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**Army Deployment and Redeployment**

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# Army Deployment and Redeployment

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## Preface

ATP 3-35 provides the Army's authoritative doctrine for planning, preparing, executing, and assessing deployment and redeployment. This manual is the single source for all Army deployment and redeployment doctrine. It will be consistent to the extent possible with joint and multinational doctrine within the constraints of established higher-level Army doctrine. This publication applies to the range of military operations and supports ADP 3-0 and JP 3-35.

The principal audience for ATP 3-35 is all members of the profession of arms. Commanders and staffs of Army headquarters serving as joint task force or multinational headquarters should also refer to applicable joint or multinational doctrine concerning the range of military operations and joint or multinational forces. Trainers and educators throughout the Army will also use this publication.

Commanders, staffs, and subordinates ensure that their decisions and actions comply with applicable United States, international, and, in some cases host-nation laws and regulations. Commanders at all levels ensure that their Soldiers operate in accordance with the law of armed conflict and the rules of engagement. (See FM 6-27/MCTP 11-10C)

ATP 3-35 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. Terms for which ATP 3-35 is the proponent publication (the authority) are italicized in the text and are marked with an asterisk (\*) in the glossary. Terms and definitions for which ATP 3-35 is the proponent publication are boldfaced in the text. For other definitions shown in the text, the term is italicized and the number of the proponent publication follows the definition.

ATP 3-35 applies to the Active Army, the Army National Guard, and the United States Army Reserve unless otherwise stated.

The proponent of ATP 3-35 is the United States Army Combined Arms Support Command. The preparing agency is the Deployment Process Modernization Office, United States Army Combined Arms Support Command. Send comments and recommendations on a DA Form 2028 (*Recommended Changes to Publications and Blank Forms*) to Commander, United States Army CASCOM, ATTN: ATCL-TDID (ATP 3-35), 2221 A Ave, Ft. Lee, VA 23801 or submit an electronic DA Form 2028 by e-mail to: [usarmy.lee.tradoc.mbx.lee-cascom-doctrine@army.mil](mailto:usarmy.lee.tradoc.mbx.lee-cascom-doctrine@army.mil).

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# Introduction

The purpose for the update of this manual is to align Army deployment and redeployment roles and responsibilities with the current force structure, updated policies, and Army's operational concept—multidomain operations. This manual is the single source for all Army deployment and redeployment doctrine and thus supports the movement and maneuver warfighting function as discussed in ADP 3-0, including tasks associated with force projection (which is essential to the Army's goal of a rapid, expeditionary force capable of conducting and sustaining multidomain operations globally). The movement and maneuver warfighting function is the related tasks and systems that move and employ forces to achieve a position of relative advantage over the enemy and other threats. The movement and maneuver warfighting function includes eight tasks, one of which is deployment.

The following is a summary of changes to ATP 3-35:

- Discusses how deployment enables an expeditionary Army and force projection.
- Aligns deployment doctrine with ADP 3-0 and FM 3-0 in support of multidomain operations and large-scale combat operations.
- Updates deployment planning process to include activities at each level of warfare.
- Discusses mobilization process from a joint doctrine perspective.
- Describes power projection platforms and mobilization force generation installations (MFGIs).
- Discusses deployment programs.

ATP 3-35 contains six chapters and fifteen appendices:

**Chapter 1** discusses how deployment enables an expeditionary Army and how it supports the Army's operations concept—multidomain operations and large-scale combat operations. It also discusses the principles and phases of deployment and briefly discusses deployment programs.

**Chapter 2** discusses deployment planning at the tactical, operational, and strategic levels of warfare.

**Chapter 3** discusses predeployment activities used to prepare the force for movement.

**Chapter 4** discusses movement to the ports of embarkation and debarkation.

**Chapter 5** discusses reception, staging, onward movement, and integration.

**Chapter 6** discusses the redeployment process.

**Appendix A** describes the use of various Army automated deployment tools.

**Appendix B** describes automated mobility systems.

**Appendix C** is a listing of organizations and their responsibilities in support of deployment.

**Appendix D** provides details about the unit movement officer's role supporting deployment.

**Appendix E** provides details about the mobility officer's role supporting deployment.

**Appendix F** describes installation support of deployment.

**Appendix G** describes the arrival and departure airfield control group.

**Appendix H** provides guidance for building a unit movement plan.

**Appendix I** provides a sample unit movement plan.

**Appendix J** provides guidance for special cargo.

**Appendix K** describes automatic identification technology.

**Appendix L** provides guidance security during deployment operations.

**Appendix M** describes the senior commander's role in deployment.

**Appendix N** describes MFGI and power projection platforms.

**Appendix O** describes deployment programs.

**Introductory Table. Modified terms**

<i>Term</i>	<i>Action</i>
redeployment	Modified term

## Chapter 1

# Deployment Overview

*The ability to deploy the right combination of Army forces to the right place at the right time requires unit leaders focused on the training and readiness essential to deploying. Forward deployed units, forward positioned capabilities, and force projection—from anywhere in the world—all contribute to the Army's expeditionary capabilities. Providing joint force commanders with expeditionary capabilities requires forces organized and equipped to be versatile and rapidly deployable, and able to sustain operations over time.*

(ADP 3-0)

This chapter is an overview of deployment as an integral process of force projection, as a process composed of four phases (planning, predeployment activities, movement, and reception, staging, onward movement, and integration) and how it supports large scale combat operations and multidomain operations.

## EXPEDITIONARY ARMY

1-1. The United States (U.S.) Army is a powerful and capable combat force compared to all other countries. One capability inherent in the Army which sets it apart from other Armies is its expeditionary capability. Being expeditionary means deploying on short notice to austere locations and being able to immediately conduct and sustain protracted combat operations (FM 3-0). A combat-powerful Army that lacks an expeditionary capability is confined to a geographical region to maintain its country's security and national and vital interests. Force projection enables the Army to exploit its capabilities and secure the national and vital interests around the world.

1-2. As a diverse and structured force, the Army must be prepared to respond to a wide variety of threats and conflicts across the range of military operations. For an expeditionary Army, the most challenging conflicts are large-scale ground combat operations. The Army is likely to participate in joint operations with multinational partners or allies, conducting multidomain operations through decisive action enabled by command and control of forces.

1-3. Force projection is the enabler of the Army's expeditionary capability. It is a process that ultimately involves unified action. This requires organizing combat power through force tailoring, task organization, and mutual support. Furthermore, force projection includes the following subprocesses:

- *Mobilization* is the process by which the Armed Forces of the United States, or part of them, are brought to a state of readiness for war or other national emergency (JP 4-05). This includes activating all or part of the Reserve Components (RCs), as well as assembling and organizing personnel, supplies, and equipment.
- *Deployment* is the movement of forces into and out of an operational area (JP 3-35).
- *Employment* is the strategic, operational, or tactical use of forces (JP 5-0).
- *Sustainment* is the provision of logistics, financial management, personnel services, and health service support necessary to maintain operations until successful mission completion (ADP 4-0).
- **\*Redeployment is the transfer of forces and materiel to home and/or demobilization stations for reintegration or out-processing.** This definition differs from the joint definition.

1-4. Of the five processes of force projection, deployment and sustainment are logistically speaking the most critical to enable the Army to engage in any type of combat.

## UNIFIED ACTION

1-5. The Army is structured intricately to perform its strategic roles to—

- Shape operational environments.
- Prevent conflict.
- Prevail in large-scale ground combat.
- Consolidate gains.

1-6. The strategic roles guide and enable the Army in the conduct of joint operations that result in unified action with other services and governmental and nongovernmental entities. *Unified action* is the synchronization, coordination, and/or integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort (JP 1, Volume 1). *Unity of effort* is the coordination and cooperation toward common objectives, even if the participants are not necessarily part of the same command or organization, which is the product of successful unified action (JP 1, Volume 2). The U.S. Army supports achievement of unified action through multidomain operations while executing decisive action (offensive, defensive, stability and defense support to civil authorities operations) and guided by mission command.

1-7. *Multidomain operations* are the combined arms employment of joint and Army capabilities to create and exploit relative advantages to achieve objectives, defeat enemy forces, and consolidate gains on behalf of joint force commanders (FM 3-0). Employing Army and joint capabilities from multiple domains makes use of all available combat power to accomplish the mission at least cost. Multidomain operations are the Army's contribution to joint operations. Successful multidomain operations means having the right forces selected at the right time and deployed to the right place. This is enabled through force tailoring and deployment.

1-8. *Large-scale ground combat operations* are sustained combat operations involving multiple corps and divisions (ADP 3-0). Force tailoring, deployment, and sustainment of multiple corps and divisions in support of large-scale ground combat operations is a logistical challenge, requiring unity of effort throughout force projection.

1-9. *Force tailoring* is the process of determining the right mix of forces and the sequence of their deployment in support of a joint force commander (ADP 3-0). Although task organization and mutual support are also critical requirements to organize combat power, their significance to impact deployment is not as substantial as force tailoring. The force size and makeup are integral to determining ways and means to deliver combat power to a supported combatant commander (CCDR). When the right force is delivered at the right time and place, it will allow employment in support of multidomain operations.

1-10. For any military operation, getting the force to where it is needed depends on deployment. Large-scale combat operations rely on deployment of forces. Planners must consider that the enemy may view U.S. deployment in support of large-scale combat operations as a potential center of gravity. This will require a unified effort to plan, execute, track, protect, and reassemble the force, to build combat power at the point of need.

## FORCE PROJECTION

1-11. *Force projection* is the ability to project the military instrument of national power from the United States or another theater in response to requirements for military operations (JP 3-0). It is a demonstrated ability to alert, mobilize, rapidly deploy, and operate effectively anywhere in the world. The Army, as a key member of the joint team, must be ready for global force projection, with an appropriate mix of combat forces together with support and sustainment units. Moreover, the world situation demands that the Army project its power at an unprecedented pace. The flexible and rapid deployment of Army forces with sufficient depth and strength to sustain multiple, simultaneous operations enables Army units to seize, retain, and exploit the initiative, and gain and maintain a position of relative advantage in multidomain operations, to create conditions for favorable conflict resolution.

1-12. Force projection operations are inherently joint and require detailed planning and synchronization. Decisions made early in the process directly impact the success of the operation. The five subprocesses of

force projection described in paragraph 1-3 have overlapping timelines that repeat continuously throughout an operation. Each force projection process influences the others. For example, deployment, employment, and sustainment are inextricably linked. None of these three processes can be planned successfully without the others.

1-13. ADP 3-0 discusses the six warfighting functions. The movement and maneuver warfighting function is the related tasks and systems that move and employ forces to achieve a position of relative advantage over the enemy and other threats, and includes tasks associated with force projection. This function includes eight tasks, one of which is deployment.

1-14. Installations are critical to enabling force generation and force projection. The Army has designated certain installations as power projection platforms (PPP) or mobilization force generation installations (MFGIs). The designation is based on minimum installation capabilities required to generate or deploy a force to meet combatant command operation plans (OPLAN) and national defense strategy requirements. See appendix N for the definitions and minimum capability requirements for PPPs and MFGIs.

## MOBILIZATION

1-15. Army readiness is paramount when anticipating and responding to crises around the world that require force projection. Mobilization is an indicator of Army readiness when preparing a force for deployment and employment.

1-16. From a joint operations planning perspective there are five tenets that describe successful mobilization:

- **Objective**—Determine whether reserve forces and other resources must be mobilized to achieve the objective.
- **Timeliness**—Timely mobilization of all resources is necessary to deploy the force at the right time and place.
- **Unity of effort**—Integrated and coordinated mobilization effort toward achievement of the objective.
- **Flexibility**—At the strategic level, flexibility for mobilization planning is exercised through a comprehensive set of legislated powers that enables the U.S. President, as Commander-in-Chief, to develop a response to an emerging crisis. Emergency authorities are available to the President before a declaration of national emergency, such as Presidential Reserve Call-up.
- **Sustainability**—Mobilization sustainability is the ability to continuously provide logistics and personnel services necessary to maintain and prolong operations until successful mission completion.

## DEPLOYMENT

1-17. Deployment is composed of activities and processes required to prepare and move forces, supplies, and equipment to a theater. This involves the force as it trains to deploy, task-organizes, and tailors itself for movement (based on the mission, concept of operations, and availability of strategic lift and other resources).

1-18. The operational speed and tempo reflect the ability of the deployment process to deliver combat power where and when the joint force commander (JFC) requires it. A disruption in the deployment process will inevitably affect employment.

1-19. The employment concept is the starting point for deployment planning. Proper planning establishes what, where, and when forces are needed, and sets the stage for a successful deployment. Consequently, the way that the supported CCDR intends to employ forces is the basis for orchestrating the deployment structure. All deployment possibilities must be examined, as they dramatically influence employment planning. Deployment directly impacts the timing and amount of combat power that can be delivered to achieve the geographic combatant commander's (GCC) desired effects.

## DEPLOYMENT PRINCIPLES

1-20. Four principles apply to the broad range of activities encompassing deployment:

- **Precision.** Precision applies to every activity and piece of data. Its effect is far-reaching, and the payoff is speed. For example, precise unit deployment lists (UDLs) ensure that correct lift assets are assigned against the requirement. Precision includes accurate weights, dimensions, and quantities. This degree of precision eases loading or offloading requirements, improves arrival or departure speed, and safety. Precision allows units to meet the GCC's timeline and supports the concept of employment.
- **Synchronization.** Deployment activities must be synchronized to successfully close the force. Effective synchronization of scarce lift assets and other resources maximizes their use. Synchronization normally requires explicit coordination among the deploying units and staffs, supporting units and staffs, a variety of civilian agencies, and other Services. A practical way to enable successful synchronization is to integrate the installation deployment support plan (IDSP) with unit and team deployment training or exercises, such as a deployment readiness exercise (DRE).
- **Knowledge.** One of the more critical pieces in deployment planning is the knowledge upon which decisions are made. There is a short period of time during which the deploying commander must make crucial decisions on employment. These decisions set the tone for the remainder of the deployment. Many decisions are very hard to change and have significant adverse impacts if changed; others are irrevocable.
- **Speed.** It is more than a miles per hour metric. The proper focus is on the velocity of the entire force projection process, from planning to force closure. Critical elements of speed associated with force projection include agile (state-of-the-art) ports, submission of accurate information, safe and efficient loading or offloading, trained unit movement personnel at all levels, timely arrival of throughput enablers, maintaining unit integrity, delivering capability rather than entire units, and force tracking information.

## DEPLOYMENT PHASES

1-21. The joint deployment process is divided into four phases: deployment planning; predeployment activities; movement; and joint reception, staging, onward movement, and integration (RSOI). The terminology used to describe the Army deployment phases is in synch with the joint process. The joint process includes a planning phase at the outset, whereas the Army considers planning to be woven through all the phases. Moreover, the movement phase in the Army process is discussed in two segments: fort-to-port and port-to-port. The Army and other services rely on United States Transportation Command (USTRANSCOM) to provide the strategic lift to, through, and from strategic ports, both in the continental United States (CONUS) and outside the continental United States (OCONUS).

1-22. For the Army, deployments consist of four distinct but interrelated phases which are addressed in the following subparagraphs. A successful deployment requires implementation of each phase with seamless transitions and interactions among all of them. The phases are not always sequential and could overlap or occur simultaneously.

### Deployment Planning

1-23. The initial activity in deployment planning is developing a plan using the military decision-making process. The objective is to synchronize deployment activities to facilitate execution. The steps used in planning and preparation during predeployment activities include analyzing the mission, structuring forces, refining deployment data, preparing the force, and scheduling movement. Successful deployment planning requires knowledge of the unit's deployment responsibilities, an understanding of the total deployment process, and an intellectual appreciation of the link between deployment and employment.

- **Analyze the mission**—The mission is examined, and courses of action (COAs) are developed, bearing in mind that the employment considerations are paramount. The primary purpose of a deployment is to provide the right force at the right place and at the right time.
- **Structure forces**—The COAs outline the ways (employment) and the means (forces) to accomplish the mission. Initially, required capabilities are identified, but as the COAs are further defined, the requirements are translated into type units.

- **Refine deployment data**—The development of the time-phased force and deployment data (TPFDD) begins as forces are identified. The supported CCDR defines the intent for deployment. This may be very specific and direct the sequence of units, or it may just identify a general deployment timeline. In any case, the intent should clearly express how the deployment postures the force for employment.
- **Prepare the force**—Force packages are developed, ensuring the right capabilities are in the proper combinations to meet the intentions of the supported CCDR.
- **Schedule the movement**—The supporting combatant commands must clearly and completely define their mobility requirements and milestones based on the concept of operations. The right sequencing of forces will give the commander the capabilities needed to achieve the desired objectives. Once the strategic lift schedule is put in motion, it is difficult to change without losing use of the transportation capacity.

1-24. Deployment planning is a logical process that focuses on Soldiers, deployable Army Civilians, supplies, and equipment; ways to deploy them; and the required information to track them. Deployment plans require detailed information. Knowing the right details will help to guide the unit through an effective deployment. The heart of deployment planning is an accurate list of Soldiers and equipment that will deploy—the UDL. The UDL is developed in Transportation Coordinators Automated Information for Movements System II (TC-AIMS II) and is validated by the commander. Its importance is exemplified by its use: to manifest units for deployment, and to update the TPFDD so that appropriate lift is scheduled for the deployment.

1-25. The installation develops and employs its IDSP in accordance with AR 525-93. The IDSP provides an overview of all processes, policies, events, and activities that are synchronized into a working document. The IDSP also includes resources, personnel, and organizations that are necessary for deployment planning and execution.

### Predeployment Activities

1-26. An expeditionary Army requires that units are prepared for potential deployments consistently with the Regionally Aligned Readiness and Modernization Model, also called ReARMM, which provides windows of time when a unit would be available for training, modernizing and for missions. During predeployment, units constantly plan for various contingencies and hone their deployment skills. When units train and exercise their predeployment activities, they become second nature and are accomplished efficiently. Not only should units be trained, but personnel must also be nearly 100 percent compliant with respect to Soldier readiness processing (SRP), encompassing those administrative, medical, and dental checks required to prepare a Soldier for deployment. This level of readiness and training requires school-trained and dedicated mobility officers, transportation management coordinators, unit movement officers (UMOs), hazardous cargo certifiers, container control officers, and air load planners. Unit deployment requirements are documented in UDLs and loaded into TC-AIMS II. In addition, units must acquire movement expertise, knowledgeable deployment support teams, joint deployment process improvement tools, and an understanding of the Joint Operation Planning and Execution System (JOPES) to enable seamless deployment operations. See Appendix A for more information about Army automated deployment tools.

1-27. Movement requirements developed during deployment planning must be validated prior to deployment execution. Validation confirms the need for the movement requirement, shipment configuration, dimensions, and routing; and ensures that all parties, including the chain of command, are cognizant of the requirement. Movement requirements are validated during execution planning by the supported GCC, who validates all joint force movement requirements for USTRANSCOM movement scheduling.

### Movement

1-28. **Fort-to-Port.** The receipt of the Air Mobility Command (AMC) air tasking order and Military Surface Deployment and Distribution Command (SDDC) port call order authorizes the unit to move to the port of embarkation (POE) and specifies the dates on which units must arrive at the POE. At the installation staging areas, unit movement data (UMD) is verified, and equipment is inspected and configured for movement. It is then typically moved to the POEs by convoy or commercial surface transport. The installation and RC

equivalent support staff coordinates and provides support to assist the deploying force, by using non-deploying units, installation resources, or contracted support. Support may include load teams, materials handling equipment (MHE), maintenance teams, arrival/departure airfield control groups (A/DACGs), and deployment support teams. Other support should be identified during deployment exercises and then written into IDSPs. The mission support element is a Table of Distribution and Allowance (TDA) augmentation capability used by the mission commander to develop and maintain the deployment support plan.

1-29. Deploying units immediately configure for deployment, reduce, and prepare vehicles and aircraft for movement, properly stow and tie down secondary loads, construct 463L pallets, and prepare the required documentation. The sea and air POEs should quickly initiate operations. MHE must be on hand, and procedures previously established for the joint inspection process at the aerial terminal must commence. Units begin assembling equipment for air movement and chocks are staged awaiting sortie allocation. The POE must offer sufficient staging and inclement weather facilities.

1-30. **Port-to-Port.** USTRANSCOM operates the Defense Transportation System (DTS) and provides common user strategic transportation to support the GCC for deployment. The port-to-port phase begins with strategic lift departures from POEs and ends with lift assets' arrival in the designated theater port of debarkation (POD). To ensure the success of the port-to-port movement, the GCC must be able to synchronize the arrival of airlift and sealift (including unit personnel) force packages so that vessels can be brought to a berth or offloaded in-stream with minimal delay. This ensures that cargo can be received and cleared from the port in a timely manner.

### **Reception, Staging, Onward Movement, and Integration**

1-31. RSOI is the process that delivers combat power to the JFC in the operational theater. The very nature of seizing the initiative demands prompt processing of personnel and equipment throughout the deployment process. Consequently, facilities must be available on or near the PODs for personnel reception and equipment staging and preparation (to include refueling). One essential requirement at the aerial port of debarkation (APOD) is adequate parking and operational areas to sustain the required number of aircraft to meet the throughput requirements. RSOI support must be sufficient to immediately support the arrival of deploying units, whether provided by theater support contracts, external support contracts (primarily the Army Logistics Civil Augmentation Program), regionally available commercial host nation support, or military assets. Effective RSOI matches personnel with their equipment, minimizes staging and sustainment requirements while transiting the PODs, and begins onward movement as quickly as possible. A plan to accomplish integration and maintain combat readiness must be understood, trained on, and ready to implement upon arrival.

### **DEPLOYMENT PROGRAMS**

1-32. Deployment readiness, training, and execution combined form the basis for delivering combat-ready forces globally whenever and wherever needed. Deployment programs are tools that provide deployment training and assess deployment readiness. Three programs that give commanders the ability to practice and assess deployment operations are the DRE, Command Deployment Discipline Program (CDDP), and Deployment Excellence Award. See appendix O for details on deployment programs.



## Chapter 2

# Deployment Planning

As discussed in chapter 1 planning is the first phase of the deployment process and is continuous throughout the other three phases. This chapter discusses deployment planning conducted at each level of warfare. In alignment with the joint doctrine perspective, the purpose of deployment planning is to develop a distribution network that supports the full range of activities in supporting the movement of forces and materiel during deployment, sustainment, and redeployment or retrograde phases of an operation. It is conducted iteratively with force and support planning and may identify additional forces necessary to execute deployment functions. Both supported and supporting commanders conduct deployment planning at all levels of command. Deployment planning activities include all actions required for the deployment of forces up to the point of their employment. See appendix C for organizations with a role or responsibilities for deployment planning or execution.

### PLANNING OVERVIEW

2-1. Planning for deployment is based on mission requirements and time. During deployment operations, supported CCDRs build and validate movement requirements, determine predeployment standards, and balance, regulate, and manage the transportation flow. Supporting combatant commands and agencies source requirements not available to the GCC, and verify supporting UMD, regulate the support deployment flow, and coordinate during deployment operations. Each of these activities is an element of effective deployment planning. To facilitate these processes, the joint planning and execution community use a common framework of directives, guidance, and decision-support tools within JOPES.

2-2. JOPES is the integrated joint command and control system used to support military operational planning, execution, and monitoring activities. JOPES incorporates policies, procedures, personnel, and systems, and underlying Global Command and Control System-Army (GCCS-A) information technology support to provide senior-level decision makers and their staffs with enhanced capability to plan and conduct joint operations. JOPES provides the mechanism to submit movement requirements to lift providers in the form of a TPFDD. The TPFDD is both a force and a transportation requirements document.

