higher headquarters initiated studies.

(3) Administers the 26th ASG Army Ideas for Excellence Program (AIEP)

(4) Administers the 26th ASG Management Control Process (MCP)

(5) Administers the 26th ASG National Performance Review (NPR) Program for 26th ASG.

(6) Coordinates, analyzes, consolidates and inputs 26th ASG Service-Based Costing (SBC) data to USAREUR/CALIBRE Systems Inc. database.

(7) Manages the Army Community of Excellence (ACOE) Program.

(8) Provides management consultant services for commanders and staff activities.

(9) Coordinates, analyzes, organizes and ensures timely update/revision as proponent of the HQ 26th ASG Memo 10-1, Organization and Functions Manual.

(10) Provides administrative support to the Bank Liaison Officer (BLO).

(11) Forms and participates in Process Action Team (PAT) activities.

(12) Provides training for all productivity related improvement programs.

(13) Manages and coordinates actions related to the Mission Area Analysis (MAA).

(14) Administers the Command's Review and Analysis (R&A).

(15) Serves as point of contact for external agency visits, audits and inspections such as IG, Internal Review, AAA, DAS, and GAO. Coordinates and maintains liaison for audits, as necessary.

CHAPTER 6

OFFICE OF THE PROVOST MARSHAL

6-1. Mission: Provide law enforcement and designated security support for the 26th ASG AOR, to include enforcement of laws, orders, regulations, traffic control, prevention and investigation of crimes, physical and personal security detail, and operate the Drug Awareness Resistance Education (DARE) Program.

6-2. The Provost Marshal:

- a. Plans, evaluates and directs assignments.
- b. Exercises technical control and provides technical guidance/assistance to subordinate PM elements.
- c. Develops and oversees implementation of procedures. Functions as principal advisor to Commander for MP support to force protection, law enforcement, and crime and discipline analysis.
- d. Conducts staff assistance visits of subordinate PM elements to ensure compliance with regulations and policies.
- e. Provides coordination with CID, civilian personnel, PAO, other services, local law enforcement agencies, and SJA.
- f. Coordinates with Safety Office and PAO on matters of mutual interest.
- g. Reviews PPBES and Needs Letters relating to MP operations.
- h. Receives, evaluates, and coordinates requests for special security missions.
- i. Coordinates and manages assignment of military personnel to law enforcement activities in subordinate elements.

j. Monitors assignment of military equipment to law enforcement activities in subordinate elements.

k. Coordinates and reviews BSB PM TDAs and Schedules Xs.

l. Functions as principal staff assistant and staff proponent for VIP security.

m. Plans and coordinates MP operations in support of ASG OPLANS and CONPLANS.

6-3. Operations:

a. Ensures all administration, law enforcement, investigative and physical security activities are implemented, coordinated, and controlled as directed by the PM.

b. Monitors ASG SIR reporting system to USAREUR.

c. Collects, collates, analyzes, and advises commander of SIRs and statistical data on trends of crime and traffic enforcement.

d. Supervises collection, analysis, and reporting of crime data to ASG and USAREUR PM.

e. Maintains Offense Reporting System (ORS); maintains other PM automated systems; maintains system security.

f. Coordinates and advises on law enforcement management information systems ICW DCSIM and HQDA, and operation of the USAREUR Law Enforcement Criminal Information System.

g. Monitors Vehicle/Weapons Registration.

h. Monitors operations of the Vehicle Registry Remote Inquiry Network (VERINET).

6-4. Physical Security:

a. Develops policies and procedures and administers the physical security program.

b. Reviews subordinate elements' physical security surveys, inspection reports, and reports of corrective action.

c. Participates in emergency directed readiness exercises, vulnerability tests; performs reactionary force tests; conducts risk construction plan and physical security training.

d. Contracting Officer Representative. Conducts preliminary analysis, attends pre-work conferences; completes reports, amends Performance Work Statements.

e. Coordinates with USAREUR Provost Marshal on matters pertaining to physical security.

f. Provides technical supervision of conventional physical security programs in the 26th ASG.

g. Receives, reviews, evaluates, and makes determination on requests for physical security waivers and exceptions to regulatory requirements.

h. Establishes 26th ASG policy and applies critical standards of review to all actions to safeguard arms, ammunition, and explosives.

i. Prepares arms, ammunition, and explosives (AA&E) and intrusion detection system (IDS) reports; responds to messages.

j. Monitors submission of reports involving BSB's loss, theft, or recovery of firearms, ammunition, and explosives.

k. Member of 26th ASG Joint Action Working Group (JAWG) that prioritizes security project submissions and funding allocations for CSUP. Reviews risk Analysis reports from subordinate activities.

l. Conducts conventional physical security inspections and surveys as needed.