### **Time-Phased Force and Deployment Data**

TPFDD is the JOPES data-based portion of the operational plan. It contains time-phased force data, non-unit related cargo and personnel data, and movement data for the operational plan, including—

- In-place units.
- Units to be deployed to the joint operational area, with a priority indicating the desired sequence for their arrival at the POD.
- Routing of forces deployed.
- Movement data associated with deploying forces.
- Estimates of non-unit related cargo and personnel movements to be conducted concurrently with the deployment of forces.
- Estimates of transportation requirements (which are fulfilled by common user lift resources), as well as those requirements that can be fulfilled by assigned or attached transportation resources.

2-3. The GCC begins preparation of COAs based on the tasking received from the Chairman of the Joint Chiefs of Staff (CJCS). CCDRs receive tasking through the Joint Strategic Campaign Plan for contingency planning, or guidance through a CJCS warning order during crisis planning. These directives establish command relationships, identify the task or mission, and provide any planning constraints. In addition, these directives will either identify forces and strategic mobility resources and establish tentative timing for execution; or request that the supported CCDR develop these factors.

2-4. Force requirements are initially identified in the planning process during mission analysis and COA development. Force composition is derived from the troops apportioned for deployment and employment planning, and the supported CCDR's need for a particular unit capability to accomplish the mission.

2-5. COAs outline the scheme of employment and force requirements to accomplish the assigned mission. The Services monitor development of COAs and begin planning for support forces, sustainment, and mobilization, if required. As force requirements are identified, TPFDD development commences for each COA. The supported CCDR normally publishes a TPFDD letter of instruction with planning guidance, procedures, and coordinating instructions. The intent of the supported CCDR's TPFDD letter of instruction is to eliminate confusion, facilitate parallel planning, and expedite TPFDD refinement by supporting commands and agencies with a single set of instructions for input and management.

2-6. It is at this point the supported CCDR begins a series of force flow conferences to review the proposed COAs and, in coordination with USTRANSCOM, prepares deployment closure estimates. As detailed planning continues after COA selection, force refinement begins with consideration of the forces and time available, identification of needed unsourced force capabilities, understanding of the anticipated operational environment, and consideration of the actual constraints imposed as part of the assigned mission.

2-7. Once force requirements are identified, selected forces must be organized and time-phased to support the concept of operations. Time-phasing requires careful consideration. Unit supplies and equipment moved by sealift must leave before the troops, so they are available to them upon their arrival. Moreover, some troops of the advance party must fly early to receive the unit equipment and organize it for the arrival of the main body.

2-8. All movement priorities and phasing are based on the supported GCC's required date for the deploying force capability. Movement data on the required delivery date (RDD) and time-phasing of units is documented in the TPFDD. Ideally, forces and supporting materiel are time-phased to support the GCC's concept of operation. The GCC must be able to track forces flowing into the theater to make the decision on when to initiate decisive operations.

2-9. Finding the proper balance between projecting the force rapidly and projecting the right mix of combat power and materiel for the ultimate mission is critical. The GCC must seek a balance of security, efficient

deployment, adequate support, and a range of response options to the threat. The availability of mobility assets is most often a constraining factor, so difficult trade-off decisions continuously challenge supported commanders.

2-10. Flowing forces in accordance with a TPFDD results in the delivery of sequenced force packages to the CCDR and makes the best use of the apportioned strategic lift, while at the same time providing situational awareness of arriving forces to the GCC. Operational requirements and force flow decisions have resulted in TPFDD sequence adjustments via requests for forces during recent operations. In addition, revised or updated deployment orders were used to alert and move affected units. The Joint Staff and Services are developing future systems to provide the necessary agility to accomplish such real-time adjustments to the complex problem of revising the TPFDD flow during execution.

2-11. USTRANSCOM analyzes TPFDDs for transportation feasibility along with the supported CCDR during the planning process. Analysis is conducted using models, simulations, and transportation expertise. Dependable strategic transportation feasibility analysis requires accurate combatant command analysis of theater transportation infrastructure capacity. The objective of TPFDD maintenance is to systematically incorporate required changes while the plan is active. Units must maintain up-to-date data, so the JOPES database is accurate.

2-12. Units require extensive support to prepare for deployment. The support can include assistance related to equipment inspection, maintenance, property transfer, and loading. It can also include assistance in the staging areas and help with life support. These support requirements are usually identified in unit standard operating procedures (SOPs), movement plans, installation SOPs and the IDSP and RC documents. Installation and non-deploying units are tasked, and contractors are hired to provide the support. Typical support includes—

- Life support. The designated installations provide life support (such as meals, lodging, and medical services) at staging areas and POEs. RC units also require life support at Army National Guard Armories or U.S. Army Reserve (USAR) Centers prior to movement.
- MHE and cargo handling equipment. Units must be specific when requesting this equipment and identify the exact weight, dimensions, and characteristics of what must be moved.
- Containers. Units typically use containers to move their supplies and equipment. The containers may be unit-owned or provided through coordination with the installation logistics readiness center (LRC). All containers including unit-owned equipment must be properly maintained.
- Fuel. Deploying units that need to drain their fuel tanks or remove excess fuel must plan for the proper disposal of fuel.

## **STRATEGIC AND THEATER LEVEL DEPLOYMENT PLANNING**

2-13. GCC-As use assigned forces to perform missions in their areas of responsibility. If additional forces are required to support an operation or contingency plan, the GCC requests forces via the global force management allocation process. The global force management allocation process begins with the supported GCC requesting the forces necessary to support the mission. The Joint Staff validates the submitted force requirements and assigns the appropriate joint force provider, Service force provider, or supporting CCDR to develop sourcing recommendations. The Joint Staff, along with the Service Headquarters through the assigned Service components and the joint force providers, develops sourcing recommendations. The Joint Staff consolidates all recommendations and then staffs the recommendations with all Services, GCC-As and Department of Defense (DOD) agencies. The sourcing recommendations are then presented to the Secretary of Defense. Following Secretary of Defense approval of the sourcing recommendations, the CJCS orders deployments via the published Global Force Management Allocation Plan (GFMAP) and attached annexes. The GFMAP directs force providers to provide forces to meet the GCC force and Joint Individual Augmentation requirements. Ordered force providers, Service Secretaries, GCC-As with assigned forces, and directors of DOD agencies implement the orders in the GFMAP annexes through deployment orders. This process may cover a period of several months or be compressed to days or even hours for crisis planning (see JP 5-0).

2-14. The Joint Staff Operations Deputy Director for joint force coordination has three roles:

- The joint force coordinator is responsible to the CJCS for providing recommended sourcing solutions for all validated force and joint individual augmentation requirements.
- Joint force provider for conventional forces, including civil affairs and military information support operations forces in support of conventional missions.
- Joint deployment process owner executing responsibilities and oversight on joint deployment policy and process.

2-15. USTRANSCOM is the joint force provider for mobility forces, with the Army component command of SDDC. The Commander, United States Special Operations Command is the joint force provider for special operations forces, with the Army component command of United States Army Special Operations Command. The Commander, United States Strategic Command, is the joint functional manager for intelligence, surveillance, and reconnaissance and associated processing, exploitation, and dissemination forces for missile defense forces, with the Army component command of United States Army Space and Missile Defense Command. The Secretary of the Army designated the United States Army Forces Command (FORSCOM) as the Army's Service force provider for all CONUS, Puerto Rico, and Virgin Islands Army conventional forces. FORSCOM analyzes the requirement for conventional forces, coordinates with other Army commands, and nominates recommended sourcing solutions to the JFC. If conventional Army forces outside of the CONUS are tasked, tasking actions come from the GCC through the Service component command.

2-16. Contingency planning is typically used when forces are deployed and employed in response to anticipated operations. It is designed to produce a detailed operational plan for a potential event, and relies heavily on a number of assumptions, ranging from the threat to anticipated host-nation support. Conversely, crisis planning is done in response to a time-sensitive, imminent threat that may result in an actual military operation. The plan is based on circumstances existing at the time when the planning occurs. In either contingency or crisis planning, prescribed procedures are followed to formulate and implement a response. Deployment planning is a key element of both contingency and crisis planning, and aims at delivering the right force, at the right place, and at the right time.

## **THEATER AND OPERATIONAL LEVEL PLANNING**

2-17. Deployment planning for theater events and activities that occur before and after deployment execution can involve the services, governmental and nongovernmental organizations, allied and coalition forces, and the host nation. Movement planning is an essential activity accomplished at the operational level, as well as other levels of warfare. The TPFDD is also an essential planning tool used at the operational level and other levels of warfare.

### **MOVEMENT PLANNING**

2-18. Movement planning at the theater or operational level of warfare is a collaborative effort, and is critical to enable deployment and employment of forces. Similarly, movement planning within the deployment process (fort-to-port and port-to-port) is critical to enable planning for RSOI and joint RSOI. Movement planning integrates the activities and requirements of units that are capable of complete or partial self-deployment, that require lift support, and that require transportation of sustainment and retrograde

### **TIME-PHASED FORCE AND DEPLOYMENT DATA**

2-19. The TPFDD is used to coordinate and document movement planning. It documents the phased movement of forces and support, pending execution sourcing. Upon sourcing, force providers and the Services develop UMD within the corresponding Service systems, developing their portion of the deployment and movement plan. The unit-level deployment and movement data is consolidated and uploaded into JOPES. This enables the force providers to verify their specific requirements, indicating that the execution sourcing and associated deployment data is accurate.

2-20. The supported command is responsible for movement control. This includes sequence of arrival of forces, and the validation of unit line number (ULN) in the TPFDD. While planning the force flow, the supported CCDR balances the force mix and arrival sequence of combat forces, sustainment units, and

contracted and host-nation support capabilities, to ensure deployment support and throughput requirements can be met.

2-21. The supported command planners prepare movement plans considering operational priorities and movement constraints (such as bed down, chemical, biological, radiological or nuclear contamination of POE or POD (see FM 3-11 for more details), cargo, or lift assets). The planners will consider en route staging locations and the ability of these locations to support the scheduled activity. This information, together with an estimate of required site augmentation, is communicated to appropriate supporting commanders.

2-22. Operational requirements may cause the supported commander or subordinate commanders to alter their plans, potentially impacting the deployment priorities or TPFDD requirements. Planners must understand and anticipate the impact of change. There is a high potential for a sequential pattern of disruption when changes are made to the TPFDD. A unit displaced by a change might not simply move on the next available lift, but may require reprogramming for movement at a later time. This may not only disrupt the flow, but may also interrupt the operation. Time is also a factor in TPFDD and force flow changes. Airlift can respond to short-notice changes, but at a cost in efficiency. Sealift, on the other hand, requires longer lead times and cannot respond to change in a short period. These plan changes and the resulting modifications to the notional TPFDDs must be handled during the planning cycles.

### **JOINT RECEPTION, STAGING, ONWARD MOVEMENT, AND INTEGRATION**

2-23. The supported CCDR conducts JRSOI planning to ensure deploying forces arrive and become operational in the area of operations as scheduled. Establishing personnel visibility for force protection purposes is necessary for joint forces immediately upon their arrival in the operational area; and plans to accomplish this task are issued by the GCC manpower and personnel staff. Effective integration of the force into the joint operation is the primary objective of the JRSOI.

### **TACTICAL AND UNIT LEVEL DEPLOYMENT PLANNING**

2-24. Army units develop and use movement plans to successfully organize, coordinate, and execute a unit move. The movement plan is a working document at unit level and should not contain classified material. The unit movement plan defines specific responsibilities, functions, and details for each part of a unit move, from origin to POE. An effective movement plan contains preparation steps required to deploy. The plan requires considerable coordination and support from all levels in the chain of command. It should incorporate lessons learned from previous moves and exercises that test the plan. See chapter 3 and appendix H for details about unit movement plans.

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## Chapter 3

# Predeployment Activities

The deployment process was discussed in chapter 1 as an integral process of force projection and composed of four phases. Deployment planning as the first phase was discussed in detail in chapter 2. This chapter discusses the second phase of the deployment process redeployment activities that put the deployment plan into action to prepare forces for deployment. Predeployment activities are not limited to the deploying unit but include supporting units and the installation and reserve component equivalent support staff. Planning, document preparation, equipment readiness, and training are the foremost predeployment unit activities.

### PREPARE THE FORCE

3-1. Commanders, staffs, and units plan, train, and rehearse for deployment. Units must conduct routine collective deployment training to ensure they are prepared to deploy the forces, individual manpower, and materiel to accomplish the mission. Commanders constantly review and adjust mission essential task lists to ensure they reflect mobilization and deployment tasks and other critical elements of force projection. Such ongoing predeployment activities can ensure an Army of fully trained, well-led, properly equipped units and Soldiers, one that is ready to rapidly mobilize and deploy.

3-2. A force or unit may deploy within hours or days upon receipt of a deployment order. A force or unit may deploy on a timeline of days to several weeks. Regardless of the deployment timeline, predeployment activities must be accomplished to deploy the force or unit with their required equipment and supplies. These actions range from the strategic to the tactical level. At the strategic and operational levels, TPFDD sourcing/refinement and transportation feasibility may continue well into this phase. At the installation and unit level, activities range from personnel and equipment status confirmed and upgraded to conducting required training.

3-3. To meet contingency support requirements, units develop movement plans and SOPs. An effective movement plan contains sufficient detail to prepare units to execute strategic deployments, while the SOP outlines functions that should occur upon notification of a unit movement. In addition to movement plans and SOPs, units maintain movement binders containing movement information and instructions.

### UNIT MOVEMENT PLANS

3-4. Unit movement plans define responsibilities, functions, and details for each part of a unit deployment, from mobilization station or installation to reception in theater. There may be more than one plan required, depending on the number of contingencies or OPLANs the unit must prepare to support. Movement plans are written in a five-paragraph OPLAN format. Appendix H describes the steps in developing a unit movement plan and provides a sample plan that can be tailored to a deploying unit's requirements.

3-5. The USTRANSCOM's component commands schedule lift in JOPES against the ULN to meet the earliest arrival date through the latest arrival date window. The airlift and sealift scheduling information is fed from JOPES into Integrated Data Environment/Global Transportation Network Convergence (IGC), Single Mobility System, and Computerized Movement Planning and Status System (COMPASS) for Army units. (The IGC system merged the Integrated Data Environment and Global Transportation Network [GTN] systems, which were formerly separate). The call forward schedules are movement directives that specify when units must have their equipment at the POE to meet the available-to-load dates. Based on these schedules, deploying units and their respective commands backward-plan movements to the POE to meet the

available-to-load date. Movement directives (if published) provide windows by mode for cargo arrival at the POE.

### **UNIT MOVEMENT STANDARD OPERATING PROCEDURE**

3-6. The unit movement SOP defines the day-to-day as well as alert functions. The SOP defines the duties of subordinate units that will bring the unit to a higher state of readiness. These duties can be written in separate annexes that can be easily separated and issued to leaders for execution. Functions addressed in the SOP could include unit property disposition, supply draw, equipment maintenance, vehicle and container loading, security (see appendix L for more information about security during deployment operations), marshalling procedures, purchasing authorities, unit briefings, in-transit visibility (ITV), and other applicable deployment activities.

### **MOVEMENT BINDER**

3-7. Units maintain movement binders containing the following:

- The unit movement plan.
- Unit movement SOP.
- Appointment orders.
- Training certificates.
- Recall rosters.
- A current organizational equipment list (OEL).
- Copies of load cards and container packing lists.
- Prepared copies of transportation requests.
- Convoy movement requests and special handling permits.
- Blocking, bracing, packing, crating, and tie-down (BBPCT) requirements.

The binder also serves as a continuity bridge from one UMO to the next.

### **ROUTE AND LOCATION RECONNAISSANCE AND REHEARSAL**

3-8. Units that plan convoying to the POE should conduct a rehearsal. Reconnaissance of the route to pre-designated POEs and of the POEs themselves should be an ongoing activity. It may be accomplished through passive means such as map surveillance or, optimally, through site visits. Walking the terrain at the PPP and designated port facilities allows commanders to understand space limitation, see choke points, survey facilities, understand the simultaneous nature of the operation, and visualize the deployment operation. Terrain walks can be useful as a unit level activity but are more beneficial when they involve all participating and supporting units.

3-9. Rehearsals validate deployment plans and permit commanders and UMOs to see possibilities and limitations. The physics of the operation can become plainly evident. Conducting rehearsals—

- Orients participants.
- Defines the standards.
- Visualizes and synchronizes the concept of the operation.
- Highlights areas that need emphasis or change.

### **IN-TRANSIT VISIBILITY**

3-10. *In-transit visibility* is the ability to track the identity, status, and location of Department of Defense units, and non-unit cargo (excluding bulk petroleum, oils, and lubricants), and passengers, patients, and personal property from origin to consignee or destination (JP 4-01). Commanders, whose employment planning depends on the closure of forces, base their decisions on accurate and reliable ITV.

3-11. Deploying units contribute to the operational picture and the employment planning of commanders by properly marking and tagging their equipment for input into the DOD automatic identification technology (AIT) system and the DTS. Prior to departing their deployment stations, units must properly prepare vehicles



and equipment for shipment by securing basic issue items, weighing, and affixing the necessary markings, labels, and ITV devices to their equipment, containers, and 463L pallets. This includes military shipping labels, pallet IDs, and radio frequency identification (RFID) tags. ITV is achieved as the progress of the container or vehicle is recorded as it passes through the network of interrogators. ITV preparation begins during predeployment and continues through the load-out of vehicles and equipment. Ensuring that AIT storage devices are accurate, properly attached, and readable facilitates ITV throughout the transportation pipeline. AIT readers and interrogators report the movement to automated information systems (AISs) allowing deployment managers to track and control the flow of equipment. Appendix K contains more detailed information on AIT.

## **TRAINING**

3-12. Individual and unit deployment training are essential in developing the skills required to rapidly project combat power. Units with deployment missions are required to have an appropriate number of personnel trained to perform special deployment duties. These duties include UMO, unit loading teams, hazardous cargo certifying officials, container control officers, and air load planners. Some commands and installations maintain a local capability to provide deployment training, to ensure the supported units have ready access to the required training.

3-13. The CDDP, DRE, and Deployment Excellence Award programs provide an excellent opportunity for units to train and assess their deployment readiness. Each program involves use of check-off sheets and interaction with organizations that will support their deployment such as the installation. See appendix O for details of the three deployment programs.

## **UNIT MOVEMENT OFFICER**

3-14. The commander is responsible for all aspects of deployment preparation, training, and execution; and appoints the UMO in writing. Without unit commander involvement and emphasis during the planning and preparation phases of deployment, the UMO will not have the resources required to accomplish UMO tasks. Competing requirements leading up to a deployment must be synchronized to ensure that deployment planning and preparation can happen on schedule. The UMO must know the unit's mission and the commander's intent for the appropriate coordination, planning, and execution to take place. Appendix D provides detailed information on the UMO.

## **LOADING TEAMS**

3-15. Units must have personnel trained in vehicle preparation, and aircraft and rail loading and unloading techniques. The type and quantity of equipment to be loaded and the time available for loading determines the composition of the team. Training is arranged through the installation unit movement coordinator (UMC). Once it is completed, the load teams are put on unit orders.

## **HAZARDOUS CARGO CERTIFICATION**

3-16. At least two individuals will be on orders and trained to certify hazardous cargo at each unit level (company- or detachment-level). The hazardous cargo certifying official ensures that the shipment is properly prepared, packaged, and marked. The certifying official personally inspects the item being certified and signs the hazardous materials (HAZMAT) documentation. Hazardous cargo certifiers must be trained at a DOD-approved school within the past 24 months and receive refresher training every two years. Upon training completion, they are authorized to certify documentation for commercial and military truck, rail, sea and air. A common mistake occurs when the HAZMAT certifier is sent with the advance party, leaving no one to accomplish the HAZMAT inspections during departure operations. See appendix J for special cargo that includes HAZMAT and its requirements.

## AIR LOAD PLANNING

3-17. Air load planners are appointed and trained to prepare, check, and sign unit aircraft load plans in the planning and execution of airlift operations. The AMC offers an Airlift Planners Course to those units aligned under the AMC Affiliation Program.

## CONTAINER CONTROL OFFICER

3-18. A *container control officer* is a designated official (E6 or above or civilian equivalent) within a command, installation, or activity who is responsible for control, reporting, use, and maintenance of all Department of Defense-owned and -controlled intermodal containers and equipment from the time received until dispatched (JP 4-09). The training requirements for a container control officer require registering for an account under Business Support and Container Management within the Transportation Enhanced Access Management Services portal website. The container control officer must also obtain access and training on the Joint Container Management System, which is the authoritative source for container ownership. See Army Techniques Publication (ATP) 4-12 for more information on access to container management systems and training.

## COLLECTIVE TRAINING

3-19. Companies and battalions train to meet unit and individual training requirements for deployment operations. Deployments can occur at any time, leaving the deploying unit with little or no time to correct training deficiencies. The objective of collective deployment training is to implant the knowledge, skills, attitudes, and abilities so that it becomes a reflex activity executed with precision. Units must understand deployment is a mission-essential task, annotate it on their mission-essential task list, and gain and maintain proficiency. Many Army training programs offer the opportunity to include deployment training in major training events.

3-20. Units with deployment missions execute their CDDP and conduct a level I and II DRE annually at a minimum. These events are designed to evaluate unit deployment readiness and exercise unit or command movement plans. Exercises may involve the unit moving to POEs and loading unit equipment on strategic sealift or airlift assets. Major commands, installation, and brigade level commands normally have SOPs and deployment regulations and policies establishing subordinate unit required activities in an hourly deployment sequence. These documents guide unit activities during these events. Furthermore, synchronizing an annual IDSP exercise or evaluation with unit deployment training or exercises can maximize readiness of both the unit and installation.

3-21. Deployment training begins in the Regionally Aligned Readiness and Modernization Model. A well-planned deployment exercise includes a process to assess the performance of the Soldiers, units, and support agencies. An effective assessment must identify the areas needing attention in terms of additional training, revision to a SOP, or coordination with one of the support agencies.

## INITIAL NOTIFICATION ACTIVITIES

3-22. The CJCS publishes a formal warning order to prepare for possible military response to a crisis situation. The force provider or Army command then alerts the units and installations. Following receipt of a warning order, the deploying unit reviews its deployment readiness status and modifies an existing movement plan or develops a new plan. The unit's next higher headquarters confirms the readiness status and identifies actions needed to raise the deficient unit to standard. The deploying unit—

- Updates OEL and develops a UDL based on the warning order.
- Identifies equipment shortages.
- Reviews and updates training status.
- Initiates unit operations security (OPSEC) plans.
- Reviews maintenance posture; performs scheduled services; begins expediting repairs; and calibrates equipment.
- Identifies and reports personnel shortfalls.

- Reviews leave and pass status of personnel.
- Reviews SRP.
- Submits updated unit status report.
- Reviews and tests unit recall procedures.
- Reviews and updates vehicle load plans, air load plans, and container packing lists.
- Validates and submit requisitions.
- Requests additional containers.

3-23. Army commands normally pass a Joint Chiefs of Staff project code to subordinate elements, which allows units to commit resources for deployment preparation. When deploying units receive the project code and funding guidance, they use them to begin the supply requisition process.

3-24. The installation and RC equivalent support adjusts its plans and procedures to support the anticipated deployment and notify the elements that are required to support the deploying unit (personnel, financial management, health services, supply, maintenance, transportation, and training). See appendix F for detailed information about installation support. Based upon a SDDC port call order or an AMC airflow message, the installation publishes schedules for movement to POE. Predeployment support from the installation is critical. Installations facilitate the movement of forces from the installation to the POE. Installations should have the right balance of military from the deploying unit and other non-deploying personnel, government Civilian employees, and contractors trained and organized to provide the required support. United States Army Installation Management Command (IMCOM) manages Army installations worldwide and the United States Army Materiel Command (USAMC) oversees the local LRCs. IMCOM, its garrison commanders, and USAMC's LRCs work together to ensure successful mobilization, demobilization, and force projection operations in CONUS and OCONUS. Installations should establish and maintain habitual relationships with all deployment support organizations—the United States Air Force (USAF) contingency response element (CRE) and the deployment and distribution support teams (DDST) from SDDC.

3-25. The force provider or Army command passes a detailed alert order to its subordinate elements. If not already provided, the Army command receives the Joint Chiefs of Staff project code that allows units to commit resources toward the deployment. To improve its readiness posture, the deploying unit cross-levels equipment and submits requisitions for unit basic load and other needed supply classes. The filling and receipt of supplies depends upon the deployment timeline and availability of stocks. Some units have been directed to leave equipment behind during rotations; equipment transfer can take time and should be included in the planning time. The unit also requests supplies to support movement operations (BBPCT, dunnage, containers, and 463L pallets). This is a continuing process within the deploying unit based on unit status and changes imposed as a result of force tailoring or higher headquarters guidance. The unit verifies that assigned ULNs are consistent with the unit's movement increments for deployment. The unit also verifies equipment status compared to the UDL, and updates load plans, equipment dimensions and weight, and declarations of dangerous goods. Once corrections are made, the unit prints and applies military shipping labels and attaches radio frequency (RF) tags satellite or cellular tag. Additionally, the unit identifies the equipment that will accompany the troops and finalizes the UDL as early as possible.

3-26. If not previously provided by the Army Command, the deploying unit activates derivative DOD Activity Address Code and derivative unit identification code (UIC). The UMO finalizes lift and load plans, shipping documentation, and convoy clearances as secondary loads and pallets are built and containers are inspected and stuffed.

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## Chapter 4

# Movement

Predeployment activities discussed in chapter 3 prepares equipment, personnel and supplies for movement to ports of embarkation and debarkation. This chapter discusses movement as the third phase of the deployment process. The Army has repositioned forces since its inception. Early movement by land, and sea, has been a key concept since the American Revolution. Movement of troops, supplies, and equipment from the continental U.S. to Cuba, Puerto Rico, and the Philippines began during the war with Spain; and throughout its history the Army has executed a wide array of deployments. The situation facing the Army today is very different—the uncertainty of where we deploy, the likelihood of austere operational conditions, and the requirement to fight soon after completion of minimal RSOI present significant challenges for the foreseeable future. However, movement remains at the core of deployment.

### MOVEMENT TO THE PORT OF EMBARKATION

4-1. Movement to the POE normally begins with receipt of an execute order from the Army Command; the order and any additional guidance is forwarded to the appropriate subordinate commands, deploying units, and installations. SDDC issues a port call order that identifies the date the unit must have their equipment at the seaport of embarkation (SPOE) to meet the available-to-load date. The port call order or the operations order for sealift will also normally include details for vehicle reduction and preparation. AMC enters the aerial port of embarkation (APOE) and airflow scheduling information into IGC. Scheduling information is also available in the JOPES. Based on port call orders and air schedules, the organization backward-plans movements to the POEs. Deploying unit equipment normally moves from unit marshalling areas to a central staging area on the installation for further processing. The name, organization, and responsibilities for these installation level staging or marshalling areas may differ; however, the functions performed to prepare units for movement are essentially the same.

4-2. Each installation has an associated strategic aerial port or seaport but units must be prepared to deploy from other ports as necessary. The proximity of the port facilities to the installation determines the type of movement and the numbers and types of assets required to complete the movement to the port. In some cases, the distance to APOE and SPOE is short, allowing units to maximize the use of organic equipment and convoys. In other cases, the distance to the APOE or SPOE is longer. In that case, units may have to rely heavily on commercial road or rail transport to complete the move to the port. A unit can request approval for convoy operations greater than 100 miles but less than 300 miles from the installation to the POE.

### CONVOY OPERATIONS

4-3. When movement is less than 100 miles, units may convoy their vehicles and equipment to the POE. A convoy is a group of vehicles organized for the purpose of control and orderly movement, with or without escort protection, that moves over the same route at the same time and under one commander. Vehicles in a convoy are organized into groups to facilitate command, control, and security; and normally move at the same rate. Refer to ATP 4-01.45, for specific guidance on planning and conducting convoy operations.

4-4. Based on time and distance from the POE, units determine whether to submit a request to exceed 100 miles convoy distance. Army Service component commands (ASCCs) and senior commanders may approve convoy operations in CONUS and OCONUS greater than 100 miles but less than 300 miles from the POE for active component forces. The first general officer in the chain of command may approve convoy

operations in the U.S. greater than 100 miles but less than 300 miles for USAR and ARNG forces. See appendix M for more information about the role of the senior commander in deployment operations.

4-5. Upon receipt of approval and prior to convoy movements, brigade commanders conduct mission analysis to identify risks and implement mitigation strategies. Brigade commanders will also ensure rehearsals are conducted prior to the execution of all convoy operations. This allows leaders and commanders to support the mission based upon mission, enemy, terrain and weather, troops and support available, time available, civil considerations and information (METT-TC [I]) considerations. For operational and contingency planning, Army planners will use the following:

- Convoys in the U.S. will travel no more than 300 miles. No multiple days.
- Convoys outside the U.S. will travel no more than 300 miles per day with no maximum distance constraint.

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**Note:** CONUS convoys greater than 300 miles should be processed for commercial line.

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4-6. Per Defense Transportation Regulation (DTR) 4500.9-R, Part III, State Adjutants General establish the State Movement Control Center, also known as SMCC, and appoint a Defense Movement Coordinator, who is located at the SMCC. The State Movement Control Center and the Defense Movement Coordinator receive and approve convoy movements on public highways. The Defense Movement Coordinator ensures convoy movements conform to federal, state, and local laws. Units with convoy requirements will submit a DD Form 1265 (*Request for Convoy Clearance*) through the installation UMC. The unit will also submit a DD Form 1266 (*Request for Special Hauling Permit*) if required. The UMC will fax or email the forms to the State Movement Control Center in their state (where the convoy is to start). The State Movement Control Center enters the request for a convoy into TC-AIMS II, which deconflicts the request on the national server. TC-AIMS II provides an approved convoy movement order that the State Movement Control Center will electronically provide to the unit.

4-7. Units deploying to a theater must obtain its specific guidance for convoy movements. The guidance must include procedures for processing convoy clearances (including the number of vehicles that constitute a convoy). Convoy guidance is established by theater policy, standardization agreement, or the host nation support agreement.

## RAIL OPERATIONS

4-8. Responsibility for planning and executing rail movements of vehicles and equipment is split between the deploying units and the installation transportation officer (ITO). See ATP 4-14 for details on rail operations and planning. The deploying unit—

- Determines its movement requirements and submits them to the ITO.
- Prepares their equipment for rail loading.
- Loads railcars and chock, block and ties down equipment under the technical supervision of the ITO, who is ultimately responsible for approving all rail loads.

4-9. The ITO is responsible to—

- Obtain rail cars based on deploying unit requirements.
- Validate railcar requirements based on unit rail load plans.
- Maximize the use of the available rail assets.
- Serve as the official liaison with SDDC and the railway agent and inspect all railcars for serviceability before units begin loading.

4-10. The movement control team (MCT) can perform the ITO functions in locations outside the U.S. when necessary. It obtains the rail cars, validates railcar requirements, serves as the liaison with the railway agent, and inspects the railcars before the units begin loading.

### MOVEMENT OF PASSENGERS

4-11. Once the equipment and material are moved to the POE, the movement of troops is addressed. Most troops move long distances by air and are configured as advance party, main body, and trail party. In addition, some troops move with the equipment to provide security, property accountability, and assist in reception activities.

4-12. The unit prepares personnel rosters for each chalk or plane load. The UMO requests buses and trucks to move the personnel and their baggage from the unit area to the A/DACG. As the personnel arrive at the A/DACG, manifests are prepared by the A/DACG and the personnel information is verified by checking the common access card (CAC). The baggage is palletized and moved to the ready line. The Soldiers remain in the sterile area until the chalk is called forward to load, and the AF moves the chalk to the aircraft for loading.

### ACTIVITIES AT THE PORT OF EMBARKATION

4-13. Once units arrive at the air or sea POE, there will usually be separate areas for the units to reorganize their equipment and cargo for the next mode of transport. This ensures the equipment and cargo is properly configured, ordered, and prepared for the different mode. The units will then deal with whatever organization is operating the port.

### MOVEMENT BY SEA

4-14. There are essential activities that occur at the SPOE during deployment operations as units prepare for shipment by strategic sealift. The tasks are performed by DOD and Army units and ad hoc organizations. Figure 4-1 is a graphic representation of a SPOE outlining the areas discussed in the following paragraphs.

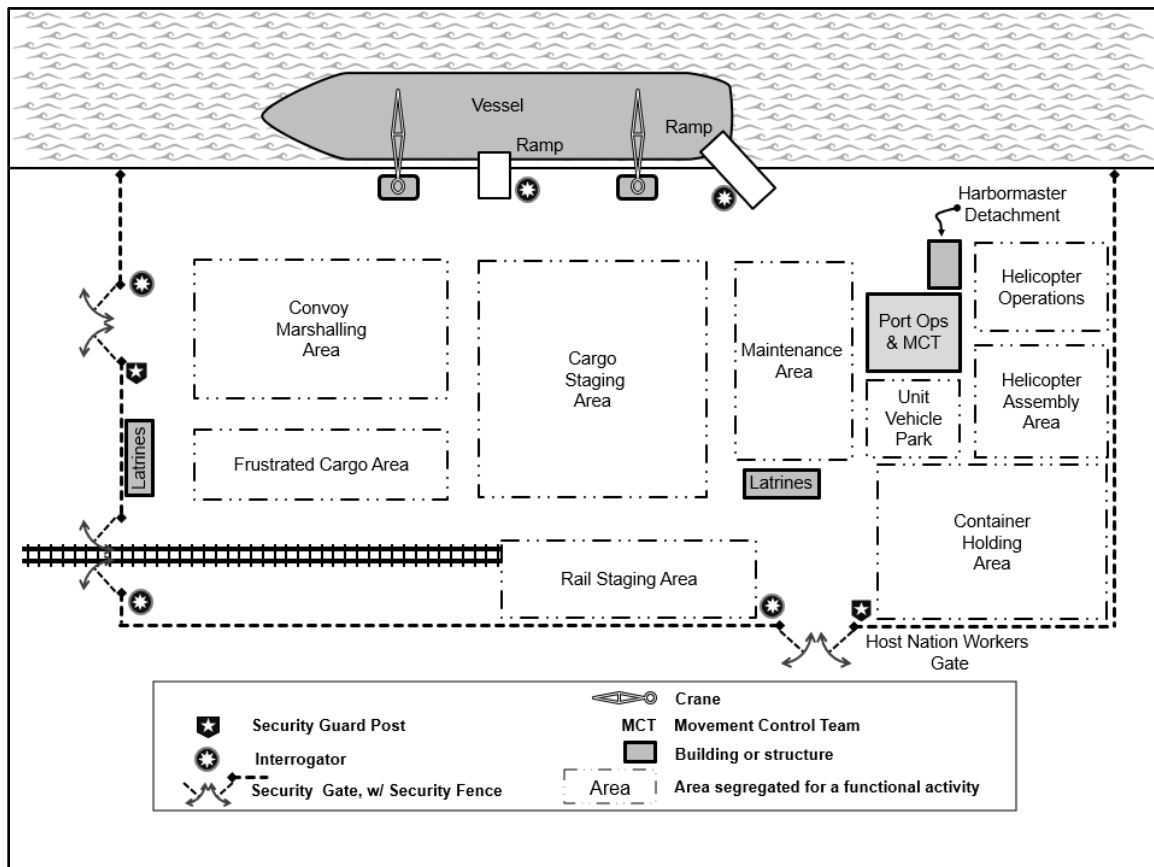


Figure 4-1. Notional seaport of embarkation

### **Marshalling Area**

4-15. For movement to SPOEs, deploying units and equipment may use an en route marshalling area. These areas are ideally located near the port staging area and in the immediate vicinity of rail and truck discharge sites. The SPOE marshalling area is the final en route location for preparation of unit equipment for overseas movement prior to the equipment entering the port staging area.

4-16. Establishment of a marshalling area reduces congestion within the terminal area and provides space for sorting vehicles for vessel loading. The layout of a marshalling area is not fixed; it depends upon available space and needs of the unit. Equipment arriving in the marshalling area is normally segregated in accordance with the vessel stow plan.

### **Staging Area**

4-17. The equipment is moved from the marshalling area to the staging area based on the vessel work plans, and as directed by the port commander. The SDDC port commander assumes custody of the cargo at this point. Activities within the area include equipment inspection for serviceability, packing lists and load card, accuracy of dimensions and weights, properly secured secondary loads, and documentation of any cargo requiring special handling. Military shipment labels affixed to equipment will be scanned using bar code readers. The data will then be loaded into the Global Air Transportation Execution System (GATES). GATES has a module to produce ship manifests and serve as the basis for status reports. Additionally, GATES feeds data to IGC.

4-18. The port support activity (PSA) is a flexible support organization designed to assist SDDC with the loading of equipment at seaports. SDDC provides PSA capability through Stevedore and Related Terminal Services contracts. SDDC will coordinate with IMCOM, FORSCOM, and the supporting ASCC for requirement outside of SDDC capabilities. SDDC also has the capability to assist deploying units with documentation, ITV, and vehicle inspection.

4-19. When processed, equipment may be segregated into different lots within the staging area by type, size, and any other special considerations, such as HAZMAT, sensitive and classified items, and containerized equipment. From the staging area, vehicles are called forward to load the ship based on the stow plan and call forward schedules. Additional information on seaport roles and responsibilities can be found in ATP 4-13.

### **Supercargoes**

4-20. Supercargoes are unit personnel designated on orders to accompany, secure, and maintain unit cargo on board ships. They perform liaison during cargo reception at the SPOE, vessel loading and discharge operations, and seaport of debarkation (SPOD) port clearance operations. The supercargoes are attached to the port operator and remain with the port manager at the SPOD until the offload is complete and they are released back to their units.

4-21. Deploying unit commanders recommend the composition of supercargoes based on several factors, including the amount and types of equipment loaded aboard the ship, the number of units with equipment on the ship, and the requirements for security against threats while in transit. Military Sealift Command (MSC) determines the actual number of supercargo personnel permitted onboard, based on the berthing capacity of the ship.

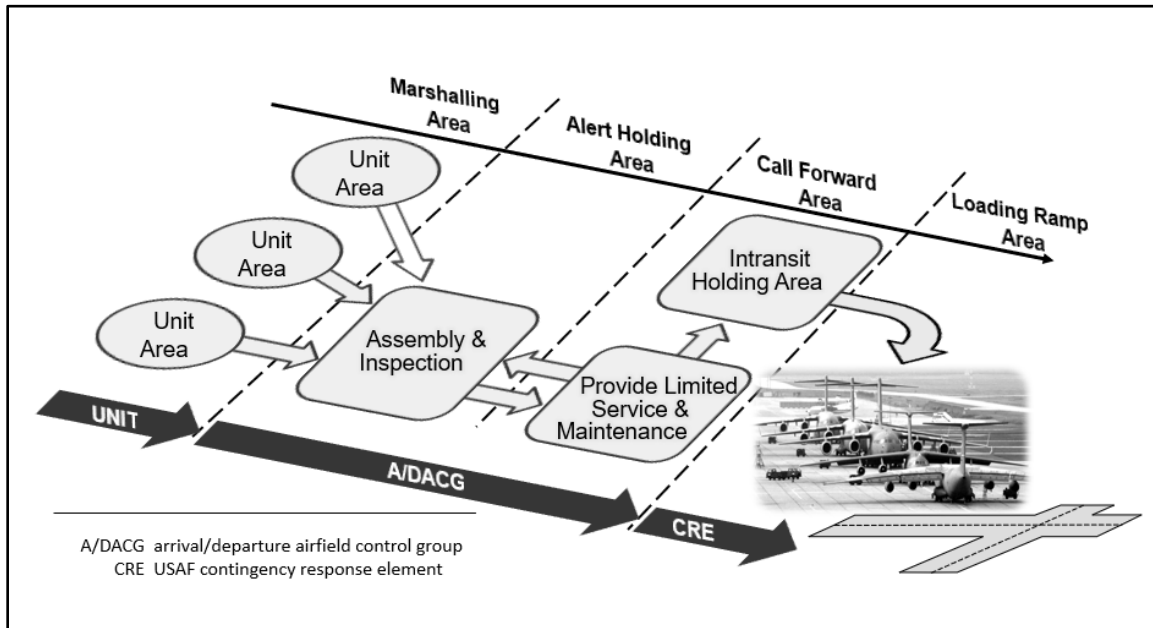
### **MOVEMENT BY AIR**

4-22. Preparation for air movement begins with receipt of the mission directive or order and continues through the planning phase until execution. For close coordination and to ensure a clear understanding of responsibilities, a series of local joint conferences is required during the planning phase. As a minimum, a joint planning conference will be held as soon as possible after receipt of the air movement order or directive. A final coordination conference will be held immediately before the move. Key personnel, who can make decisions for their organization, should represent participating elements at these conferences. These conferences do not rule out the need for continuous coordination throughout the planning cycle. The GCC or representative will conduct a final joint coordination meeting with the representative of the deploying unit,



the A/DACG, and the CRE. The CRE is a deployed AMC organization that provides on-site management of airfield operations. At this meeting, the deploying unit, A/DACG, and CRE will present planning status and identify any problems. Air movement requirements will be based upon UMD and provided to FORSCOM or ASCC in accordance with published command guidance, or as otherwise specified by the movement order or tasking directive. FORSCOM or ASCC consolidates and provides these refined lift requirements to the supported CCDR and USTRANSCOM. USTRANSCOM uses the unit movement requirements to generate airlift schedules that are loaded in JOPES, which feeds to IGC and COMPASS.

4-23. The APOE is the transition point for Army units deploying by air. There are four distinct areas associated with an APOE (marshalling area, alert holding area, call forward area, and loading ramp area) as shown in figure 4-2. The following paragraphs outline the tasks performed by the deploying unit at each of the areas.



**Figure 4-2. Notional aerial port of embarkation**

4-24. Normally, Army and USAF personnel will work together to process, inspect, document, and load the personnel and equipment. At some locations, the Army must carry out all the APOE functions; and in those cases, the Army personnel are trained and certified to fulfill the USAF roles. The duties of the A/DACG and the CRE are discussed in appendix G as part of complete discussion of the operation of the aerial terminal.

**Marshalling Area**

4-25. The primary purpose of the marshalling area is to provide a location near the APOE to assemble personnel, supplies, and equipment and make final preparations for air shipment. Unit marshalling areas are used to receive convoys and process vehicles before they are staged for loading. The deploying commander, assisted by the ITO, supporting units, or other designated organizations, is responsible for marshalling areas; operations are based on local policy and SOPs. The deploying unit—

- Establishes liaison with the A/DACG.
- Coordinates a joint planning conference with the A/DACG and CRE to discuss aircraft allowable cabin load, pallet restrictions, aircraft configuration, equipment preparation requirements, airflow schedule, and any other issues impacting deploying unit preparation and processing.
- Prepares vehicles and equipment.
- Ensures adequate shoring material is available.
- Prepares personnel and cargo manifests.
- Assembles personnel, supplies, and equipment into aircraft loads.

- Ensures planeload commanders are appointed and briefed.
- Provides escorts for sensitive items.
- Builds 463L pallets.

### Alert Holding Area

4-26. The alert holding area is the equipment, vehicle, and passenger control area. It is normally located in the vicinity of the departure airfield, and is used to assemble, inspect, hold, and service aircraft loads. Control of loads is transferred from the individual unit to the A/DACG at this point. The deploying unit—

- Ensures the aircraft loads arrive at the scheduled times.
- Provides manifests to the A/DACG.
- Corrects load discrepancies identified during pre-inspection.
- Ensures vehicle drivers remain with the vehicles until released.
- Passes control of unit aircraft loads to the A/DACG.

### Call Forward Area

4-27. The call forward area is the joint responsibility of the CRE and the A/DACG and is the location for the joint inspection of deploying unit equipment and cargo. The A/DACG, the deploying unit, and the CRE conduct the inspection. They complete a DD Form 2133 (*Joint Airlift Inspection Record/Checklist*) to indicate to the loadmaster that they have completed the required inspection. The unit corrects deficiencies, and the inspection team rechecks them.

4-28. Once the inspection sequence is complete, the deploying unit arranges its vehicles, pallets, and equipment into load or chalk sequence. A final briefing is provided to deploying troops and the CRE reviews all manifests for accuracy.

### Loading Ramp Area

4-29. The loading ramp area, including ready line area, is controlled by the CRE. At this point, control of units for movement purposes passes to AMC. Two key enablers of activities conducted in the loading ramp area are the chalk commander and load team.

4-30. The chalk commander—

- Follows directions of load team chief.
- Monitors and controls aircraft passengers.
- Retains one copy of the final passenger and cargo manifest.
- Aids in loading and securing the load as required.
- Ensures that vehicle and equipment operators follow instructions of load team chief or loadmaster in loading equipment on the aircraft.

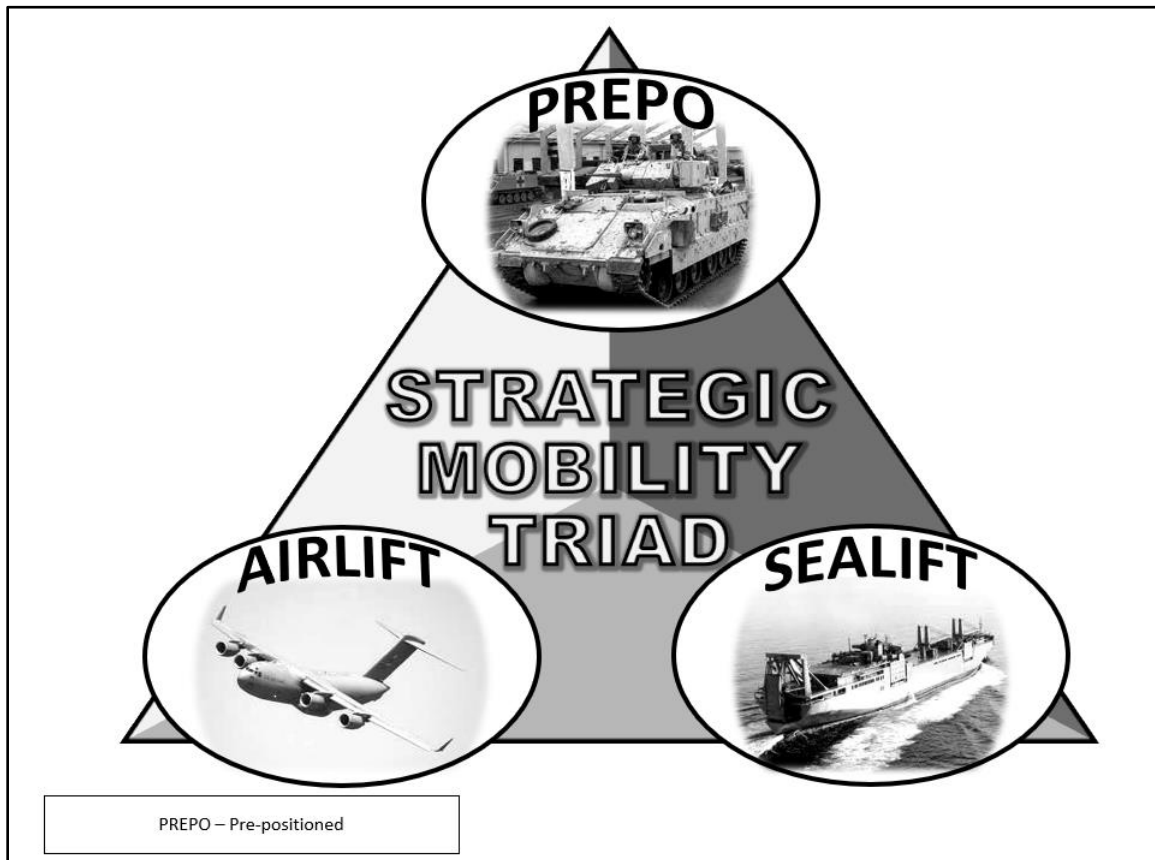
4-31. The load team—

- Receives loads at the ready line.
- Loads and secures vehicles and equipment in the aircraft under the supervision of the loadmaster.
- Provides the loadmaster with manifests.
- Informs CRE of load completion time.