m. Reviews work orders on request for compliance with physical security standards.

n. Reviews MCA Projects relating to physical security projects. Develops outyears resource requirements as required, to include contract guards, if needed.

o. Responds to and investigates physical security violations. Conducts reviews; submits reports; follows up investigations.

p. ASG program manager for JSIDS and application of commercial intrusion detection systems.

q. Coordinates with DPW on all matters pertaining to government issues and commercial intrusion detection systems.

r. Processes PSI candidates' applications; terminates credentials; conducts credential inspections.

s. Serves as primary representative of PM for interface with HQ, 26th ASG on anti-terrorism and demonstration activities.

t. Provides technical guidance and assistance to subordinate elements on anti-terrorism/demonstration activities.

u. Reviews subordinate elements' anti-terrorism plans, annexes, and operations in physical security plans.

v. Provides technical input to the 26th ASG terrorism counteraction planning and training.

w. Provides oversight of contract guards in the 26th ASG.

6-5. Law Enforcement.

a. Develops and coordinates ASG crime prevention policy, programs, campaigns, and publications.

b. Provides advice/assistance to BSB PMs on selective enforcement operations.

c. Coordinates ASG Personal Property Identification Program; DARE Program.

d. Develops and analyzes criminal statistics.

- e. Establishes policy for employment of military working dog assets in ASG.
- f. Conducts certification testing as required.
- g. Coordinates and provides technical supervision over assignment of MWD handlers in the 26th ASG.
- h. Receives request for, schedules and monitors Military Working Dog Program utilization.
- i. Establishes operational policy for Military Police.
- j. Processes candidates application for MPI.
- k. Monitors MPI program and controls MPI credentials.
- l. Assists commanders in conduct of health and welfare inspections.
- m. Investigates drug activity.
- n. Provides assistance to commanders on drug matters.
- o. Coordinates drug suppression operations with subordinate PM elements and reviews community drug suppression plans.

CHAPTER 7

OFFICE OF THE INSPECTOR GENERAL

7-1. Mission: Inquire into, report upon, and advise the commander on matters impacting mission performance and the state of economy, efficiency, discipline, and in incidents of waste, fraud, and abuse of government resources, and the morale within the command.

7-2. The Inspector General:

- a. Serves as a member of the Commander's personal staff.
- b. Responsible for providing the commander a continuing assessment of the operational and administrative effectiveness of the organization. Conducts assistance, inquiries, investigations, and inspections as directed by the commander or as prescribed by law or regulation. Reports findings directly to the Commander.
- c. Conducts periodic, random surveys throughout the 26th ASG area of operations to obtain a sample sensing of the command climate.
- d. As program Activity Director, formulates plans and policies, provides essential direction and staff supervision of IG mission functions. Assists other program activity directors in executing their mission functions as directed or requested.
- e. Maintains open communication within IG technical channels, and continuing liaison with lateral and superior IG offices.
- f. Provides required training and IG technical supervision to subordinate Acting Inspectors General.
- g. Responsible for the Planning, Programming, Budgeting and Execution (PPBES) and other Army management systems within the OIG, to include monitoring of the Management Control Process (MCP), and automation management.

h. Provides input into the PPBES process as it relates to dollar and manpower resources for the OIG. Identifies and coordinates with DRM on all resource matters which impact the budget posture (financed and unfinanced) prior to release of official documentation to higher headquarters.

CHAPTER 8

PUBLIC AFFAIRS OFFICE

8-1. Mission: Perform the public affairs functions for the 26th Area Support Group and for the Heidelberg Base Support Battalion, to include command information, public information, and community relations liaison/governmental relations activities.

8-2. Public Affairs Officer:

a. Serves as a member of the Commander's Special Staff. As required, serves on key committees and boards.

b. Plans, coordinates, supervises and executes all aspects of the public affairs mission, to include liaison with opinion leaders, and private and governmental officials in Germany. Develops policies and strategies that best articulate the position and serve the needs and interests of the command.

c. Provides essential direction and staff supervision of all public affairs functions pertaining to installation management, organizational requirements, pertinent regulations, this Organization and Functions Manual, the mission of the 26th Area Support Group, and the Base Support Battalions.

d. Prepares and reviews speeches, news articles, announcements, and other materials for public release to ensure conformance to policies and regulations, propriety and accuracy. Serves as command spokesperson in dealing with the news media and the German public.

e. Is the Commander's principal advisor and action officer on issues, questions for problems involving the host nation population and governmental offices.

f. Identifies and coordinates with the DRM on all resource matters which impact the budget posture (financed and unfinanced).

g. Keeps the commander informed about pertinent issues, potential problem areas, news events and activities that can impact on the command and mission accomplishment.

h. Provides guidance to and monitors Public Affairs mission accomplishment of Base Support Battalion Public Affairs Officers.

i. Monitors expenditures out of .N Bag 43 accounts to include .0012 Limitation Funds by the ASG and BSB Public Affairs Officers. Personally examines each expenditure for propriety and compliance to applicable regulations, policies and guidance.

j. Establishes and maintains contacts with host nation government officials, opinion leaders at local regional and supra regional levels and articulates to them the mission, position and needs of the command.