## MOVEMENT TO THE PORT OF DEBARKATION

4-32. The combination of strategic airlift, sealift, and pre-positioned equipment, referred to as the strategic mobility triad, provides the capability to respond to contingencies (see figure 4-3). Each element of strategic lift has its own unique advantages and disadvantages. In general, airlift transports light, high-priority forces and passengers needed to rapidly form units with pre-positioned equipment and supplies. Airlift is fast and flexible but has limited capacity; it is also expensive and depends on airfield availability. Sealift is slower (compared to airlift) and has limited flexibility; however, it is cheaper and has much greater capacity. Sealift also depends on port availability or assets for in-stream discharge. Pre-positioning of unit equipment reduces

the reaction time needed to move the force packages to the joint operations area. Forward stationing of Army watercraft reduces the sail time required to link up with arriving vessels and begin intra-theater water transportation operations. Disadvantages of pre-positioning are the high costs associated with the periodic offload of vessels and the maintenance of equipment. There is also a risk that the forward deployed assets may not be close to the contingency.



**Figure 4-3. Strategic mobility triad**

4-33. During the early stages of a deployment, strategic airlift is the primary means of moving forces and remains until the sea line of communication is established. Strategic airlift assets are provided by AMC, and include both military aircraft and commercial aircraft, activated as required under the Civil Reserve Air Fleet program. (See JP 3-36 for more information about air mobility.)

4-34. Strategic sealift normally moves most of the unit equipment identified for deployment. Strategic sealift assets are provided by MSC and include both military and commercial vessels. Additional capacity can be mobilized under the Voluntary Intermodal Sealift Agreement, which is a partnership between government and industry to provide commercial sealift and intermodal shipping services. (See JP 4-0 for more information on sealift support.)

4-35. In many cases unit equipment is moved by commercial liner service operating over scheduled routes on a regular basis. The carrier often picks up the equipment, moves it to the POE, and loads it aboard the ship, reducing the need for DOD transportation assets. Because most liner service vessels are container ships, the equipment being moved must be containerized or loaded on flat racks.

4-36. Army pre-positioned stocks (APS) are stored around the world. They rapidly equip forces deploying to contingencies, stability, or defense support of civil authorities operations; or to enable realistic training exercises. The primary purpose of APS is to reduce the initial amount of strategic lift required to support a predominately CONUS-based force projection Army. (See ATP 3-35.1 for more information on APS.)

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## Chapter 5

# Reception, Staging, Onward Movement, and Integration

The movement phase discussed in chapter 4 ends at the POD. This chapter discusses the fourth and final phase of the deployment process that begins at the POD with RSOI. The process of RSOI is designed to rapidly combine and integrate arriving elements of personnel, equipment, and materiel into combat power that can be employed by the GCC. Furthermore, RSOI is a key activity that supports set the theater.

## PURPOSE OF RECEPTION, STAGING, ONWARD MOVEMENT, AND INTEGRATION

5-1. The purpose of RSOI is to build the combat power necessary to support the GCC's concept of operation. Assessment of combat power begins with established standards for readiness, and is based on unit capability, rather than simple tallies of vehicles and weapon systems on hand. Readiness and reporting are inherently operational matters, handled through operations channels.

5-2. Force closure occurs when the supported commander determines that the deploying force has completed movement to the specified operational area with sufficient personnel and equipment resources and is ready to conduct its assigned mission. Force closure requires well-defined criteria by which unit commanders can measure their readiness. Force closure should not be confused with transportation closure of a unit. Transportation closure is the actual arrival date of a specified movement requirement at POD and does not include further actions required to bring the unit to combat power. Maintenance on vehicles is an example of further action which may be required.

5-3. All military operations have some element of risk. To build combat power at an acceptable rate, the RSOI process must be protected from enemy threats. The arriving force is most vulnerable when it is closing on the POD and undergoing reception, staging, and onward movement. It is the responsibility of the GCC to protect the arriving force. The GCC's staff must coordinate with the inbound unit to mitigate any risk.

5-4. Set the theater describes the broad range of activities conducted to establish the conditions in an operational area for the execution of strategic plans. RSOI, along with theater opening, establishing networks, classifying routes, and other operational activities, sets the conditions for operations in an area of responsibility. Setting the theater is a continuous shaping activity and is conducted as part of steady-state posture and for contingency or crisis response operations.

## SEGMENTS OF RECEPTION, STAGING, ONWARD MOVEMENT, AND INTEGRATION

5-5. RSOI operations are necessary for commanders to build combat power. The four segments of RSOI are—

- Reception—Unloading of personnel and equipment from strategic transport assets, managing port marshalling areas; transporting personnel, equipment, and materiel to staging areas; and providing logistics support services to units transiting the PODs.
- Staging—Organizing personnel, equipment, and basic loads into movement units; preparing the units for onward movement; and providing logistics support for units transiting the staging area.
- Onward movement—Moving units from reception facilities and staging areas to the tactical assembly area or other theater destinations; moving non-unit personnel to gaining commands; and moving sustainment supplies to distribution sites.
- *Integration*—In force protection, the synchronized transfer of units into an operational commander's force prior to mission execution (JP 1, Volume 1).

## **PRINCIPLES OF RECEPTION, STAGING, ONWARD MOVEMENT, AND INTEGRATION**

- 5-6. The following principles guide the planning and execution of RSOI operations—
- **Unity of command.** One commander should control and operate the RSOI process - adjusting resources based upon deployment flows, controlling movements in the area of operations, and providing life support to arriving personnel.
  - **Synchronization.** Synchronization occurs when the right units, equipment, supplies, and capabilities arrive in the correct order at the appropriate locations; and supporting activities are coordinated to operate with one another to ensure the tempo of deployment is uninterrupted.
  - **Unit integrity.** Moving unit personnel and equipment on the same strategic lift platform provides distinct advantages for units and the force closure process. It leverages the strength of the chain of command, simplifies force tracking, and increases training opportunities. Maintaining unit integrity during strategic lift can simplify the RSOI challenge of incrementally building combat power.
  - **Balance.** Defining the size of the required support structure is essential to effectiveness. The goal is to avoid burdening strategic lift, infrastructure, and the commander with more support than is necessary, yet deploy enough assets to optimize throughput of units and materiel. Supporting assets must be deployed in a properly timed sequence to leverage their capabilities. Increasing the RSOI capability to clear backlogs in ports and staging areas can reduce force vulnerability.

## **RECEPTION STAGING, ONWARD MOVEMENT, INTEGRATION INFRASTRUCTURE**

5-7. RSOI operations are the responsibility of the GCC and designated headquarters, generally a theater sustainment command (TSC). The TSC controls the physical facilities and collaborates with the advanced echelon of the arriving headquarters to establish the throughput rate it can handle. The deploying forces are responsible for their own security, organization, and movement through the RSOI process to the extent possible. The process is supported by outside entities such as host-nation operators and contractors.

- 5-8. The complex RSOI system is usually composed of several elements, each contributing to the process:
- In-place command and staff organizations.
  - Advanced echelon of the deploying units.
  - Deploying forces.
  - Host-nation and multinational support elements.
  - Operational contract support.
  - APS.

5-9. The RSOI infrastructure also includes some of the theater's distribution nodes. Nodes are locations in a distribution system where a movement requirement is originated, processed for onward movement, or terminated.

## **RECEPTION, STAGING, ONWARD MOVEMENT, AND INTEGRATION EXECUTION**

5-10. RSOI effectiveness is dependent upon proper UDL and TPFDD development. For example, the CCDR places port clearance capabilities early in the TPFDD. The CCDR coordinates the flow of personnel and equipment within the TPFDD, so they can be united without delay at ports or staging areas. Decisions on force mix and sequence are critical because adjustments after deployments begin are difficult to implement. Moreover, changes cause ripple effects and may seriously disrupt the flow of forces into the joint operations area.

5-11. Communication is necessary at all levels and across all modes and nodes. The communication system must link the supported CCDR, the supporting combatant commands, the deploying units, the RSOI providers, and the tactical commanders who will integrate the deploying force into their structures. The operational environment and METT-TC (I) may cause certain units to be in high demand or necessary for immediate employment. Critical resources like heavy equipment transporters, fuel support, or buses to move personnel may have to be diverted to rapidly move these units. The TSC will coordinate with the theater Joint

Distribution and Deployment Operations Center to ensure that the GCC's requirements are integrated at all levels according to the current conditions.

5-12. A secure, assured, compatible, and reliable means of relaying deployment data is essential. Most importantly, the JFC must be able to influence the outcome of the deployment. To do this, the JFC must know what force capabilities are currently available and what will be available in the near future.

### Optimization

5-13. The commander's planning and operational dilemma is balancing the need for early deployment of combat forces against the need to deploy tailored logistical units that maximize throughput of sustainable combat forces. To resolve this dilemma, the commander must be able to see, understand, and balance the flow. The CCDR defines force requirements in terms of size, location, and time, while the TPFDD defines the force flow needed to meet these requirements. Knowledge of the RSOI infrastructure present in the theater and assets arriving via the TPFDD is critical to understanding the flow.

5-14. The relationship between throughput volume and RSOI infrastructure is important to commanders trying to optimize force closure capacity. Accelerating the arrival of combat forces in the tactical assembly area requires an increased deployment of RSOI forces. Deploying additional RSOI forces costs space on strategic lift and requires additional positions in the TPFDD. The CCDR applies the necessary authority and direction to ensure unity of command and establishes communications for a seamless flow of information to manage and influence the force buildup. Achieving the correct balance will maximize the ability to throughput forces and ultimately improve force closure times.

5-15. The Army operates in diverse environments and conducts a variety of operations as part of joint, multinational, or interagency teams. This fact increases the difficulty of RSOI, and reaffirms the need for established procedures, mutually understood relationships, and robust liaison. Army commanders need to understand how best to integrate their forces into the various organizations under which they will operate.

5-16. Operational contract support is the process of planning for and obtaining supplies, services, and minor construction from commercial sources in support of CCDR-directed operations or single-service activities. In the context of RSOI, operational contract support can be used to obtain foreign or US civilian personnel or equipment to perform a function such as off-loading vessels or transporting supplies.

5-17. *Multinational operations* is a collective term to describe military actions conducted by forces of two or more nations, usually undertaken within the structure of the coalition or alliance (JP 3-16). Army forces conduct a range of military operations across the competition continuum. Army forces may constitute the majority or a minority of a multinational force.

5-18. The character of multinational operations merits particular attention. National interests and organizational influence compete with doctrine and efficiency. Gaining consensus is difficult and solutions are national in character. Commanders should expect contributing nations to adhere to their own national policies and priorities. This complicates the multinational effort (See FM 3-16, JP 3-33, and JP 3-16).

5-19. Joint integration of planning and execution is key to successful RSOI. This requires trained staffs, pre-established procedures, and ongoing coordination. Even though logistics is a Service responsibility, the GCC may direct a particular Service to perform certain common user logistics functions based on the dominant-user or most-capable-Service concept. For example, the Army may be designated the lead Service responsible to provide all common user logistics transportation and movement control for RSOI within the operational area. In this case, the ASCC must be familiar with the total transportation and movement control requirements of the other Services, to permit optimum resource allocation necessary to address their needs.

### Multinational

5-20. Major differences in logistics doctrine, mobility, resources, interoperability, culture, and language create problems in coordinating the use of highways, rail lines, seaports, inland waterways, and airfields, as well as providing support and services for multinational RSOI operations. Considerable planning is required to integrate multinational forces requirements for ship berthing and unloading facilities, port staging space, transportation, and labor, which are critical elements of RSOI.

5-21. While logistics is ordinarily a national responsibility, it frequently falls to the U.S. to provide strategic lift and logistics support. It is imperative to establish clear responsibilities and identify support roles early in the planning process. Whenever possible, multinational organizations should be formed to coordinate RSOI operations. This should allow multinational members to use common items and to set up commonly understood control measures.

5-22. Plans and operations for multinational RSOI should be as simple as possible, using common terms and procedures, and clear and concise language. Where possible, coalition commanders may combine staffs of two or more nations to better coordinate RSOI capabilities; facilitate exchange of vital information; and reduce friction, congestion, and duplication associated with multiple users of limited assets.

### Host-Nation Support

5-23. *Host-nation support* is civil and/or military assistance rendered by a nation to foreign forces within its territory during peacetime, crises or emergencies, or war based on agreements mutually concluded between nations (JP 4-0). In many cases, U.S. forces must rely on host-nation support to supplement or provide services, supplies, and facilities. This is especially significant when the GCC tries to minimize the support forces early in the deployment.

5-24. It is beneficial to establish host-nation agreements beforehand, when possible. Where no agreements are in place, the GCC's staff and RSOI manager should understand the RSOI capabilities or resources of prospective host nations, and the contractual procedures necessary to obtain them. It is also important that the host nation understands overall U.S. requirements. Moreover, as early as possible, representatives, with interpreters and translators, must be sent to negotiate the acquisition of host-nation services.

5-25. Host-nation support, by providing a variety of services and facilities, relieves U.S. forces from the task of establishing and maintaining equivalent capabilities, thereby reducing the U.S. logistical footprint and RSOI overhead. Additional lift becomes available for transport of combat forces, expediting force closure. Services and facilities that might be considered for host nation support are as follows:

- Logistics support.
- Medical facilities.
- Construction and engineering.
- Police and paramilitary organizations.
- Transportation assets and infrastructure.
- Labor force.
- Emergency services.
- Fuel and power facilities.
- Communications facilities.

### Foreign Disclosure

5-26. For the host nation to provide informed and effective support, it will be necessary at times to share information with them. When deployment and redeployment information is shared, it is considered Category 6 information (in reference to order of battle). It is information that is of direct concern to the recipient foreign government or international organization. The supporting foreign disclosure officer will assist the staff with the planning and execution of these information sharing requirements.

### Interagency

5-27. During joint and multinational operations, the Army operates alongside U.S. and non-U.S. government agencies and nongovernmental agencies. In most cases, these organizations and agencies will compete for space at ports, airfields, and facilities used for military operations. They will also travel over the same lines of communication and may require a variety of support from the military.

5-28. To promote unity of effort and assess the impact of these agencies and organizations on the RSOI effort, the JFC can establish a civil-military operations center. In addition, it may be necessary to develop formal agreements between the military and civilian organizations to improve coordination and effectiveness.



## Liaison

5-29. Liaison with forces of each Service, nation, and higher and adjacent headquarters is a prerequisite for effective RSOI and timely transfer of critical information. Whenever possible, liaison personnel should be familiar with operational organizations, doctrine, and procedures of the force with which they will work. For multinational operations, they should either speak the language of the force they are with or use qualified interpreters.

5-30. Liaison elements need to be familiar with the overall RSOI plan. They must understand how their Service fits into the plan for building combat power. It is helpful if the liaison members are experienced in joint and multinational operations.

## Unity of Command

5-31. RSOI operations will have one commander. The GCC may designate a subordinate commander to execute RSOI, but the subordinate commander reports to the GCC. The commanders of the TSC, expeditionary sustainment command, or a sustainment brigade are potential candidates for the role. All organizations engaged in RSOI, whether units arriving or those operating the arrival nodes, report to the designated commander. There are obvious advantages of designating one organization to provide oversight and direction of RSOI activity. It avoids duplication of effort and competition for critical facilities. It optimizes use of valuable strategic lift and allows integrated reporting of activities related to the buildup of combat forces. Although the specific responsible organization may change from one phase to another or between different contingencies, the principle of unity of command must be maintained.

## RECEPTION

5-32. As the initial step in introducing combat power, reception can determine success or failure of the RSOI operation. Reception from strategic lift is implemented at or near designated air and seaports of debarkation, normally under control of the GCC. It must be thoroughly planned and carefully executed. While the reception plan for each theater may vary, reception capacity should at least equal planned strategic lift delivery capability.

5-33. For the initial period of deployment, the aerial port is the lifeline to the front line. All that is not pre-positioned or available from the host nation comes through the aerial terminal. Then the first surge of sealift ships begins to arrive, dramatically increasing forces. Airlift remains a critical element for delivery of personnel, but most unit equipment to build the combat power arrives through seaports.

5-34. Synchronizing transportation reception activities are critical to facilitating throughput at the ports of debarkation. They include command, staff oversight, movement control, and port operations.

## Port Operations

5-35. The RSOI command headquarters must control the deployment flow so that reception capabilities are not overwhelmed. APODs and SPODs should be considered integral parts of a single reception complex unless the distance separating them precludes mutual support. Reception capacity depends on—

- Port and airfield infrastructure, condition, and characteristics.
- Availability of host-nation labor and port services.
- Offloading and holding space.
- Weather.
- Enemy situation.

## Port Selection

5-36. Seaport and airfield throughput capacities significantly influence the speed, order, and types of units that can deploy through them. Consequently, before thought is given to actual deployment of forces, planners must evaluate available airfield and port facilities within the area of operations, as well as the transportation networks linking them with each other and to the interior. As was the case during Operation Desert Storm, it may be better to use a world-class port hundreds of miles away from tactical assembly areas rather than

conduct an in-stream discharge operation, or use a smaller, degraded port facility with limited capacity and throughput. Diplomatic and military contacts should be made at the earliest possible opportunity with the host nation controlling key facilities and rights of way.

5-37. The CCDR, in conjunction with USTRANSCOM, selects the PODs that will be used for deployment. Mission variables and the theater transportation infrastructure will drive the sequence, type, size of forces, and materiel arriving at ports of debarkation. These decisions affect the speed of combat power buildup and continued development of the theater. Ports of debarkation may need improvement and repair to accommodate high throughput rates required for rapid force closure. Thus, the early entry of units such as cargo transfer companies, Army watercraft, causeway detachments, and engineer assets can be critical to offloading materiel, clearing ports; and consequently, speeding deployment.

### **Aerial Port Of Debarkation**

5-38. Deployment by air is often constrained by the capabilities of the arrival airport more often than a shortage of aircraft. Issues such as concurrent civilian use, competition for landing and takeoff slots, ramp space, number of aircraft on the ground at one time, and political restrictions limit its use to military aircraft. Consequently, maximum throughput at limited airports is paramount. The APOD is a joint facility and likely a multinational facility. It is a POD for deploying forces, and a POE for forces moving to other theaters and noncombatant evacuation. The host nation may limit the APOD to coalition military use, or the military may be sharing the facility with commercial activities. Governmental, non-governmental, and private organizations will likely be competing for use of the APOD along with military forces.

5-39. The APOD serves as the primary port of entry for all deploying personnel, as well as for early entry forces normally airlifted into theater together with their equipment. USTRANSCOM through AMC is the DOD-designated single port manager (SPM) for all common user APODs worldwide. The SPM performs those functions necessary to support the strategic flow of forces and sustainment supplies through the APOD. The SPM provides deployment status information to the supported GCC and clears the airfield in accordance with the GCC's priorities. Responsibility for APOD functions is divided between the USAF and the Army, with the USAF responsible for airfield operations (including air terminal control, loading, unloading, and servicing of aircraft). The Army is responsible for clearing personnel and cargo off the tarmac and for required logistics support for transiting units. USAF and Army interface occurs between the USAF contingency response group or CRE, the Army A/DACG, and Army MCTs.

5-40. Necessary communication, personnel, and cargo handling equipment must be in place to facilitate rapid movement out of the airport. Both the CRE and the A/DACG must be included in the lead elements of the deploying force. The CRE controls all activities at the off-load ramp area and supervises aircraft off-loading. The A/DACG escorts loads and personnel to holding areas, thus clearing the airfield, and ensures airfield operations and strategic airflow are not obstructed and limited due to the accumulation of cargo.

5-41. With responsibility divided between the USAF and the Army, and sometimes multinational forces, multiple chains of command exist within the aerial terminal, which may result in a variety of unforeseen challenges. Given this potential command relationship, potential for conflicting priorities necessitates careful planning and coordination during the reception process. For example, something straightforward as security responsibilities becomes complicated when there are two chains of commands at the same site. Special attention must be paid to ensure that airfield security (a USAF responsibility) and area security (an Army responsibility) are well coordinated among themselves, as well as with multinational forces and the host nation.

### **Sea Port Of Debarkation**

5-42. Activities at seaports are normally joint, multinational, and intermixed with commercial operations. Seaports can serve as ports of debarkation for arriving forces and simultaneously as ports of embarkation for forces deploying to other theaters of operations. USTRANSCOM, through SDDC, is the DOD-designated SPM for all common user ports worldwide. The SPM (normally a transportation surface brigade) performs those functions necessary to support the strategic flow of the deploying forces' equipment and sustainment supplies through the SPOD. The SPM is responsible for providing strategic deployment status information to the GCC, and to set the workload for the SPOD port operator, based on the GCC's priorities and guidance.

5-43. Theater planners must consider several factors when assessing the port's capacity to receive the planned strategic flow. Some of the factors include state of repair, commercial utilization, the port's capability, congestion, and throughput capacity. Throughput capability is based on the port's ability to receive, process, and clear personnel and equipment. The cargo reception function is based on the number and size of the berths, MHE and water depth. The cargo process function is based on staging area and the time it takes to match units with their respective equipment. The cargo clearing function is based on truck and rail outloading facilities, gate capacity, and links to the theater transportation networks.

5-44. Seaport operations are similar to airport operations; once the vessels are offloaded, unit equipment is moved to temporary holding areas within the port to be configured into convoys, rail loads, or watercraft loads. Unit equipment clearing the port moves to an intermediate staging base (ISB), an inland water terminal, or directly to the tactical assembly area.

5-45. The volume of cargo arriving in the theater in a small window of time can drive the need for multiple seaports to meet deployment timelines. The physical size of roll-on/roll-off ships and the depth of water required to bring vessels of this class alongside a pier may also present a challenge. If world-class port facilities are available, offloading can be rapidly accomplished. If facilities are less than world-class, then multiple ports and slower in-stream operations may be required.

5-46. The ability to receive forces in an operational area despite degraded or austere ports is essential to the Army's force projection strategy. Army watercraft is the primary enabler in this process; they allow ships that cannot get to a pier to be offloaded in-stream. Additional watercraft then moves the cargo to smaller coastal ports or directly over the shore. In-stream discharge operations are sensitive to weather and seas conditions and generally require a protected.

## STAGING

5-47. Staging is that part of the RSOI operation that reassembles and reunites unit personnel with their equipment and schedules unit movement to the tactical assembly area, secures or uploads unit basic loads, and provides life support to personnel. These activities occur at multiple sites in controlled areas called ISBs that are required because space limitations normally preclude reassembly of combat units at ports of debarkation. In general, there will be at least one ISB for each SPOD and APOD pairing.

### INTERMEDIATE STAGING BASE

5-48. An ISB is a secure staging base established near but not in the area of operations. ISBs are temporary staging areas en route to an operation and may be used to sustain forces in the area of operations. ISB tasks and capabilities are contingent on the operational situation and are located where they can best support the force.

5-49. No two ISBs will be alike; some will be in operation for a few days, while others will operate for an extended period. Although we refer to an ISB as if it were a single unit, it is a collection of brigade combat teams (BCTs), sustainment, signal, military police, engineer, and support units brought together for a specific purpose. Figure 5-1 on page 5-8 provides a graphic overview of how ISBs might be arrayed in a theater.

5-50. ISBs are set up early to receive deploying forces and to operate the nodes inherent in the theater distribution plan. The availability of appropriate RC units early in the flow is a risk in the ISB organization and may require host-nation or operational contract support.

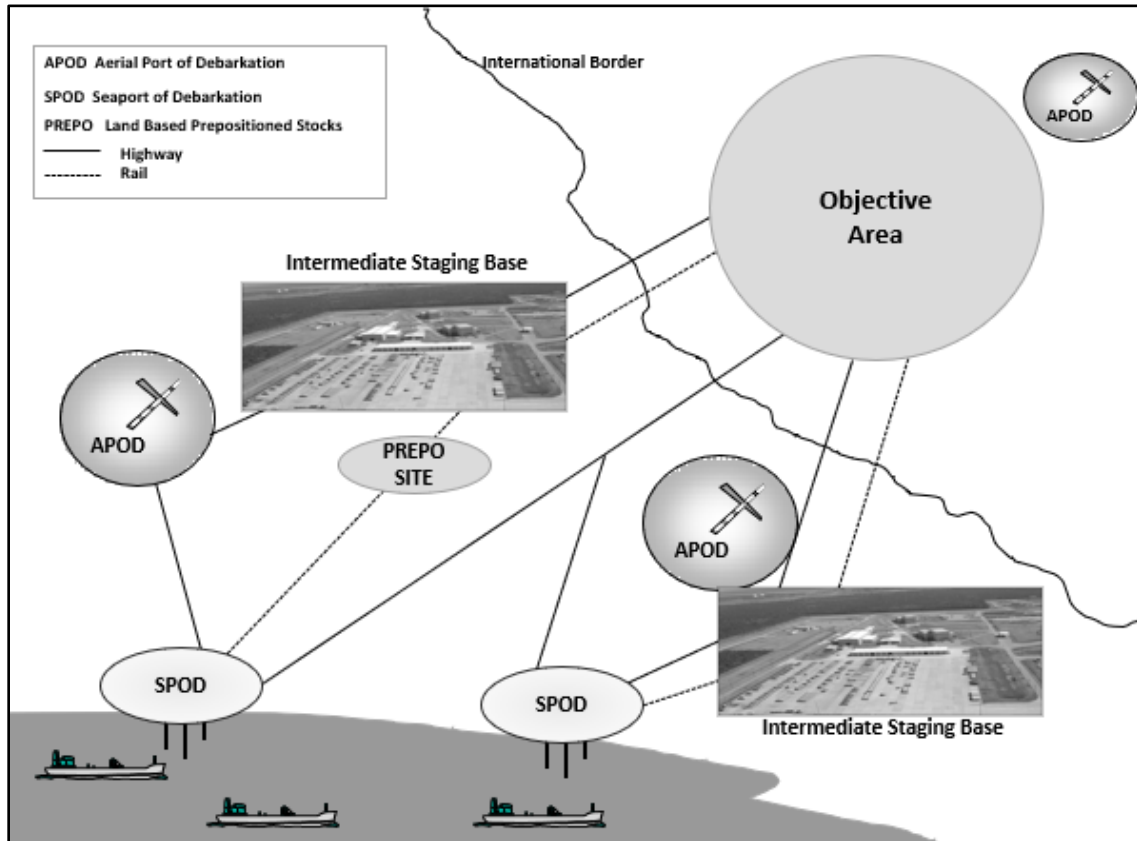


Figure 5-1. Theater with multiple ports and intermediate staging bases

### Intermediate Staging Base Functions

5-51. Functions occurring at an ISB may vary widely depending on the specifics of the operation. The following are some critical functions that should be considered for every ISB.

#### *Communications*

5-52. Reliable, secure, and compatible communications are essential to operations in the theater staging base. The GCC must know when forces are combat-capable and prepared for onward movement, to control and employ these forces at the decisive point and time.

5-53. Force tracking provides situational awareness of combat-ready units within the operational area. While ITV begins at the home station, force tracking begins in the staging area, where equipment and personnel are reassembled into combat-ready units. Staging operations must have the communications, data processing equipment, and personnel assets to provide and manage force tracking data. Efficient movement control can provide force tracking information, but it must be able to communicate directly with operational commanders.

5-54. ITV acts as a staging enabler by providing commanders with clear pictures of locations of units and materiel in RSOI and deployment. For the ISB commander, ITV provides an awareness of the scheduled arrival of personnel and equipment, so that the resources required to support them, as well as time required to assemble the unit in a mission-ready configuration, are available.

5-55. At present, there are several joint systems in various stages of development that provide visibility of force deployment and sustainment. Unfortunately, present systems do not completely satisfy the requirements of force tracking, and much of the process must be accomplished manually.

### ***Life Support***

5-56. Regardless of time spent in the ISB, troops staging through it will require support, including housing, sustenance, sanitation, and health care. RSOI planners must ensure the force provider units are sequenced early in the TPFDD to be in place and functioning by the time the first units arrive.

5-57. Even if this requires displacement of some combat capability, it pays dividends later in the operation in the form of higher throughput, faster buildup of combat power, and earlier force closure. The Army Force Provider unit is designed to provide base camp support to 550 people. The USAF's Prime Beef and Red Horse units and Navy Seabees are also viable options for providing support to transient forces.

### ***Arming, Fueling, and Fixing***

5-58. Equipment arriving at the ISB may require maintenance before it becomes combat ready. This includes calibration of equipment, bore sighting of weapons, replacement of parts damaged in transit, painting, and refueling. The ISB should provide adequate facilities to support these activities, including marshalling areas, maintenance shelters, fuel and ammunitions storage, a test-driving loop, and range areas.

### **Preparation of Units for Onward Movement**

5-59. In addition to preparing equipment, units at the ISB undergo training and reorganization. Communications networks are established, vehicle loads are reconfigured, and RFID tags are updated so that senior commanders can use tracking systems to monitor the buildup of combat power. Commanders must participate in planning the onward movement, including route planning, unit tracking, and movement control.

### **Security**

5-60. ISBs are high-value targets. Their destruction or damage results in serious delays in force closure and disruption of the GCC's concept of operations. Maintaining the flow of forces through the ISB can be the best means of reducing their vulnerability to attack.

### **FORCE CLOSURE**

5-61. The time that units spend in the ISB must be minimized to meet the force closure requirements. Staging should not be a lengthy process, but inefficiencies can cause delays; for example, personnel arriving before their equipment, equipment arriving before its personnel, frustrated cargo, and gaps in matching troops with proper equipment. *Frustrated cargo* is any shipment of supplies and/or equipment which, while en route to destination, is stopped prior to receipt and for which further disposition instructions must be obtained. In fact, a battalion-sized unit should strive to spend no more than two days in the ISB.

5-62. ISBs should be in areas convenient to both the SPOD and APOD, with good lines of communication back to ports of debarkation and forward to designated tactical assembly areas. In addition, the ISB should have sufficient space to accommodate the largest force scheduled to stage through it, together with facilities for vehicle marshalling, materiel handling, equipment maintenance and calibration, and possibly bore sighting and test firing of weapons. All of these are needed if the ISB is to fulfill its function of converting personnel and equipment into mission-ready combat units.

5-63. Other factors affecting selection of an ISB include geography, terrain, and availability of organic and host nation assets. These factors, together with the size of the deploying force, may often necessitate multiple ISBs. The requirement for multiple staging bases is most evident in the urban sprawl of Europe and Korea, particularly around seaport facilities. In many cases, it is tremendously difficult to find even one square mile of open terrain, much less the total space requirement for an ISB.

5-64. Under normal circumstances, troops deploy by air, while equipment deploys by sea and or rail. The speed differential between air and sea surface transportation is the fundamental cause of complexity and potential difficulties in the staging process. Troops and equipment must be sequenced in the TPFDD so that both arrive (nearly) simultaneously, expeditiously unite, and ready themselves for onward movement.

5-65. Troops arriving too early must be provided with meals and quarters while waiting for their equipment to arrive. The TSC or one of its sustainment brigades would be expected to accommodate these needs. The

mass of immobile, unprotected troops presents an inviting and vulnerable target. On the other hand, if equipment arrives much earlier than the troops, ports of debarkation can become congested, and space management becomes critical.

5-66. Early deployment of essential support units at the expense of combat units pays off later by speeding the flow of the entire force, enhancing the GCC's ability to build combat power and increase operational flexibility. Conversely, front-loading the TPFDD with combat forces may jeopardize the GCC's ability to build up forces as rapidly as required and reduce flexibility.

## **ONWARD MOVEMENT**

5-67. Personnel and equipment reassembled as combat-ready units must be moved to the tactical assembly area based on the GCC's priorities. Onward movement is a joint and multinational effort using capabilities and organizational structures of other Services, allies, the host nation, and other governmental entities. It is an iterative activity in which units advance from one line of communications node to another. Onward movement occurs when units move from ports to theater staging bases or forward to the tactical assembly area. Three primary factors affecting onward movement are movement control, transportation infrastructure, and security.

### **MOVEMENT CONTROL**

5-68. Movement control provides commanders a mechanism to synchronize movements for deployment, redeployment, and distribution operations, and provides them with situational understanding to effectively influence the movement in their area of responsibility. The movement control process assures the availability of military, host-nation, and commercial common user transportation assets to support the onward movement of forces. Additionally, movement control ensures that the various lines of communication are deconflicted between the movement of joint and coalition forces and from civilian traffic, to include displaced civilians on main supply routes. For more information on movement control, see ATP 4-16.

### **TRANSPORTATION INFRASTRUCTURE**

5-69. The transportation infrastructure routes, control factors, host-nation support, and specialized handling requirements must be coordinated to maximize speed of movement. Capabilities of the transportation network must be balanced against movement requirements, so that modes and routes are neither saturated nor underused.

5-70. The other Services and allied forces will compete for the same networks as the Army, and congestion will result if proper coordination is not accomplished. Planners should anticipate simultaneous demands on limited infrastructure, difficulties with communications, and differences in transportation capabilities.

5-71. During onward movement, mode selection determines whether the commander of the unit in transit maintains control during the move, or whether control of the move is exercised by elements of the TSC. Ideally, tracked vehicles should be moved by rail or heavy equipment transporters, and wheeled vehicles should move in a convoy. Inland and coastal waterways should be used when available if they afford useful solutions.

5-72. Establishment of convoy support centers and trailer transfer points along main supply routes and other support centers at temporary airfields, rail sites and waterway drop off points further aids onward movement. These allow units and line haul drivers to rest, eat, perform vehicle maintenance, and contact unit movement control personnel to receive operational updates, revised priorities, and when necessary, diversions.

### **SECURITY**

5-73. The onward movement phase can allow the enemy to inflict serious losses and delay the buildup of combat power by exploiting vulnerability of units in transit from the ISB to the tactical assembly area. Security consists of those actions taken by the unit to protect it against all acts designed to destroy or impair its effectiveness.

5-74. Enemy interdiction of onward movement presents special challenges that can be partially overcome by using alternative routing and mode substitution when feasible, but all units must be prepared to defend themselves. Organized and tightly controlled convoys afford a higher degree of security. Moreover, hardened gun trucks may escort the convoys and additional armed personnel ride in the vehicles, to immediately engage threats as required.

5-75. Security is an important component of warfighting. Security is the responsibility of the moving force itself and forces of the GCC. Care must be taken to avoid or neutralize explosive hazards and direct or indirect fires.

## **INTEGRATION**

5-76. During integration, units are transferred to the operational commander and merged into the tactical plan. The transfer may require interaction and familiarization among units. Consequently, requirements for integration planning and coordination must occur early in the force projection process and be modified according to the operational environment and METT-TC (I) until force closure is achieved.

5-77. The time required for integration may vary, depending upon the size of the total force, contingency conditions, inclusion of Joint, Multinational, or Interagency partners, and amount of predeployment and ongoing planning and coordination. Rapid integration is critical to the success of combat operations, and adequate planning and coordination can reduce integration time.

5-78. Thorough integration must be completed before a unit is operational and can perform its mission. Integration is complete when the GCC establishes positive command over the arriving unit, usually in the tactical assembly area, and the unit can perform its assigned mission.

5-79. Control measures, such as liaison officers or MCTs, can reduce confusion between integrating units, RSOI forces, and receiving headquarters. These measures act as guardians of the commander's intent and focus effort on force integration. These measures should be established immediately as part of the planning process and be maintained throughout the RSOI process.

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## Chapter 6

# Redeployment

Chapters 1 through 5 discuss the four phases of the deployment process. This chapter discusses redeployment which is also a process within force projection described in chapter 1. Redeployment involves the return of personnel, equipment, and materiel to home or demobilization stations, and is an operational movement critical in reestablishing force readiness. The GCC defines the conditions for redeployment. The same elements that operate and manage the theater distribution system during deployment and sustainment will usually perform support roles during redeployment. Redeployment planning is an integral part of employment planning and should be coordinated with mission termination or transition plans.

### REDEPLOYMENT PLANNING

6-1. Commanders plan for redeployment within the context of the overall situation in the theater. The phases of redeployment are redeployment planning, preredeployment activities, movement, and reception and integration at the home or demobilization station.

6-2. Redeployment planning by the theater Army, ASCC, or Army Forces commander normally precedes the actual issuance of an order, and tentatively outlines information about the support network, follow-on operations, security requirements, and movement limitations imposed by infrastructure and resources. The redeployment plan may be in the format of an IDSP or equivalent plan. It can maximize unit redeployment readiness and execution. Redeployment operations must be conducted at a pace that does not disrupt the ability of the GCC to execute continuing missions, including deployment of replacement forces.

6-3. There are several considerations that should be accounted for during redeployment planning. If the redeploying unit is being replaced by another unit, then time may be required to effect the change in responsibilities. The possible presence of multiple units in one space will affect space, support, and services requirements.

6-4. The ASCC or Army Forces commander plans, organizes, and coordinates theater redeployments by providing guidance, facilities, training, and personnel to assist redeploying units. Other responsibilities of the ASCC or Army Forces commander include—

- Serving as the theater central point of contact between redeploying units and supported and supporting commands.
- Ensuring the theater commander is informed about redeployment readiness status, including all factors that may impact the theater's or redeploying units' ability to meet established redeployment timelines.
- Serving as theater TC-AIMS II Database System Administrator processor of UMD.
- Ensuring each theater assigned and supported unit maintains current UMD, to include providing instructions on UMD submittal to higher echelons.
- Providing technical guidance and assistance to units in preparing, maintaining, and executing movement plans, UMD, and related documentation.
- Appointing a theater container control officer to ensure proper control of container assets.
- Ensuring proper stuffing, unstuffing, and stripping of containers used for redeployment.
- Obtaining, exchanging, storing, inspecting, and issuing intermodal common-use containers.
- Maintaining and managing containers and 463L pallets.

6-5. Immediate adjustments to the TPFDD letter of instruction are made by the GCC as necessary to plan and execute redeployment operations. The redeploying unit's plan is nested within the plans (IDSP or equivalent) of their higher headquarters. The redeployment plan conveys the commander's intent, and includes responsibilities, priorities, and guidance for movement of forces, individuals, and materiel. Issues that must be addressed in the plan are—

- Scheduling of redeployment activities.
- Personnel accountability.
- Cleaning of equipment.
- Transfer of equipment.
- Ammunition turn-in.
- APS procedures.
- Security of the force.
- Availability of theater transportation assets.
- Availability of strategic lift.

## **PREREDEPLOYMENT ACTIVITIES**

6-6. When a unit is identified for redeployment, the GCC issues a redeployment operations order releasing units from their missions and authorizing movement. Redeploying forces move to designated assembly areas. Redeployment operations at the assembly areas are under the control and supervision of the TSC commander. These operations include actions necessary to prepare the unit for movement. In some cases, a fragmentary order to a deployment order may be used instead of a separate redeployment order.

6-7. Redeployment priorities are outlined in the OPLAN by the supported GCC. During redeployment preparation units must update movement data to reflect gains and losses to the OEL. The changes are normally attributed to combat losses, maintenance, or supply. The redeploying force is directed to leave equipment and materiel behind for use by a follow-on force or by host-nation or other multinational forces. Subordinate organizations and component commands must verify UMD to the supported CCDR. The supported CCDR validates redeployment requirements and submits them to USTRANSCOM for allocation and scheduling of strategic lift.

6-8. A movement order may be issued sequentially for each movement, or one movement order may be issued to designate the timing and means of transport to the POE. The theater movement control element issues movement tables with detailed movement instructions to redeploying units. The TSC usually manages the redeployment support that can be performed by a subordinate organization.

6-9. The unit begins the redeployment process by identifying requirements and determining current unit status. Other actions to be taken by the unit include—

- Submitting personnel and pay actions.
- Maintaining personnel accountability.
- Conducting medical screening.
- Performing equipment checks and services.
- Conducting equipment inventory.
- Refining the UDL.

6-10. The redeploying unit conducts the following preredeployment activities in the second phase of the redeployment process:

- Redeployment site surveys of tactical assembly areas, APOE, A/DACG, wash racks, and marshalling areas.
- Receiving equipment disposition instructions (theater-provided equipment and transfer to USAMC for induction into reset).
- Meeting with theater redeployment organization to finalize redeployment, theater-provided equipment list, destination DOD activity address code, address, and phone numbers in accordance with theater policy.

- Clearing all Life Cycle Management Command, DOD activity address codes which will no longer be used, and property book loans.
- Meeting with theater redeployment organization to update UDL and enter JOPES level VI data in TC-AIMS II in accordance with theater policy.
- Validating UMD accuracy prior to submission to FORSCOM or ASCC, as appropriate.
- Providing UDL and DD Form 1384 (*Transportation Control and Movement Document*) to theater redeployment organization in accordance with theater policy.
- Planning and arranging unit movement from forward operating locations to tactical assembly areas and onward movement to POEs.
- Arranging and coordinating for customs inspection of unit equipment prior to loading into boxes, crates, containers, sea vans, or similar receptacles.
- Burning RFID or attaching satellite or cellular tags and printing military shipping labels for equipment, vehicles, and containers in accordance with DTR and theater policy.
- Applying RFID tags and military shipping labels to vehicles and containers in accordance with DTR and theater policy.
- Determining requirements for blocking and bracing materials at POD rail movement.
- Determining passenger travel and baggage movement requirements to the APOE and submitting movement requests.
- Determining personnel requirements for assistance at PSA POE and at A/DACG.
- Documenting and marking all HAZMAT.
- Obtaining a separate ULN for sensitive unit equipment redeploying independently of owning unit.
- Inventorying and accounting for contents packed in containers.
- Performing International Organization for Standardization (ISO) container CSC inspection prior to loading cargo into each container. Uploading inspection results into the DOD ISO container management system.

## MOVEMENT

6-11. Redeployment planning results in a network of transit areas designed to efficiently move forces from their area of operations to their final destinations. Use of these areas may vary with the situation.

6-12. The redeploying unit must establish a redeployment command post at the tactical assembly area to track the flow of personnel and equipment as they move from the tactical assembly area to SPOE or APOE. This includes the management of departing personnel and the various teams needed to support operations at the SPOE and APOE. Other responsibilities of the redeploying unit during the movement phase are—

- Submittal of departure and arrival reports through the chain of command within one hour of wheels up or down for airlift and, as required, for surface modes.
- Tracking air missions that are allocated to ULNs.
- Meeting Port Call windows.
- Maintaining communications with the SPOE to ensure that convoy and rail departure and arrival times are known.
- Providing liaison between the seaport and redeploying units.
- Providing support personnel to assist PSA if requested.
- Tracking redeploying unit equipment from the redeployment POE to POD, to installation, and onto home station.

6-13. The ASCC or Army Forces commander is responsible for the following activities of subordinate and supported redeploying units during the movement phase:

- Supervising the execution of the redeployment plan.
- Operating theater redeployment transportation nodes (staging and marshalling areas, air, rail, line-haul, and barge).
- Operating A/DACG or PSA.

- Operating theater staging and marshalling areas.
- Controlling all activity in the staging area.
- Coordinating and supervising marshalling and outload of the unit.
- Supporting unit movements at railheads, airfields, and seaports.
- Transporting unit equipment, containers, and pallets to the staging area.
- Inspecting unit vehicles, trailers containers, and pallets.
- Checking redeploying equipment to ensure RF tags have been properly affixed and tested, using handheld interrogators to ensure proper function.
- Providing liaison between the airport and redeploying units.
- Ensuring that an electronic manifest list is built, and the manifest is sent to the IGC in accordance with DOD criteria.
- Establishing and operating SRP and personnel holding area site.
- Inspecting unit passenger and cargo manifests for accuracy.
- Maintaining communications with the SPOE to ensure that convoy and rail departure and arrival times are known.
- Providing liaison between the seaport and redeploying units.
- Ensuring that sealift equipment data is provided to Integrated Booking System at SDDC.
- Supervising execution of unit rail load plans.

## ASSEMBLY AREA

6-14. Units move to an assembly area to prepare for redeployment after being relieved from their operational mission. The assembly area should be away from the immediate employment area. Movement to, and within, the area is under control of a redeployment coordination cell. Units in the assembly area—

- Inventory, inspect, and process equipment for turn-in or transfer.
- Load containers.
- Prepare documentation.
- Conduct U.S. Customs inspections.
- Finalize UMD.
- Plan rail loads, bus movements, barge movements, and convoys for movement to a POE or APS turn-in site for movement to the port holding area based on movement instructions.

Units update UDLs, generate documentation, RFID tags, and military shipping labels using TC-AIMS II. Equipment moving from the assembly area to the POE must have RFID tags and military shipping labels applied prior to loading.

6-15. Units wash major end items to satisfy U.S. Department of Agriculture standards. Customs and agricultural inspection standards are based on the destination and types of equipment being redeployed. Units must plan to perform the activities necessary to meet these standards. The time required to wash vehicles can be considerable, and likely will be the overriding factor in redeployment scheduling. For example, a M1098 high mobility multi-purpose wheeled vehicle can take approximately 12 hours to wash to meet the agricultural standards, and larger equipment can take a day or more to wash. Considerations in computing the estimated time to wash unit equipment should include the equipment density, estimated time for each piece of equipment, the number of wash points, and the staffing at each location. Once customs inspectors clear the equipment, it will be held in a secure sterile area until it is moved to the POE.