8-3. Public Information Branch:

a. This branch formulates programs to develop public understanding and promote support for the command and its mission.

b. Maintains liaison with higher headquarters, tenant organizations, German press and media officials and staff directorates to coordinate collection and dissemination of information vital to the command, military community and general public. Prepares news releases and arranges interviews and briefings as appropriate. Administers Home Town News Program. Anticipates and meets information needs of both the external and internal audiences. Neutralizes inaccurate information and misinformation with facts and combats rumors.

c. Provides information and policies to BSBs for dissemination.

8-4. Community Relations Branch:

a. This branch develops and executes programs to promote good will, acceptance, public understanding and support of the command through a variety of activities which interface with local communities. Provides advice regarding German officials, organizations, media, private individuals, local customs and traditions, and related protocol matters.

b. Provides liaison between regional German authorities and US representatives. Serves as interpreter and coordinator for official and social Host Nation activities. Translates items of command interest published in German newspapers or broadcast in the media.

c. Provides guidance to KONTAKT representatives, plans and initiates innovative programs to promote a harmonious relationship with host nation publics.

8-5. Command Information Branch:

a. This branch formulates and executes programs to develop understanding and support for the command and its mission by US military and civilian personnel and their families.

b. Publishes community newspaper and uses AFN radio, AFN TV and Stars and Stripes to communicate with the public.

c. Coordinates with BSBs in the distribution, dissemination and publication of news events, activities, policies, announcements pertaining to the command and its mission. Ensures personnel throughout the command speak "with one voice."

CHAPTER 9

ASG STAFF CHAPLAIN'S OFFICE

9-1. Mission: Perform activities related to religion, morals, and morale of the 26th ASG, as related to religion.

9-2. The ASG Staff Chaplain:

a. Serves as member of the 26th ASG Commander's Personal Staff. As requested, serves on key committees and boards.

b. The 26th ASG Chaplain plans, administers, coordinates and supervises all religious activities and functions, spiritual and moral welfare and morale for military and civilian personnel and their families as affected by religion.

c. Provides for religious services, religious education, pastoral counseling and chaplain support activities. The ASG Chaplain who, in close cooperation with the other chaplains within the ASG, designs, coordinates, operates, and supervises the community master religious program.

d. Establishes, coordinates, and maintains liaison with churches, civilian organizations, and other organizations that assist in promoting the welfare of the community.

e. Develops and maintains detailed Standing Operating Procedures (SOPs) for the Office of the Chaplain and its subordinate elements.

f. Responsible for application of the Planning, Programming, Budgeting and Execution (PPBES) and other Army management systems within the Chaplain Activity Office, to include Management Control Process (MCP) and automation management.

g. Identifies and coordinates with the DRM on all resource matters which impact the budget posture (financed and unfinanced) prior to release of official documentation to higher headquarters.

9-3. BSB Chaplains: Provide comprehensive religious and educational ministries required in support of the ASG Religious Coverage Plan. Supervise and coordinate use of the chapel facilities and equipment.

9-4. Chaplaincy Resource Management: Provides coordination, control and management of Appropriated and Non-Appropriated funds, supply and services, facilities management, procurement activities and general administrative support.

9-5. Deputy ASG Staff Chaplain: Plans and coordinates military exercises, mobilization, support activities, professional development/training, and personnel utilization/distribution.

9-6. Family Life Chaplain: Plans and provides family life counseling for family wellness, crisis interventions, and family support. Primary ASG individual, family and crisis intervention trainer.

9-7. Director of Religious Education: Designs, plans, coordinates and provides all types of religious education programs to the ASG worshipping community in accordance with the ASG command master religious program. Supervises and assists religious education coordinators at the BSB level in conducting the religious education program. Trains volunteers in the area of religious formation and education.

CHAPTER 10

DIRECTORATE OF INFORMATION MANAGEMENT

10-1. Mission: Provide integrated sustaining base information management services and support for the following Information Mission Area (IMA) disciplines: automation, communications, record management, printing and publications, and visual information to the 26th ASG and assigned BSBs, and subordinate and tenant units located within its geographic area of responsibility.