### **CUSTOMS PROCEDURES**

Customs and border clearance agents inspect all DOD-sponsored cargo at the overseas point of origin. Military equipment is inspected when it is placed in boxes, crates, or containers for movement, and is secured until departure from the overseas area. Vehicles and similar items to be shipped are inspected and secured immediately prior to loading on the departing aircraft or vessel. After the inspection is completed a DD Form 2855 (*U.S. Military Agriculture Inspection Form*) is prepared and securely affixed to the container or vehicle.

Inspectors normally check a minimum of 10 percent of all baggage 24 hours before the departure time. Once inspected, baggage is stored in a sterile area until transported and loaded at the APOE, approximately 4-6 hours prior to the scheduled departure. Soldiers process through customs with their carry-on bags and once cleared remain in the sterile area until they board the aircraft.

Detailed requirements of the military customs preclearance program can be found in DTR 4500.9-R, Part V.

### **ACTIVITIES AT THE SEA PORT OF EMBARKATION**

6-16. Units normally move to the SPOE staging area from assembly areas. Some SPOEs may not have total use of the port area. Port managers and operators must closely coordinate their activities with host-nation authorities as well as joint and multinational elements. Joint-use facilities and limited real estate availability may require port authorities and redeploying forces to modify processes to accommodate port capabilities.

6-17. SDDC, as the SPM, directs water terminal operations to include oversight of contracts, cargo documentation, security operations, and the overall flow of information. SDDC (through USTRANSCOM) provides strategic redeployment information to the GCC and moves cargo through the seaport based on GCC's priorities and intent. Activities associated with moving Army units through SPOEs are outlined in chapter 4.

### **ACTIVITIES AT THE AERIAL PORT OF EMBARKATION**

6-18. The agencies and processes involved in moving Army units through an APOE during a deployment are similar to those at an APOE during redeployment. Activities associated with moving Army units through APOEs are outlined in chapter 4 and more detailed information on A/DACG operations is contained in appendix G.

6-19. Customs and agricultural inspections are based on U.S. standards. Special emphasis should be placed on ensuring that baggage, passengers, and cargo be clean and free of dirt and organic matter, which may be difficult under field conditions.

### **PORT OF EMBARKATION STAGING AREA**

6-20. Intratheater transportation assets may move units directly to a POE staging area or to an intermediate staging area. These movements are largely determined by the distance to be traveled, the size of the redeploying force, and theater capabilities. Units that were issued APS equipment usually turn it in at a separate location prior to moving to the POEs. Procedures for return of APS to storage locations are established during redeployment planning. Refer to ATP 3-35.1 for additional information regarding APS.

6-21. SPOE staging operations prevent congestion within the terminal area and provide space for segregating vehicles for vessel loading. This is the final en route location for preparation of unit equipment for strategic movement prior to the equipment entering the port holding area. The redeployment coordination cell monitors the flow of vehicles and equipment into the port and notifies the theater movement element

when there is a backlog. The TSC establishes and operates the SPOE staging area and assists with opening the staging area at the SPOE.

6-22. Movements into the POE staging area must be carefully managed to prevent congestion and to avoid exceeding the capacity of the facility. Early planning in the assembly area ensures that units arrive at the POE on time and fill scheduled modes of transportation. Instructions directing movement to the port will come in the form of a port call order from SDDC and are based on the availability of space in the port and the TPFDD timelines.

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*Note:* Some OCONUS locations refer to the port call order as call forward message.

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6-23. The Theater Gateway Personnel Accountability Team is the human resource organization responsible for coordinating and establishing a personnel processing center at the RSOI point as units and personnel enter, transit, or depart the theater of operations. The mission of the Theater Gateway Personnel Accountability Team is to conduct the personnel accountability portion of the RSOI process. This includes tracking load and unload personnel data from the Deployed Theater Accountability System and conducting limited essential personnel services for transient personnel. The unit remains responsible for conducting strength accounting through manpower and personnel channels. The Theater Gateway Personnel Accountability Team Chief oversees the execution of all Theater Gateway Personnel Accountability Team operations.

## MOVEMENT TO PORT OF DEBARKATION

6-24. The combination of strategic airlift and sealift provides the capability to redeploy forces, albeit in different timeframes and along separate routes. Strategic airlift is used to transport personnel to the destination APOD. Once at the APOD they are transported by bus to the destination installation. Strategic sealift is used to transport vehicles, unit equipment, and containers to the designated SPOD. Upon arrival at the SPOD, the cargo is unloaded, and transported by convoy, commercial truck, or rail to the destination installation.

6-25. It is important for the redeploying unit, assisted by their home station ITO, to maintain visibility of their vehicles and unit equipment. A small investment in maintaining visibility throughout the redeployment process can result in vehicles and equipment delivered to the right place at the right time.

## RECEPTION AND INTEGRATION AT HOME OR DEMOBILIZATION STATION

6-26. The destination for active component units is normally their home station. RC units return through a demobilization station. Typically, the demobilization station is the same installation that served as the unit's mobilization station.

6-27. The supporting installation assists returning forces until they reach their destination. The installation coordinates the support for the arrival ports and airfields and establishes en route sites as required by the redeployment plan. Once the unit vehicles and equipment arrive at the SPOD, the destination installation has the primary role of coordinating with SDDC for onward movement. The unit is responsible to provide load and unload teams and drivers at the POD and railhead. The supporting installation has the following responsibilities at the POD:

- Staging equipment for movement to the final destination.
- Coordinating for customs clearance inspections.
- Completing equipment inspections and processing movement documentation.
- Notifying owning unit of equipment arrival.
- Operating the railhead and line-haul reception site to receive and download redeploying unit equipment.
- Signing for arriving equipment from commercial carriers.
- Operating the installation staging location for all downloaded equipment.

- Confirming cargo arrival to the installation back to SDDC for closure reporting.

6-28. Units returning by air to an APOD are off-loaded under the control of the CRE and moved to the holding area where they are released to the A/DACG. The unit remains in the holding area briefly to ensure they have accounted for their personnel and equipment. The unit then moves to the marshalling area, where they are loaded on appropriate transportation for movement to home station, demobilization site, or other destination.

6-29. The installation will—

- Maintain a central control and inspection point.
- Provide a security area for sensitive items.
- Coordinate life support facilities.

6-30. The unit will—

- Ensure that all aircraft pallets and nets are returned to the CRE or A/DACG.
- Perform required maintenance checks and refuel equipment.

6-31. In most instances vehicles and unit equipment are transported to their destination by commercial transportation, contracted by SDDC in coordination with the destination ITO. The ITO receives the movement documents for all equipment flowing through their areas of responsibility. They receive the commercially delivered assets, process all paperwork, and release the equipment to the unit.

6-32. The installation coordinates with SDDC and other affected agencies to provide commercial transportation and MHE as needed; and monitors operations, resolves problems, and completes reports to higher headquarters and other coordinating organizations. Functions of the destination installation include—

- Activating emergency operations center as required.
- Notifying supporting units and key agencies, including Public Affairs offices and Family readiness groups.
- Activating Soldier readiness point.
- Opening billets, dining halls, and morale, welfare, and recreation facilities as required.
- Conducting reception for returning units.
- Processing personnel (health services, legal assistance, financial management, and personnel actions).
- Providing maintenance, transportation, and MHE support.
- Establishing turn-in of weapons and special equipment.

6-33. The unit performs the following tasks upon arrival at the destination—

- Downloading and receiving unit equipment.
- Annotating whether RDD was met; submitting transportation discrepancy reports for equipment not meeting RDD and if pilferage occurred during transit.
- Reporting closure of personnel and equipment and forwarding to the Army Operations Center.
- Beginning reset activities.

## CLOSURE REPORTING

6-34. The installation SPOD processes a closure report to SDDC confirming cargo arrival to its destination. The redeploying unit processes and sends a closure report for personnel and equipment to the Army Operations Center to confirm closure for the original force provider and Headquarters, Department of the Army (HQDA). This facilitates reintegration into the Army force generation process. Once redeployment begins, force tracking is conducted until the force has completed movement through the redeployment process and has emerged intact at the destination. Actions taken to track and then report the closure of units back to their home stations are a command responsibility.

6-35. Reporting closure of unit personnel and equipment involves two separate but related processes. The USTRANSCOM business process, through its transportation component commands, moves personnel and equipment aboard commercial or military transportation assets. As personnel and equipment arrive at their

home stations, the ITO or UMCs verify arrival by signing carrier delivery documents and reporting the arrivals back to SDDC or AMC, noting whether RDDs were met. This closes the transportation business process and allows for payment to the commercial carriers. Other closure activities of a redeploying unit when equipment is received and downloaded are—

- Determining collection and disposition of blocking and bracing materials at home station.
- Disarming RFID tags and returning them to depot or ITO or supply support activities.

6-36. The unit also reports their progress through their chain of command to the HQDA Army operations center. Interim reports begin as soon as the first elements arrive at home station and continue until the unit commander reports that all unit personnel and equipment are accounted for at home station, and the unit is prepared for its next mission.

- Equipment in transit is reported to the ITO and transportation discrepancy reports are submitted if it does not arrive by the RDD, and if any pilferage of equipment has occurred during transit.
- Forward final Unit Closure Report through chain of command to FORSCOM or ASCC. (Reporting chain of command is dependent on higher headquarters structure of given unit and installation. FORSCOM or ASCC will determine and provide specific reporting procedures.)
- FORSCOM receives, consolidates and forwards closure reports to Army operations center or Army logistics operations center.
- HQDA Army operations center or Army logistics operations center confirms receipt of closure report, completing the closure reporting process.



## Appendix A

# Use of Army Automated Deployment Tools

The purpose of this appendix is to provide an understanding of the components and systems that support the Army deployment process to enable mission accomplishment. This appendix outlines use of the TC-AIMS II and COMPASS deployment tools to support the deployment process.

### OVERVIEW

A-1. The Army deployment process must satisfy the CJCS requirement to develop an accurate TPFDD for the first seven days of deployment after initial deployment instructions are received. The TPFDD is a collection of movement requirements data to support deployment planning. The TPFDD includes a list of what, when, where and how equipment and personnel are to be moved. Transportation and operational planners use the deployment data processed through TC-AIMS into JOPES to perform a transportation feasibility analysis. This analysis of an OPLAN's TPFDD determines supportability in terms of the type and amount of strategic lift assets required to accomplish planned movements within specified movement dates.

A-2. TC-AIMS II is the system of record the Army uses for the deployment of units. It includes automated support to assist unit commanders to create, maintain, manage, and update unit equipment lists, personnel lists, and deployment databases. TC-AIMS II integrates the Integrated Computerized Deployment System (ICODES) database on a single platform to enhance air load planning. Integrating ICODES-AIR gives TC-AIMS II users an enhanced capability to quickly develop balanced air load plans for deployment of cargo and passengers. ICODES-AIR allows users to configure load plans according to specific delivery methods and available aircraft. Additionally, TC-AIMS II interfaces with the Integrated Booking System and the GATES – Air/Surface cargo booking and manifesting application to support preparation of detailed deployment plans.

A-3. The unit movement functions are contained in four modules of TC-AIMS II:

- Asset management—provides the capability to maintain personnel readiness data (licenses, equipment qualifications, medical, and immunization status, etc.), equipment, supplies, deployment support equipment; and create reports.
- Movement planning—provides the capability to receive movement requirements and analyze the requirements to create tailored movement plans.
- Movement coordination—provides the capability to request transportation assets and coordinate land, sea, air freight, and passenger movement requirements from origin to destination. It allows the user to prioritize loads.
- Movement execution—provides the capability to execute the segments and legs developed in the movement plan in a logical order. TC-AIMS II gives the user the ability to monitor unit move information, and track unit cargo and assets during movements using AIT devices.

A-4. COMPASS is a data system developed by FORSCOM to support movement of Army units. COMPASS is used to update deployment and transportation information systems and databases with actual movement requirements data for movement planning and movement execution. It is designed to support strategic mobility analyses, to assist in the validation of unit movement requirements data, and to provide general information support services relative to unit moves. COMPASS achieves these functions by maintaining a centralized database of both generic and scenario-dependent detailed UMD. This data includes composite equipment listings, reflecting the movement characteristics and planned shipping configuration useful to both strategic planners and transportation or traffic management agencies. COMPASS now performs all of the functionality that was previously provided by Joint Force Requirements Generator II. The following is a list of functions enabled by COMPASS:

- COMPASS-JOPES Interface: COMPASS maintains the Army's only direct interface with JOPES. COMPASS receives UMD reported by the mobilizing or deploying units via TC-AIMS II. COMPASS edits and formats the data and uploads it to JOPES, where it replaces generic UMD for a given OPLAN. The data is then available to planners and schedulers worldwide.
- Active Database: COMPASS is the database storage source for JOPES level IV/VI detail. It provides current detail listing and summary of unit UMD via annual reporting, as well as current and historical.
- Active Edit checks: COMPASS contains an online tool which uses the most current equipment characteristic data provided by the Military Surface Deployment and Distribution Command Transportation Engineering Agency (SDDCTEA). It catches errors including:
  - Transportation control number duplication(s),
  - Invalid or deleted line item number/Indexes.
  - Missing required codes (Handing, Mode to Port, Type Equipment, Type Cargo Code, etc.).
  - Inaccurate dimensional characteristics.
  - Equipment Characteristics Data (also called ECD): Equipment characteristics data is an Army standard reference in developing and reporting movement requirements. COMPASS edit checks are based upon TB 55-46-1, which are specifically oriented to unit movement transportability and deployability.
- COMPASS ULN pull from JOPES: COMPASS automates a prototype COMPASS.PEJ file directly pulling required TPFDD data fields from JOPES, creating a fully functional COMPASS .PEJ file within the COMPASS application.
- Non-deployable equipment/UICs: They are based upon type data code (TDC) supporting a specific deployment or exercise, equipment by Line Item Number and unit by UIC that can be highlighted by asterisks for further evaluation by planners.
- Type unit characteristics file and type unit equipment detail file: COMPASS maintains the Army's type unit characteristics file and type unit equipment detail file unit and equipment file information in accordance with Department of the Army (DA) requirements.
- Integrated Booking System: COMPASS uses reported or a self-generated UMD and generates an export data file.
- Annual Updates: COMPASS supports the transition of the Active, Reserve, and National Guard units reporting of their UMD through the TC-AIMS II OEL reporting process. This allows COMPASS to perform an evaluation through the same edit checks as it would if the units were deploying. This also allows for the identification and correction of their UMD from TC-AIMS II (for which there are no formal edit checks), avoiding both known and unknown UMD data error(s) while in Admin with full support of the COMPASS Editors. Once the UIC is error-free, COMPASS provides a COMPASS OEL showing UMD as reported for their Unit Movement Program book.
- Advanced Transportation Control & Movement Document: COMPASS provides an Advanced Transportation Control & Movement Document to GTN. For each ULN updated in JOPES an automated GTN/Advanced Transportation Control & Movement Document back file is generated and processed in COMPASS increasing accuracy and reportability of only data reported to JOPES providing the initial ITV for command and control oversight filling the deployment Gap from Motor Pool to Tip AND Scales. The Process is fully automated in the TPFDD data process (JOPES-COMPASS-TC-AIMS II-COMPASS-JOPES-GTN/IGC[TTAN/TTN]) reporting process by embedding required data supporting the transportation tracking account number (TTAN)/transportation tracking number data process.
- COMPASS Total Asset Visibility (CTAV) – Online Analytical Processing: The FORSCOM Power BI (SIPR-CONUS Network) Report Server (RS) is being used as a visualization tool with a live connection refreshing CTAV data source tables every 5-minutes to provide near live data. The Power BI RS is a multi-dimensional analytical tool to query the COMPASS relational database for data mining to visualize data processed by the COMPASS application. The Power BI Server CTAV data source provides data by ASCC COMPASS Region Army Command, U.S. Army Reserve Command, and National Guard Bureau down to the corps transportation office

(CTO), Division Transportation Office (DTO), and Installation Transportation Office (ITO). Users are able to query UDLs by TDC, UIC, ULN, support installation geographic location, component code, date range, and item line item number displaying Pax, vehicle, and equipment with Level-6 rolled into prime mover. The OEL UMD is represented by component code TDC A-Active, N-National Guard, and R-Reserve by support installation and/ or command, support geographic location, UIC, assignment code (sub grouping) and line item number – Model displaying Pax, vehicle, and equipment with Level-6 rolled into prime mover and highlighted if delinquent or pending delinquent.

- **COMPASS TPFDD Comparison Tool (CTCT):** CTCT uses the Joint Operations Planning Execution System (JOPES) known requirements and compares them to received unit sourced UDL and UMD and identifies outstanding source TPFDD requirements down to each deployment ULN and provides detailed unit information utilizing the Defense Readiness Reporting System-Army (DRRS-A). Filters allow users to expand and segregate data, and identify relevant data quickly by region, location, TDC, UIC, ULN, support location geographic location, and component code. The CTCT uses the COMPASS.PEJ (TPFDD compressed data files) capability to pull packaged JOPES Force Module TPFDD requirements (JOPES Force Module is the electronic folder with selected UIC(s)/ULN(s)). Each assigned UIC and ULN depicts required timeline and type mode movement for unit level sourcing to meet ASCC supported requirements. The CTCT maintains connections with the COMPASS and DRRS-A databases, and users refresh supporting data as required.

A-5. The process depicted in figure A-1 and described below presents an overview of TC- AIMS II in support of the deployment process. Its web-enabled capability allows users access to the system to perform their unit move operations from anywhere in the world, provided they have an Internet Explorer browser, a DOD-issued Internet Protocol address, and an authorized user identification and password. The move to an Enterprise permits units to share information and pass data more easily between higher and lower echelons and other interface partners.

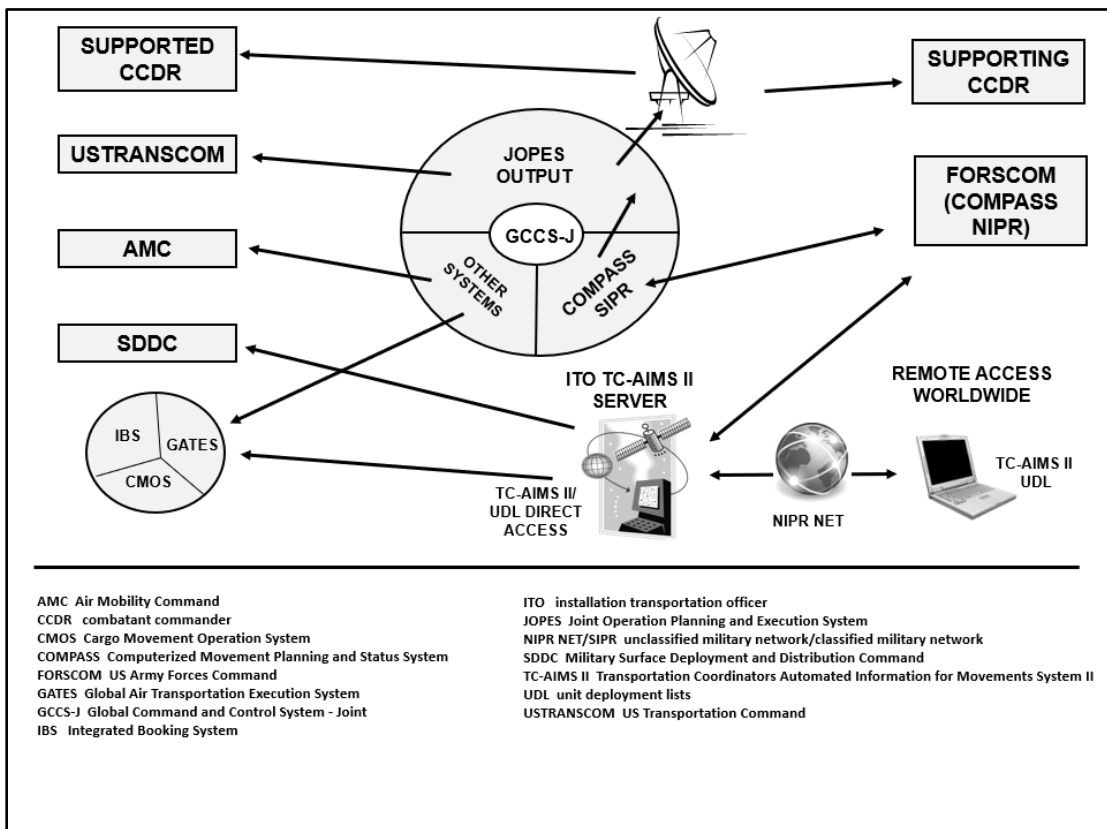


Figure A-1. Automated data flow

A-6. COMPASS ULN pull from JOPES is the automated process of pulling required TPFDD requirements for the creation of a COMPASS (PEJ) which is a preformatted compressed data file. This data is provided to ITO for TC-AIMS II Plan creation and UMO sourcing of TPFDD passenger, cargo, and TTAN ITV tracking requirements. COMPASS can pull directly from JOPES by providing plan identification number (PID), UICs for ULN query pull and selection, also has the capability to pull by Force Module by providing PID and Force Module folder name. The PID is only used as a reference and at no time is the PID pulled from JOPES nor used in the generation of the COMPASS (PEJ). COMPASS (PEJ) are only generated and disseminated in accordance with (IAW) Action Officer guidance. File is created on SIPRNET side and transmitted on the NIPRNET.

A-7. Sourcing requirements are created within JOPES. Data requirements for JOPES include TPFDD, type unit characteristics file (TUCHA), and a TTAN ITV tracking number when available for each UIC based upon PID, UIC, and type mode movement ULN and COMPASS pulls and provides requirements based upon ASCC Action Officer guidance. Plans are created within TC-AIMS II at the ITO/UMC level for unit level sourcing to meet supporting TPFDD requirements timelines by type mode movement ULNs and sent IAW AR 525-93.

A-8. After creating a plan on the TC-AIMS II server, the force provider imports the TPFDD and announces through the newsgroups and emails (collaboration tools) that the plan is available to the installations. Once the installation and corps have reviewed the plan, they notify the units that the plan is available. Units can then match assigned personnel and equipment to plan requirements.