10-2. The Director:

a. Exercises command, control and staff supervision in the implementation of the overall IMA mission.

b. Assists commanders in setting information priorities.

c. Assists commanders in establishing and maintaining IM goals and objectives.

d. Provides advice on information matters through the designated IMO to supported commanders.

e. Supervises assigned staff elements and provides command and control to assigned information operational activities.

10-3. Operations and Systems Integration Division (OSID):

a. Monitors compliance with IMA policies and procedures.

b. Develops and assembles, coordinates, and presents the IMA MOD plan for subordinate units.

c. Develops, staffs, and manages the execution of war and contingency plans and host nation IMA support.

d. Develops and manages telecommunications support of voice and information requirements in accordance with USAREUR Architecture.

- e. Supervises, plans and manages IM system training.
- f. Manages the commercial and European Telephone System networks and identifies abusers of the telephone system within the 26th ASG.
- g. Supervises execution of the information system life cycle for assigned automated information systems.
- h. Executes procedures to integrate information disciplines.
- i. Enforces compliance with existing IMA and systems security.
- j. Reviews and approves CAPRs IAW technical and administrative requirements of USAREUR Reg 25-1.
- k. Integrates information requirements for IM products, services, software, hardware, communications connectivity, systems, and facilities of assigned AIS.

10-4. Support/Logistics Division:

- a. Responsible for internal functions of work force management, funds control, budget development, and property book and logistics.
- b. Manages contract development, support, and administrative activities for information services, equipment, supplies, facilities, and maintenance.
- c. Manages IM asset inventories.
- d. Develops and executes plans for personnel, maintenance, supply, transportation, and facilities supporting information activities.
- e. Coordinates budget submissions to support new information requirements and information system lifecycle upgrades.

f. Recommends and manages the allocation or reallocation of assigned civilian and military personnel and helps operational activities do their assigned mission.

g. Plans, programs, and budgets for assigned automated information systems.

10-5. Regional Service Center:

a. Administers the USAREUR Community Automation System and associated database.

b. Provides advice and assistance, and administration for automation, and telecommunications.

c. Operates and maintains local, facility, and community area networks, electronic mail systems, and gateways to provide access into the Defense Data Network for worldwide data transmission.

d. Administers limited Tier III user training.

e. Operates a central maintenance desk.

f. Assists with Tier III trouble shooting.

g. Provides data network management for the 26th ASG communications systems.

h. Maintains a database of assigned Tier III information equipment requiring maintenance support.

i. Administers the records management program, i.e. Modern Army Record Keeping Systems (MARKS), Freedom of Information Act, Privacy Act, Reports Control, Forms Control, Classified Document Control, Courier Service, and Copier Management.

j. Supports and promotes user IM steering groups.

k. Assists with the implementation and execution of the supported ASGs portion of the approved Army IMA MOD Plan.

l. Provides printing and duplicating support to the 26th ASG customers.

m. Coordinates, updates, and maintains the 26th ASG Directory of Key Personnel Chart.

n. Manages the Official Mail Program (including funding mail meters and stamps) within the assigned geographic area.

10-6. Community Service Center:

a. Serves as the Primary Point of Contact for IMA issues.

b. Administers the USAREUR Community Automation System and associated databases.

c. Supports electronic mail and USAREUR Community Automation System.

d. Provides advice and assistance, administration for automation, electronic mail, and telecommunications.

e. Assists with Tier III troubleshooting.

f. Provides first echelon Tier III support.

g. Administers the records management Program.

h. Provides One Stop Distribution.

i. Supports and promotes user IM steering groups.

10-7. Data Processing Installations:

a. Provides automated data processing support for HQ, USAREUR and 7th Army, 7th MEDCOM, 1st PERSCOM, 266th Theater Finance Center, 26th Area Support Group, and other non-USAREUR units as required through the use of Data Processing Units (DPUs) and Data Processing Installation (DPIs).

b. Provides Data Processing support for major Army systems which includes the following:

(1) Army Standard Information Management Systems (ASIMS), Command Integrated Accounting and Reporting System (CINFARS), Standard Installation/Division Personnel System (SIDPERS), Standard Army Civilian Payroll system (STARCIPS), Standard Army Financial Systems (STANSFINS), and USAREUR-unique systems.

(2) Provides maintenance support, systems analysis, and programming support for application systems in regard to STAMIS and on-STAMIS systems.

CHAPTER 11

CIVILIAN PERSONNEL OFFICE

(NOT USED)

CHAPTER 12

DIRECTORATE OF PUBLIC WORKS

12-1. Mission: Plan, program, budget, and provide policy and guidance for execution of 26th Area Support Group Real Property Maintenance Activities (RPMA); Environmental Compliance, Prevention, Protection and Restoration Management; and Army Family Housing (AFH) programs. Plan, program, budget and execute a Centralized Furnishings Management Office (CFMO) operation in support of the 26th ASG and a theater-wide General/Flag Officer Quarters (GFOQ) furnishings program.

12-2. Office of the Director:

a. Performs duties of Engineer for Commander, 26th ASG and Deputy Commanding General, USAREUR.

b. Develops, plans, programs, budgets and supervises implementation of the 26th ASG RPMA program

c. Develops, plans, programs, budgets, and supervises implementation of the 26th ASG AFH program.

d. Evaluates and prioritizes USAREUR DCG (Senior Tactical Commander), 26th ASG Commander's, BSB commanders', and ASG tenant commanders' support requirements (Operations and Maintenance, Army (OMA) and AFH).

e. Advises ASG Commander on environmental issues and compliance requirements. Manages real property facilities in accordance with environmental protection and restoration guidance. Centrally manages the 26th ASG environmental budget.

f. Presents and defends RPMA and AFH funding requirements before the 26th ASG Program and Budget Advisory Committee (PBAC).

g. Approves all AFH and RPMA-related DA Forms 3953, Purchase Request and Commitment.

h. Plans, programs, coordinates, and provides program management for 26th ASG construction program in support of USAREUR, ASG, BSB, and tenant units and the USAREUR stationing program. Interprets and disseminates USAREUR policy, guidance, and criteria pertaining to minor construction, Military Construction, Army (MCA), Unspecified Minor MCA (UMMCA), and NATO Common Funded Infrastructure projects. Provides technical guidance and assistance in planning, programming, and execution of NAFMC, AAFES, and DeCA projects.

i. Represents Commander, 26th ASG on RPMA, AFH, and major construction issues involving Host Nation (USFLO, Environmental Working Groups, etc.).

j. Executive Secretary of the ASG Master Planning Board.

k. Manages use of Installation Design Guides in coordination with BSB commanders; Commander, 26th ASG; and USAREUR DCG.

l. Represents RPMA and AFH interests on Energy Councils and Command Construction Review Boards.

m. Serves as 26th ASG Fire Marshal. Directs and supervises ASG Fire Prevention and Protection Program.

n. Serves as interface with LANDCENT/NATO for RPMA, AFH, and major construction issues within the ASG.

o. Develops tactical/contingency military plans.

p. Implements USAREUR installation closure and residual force stationing plans. Supports BSBs in closing installations, converting ASTs to remote work sites, and reducing excess inventory.

12-3. Administration office: Responsible for all personnel actions, records management, correspondence, mail procedures, files, documentation systems, duplication equipment, and general administrative services for the 26th ASG Engineer.

12-4. Environmental Management Office:

a. Manages the 26th ASG environmental programs providing support to BSBS and tenant units to:

(1) Ensures compliance with current environmental laws, regulation, and standards.

(2) Assesses environmental protection policies and programs.

(3) Identifies, develops, and reports requirements to DCSENGR, HQ USAREUR.

b. Provides centralized management (planning, programming, and budgeting) of 26th ASG environmental resources.

12-5. Engineering Programs Management Division:

a. Plans, programs, prioritizes, and defends 26th ASG OMA, RPMA, and AFH, and reimbursable program requirements within the functional areas of funds, manpower, and automation management.

b. Develops program, funding, and execution priorities for the BSBS within the 26th ASG area of operations.

c. Develops, implements, and monitors execution of RPMA and AFH functional program guidance for the 26th ASG Engineer and Commander.

12-6. Engineering Plans and Services Division:

a. Plans, programs, directs, and executes 26th ASG RPMA, AFH and MCA projects, master planning documents, contract management, and space utilization and stationing to include maintenance of Army Stationing and Installation Plan data.

b. Manages execution of all 26th ASG planning, design, and construction/repair actions.

c. Manages project tracking data base and coordinating reports with DCSENGR, HQ USAREUR.

d. Principal advisor to the Engineer on all engineering and project planning, programming, and execution issues.

12-7. Operations and Maintenance Division:

a. Develops, evaluates, implements, and monitors policies and procedures and plans and programs relating to the operation, maintenance, repair, and capital improvements to buildings, structures, hardstands, airfields, roads and railroads, drainage systems, and heating, water, waste water, and electrical plants, equipment, and systems.

b. Evaluates, implements, and monitors 26th ASG contracts providing refuse collection and disposal, custodial, grounds maintenance, and pest control services.

12-8. Housing Management Office:

a. Provides centralized management of AFH planning, programming, and budgeting functions for the 26th ASG.

b. Monitors financial planning, programming, budgeting, and execution of AFH accounts.