A-9. The step-by-step sequence for using a UDL to source a TPFDD is as follows:

- **Step 1. Create TPFDD.** The TPFDD is created based on coordination between the supported GCC, the supporting CCDR and the force provider to create an OPLAN in JOPES to outline the requirements of the supported GCC.
- **Step 2. Copy JOPES Execution Plan.** The supporting CCDR accesses JOPES to create a copy of the Execution Plan with force provider requirements.
- **Step 3. Sourcing requirements are created within JOPES.** Data requirements include TPFDD, TUCHA, and TTAN ITV tracking number when available for each UIC based upon PID, UIC, and type mode movement ULN. Sourcing requirements are sent via COMPASS (PEJ) IAW AR 525-93 based upon ASCC Action Officer.
- **Step 4. COMPASS Imports the Force Module From JOPES.** COMPASS pulls directly from JOPES by providing PID, UIC(s) for ULN query pull and selection or by Force Module by providing PID and Force Module folder name provided by an ASCC action officer. COMPASS validates UIC against the Army Data Warehouse through DRRS-A, pulls and provides with each transaction directly from the Army Data Warehouse an external validation of UIC, ULN, unit name, component code, home station, state, COMPO-3 Army Reserve General Officer (ARGO) code, and Remarks where sourced from DRRS-A, or internal from COMPASS, or if invalid. Non-Army UICs are handled internally allowing Army Support Installation to report through TC-AIMS II UDL UMD to ASSC for validation though COMPASS for JOPES sourcing. The PID is only used as a reference and at no time is the PID pulled from JOPES nor used in the generation of the COMPASS (PEJ), the JOPES TPFDD sourcing process contains no UMD, and the TC-AIMS II sourced UDL UMD business processes are compliantly segregated and sourced UMD only updates JOPES Level 3/4 cargo and personnel numbers. This allows for JOPES TPFDD timeline changes to be made after COMPASS (PEJ) pull and prevents the possibility of spillage of classified information.
- **Step 5. Operations Security of Data and Information.** The risk of spillage is very low due to the automated programming that downloads and uploads UNCLASSIFIED data without human intervention. COMPASS is a consumer of UNCLASSIFIED UMD from many sources. COMPASS does not produce any document or data for export or automated interface other than that of UNCLASSIFIED data. Furthermore, COMPASS does not have the capability to maintain other than UNCLASSIFIED data by canned modular design preventing the user from adding, modifying, interfacing, nor exporting data other than UNCLASSIFIED. File is generated on the SIPRNET side and transmitted on the NIPRNET. The supporting CCDR staff performs approved Air Gap procedures to ensure no classified data is passed to unclassified systems. Air gap

procedures involve removing classified data prior to passing TPFDD requirements data with ULNs and movement data to an unclassified TC-AIMS II. The unclassified COMPASS file is then forwarded by email to the installation or unit.

- **Step 6. Import Unclassified COMPASS File.** The installation creates a plan on the TC-AIMS II Enterprise/Garrison server and imports the COMPASS file into the plan. The installation reviews the plan requirements and then announces through newsgroups and email (collaboration tools) that the plan is ready for UDL sourcing.
- **Step 7. Sourcing Requirements.** The COMPASS (PEJ) is provided to ITO/UMC for TC-AIMS II Plan creation and UMO sourcing of TPFDD passenger, cargo, and TTAN ITV tracking requirements.
- **Step 8. Review Sourced Plan.** Units with TC-AIMS II notify higher headquarters that sourcing is complete, and that unit equipment data in the form of a UDL has been loaded is also complete and is available for review.
- **Step 9. COMPASS Exports.** FORSCOM installations submit a COMPASS export from TC-AIMS II to FORSCOM Headquarters. The file is sent using a prescribed email address setup by FORSCOM.
- **Step 10. Import TC-AIMS II Plan.** The ITO/UMC for TC-AIMS II selects required UDL UMD for export to COMPASS via NIPRNET email. COMPASS operator imports, system validates content based upon various data sources and provides an (Unclassified) COMPASS UDL to ASCC Action Officer, supporting ITO/UMC for dissemination back to unit command and control providing oversight from unit level through 4-star levels. However, when errors are identified a detailed listing is provided in a separated document to assist in the correction and timely resubmission, must be noted items identified having error(s) are rejected and not available to be pushed to JOPES.
- **Step 11. Unit Level Sourced UMD to JOPES.** The ASCC Action Officer validates sourced requirements and once satisfied request UDL UMD to be push to JOPES, UMD is identified by TDC, UIC, ULN, and destination PID is provided.
- **Step 12. Export UDL.** The installation reviews the plan and exports files to the Integrated Booking System, GATES, and other deployment systems.

## TC-AIMS II FUNCTIONALITY

A-10. The company UMO uses TC-AIMS II to—

- Create, maintain, manage, and update unit equipment, personnel, and deployment information files. The UMO must contact the battalion with the changes that need to be made in the deployment files or source database.
- Develop plans for known exercises and deployment scenarios.
- Prepare and execute convoys.
- Create a UDL from the OEL based on information supplied either through a TPFDD or from the battalion commander. The UDL is forwarded to the battalion mobility noncommissioned officer (NCO) for further action.

A-11. The battalion plan is a UDL for the battalion (to include the headquarters company) and it is built by consolidating the company UDLs to match the requirements. Battalion movements can be constructed for the entire battalion or for slice elements, depending on the mission requirement.

A-12. A mobility warrant assists the battalion company UMOs. Battalion UMO responsibilities include (but are not limited to) using TC-AIMS II to—

- Review company movement plans and develop them into movement plans for the battalion.
- Audit the company's asset management sections for accuracy.
- Validate battalion movement plans to brigade.

A-13. The mobility officer or NCO in the BCT use TC-AIMS II to—

- Review battalion movement plans and develop them into movement plans for the brigade.

- Insert movement mode data into the movement plan.
- Validate brigade movement plans to the UMC.
- Validate unit support requests for commercial transportation to the UMC.
- Submit requests for unit convoy clearances and special hauling permits to the UMC.

A-14. At the installation level, the UMC coordinates movements and assists units to develop and execute unit movement plans. UMC responsibilities include but are not limited to—

- Providing movement guidance to all units moving from the installation.
- Verifying the number of vessels and aircraft (determined by SDDC) required by each unit and assisting in designating loading sites and coordinating times to start and complete unit loading.
- Assisting units in identifying and obtaining BBPCT.
- Ensuring unit equipment is properly marked prior to movement by any mode.
- Serving as the primary point of contact for special assignment airlift mission and exercise airlift.
- Maintaining and managing containers and 463L pallet and cargo net allocations.

A-15. The UMC uses TC-AIMS II to—

- Receive and process convoy clearances and special hauling permits.
- Advise the unit on preparing movement documentation.
- Review and export files to the Integrated Booking System, GATES–Air, and GATES–Surface.
- Export the sourced UDL data to COMPASS for data validation and consolidation.
- Coordinate MHE requirements.
- Coordinate movement documents for commercial lift of unit.
- Support unit movement at railheads and airfields.
- Coordinate airlift requests.
- Maintain and manage containers and 463L pallet and cargo net allocations.

A-16. Army units use TC-AIMS II to plan, manage and execute deployments. TC-AIMS II is located at battalion and separate company level up through the chain of command. This appendix provides commanders, deployment and movement planners, and operators with descriptive information for using TC-AIMS II to coordinate and execute movements. Deployment planners and operators are provided with a matrix or template (table A-1) that identifies basic roles and responsibilities and functions necessary to effectively and efficiently use TC-AIMS II to accomplish the unit's deployment and redeployment missions. The intent of the matrix is to allow commanders and planners the ability to associate major functions and tasks in TC-AIMS II and supporting roles with the unique deployment business processes as practiced by your unit and installation.

**Table A-1. Transportation Coordinators Automated Information for Movements System II Task-User Matrix**

<b>FUNCTIONAL MODULE &amp; TASKS</b>	<b>UNITS</b>			
	<b>Company</b>	<b>Battalion</b>	<b>Brigade</b>	<b>ITO (or ARNG MCC)</b>
ASSET MANAGEMENT				
MAINTAIN EQUIPMENT LIST	*	*	*	
MAINTAIN PERSONNEL LIST	*	*	*	
BUILD UNIT DEPLOYMENT LIST	*	*	*	
IMPORT MILPO/PROPERTY DATA	*	*	*	
CREATE MOBILE/SECONDARY	*	*	*	
MOVEMENT PLANNING				
LABEL SHIPMENT UNIT		*	*	*
DOCUMENT HAZARDOUS CARGO		*	*	*
CREATE MOVEMENT PLANS		*	*	*
CREATE LOAD PLANS	*	*	*	
CONTAINERIZE CARGO	*	*		
PALLETIZE CARGO	*	*		
COORDINATE MOVEMENT			*	*
SCHEDULE MOVEMENT			*	*
SELECT CARRIER				*
CREATE & EDIT RAIL COMMERCIAL BILL OF LADING				*
CREATE & EDIT TCMDs				*
CONVOY PLANNING	*	*	*	*
MOVEMENT EXECUTION				
CONSOLIDATE/LOAD ASSETS		*	*	*
EXECUTE PLAN LEG		*	*	*
PROCESS SHIPPING DOCUMENTS		*	*	*
CREATE/EDIT TCMD				*
CREATE/EDIT BILL OF LADING				*
SHIPPERS DECLARATION				*
CARGO/PAX MANIFEST				*
INTERFACES				
GATES -- SURFACE			*	*
INTEGRATED BOOKING SYSTEM			*	*
ICODES - AIR			*	*
COMPASS			*	
ITV SERVER			*	
GATES -- AIR			*	*
IGC			*	*
AIT and RFID				
WRITE RF TAGS	*	*	*	*

**Table A-1. Transportation Coordinators Automated Information for Movements System II Task-User Matrix (continued)\***

<b>FUNCTIONAL MODULE &amp; TASKS</b>	<b>UNITS</b>			
	<b>Company</b>	<b>Battalion</b>	<b>Brigade</b>	<b>ITO (or ARNG MCC)</b>
CREATE TAV FILES FOR TIPS	*	*	*	*
UPLOAD TAV FILES FOR TIPS	*	*	*	*
CREATE MILITARY SHIPPING LABEL FROM TAG DATA			*	*
SCAN MILITARY SHIPPING LABEL				
TRANSMIT DATA TO ITV SERVER				
PRINT DOCUMENTATION				
DD FORM 1387 (MILITARY SHIPMENT LABEL)				
DD FORM 1384 (TRANSPORTATION CONTROL AND MOVEMENT DOCUMENT)				
DD FORM 1265 (REQUEST FOR CONVOY CLEARANCE)/DD FORM 1266 (REQUEST FOR SPECIAL HAULING PERMIT)			*	*
DD FORM 1750 (PACKING LIST)	*	*	*	
BILL OF LADING				*
AIT automated identification technology ARNG MCC Army National Guard Movement Control Center COMPASS Computerized Movement Planning and Status System DD Department of Defense GATES Global Air Transportation Execution System ICODES Integrated Computerized Deployment System IGC Integrated Data Environment/Global Transportation Network Convergence ITO installation transportation officer ITV in-transit visibility PAX passengers RF radio frequency RFID radio frequency identification TAV total asset visibility TCMD transportation control and movement document				



## **Appendix B**

# **Automated Mobility Systems**

Commanders and staffs must be able to plan, execute, and monitor deployments and redeployments. This appendix provides the description and role of the automated mobility systems in the deployment process.

### **AUTOMATED MOVEMENT FLOW TRACKING - IN TRANSIT VISIBILITY**

B-1. Automated Movement Flow Tracking-In Transit Visibility is a web-based tool that gives commanders and staff a simple method to capture and assemble data from the National RFITV server into user-friendly formats. These formats include drill down charts, graphs, and reports allowing for tracking of RF-tagged equipment throughout the deployment process.

### **AUTOMATED MANIFEST SYSTEM**

B-2. Automated Manifest System (AMS) is a Defense Logistics Agency (DLA) initiative that uses laser-readable optical memory cards in place of paper packing slips on the exterior of shipment containers. The card contains a detailed list of the contents of the multipack, including transportation control number, National Stock Numbers and document numbers. AMS is used at depots, central receiving points, and supply support activities, such as the direct support unit in a forward support battalion. AMS facilitates manifesting and tracking of multipack shipments from the depot to the central receiving point or supply support activity. AMS provides in-the-box asset visibility and may be used as the source of ITV data. The AMS reader can be connected directly to the AIS at the receiving unit, thereby increasing the accuracy of data by automating the input of source data.

### **CARGO MOVEMENT OPERATIONS SYSTEM**

B-3. Cargo Movement Operations System (CMOS) is a sustainment system that automates and streamlines installation-level cargo movement processes for both peacetime and deployment cargo. Workstations in ITO functional areas support one-time data capture to prepare documentation for all modes of shipment. The specific functional areas supported are the receipt, preparation, and movement of cargo; the reporting of movement to IGC for ITV; and military airlift passenger travel. The electronic reporting of cargo movement makes CMOS a vital component of the logistics community's effort to provide in-transit asset visibility. The CMOS capabilities have been incorporated into TC-AIMS II and provide electronic reporting of cargo movement at the installation level.

### **COMPUTERIZED OPERATIONS MOVEMENTS PLANNING AND STATUS SYSTEM**

B-4. GATES-Air automates support for receipt, movement and billing of cargo and passengers. GATES-Air provides the AMC, DOD, and commercial partners with an automated management system to process and track cargo and passenger information, support management of resources, provide logistical support information, generate standard and ad hoc reports, and provide message routing and delivery service for virtually all aircraft movement data. In the force projection scenario, GATES-Air is the AIS that sends aircraft arrival and departure ITV data to IGC.

## **GLOBAL AIR TRANSPORTATION EXECUTION SYSTEM-SURFACE (GATES-SURFACE)**

B-5. GATES-Surface (formerly Water Port System) is the SDDC worldwide unclassified system for managing export and import of DOD cargo at water ports. It provides detailed data concerning items of cargo arriving, departing, and on hand at the water terminal. GATES-Surface collects cargo data for surface movements; captures receipt, staging, and loading data at ports; and generates the ship manifest and booking upon completion of vessel loading. GATES-Surface supports ITV for both general cargo and unit moves. It produces those reports necessary for terminal operations and generates the DTR ocean cargo manifest. GATES-Surface produces, reads, and interrogates Automated Information Technology data storage devices (bar code and RFID) through a business process server. GATES-Surface receives advanced data from TC-AIMS II and Integrated Booking System and provides ITV data to IGC. For other than CONUS movements, GATES-Surface receives the deployment cargo requirements from TC-AIMS II to assist the Military Cargo Ocean Booking Office with scheduling ships.

## **GLOBAL COMBAT SUPPORT SYSTEM-ARMY**

B-6. Global Combat Support System-Army (GCSS-Army) is a DOD-level initiative to ensure interoperability across sustainment AIS functions, as well as between sustainment and command and control AIS functions. It is neither an acquisition program nor a standard information system, but a strategy to enhance sustainment effectiveness within and between the Services. GCSS-Army requires each Service to implement common technical standards for their AIS in accordance with the DOD Information Network. This includes the use of standard data elements to improve interoperability and understanding when sharing information among the Services during joint operations.

## **GLOBAL COMMAND AND CONTROL SYSTEM-ARMY**

B-7. GCCS-A is the key command and control information and intelligence system. It is a system of interconnected computers that provides an integrated capability to the entire joint community. It provides up to SECRET-level information from a variety of applications that have migrated, or are in the process of migrating, from other systems. The joint planning and execution community uses GCCS-A to document movement requirements, transportation closure, and other significant force projection events. GCCS-A is flexible enough for combat operations or humanitarian assistance missions. GCCS-A integrates deliberate and crisis planning, force deployment and employment, fire support, air operations and planning, intelligence, and force status. It is designed to allow the expansion of planning and execution capabilities as new systems are designed. GCCS-A provides a common operational picture that allows greater software flexibility, reliability, and interoperability with other automated systems. GCCS-A receives logistics information from Joint Total Asset Visibility, GCSS-Army, and IGC.

## **INTEGRATED DATA ENVIRONMENT/GLOBAL TRANSPORTATION NETWORK CONVERGENCE**

B-8. The GTN is an automated command and control information system that provides transportation users and providers with an integrated view of transportation information. It was previously a stand-alone system providing USTRANSCOM the ability to perform command and control operations, planning and analysis, and business operations to meet customer requirements. The GTN has been merged with the DLA Integrated Data Environment to form IGC.

B-9. IGC provides ITV for the DTS. IGC collects and integrates transportation information from selected DOD systems for use by transportation data customers, the joint staff, CCDRs, and the Services. The system provides the ability to monitor movement of forces, cargo, passengers, and patients and the movement of military and commercial airlift, sealift and surface assets. The address for the IGC website is provided in the references section.

B-10. Some, but not all, of the systems that exchange information with IGC are listed below.

- CMOS.
- Commercial Electronic Data Interchange.

- COMPASS.
- GATES-Air.
- GATES-Surface.
- Integrated Booking System.
- JOPES.
- RF and ITV.
- TC-AIMS II.

## **INTEGRATED BOOKING SYSTEM (IBS)**

B-11. Integrated Booking System is the lead SDDC execution system of the DTS for the movement of military cargo by surface overseas. The system manages and conducts these responsibilities by providing a single, worldwide, automated booking system to support the peacetime and wartime movement of sustainment cargo in an efficient and timely manner. The Integrated Booking System allows shippers to automatically book requirements instead of manually processing them through SDDC booking offices. Automatic booking of requirements reduces the level of manual intervention required. TC-AIMS II interfaces with Integrated Booking System for movements originating from the CONUS. UDLs can be pushed to the Integrated Booking System to create the a traffic release request.

## **INTEGRATED COMPUTERIZED DEPLOYMENT SYSTEM**

B-12. ICODES is an AIS designed to support cargo management, shipload planning, and stowage at common-user and military ocean terminals. Responsibility for this function is shared among the SDDC and FORSCOM Active and RCs. The U.S. Navy and U.S. Marine Corps also perform this mission, as well as loading and stowing functions for primarily tactical land-based and sea-based operations. ICODES provides the user with decision-support capabilities for planning and executing the ship loading and stowage of military cargoes, including unit equipment. The planning function enables the user to execute the loading and stowage of military cargoes for movement to support DOD objectives during training, humanitarian assistance, pre-position, and contingency operations. The reporting and networking functions support the mission to provide commanders with strict accountability of these cargoes during loading, transshipment, and discharge at the POD. ICODES Global Services is the next generation of the ICODES. This new version extends ICODES' ship load-planning capabilities to include aircraft, rail cars, and yards. ICODES Global Services incorporates functionality previously performed in the Automated Air Loading Planning System.

## **JOINT OPERATION PLANNING AND EXECUTION SYSTEM**

B-13. JOPES standardizes the joint planning system used to execute complex multiservice exercises, campaigns, and operations. It is a combination of joint policies, procedures, personnel, training, and a reporting structure supported by automated data processing systems, reporting systems, and GCCS-A. JOPES is a GCCS-A application. JOPES gives joint commanders and war planners at all levels standardized policy procedures and formats to execute a variety of required tasks. It assists planners in development of OPLANs, contingency plans, functional plans, and operations orders. JOPES is used for TPFDD management and development. It defines requirements and gains visibility of the movement of forces into the CCDRs' area of responsibility. This system assists planners with the development of detailed deployment requirements, logistics estimates, transportation requirements, and assessment of the OPLAN for transportation feasibility. JOPES also tracks, plans, prioritizes, and monitors deployment status and requirements.

## **RADIO FREQUENCY IDENTIFICATION**

B-14. RFID is a family of technologies that enables hands-off processing of materiel transactions for cargo moving through the DTS. RFID provides operators a means to remotely identify, categorize, and locate materiel automatically within relatively short distances. Data is digitally stored on RFID transponder devices, such as tags or labels. Remote interrogators (located a few inches to 300 feet from the transponder device) electronically retrieve the data via electromagnetic energy (radio or microwave frequency) and send the data to the AISs.

## **SINGLE MOBILITY SYSTEM**

B-15. Single Mobility System is a web-based computer system that integrates numerous independent information systems supporting DTS to provide visibility of air, sea, and surface transportation assets in a collaborative planning environment. This system provides functional users and mission planners with a single integrated view of the cargo and passenger movements reported to USTRANSCOM, and the mobility systems of the transportation component commands.

## **TRANSPORTATION COORDINATORS' AUTOMATED INFORMATION FOR MOVEMENT SYSTEM II (TC-AIMS II)**

B-16. TC-AIMS II is the Army software system designed to support deployment and redeployment operations. The program is designed for commanders and their staffs, UMOs, planners, movement controllers, and transportation operators at all levels to translate information about the mission into detailed movement plans. TC-AIMS II is being developed incrementally to provide a variety of transportation support functions. Enhancements incorporated include a simplified unit movement module (wizard) that enables the UMO to create OEL, UDL, load plans and certain transportation control movement documents quicker and earlier in the movement planning process. Deployment managers use TC-AIMS II to coordinate strategic lift missions via air and water; schedule unit convoy movements; schedule interrelated deployment events; prepare load plans for vehicles, rail cars, aircraft, or ships; prepare military shipping documentation; create documentation authorizations to validate services and expend funds; and account for personnel and equipment. TC-AIMS II supports the UMO in managing deployment data, creating deployment plans, and monitoring deployment status throughout all phases of the deployment. Recent enhancements include convoy planning and deconfliction functions, management of transportation movement requirements and requests, tracking unit movements, and improved map graphics.

## **Appendix C**

# **Responsibilities**

Deployment operations occur through the efforts of numerous agencies and individuals, and the following paragraphs outline their roles and responsibilities.

### **UNITED STATES TRANSPORTATION COMMAND**

C-1. USTRANSCOM is a functional combatant command responsible for providing and managing strategic common-user airlift, sealift, and terminal services worldwide. As the distribution process owner, USTRANSCOM integrates and synchronizes strategic and theater deployment execution and distribution operations within each GCC's area of responsibility. The command ensures deployment and redeployment requirements are met using both military and commercial transportation assets. USTRANSCOM's transportation component commands are SDDC as the Army component command, MSC as the Navy component command, and AMC as the USAF component command.

### **AIR MOBILITY COMMAND**

C-2. AMC is the USAF component command of USTRANSCOM and serves as the SPM for air mobility. AMC aircraft provide the capability to deploy Army forces anywhere in the world and help sustain them in a conflict. AMC performs SPM functions necessary to support the strategic flow of deploying forces equipment and supplies from the APOE to the theater. AMC provides military and chartered civilian airlift aircraft for transporting passengers and cargo, and also provides aircraft for aerial refueling operations. AMC also administers the Civil Reserve Air Fleet program, in which the DOD contracts for the services of specific aircraft (owned by a U.S. entity or citizen) during national emergencies and defense-oriented situations, when expanded civil augmentation of military airlift activity is required.

### **MILITARY SEALIFT COMMAND**

C-3. MSC is the Navy component command of USTRANSCOM. The mission of MSC is to provide ocean transportation of equipment, fuels, supplies, and ammunition to sustain U.S. forces worldwide during peacetime and in war, if operational requirements dictate. MSC provides sealift with a fleet of government-owned and chartered U.S.-flagged ships. MSC executes Voluntary Intermodal Sealift Agreement contracts for chartered vessels. Sealift ships principally move unit equipment from the U.S. to joint operations areas anywhere in the world. In addition to sealift ships, MSC operates a fleet of pre-positioned ships strategically placed around the world and loaded with equipment and supplies to the Army, Navy, Marine Corps, Air Force, and DLA operations. These ships remain at sea, ready to move to a joint operations area at a moment's notice.

### **MILITARY SURFACE DEPLOYMENT AND DISTRIBUTION COMMAND**

C-4. SDDC is an operational level Army force designated by the Secretary of the Army as the ASCC of USTRANSCOM, and a major subordinate command of USAMC. SDDC is responsible for providing global deployment and distribution planning, operations, and systems capabilities; and for facilitating global traffic management support to all joint, multinational, and interagency elements. The SDDC—

- Provides DOD deployment and distribution management services for freight, unit, and personal property movements worldwide.
- Provides worldwide coordination from origin to destination surface traffic management support. This includes coordinating surface and multimodal transportation contracted functions for all DOD (and other U.S. Government entities, as authorized, and designated multinational and

interagency elements) freight and unit movements; and providing worldwide management services for DOD personal property.