12-9. Centralized Furnishings Management Office (CFMO):

a. Manages the AFH and unaccompanied personnel housing (UPH) furnishings program for the 26th ASG. Provides furniture and household support to authorized married and unaccompanied personnel in government, leased and private rental housing.

b. Manages the AFH and UPH furnishings inventories to include planning, programming, requisitioning, issue, turn in, coordination of maintenance and repair, accounting for lost and damaged property, and final disposal.

c. Assists unit commanders in maintaining primary hand receipts with CFMO for single soldiers quarters under the unit controlled (decentralized) support concept.

d. Maintains centralized property accountability for four furnishing management offices supporting the 293rd, 411th, 415th, and 233rd BSBs. Furnishings support is provided to family, single soldier, bachelor officer, senior enlisted, and General/Flag Officer Quarters.

CHAPTER 13

EQUAL EMPLOYMENT OPPORTUNITY OFFICE

13-1. Mission: Discharge the Civilian Equal Employment Opportunity and Affirmative Employment Program responsibilities under Title VII of the Civil Rights Act of 1964 (as amended), AR 690-600, Equal Employment Opportunity Discrimination Complaints, and AR 690-12, Equal Employment Opportunity and Affirmative Action, to ensure a work environment free of illegal discrimination.

13-2. The EEO Officer:

a. Serves as a member of the Commander's Personal Staff. Serves on key committees and boards. Represents the Commander on EEO matters as appropriate.

b. Primary Point of Contact at the Area Support Group between management, the work force, community groups, advocacy groups and organizations representing minorities, women, the handicapped, and other organizations or agencies on all EEO and Affirmative Employment Programs.

c. Provides leadership and guidance in the administration of the special emphasis programs, e.g., Federal Women's Program, Hispanic Employment Program, and Black Employment Program.

d. As Program Activity Director, provides essential staff assistance and consultation advisory services and training to supervisors, managers, and employees. Further, provides direction and staff supervision of EEO functions which are aligned to installation management and organizational requirements outlined in AR-3, this Organization and Functions Manual, and direction of the 26th Area Support Group Command Group.

e. Develops and maintains detailed Standing Operating Procedures (SOPs) for the office.

f. Develops, monitors, and evaluates the Affirmative Employment Program Plan and advises on affirmative action practices. Administers the discrimination complaint system, including analysis of complaint case files and negotiation of settlements.

g. Initiates and participates in surveys to identify out of balance employment situations.

h. Responsible for application of the Management Control Process, as it applies to the EEO functional area.

i. Prepares and submits budget and manpower resource data to the DRM as input into the PPBES process for functional areas identified in the Army Management Structure. Identifies and coordinates with the DRM on all resource matters which impact the budget posture (financed and unfinanced) prior to release of official documentation to higher headquarters.

CHAPTER 14

EQUAL OPPORTUNITY OFFICE

14-1. Mission: Serve as principal advisor to the Commander in development and supervision of the Equal Opportunity Program in the 26th Area Support Group.

14-2. The Equal Opportunity Advisor:

a. Understands and articulates Department of Defense and Army policies concerning Equal Opportunity as stated in AR 600-20.

b. Recognizes and assesses indicators of institutional and individual discrimination in organizations.

c. Recognizes sexual harassment in both overt and subtle forms.

d. Recommends remedies appropriate to reduce or prevent discrimination and sexual harassment.

e. Collects, organizes, and interprets demographic data concerning all aspects of EO climate assessment.

f. Assists commanders in the development of realistic affirmative action plans, and to monitor progress of plans.

g. Trains Equal Opportunity Representative (EOR) to conduct classes, discussions, and seminars at the unit level.

h. Conducts training sessions pertaining to equal opportunity, discrimination, and prevention of sexual harassment.

i. Plans and conducts executive seminars and affirmative action plans, equal opportunity, discrimination, and prevention of sexual harassment.

j. Receives and acts upon individual complaints.

k. Assists in the planning and conduct of ethnic observances.

CHAPTER 15

PATTON LAW CENTER, HEIDELBERG

15-1. Mission: Provide community legal support for legal assistance, claims, administrative law and military justice services for the administration and operation of the Heidelberg military community, under the staff supervision and technical direction of the Staff Judge Advocate, V Corps. Provide military justice support to the 26th ASG Commander in his/her role as the Special Court Martial Convening Authority for the 411th BSB; 43d Signal Battalion; AMC, Europe; and the 5th Military Police Detachment (the Staff Judge Advocate, 21st TAACOM provides military justice support for those portions of the 26th ASG located in the communities of Mannheim and Kaiserslautern).

15-2. Staff Judge Advocate, V Corps: Provides legal advice and services to the V Corps Commanding General, to include his role as the General Court-Martial Convening Authority (GCMCA) of an area jurisdiction within the USAREUR military justice framework. Additionally, provides legal advice and support to the V Corps Staff. Provides legal review of all OPLANS, CONPLANS and EXPLANS. Provides advice on German and International legal issues impacting on the U.S. forces. Acts as the local legal liaison authority and German court process server. Provides labor law support.

15-3. Legal Assistance: Provides legal assistance and advice to authorized personnel concerning their personal affairs such as wills, powers-of-attorney, family law matters, reports of survey, civilian misconduct, adverse administrative actions, NCOER and OER appeals, taxation, landlord-tenant disputes, and consumer matters. Operates a tax preparation center during the appropriate time period (usually February - June).

15-4. Claims: Provides legal support on matters relating to claims by authorized personnel involving the U.S. government and Non-Appropriated fund activities, and provides for investigation, adjudication and administrative settlement of such claims.

15-5. Military Justice: Provides commanders and law enforcement agencies within the Heidelberg military community with legal support, to include: advice on criminal law matters; review of the bases for and preparation of administrative separations; guidance on and preparation of non-judicial punishment; and a full range of courts-martial support.

15-6. Administrative Law: Provides interpretation of laws, regulations, and directives affecting the mission, functions, and authority of the ASG commander, including ethics, commercial sponsorship, NAF contracting, standards of conduct, reports of survey, AR 15-6 investigations, FOIA/Privacy Act, civil litigation, and family advocacy.

15-7. Trial Defense: In coordination with the Mannheim Trial Defense office, provides advice and representation for military members charged with violation of military law and those pending administrative separation actions.

CHAPTER 16

ACQUISITION MANAGEMENT STAFF OFFICER (AMSO)

16-1. Mission: Provide special staff advice to the Commander on acquisition issues. Provide the commanders with the necessary expertise on the acquisition process to ensure successful management of their acquisition programs.

16-2. The AMSO:

- a. Attends staff meetings to help identify acquisition issues.
- b. Prepares staffing papers and briefings on acquisition matters for the commander.
- c. Provides guidance and control in implementing USAREUR acquisition guidance for the DRA, ASG, or BSBs.
- d. Acts as the acquisition troubleshooter by informing the commander of deficiencies.
- e. Provides procurement expertise when requested by the commander or tenant activity inspector general, auditor, or criminal investigation division personnel.
- f. Monitors the processing of unauthorized commitments and corrective actions for the command and its subordinate organizations. Researches the cause of unauthorized commitments in the command and recommends policy, procedures, or training changes to avoid these commitments.
- g. Uses the Advance Acquisition Planning System (AAPS) to:
 - (1) Help servicing contracting offices, requiring activities, and commanders prepare, implement, and comply with formal acquisition plans.

(2) Monitors the status of the milestones in annual AAPS plans for preparation, review, and submission of specifications or standards.

h. Establishes annual acquisition training schedules and provides training for ASG, BSBs, and tenant organizations.

i. Reviews DA Forms 3953, Purchase Request and Commitment (PR&C) for acquisitions for significant command interest to ensure correctness and compliance with contract regulations and laws.

j. Reviews command transition-to-war operations of contingency plans when required by the commander and ensures that acquisition guidance and procedures are included when appropriate.

k. Attends pre-proposal and pre-performance conferences for projects or services of major interest when required by the commander and in conjunction with other staff offices.

l. Provides the supplemental training for CORs using the standard training package outlined in USAREUR Regulation 715-3.

m. Serves as the ASG principal coordinator for the purchase card program.

CHAPTER 17

THE ARMY CAREER AND ALUMNI PROGRAM (ACAP)

17-1. Mission: Assist transitioning soldiers and their family members with career guidance, benefits counseling, and job search training. Provide in-service (USAR & NG) career counseling as well as transition center processing for transitioning soldiers.

17-2. The Transition Services Manager (TSM): Serves as the ASG Commander's and Chief of Staff's principal advisor for all transition-related services.

a. Provides government oversight over contractor-operated Job Assistance Centers, In-Service Transition Offices, and Transition Centers in region(s) determined by HQDA and by USAREUR DCSPER.

b. Serves as the liaison between the installation contractor and the DA COR.

c. Appointed Alternate Contracting Officer's Representative by the Defense Supply Service, Pentagon, for certifying Letters of Accreditation for contractor employees.

d. Monitors the quality and quantity of transition assistance services in the assigned region(s).

e. Designs and implements marketing and promotional strategies to ensure an effective public relations program.

f. Directs provision of transition assistance services within resource limitations.

g. Keeps ASG leadership informed of performance statistics, new developments, and any areas requiring special attention.

17-3. The ACAP Center (Job Assistance Center): Contractor-operated, the centers are directly supervised by the Contract Installation Manager (CIM). In this area, the CIM is co-located with the TSM at the Heidelberg Shopping Center. The TSM is the proper conduit to the CIM for matters pertaining to the operation of these centers.

17-4. The Transition Center (TC): Contractor-operated, the transition centers are directly supervised by the Senior Transition Specialist located in the Mannheim TC. The TSM is the proper conduit to the Senior Transition Specialist for matters pertaining to the operation of the TCs.

17-5. The In-Service Career Counselor (USAR & NG Recruiter) Office: Contractor employees operate these offices and counsel eligible transitioners on the benefits of joining the USAR or NG. These counselors report to their headquarters at Tompkins Barracks, where the corporate European RCI leadership is located. Proper conduit to these counselors is through the TSM.

CHAPTER 18

SAFETY

18-1. Mission: Manage ASG-wide safety program for the commander that encompasses all safety functions within the area of responsibility and includes four BSBs. Reduce and keep to a minimum accidental manpower, materiel and monetary losses. Provide a safe and healthful environment for all ASG personnel.

Thru application of highest safety standards, advance the effectiveness of force projection.

18-2. Safety Officer:

a. Serves as a member of the Commander's Special Staff. As required, serves on key committees and boards, to include the Master Planning Board.

b. Plans, coordinates, supervises, evaluates and executes all aspects of Safety mission within ASG.

c. Provides for the establishment and implementation of plans, policies and procedures for conducting safety programs at all four BSBs.

d. Interprets safety policies and procedures. Ensures that adequate safe practice and safe physical standards are incorporated in operating procedures, manuals, directives, and other instructions. Provides technical and professional assistance to eliminate or control unsafe behavior.

e. Assists commanders in conducting effective and realistic risk assessments and provides necessary and applicable solutions to management.

f. Collects, analyzes, and disseminates data concerning the accident experience of ASG and BSB elements. Prepares reports of experience of safety activities and studies as required by higher authority or the Host Nation insurance carrier.

g. Provides technical assistance in accident investigation and reporting to ensure accuracy and completeness.

h. Reviews plans for proposed constructions or renovations, demonstrations, exhibits, exercises, or contingencies to ensure the safety of Army personnel and the public.

i. Conducts surveys, evaluations and inspections of accident prevention programs and activities of subordinate commands.

j. Maintains close liaison with other staff sections in all relevant safety matters. Establishes liaison with other military services, Federal and civilian, and Host Nation agencies to ensure cooperation on matters of mutual concern.

CHAPTER 19

HEADQUARTERS AND HEADQUARTERS COMPANY

19-1. Mission: To provide command and control, training, and administrative support to the soldiers assigned to Headquarters, 26th Area Support Group and Headquarters, 411th Base support Battalion.

19-2. Commander:

a. Responsible for leading, training, discipline, morale, safety, and physical fitness of the soldiers assigned to the Headquarters, 26th Area Support Group and Headquarters, 411th Base Support Battalion.

b. Property Book Officer and Primary Hand Receipt Holder for the Headquarters Company.

c. Ensures unit can meet it's garrison mission and soldiers are prepared for deployment through training programs which include Common Tasks, Weapons Marksmanship, and Physical Training.

d. Coordinates with the ASG and BSB principal staffs on soldier mission and training requirements.

19-3. First Sergeant:

a. Principal advisor to the Commander on all matters concerning the soldiers assigned to the company, and on Army policies and procedures.

b. Provides support to personnel throughout the community and coordinates daily operations among the ASG and BSB staffs and outside agencies.

19-4. Operations Sergeant:

a. Manages Department of the Army and Combined Arms Training Center schools for the ASG and BSB soldiers.

- b. Monitors and implements taskings and training for the unit.
- c. Responsible for organizing and processing the Unit Status Report.
- d. Responsible for unit security operations.
- e. Responsible for coordinating deployment operations with all staff agencies and supervises proper completion of all battalion TDY orders.

19-5. Property Book NCO:

- a. Responsible for the overall daily operation of the HHC, 26th Area Support Group and HHD, 411th Base Support Battalion unit supply operations.
- b. Assists in the development and management of equipment requirements and reports.
- c. Supervises the maintenance of administrative files and records.

19-6. Training NCO:

- a. Responsible for coordinating and scheduling training events.
- b. Prepares, revises, and updates near term and long range training schedules and calendars.
- c. Maintains database for all training information.

FOR THE COMMANDER:

//ORIGINAL SIGNED//

DAVID M. MERHAR
Chief of Staff

Tracey Anbiyat
SFC, USA
Adjutant

DISTRIBUTION:
Commander, HHC, 26th ASG
Adjutant/Cmd Gp

S1

S4

PMO

PAO

DOIM

DPW

EO

AMSO

S2/3

DRM

IG

Chaplain

Safety

EEO

SJA

ACAP