- Plans and executes oversight of command acquisitions for transportation services to support combatant command requirements for enduring and contingency operations and infrastructure.
- Coordinates with appropriate acquisition authorities and is the sole DOD negotiator worldwide with commercial service providers on rates and other matters incidental to transportation and storage services of the personal property of all DOD personnel.
- Manages and arranges for the operation of common user ocean terminals in CONUS and operates or arranges for the operation of OCONUS ocean terminals under agreements with appropriate commanders and civil authorities.
- Coordinates with the MSC to book freight on commercial vessels in accordance with contractual agreements and provides appropriate support to movements occurring on government ships.
- Coordinates with CCDRs to perform water terminal clearance authority functions.
- Develops, operates, and maintains an integrated transportation information system to support the transportation mission, and provides traffic management information and data for DOD components.
- As DOD's global container manager, provides operational management of defense intermodal common user containers, and oversees and operates a worldwide DOD surface container management system.
- Controls, manages, and maintains the Defense Freight Railway Interchange Fleet.
- Performs business intelligence functions to facilitate studies and analyses of transportation requirements, capabilities, organizations, operations, planning, effectiveness, and economies; and recommends improvements for DOD implementation.
- Participates in the planning cycle for overseas deployment, training exercises, and command post exercises directed by the Joint Chiefs of Staff and recommends corrective actions when military or commercial transportation assets or procedures cannot support mission accomplishment.
- Establishes standards and facilitates and validates training of Regular Army and RC strategic mobility forces, to ensure capable and ready forces to meet MSDDC missions and OPLAN support.
- Coordinates with DOD components to maintain joint Service publications governing the installation shipping and receiving capabilities.

C-5. The transportation surface brigade is an active component SDDC TDA headquarters responsible for command and staff oversight of assigned water terminals. Transportation surface brigades perform staff functions and management in support of subordinate transportation units.

C-6. The transportation battalion is an active component SDDC TDA unit under the command of the transportation surface brigade. It is designed to conduct surface deployment, distribution, and water terminal port operations directly supporting Army units in assigned areas of responsibility. The transportation battalion —

- Plans, establishes, and conducts port operations, including cargo reception, staging, load planning, vessel load and vessel discharge operations.
- Commands Terminal Management Teams engaged in managing contract operations at a SPOE or SPOD.
- Transitions from command and staff oversight of Army table of organization and equipment (TO&E) terminal operating units to managing contract capabilities at SPODs or APODs.
- Provides a port common operational picture.
- Serves as a SPM of a strategic seaport.
- Supports port opening operations.

C-7. The Deployment Support Command is a USAR TDA headquarters with the mission to command and provide staff oversight of SDDC assigned or attached USAR units; and provide standardized training and readiness oversight to all Army units engaged in water terminal, deployment and distribution support,

container management, and movement control operations. The Deployment Support Command is under the operational control of SDDC and administrative control of the 377th TSC.

C-8. The transportation surface brigade is an active component of USAR TDA headquarters that commands, controls, and technically supervises units engaged in terminal operations, terminal supervision and management operations, and other mobility support operations, such as—

- Assigned or attached SDDC transportation battalions.
- Deployment and distribution support battalions (DDSBns).
- Transportation terminal battalions.

C-9. The DDSBn is a USAR TDA headquarters designed to command, control and technically supervise terminal companies and detachments operating at seaports. Each battalion has three DDSTs and two terminal management teams integral to it. The DDSBn—

- Commands and controls DDSTs, which provide technical deployment related support to deploying units worldwide and container management in theater.
- Commands and controls terminal management teams engaged in supervising operations in a SPOE or SPOD.
- Commands and controls other transportation units (terminal operations elements, automated cargo documentation detachments, or seaport operations companies) performing terminal operations in a SPOE or SPOD, as necessary.

C-10. Attaching an expeditionary terminal operating element increases the terminal management capability of a DDSBn. The addition of the automated cargo documentation team capability increases the DDSBn's berth capability. The exact number of teams in any given DDSBn will depend on routine, daily operations in CONUS or OCONUS, as well as theater wartime requirements. When deploying to new port areas, they may be supplemented with teams from other active battalions and backfilled by USAR battalions.

C-11. The DDST assists units with deployment planning, and with staging and preparing unit equipment and personnel for worldwide movement by surface or air. When deployed to a theater of operations, the DDST will manage, control, and maintain ITV of containers moving in-theater. DDSTs can be attached to USAR DDSBns or active transportation battalions. The DDST provides the DDSBn with integral, modular capability to meet deployment support mission requirements and can—

- Provide deployment assistance to the brigade mobility officer or ITO and the air and seaport operating units.
- Assist units with movement to designated POE or POD.
- Provide deployment support from fort to port through movement planning, preparation and communication.
- Ensure accuracy of documentation associated with deploying equipment.
- Provide liaison between the port and installation to minimize the frustrated cargo and equipment at the port.
- Ensure the conduct of safe operations (rail load / line haul) through effective management and control.
- Provide technical guidance and assistance to the unit in preparing, maintaining, and executing movement plans, UMD, and related documentation, including BBPCT.
- Inspect equipment to ensure that vehicles are correctly identified, cargo is properly loaded on the vehicles, and no equipment is missing that would impair the loading operations at the port.
- Provide HAZMAT qualified personnel to assist unit HAZMAT certifiers in preparation of hazardous cargo documentation.
- Coordinate with U.S. Coast Guard Container Inspection & Training Assistance Team to conduct training and inspect containers and HAZMAT cargo at installations for OCONUS deployments, and the Redeployment Assistance Inspection Detachment Team for U.S. Coast Guard mission support within theater.
- Provide daily situation reports and ITV updates.
- Provide personnel to monitor and report on container movements in theater.

C-12. SDDCTEA is a subordinate command of SDDC. Its mission is to improve the global deployability and sustainment of the military Services by providing the DOD with transportation engineering, policy guidance, research, and analytical expertise to support the National Military Strategy. The SDDCTEA home page is listed in the references section.

C-13. Nationally, SDDCTEA directs the Highways for National Defense and the Railroads for National Defense Programs to coordinate DOD's highway and rail needs with civil transportation programs. It administers other modal programs for national defense; and assesses DOD intermodal facility needs to identify and maintain the defense essential transportation infrastructure

C-14. SDDCTEA is capable of supporting various unit deployment actions, to include publishing guidebooks for deployment planning and for preparing equipment for transport on various modes of shipment. These guidebooks are downloaded or ordered in hardcopy at SDDCTEA's website listed in the references.

C-15. In support of FORSCOM, SDDCTEA is responsible for collecting, maintaining, and updating the data within the Department of Army Equipment Characteristics Database. This database is specifically oriented to unit movement transportability and deployability considerations. It contains dimensional, weight, cube, and airlift certification information for TO&E end items, and most major end items in the SB 700-20. Staff, command, and field organizations use the data for standard reference in developing and reporting movement requirements. The data supports Army and joint strategic deployment planning, forming the basis for characteristics within the Army portion of the JOPEs type unit characteristics file reference. SDDCTEA makes data from the Department of Army Equipment Characteristics Database available through its online publication in a PDF format of the (TB 55-46-1) on the Army Pub website. The Joint Equipment Characteristics Database is also available online. Users can download the equipment data file from the online Joint Equipment Characteristics Database to their computer desktop in an Excel format.

C-16. As the Army's transportability agent, SDDCTEA manages the Army portion of the DOD Engineering for Transportability Program to ensure the safe and efficient movement of equipment items and military units by existing or planned transportation assets.

## DEFENSE LOGISTICS AGENCY

C-17. As America's combat logistics support agency, DLA provides the Army, Navy, Air Force, Marine Corps, other federal agencies, and combined and allied forces with the full spectrum of logistics, acquisition, and technical services. The Agency sources and provides nearly 100 percent of the consumable items America's military forces need to operate, from food, fuel and energy, to uniforms, medical supplies, and construction and barrier equipment. DLA also supplies more than 84 percent of the military's spare parts. In addition, the Agency manages the reuse of military equipment, provides catalogs and other logistics information products, and offers document automation and production services. The DLA headquarters is located at Fort Belvoir, Virginia. As a global enterprise, wherever the U.S. has a military presence, DLA is likely there as well.

## DLA ASSISTANCE TO DEPLOYING UNITS

C-18. Much assistance with deployment planning can be found in training and guidebooks developed by DLA, which are available online. Of particular importance to deploying units is the DLA Deployment Tool Book, an electronic guide providing customer area-specific assistance to deploying or deployed units in obtaining critical supplies and equipment needed to plan and execute missions. The Deployment Tool Book will offer a variety of information to customers:

- National Stock Number level of detail for critical supplies across multiple commodities and equipment that are managed by DLA. This will directly assist in requirements determination, advanced planning, and in execution and resupply to identify what is needed to accomplish the mission.
- Contact information for DLA liaison officers at the combatant commands, and customer support representatives at the Service major subordinate commands.
- Descriptions of the DLA regional commands and their contact information, and point of contact information for DLA commodity managers and prime vendors.



- Information regarding the Industrial Base Extension Program where deploying units can find commercial vendors in countries by the GCC area of responsibility.
- Access to the global DLA Energy into Plane contract listing.
- Coverage of a variety of supply classes:
  - Class I (Subsistence).
  - Class II (Individual Equipment).
  - Class III (Petroleum, Oils and Lubricants), to include the global DLA Energy into Plane Contract data.
  - Class IV (Construction).
  - Class VI (Personal Demand Items).
  - Class VIII (Medical materiel, including medical-peculiar repair parts).
  - Contact information for Class IX (Repair Parts).
- DLA has a website called DOD EMALL for electronic mail; see references section for the website address.
- Joint Logistics Operations Center contact information.
- DLA Support Teams Program.

### **DEFENSE LOGISTICS AGENCY WEB SITES FOR DEPLOYMENT ASSISTANCE**

C-19. DLA has numerous websites to assist deploying units, which are listed in the references section at the end of this publication. These websites contain a wealth of information that the reader should review.

### **U.S. ARMY FORCES COMMAND**

C-20. FORSCOM is an Army command designated by the Secretary of the Army as the Army's Service force provider for conventional Army forces in the U.S., including Puerto Rico, and the Virgin Islands. As such, it will execute the functions, duties, and responsibilities of a Service force provider as required by the Secretary of Defense. As the Army Service force provider, the commander of FORSCOM has tasking authority over the designated Army conventional forces. Specific to the Service force provider mission, the Secretary of the Army delegates to the commander of FORSCOM training and readiness oversight over RC conventional forces in the CONUS, Puerto Rico, and the Virgin Islands, which are not assigned to a combatant command. FORSCOM trains, mobilizes, deploys, sustains, transforms, and reconstitutes assigned conventional operating forces.

### **U.S. ARMY MATERIEL COMMAND**

C-21. USAMC is designated by the Secretary of the Army as an Army command to manage the Army's logistics mobilization and contingency capability and capacity. It maintains and stores a prescribed level of war reserve stocks. USAMC equips and sustains Army forces worldwide. Accordingly, those elements of USAMC responsible to execute Army command roles and function are not included in those forces assigned by the Secretary of the Army to the combatant commands. USAMC (through its subordinate Army Contracting Command) plans and executes contingency contracting operations at the strategic and operational level, USAMC manages and executes the Army's Logistics Civilian Augmentation Program.

### **ARMY SUSTAINMENT COMMAND**

C-22. Army Sustainment Command (ASC) is responsible for a wide range of logistics missions in support of combat operations, ongoing Army training cycles, and worldwide humanitarian and disaster relief efforts. ASC provides sustainment-level logistics by synchronizing acquisition, logistics and technology support, from the strategic through the operational to the tactical level.

C-23. ASC serves as USAMC's single face to the field and facilitates reachback across USAMC to enhance mission support. As the CONUS TSC, the command provides materiel management capabilities. ASC has brigades in CONUS and OCONUS with more than 60 battalions and logistical support elements dispersed around the globe.

C-24. ASC maintains, accounts for, and manages APS consisting of humanitarian mission stocks and combat equipment and supplies, at land- and sea-based positions strategically located around the globe. The Army Medical Logistics Command is the class VIII Life Cycle Management Command.

### **Army Field Support Brigade**

C-25. The Army Field Support Brigade (AFSB) is a specialized, adaptable, and deployable USAMC unit assigned to the ASC. The AFSB serves as the primary USAMC interface to Army forces and is USAMC's key bridge between the generating force and the operational force. The AFSB leads USAMC national-level provider support, and is a key coordinator of related acquisition, logistics, and technology actions on the battlefield. AFSB commanders will execute deployment, equipment issue, equipment turn-in, and redeployment operations on APS sites.

### **Logistics Readiness Center**

C-26. The functions and responsibilities of installation LRCs are under the control of ASC. This unifies the Army's TDA and contracted field-level maintenance and supply capabilities under a single command, thus aligning installation logistics support with USAMC's core competencies. The ITO is subordinate to the LRC.

C-27. As an integral part of the ASC, the ITO at CONUS installations—

- Provides deployment guidance.
- Assists units with the OEL and UDL.
- Processes convoy clearances and special hauling permits.
- Verifies strategic lift requirements and assists in designating loading sites and times.
- Assists in identifying and obtaining BBPCT materials, containers, and pallets.
- Coordinates MHE.
- Ensures unit equipment is properly marked.
- Supports unit movement at railheads and airfields.
- Coordinates airlift requests.
- Reviews and approves deployment plans annually.
- Provides ITV support to deploying units.
- Conducts (whenever possible) annual movement planning and execution workshops for Active Army UMOs.

C-28. The A/DACG is an ad hoc organization provided by the supporting installation. It is designed to assist AMC and the deploying unit in receiving, processing, and loading personnel and equipment. Its composition is mission-dependent, but cargo transfer companies are best suited for the role. In CONUS, the A/DACG is a shared responsibility between the LRC, ITO, and FORSCOM units. See appendix G for more information about the A/DACG.

### **ARMY CONTRACTING COMMAND**

C-29. The Army Contracting Command is a major subordinate command within the USAMC that provides external, systems, and theater support contracting, execution, coordination, and administration through its subordinate Mission and Installation Contracting Command contracting centers and contracting support brigades (CSBs). For detailed information on Army Contracting Command, see ATP 4-71.

### **Contracting Support Brigade**

C-30. CSBs are modified TO&E units that serve as the Army's primary theater support contracting HQs. The CSB commander and designated staff members also serve as the primary contracting support advisors to their aligned, supported HQs. CSBs, through contracting authority, execute contracting actions in support of Army forces in all CCDR-directed operations. They also coordinate other common contracting actions as directed by the supported Army force commander. CSBs are aligned with specific regionally focused theater armies, the field army, and Army corps HQs as designated. When deployed, the CSB normally has a direct support relationship with the Army force commander in the operational area, and executes its contracting mission

under the contracting authority and technical direction of the ACC. CSBs execute command and contracting authority over a number of contracting battalions, as determined during the mission planning process. See ATP 4-71 for additional information.

### **Contracting Battalions**

C-31. Like the CSBs, the primary mission of the contracting battalions is planning, command, and contracting authority. The contracting battalion headquarters personnel do not normally write, award, or directly administer contracts. Their organic contracting detachments are responsible for the mission of writing, awarding, and administering contracts. Contracting battalions, in accordance with the theater Annex W, apportion forward contracting elements from their organic detachments to supported units based upon METT-TC (I). Contracting battalions are normally placed under the direct command of the deploying CSB. In small scale operations, they may deploy separately from the CSB headquarters as a regional contracting center to perform high-dollar, complex contracts, intratheater reachback, and other Service and attached contracting elements performing as regional contracting offices per METT-TC (I). See ATP 4-71 for additional information.

## **INSTALLATION MANAGEMENT COMMAND**

C-32. IMCOM is a major subordinate command of USAMC and is responsible for managing Army installations in support of readiness and mission execution (including deployment). At a U.S. installation, commanders have specific support responsibilities for movement planning and execution. In overseas commands, support groups have similar deployment support responsibilities.

C-33. Installations provide a variety of support to deploying units. IMCOM provides facilities and space for predeployment activities, to include marshalling yards, hangars, maintenance facilities, and A/DACG structures, as appropriate. This includes organizing, staffing, and operating emergency operations centers. IMCOM support may also include, but is not limited to, installation force protection; PSA augmentation; SRP; family support activities; and cargo marshalling, staging, and inspection areas. Through garrison commanders, IMCOM develops and publishes installation-level deployment support plans.

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**Note:** Refer to appendix D for the responsibilities of the UMO. Refer to appendix E for the responsibilities of the mobility officer.

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## Appendix D

# Unit Movement Officer

The well trained and resourced UMO is prepared for any contingency. Many variables may require changes to plans and data, so the UMO must be technically proficient to meet the changing demands. UMO proficiency will not only enhance unit readiness, but will expedite response time in a crisis that is critical to project the proper force.

### DUTIES

D-1. The UMO is the commander's appointed representative and attends to the details of getting the unit ready for movement. This appendix outlines the responsibilities of the UMO and provides the references for them. Commanders appoint, in writing, an officer or NCO (E-6 or above) as a UMO and an alternate (E-5 or above). The designated persons will attend an approved school.

D-2. The UMO must focus on thorough planning, coordination, training, and execution of unit deployment. Specific responsibilities of the UMO include—

- Preparing and maintaining documentation for unit movement in TC-AIMS II. This includes maintaining the UMD, from which the OEL is generated, and creating and processing the UDL.
- Preparing the unit movement plan.
- Planning convoy movements.
- Requesting commercial and military transportation.
- Coordinating with higher headquarters and support activities for unit movements.
- Coordinating logistical support for the move.
- Coordinating with the A/DACG and CRE at the APOE and APOD.
- Coordinating with SDDC representatives at the SPOE and SPOD.
- Transporting of the units' organic equipment and cargo.
- Establishing and training unit loading teams.
- Obtaining 463L pallets, containers, and BBPCT materials.
- Ensuring all cargo is properly labeled with military shipping labels and RF tags when directed.
- Ensuring unit personnel are authorized to certify HAZMAT.
- Ensuring packing lists are prepared for containers.
- Maintaining movement binders or continuity books that include appointment orders, training certificates, recall rosters, OEL, transportation requests, and BBPCT requirements.

D-3. The UMO will maintain a deployment binder for reference and continuity. The following is a list of recommended contents—

- Unit movement SOP.
- Appointment orders and training certificates for UMOs, load teams, and HAZMAT certifiers.
- Recall rosters and instructions.
- Coordination requirements for plan execution, and a list of supporting agencies and points of contact.
- Major equipment shortage list.
- Supply list by supply support activity, coordination requirements, and prepared requisitions.
- List of BBPCT on hand and due out.
- OEL.
- Copies of packing lists.

- Prepared copies of transportation requests, convoy movement requests, and special hauling permits.
- Strip maps for convoy routes.
- Advance party composition and instructions.
- Sample forms required for personnel support during deployment.
- Transportation requirements.
- Rear detachment and family support group operations plans.
- Unit-generated checklists or SOPs, to assist in deployment planning and execution.
- Off-duty hours contact telephone numbers for deployment support organizations.

**REFERENCE LIST**

D-4. Table D-1 identifies the primary references for functions performed by the UMO.

**Table D-1. Functional reference list**

<i>FUNCTION</i>	<i>REFERENCE</i>
Duties of unit movement officer	DTR 4500.9-R Part III; AR 525-93
Unit movement data	DTR 4500.9-R Part III
Unit movement plans	Appendix H and Appendix I of this publication
Transportability of unit equipment	TB 55-46-1
Motor transport operations	ATP 4-11; MI 20
Convoy plan	ATP 4-11
Rail operations	ATP 4-14; TM 55-2220-058-14; MI 19
Port operations	ATP 4-13
Airlift operations	DTR 4500.9-R Part III; TM 38-250; MI 24
Sealift operations	DTR 4500.9-R Part III
Vehicle load plans	MI 20
Aircraft load plans	MI 24
Tie down of equipment in aircraft	MI 24
Containerization	DTR 4500.9-R Part IV; ATP 4-12
Hazardous Material	49 CFR; TM 38-250
Automated Information Technology and Radio Frequency tags	DTR 4500.9-R Part II; AR 700-80
AR Army regulation	MI modal instruction
ATP Army techniques publication	TB technical bulletin
CFR Code of Federal Regulations	TM technical manual
DTR Defense Transportation Regulation	

## **Appendix E**

# **Mobility Officer**

The purpose of this appendix is to provide an understanding of the roles and responsibilities of the mobility officer, Specialty 882A. The mobility officer program was implemented to provide units with embedded expertise in the planning and execution of deployment and redeployment operations. Their initial training or basic course is designed to give them the tools to successfully deploy and redeploy BCTs. These officers represent a significant investment on the part of Army leaders to achieve the desired expeditionary qualities in Army forces. Commanders use the mobility officers to plan and execute deployments, and to train unit personnel to perform the tasks related to deployment.

### **BRIGADE**

E-1. Assignment as a brigade mobility officer is normally the initial duty assignment after completing the Basic Course. The mobility officer works in the battalion or brigade logistics staff section, but routinely coordinates with the battalion or brigade operations staff officer (S-3). Duties include—

- Advising commanders and staffs on deployment and distribution processes, procedures, and issues.
- Planning and coordinating deployments and redeployments.
- Assisting in the preparation of deployment and redeployment plans, orders, and SOPs.
- Developing, coordinating, and monitoring deployment training for UMOs, TC-AIMS II operators, air load planners, HAZMAT certifiers, and unit load teams.
- Reviewing company and battalion input into TC-AIMS II.
- Providing accurate UMD to the joint planning and execution community to influence the TPFDD.
- Coordinating with installation activities for deployment support.
- Assisting commanders in planning and conducting operational maneuver.

### **DIVISION**

E-2. The mobility officer at the division has usually worked in a brigade and has moved up to the division staff. The position is on the assistant chief of staff, logistics (G-4) division transportation officer staff but spends considerable time coordinating with the assistant chief of staff, operations (G-3) and assistant chief of staff plans. Duties include—

- Planning and supervising deployment and distribution operations.
- Coordinating movement requests with military and commercial agencies.
- Translating and submitting unit movement requests in the DTS.
- Training unit personnel in unit movement processes, and on their tasks associated with unit movement information systems.
- Overseeing the use of deployment automation systems such as TC-AIMS II (in some instances they may be the system administrator).
- Reviewing company and battalion input into TC-AIMS II.
- Advising and assisting commanders and staffs with unit movement operations.
- Coordinating with installation activities for deployment support.
- Conducting transportation feasibility analyses.
- Providing accurate UMD to the joint planning and execution community to influence the TPFDD.

- Providing continuity in planning and monitoring division deployment and distribution operations.
- Mentoring junior mobility officers.
- Promoting the Mobility Officer Program.

## **CORPS**

E-3. The mobility officer is located in the Corps G-4 Transportation Office as part of the commander's logistics staff. The duties are similar to those of the division mobility officer and oversee corps units without a mobility officer.

## **ARMY SERVICE COMPONENT COMMAND**

E-4. The mobility officer is normally a functional manager for JOPES in the Movements and Distribution Division, G-4 or C-4 Logistics, Army Component Command. As a functional manager for the JOPES, the mobility officer has responsibility for the coordination and movement of forces. Mobility officers maintain working knowledge of JOPES and supporting systems, command and support relationships, joint and component policies, SOPs, directives, communications, and related automated data processing specifications. They also maintain files, applications, and capabilities that directly support DOD-wide time-sensitive planning for operations; and execute OPLANs, contingency plans, and operation orders. As a staff authority on the use of the automated planning processes in JOPES and related planning and deployment execution systems, they provide essential continuity in analysis and implementation of progressive improvements to Army component deployment and control procedures and methods. Duties include—

- Validating and monitoring movements and movement data.
- Coordinating JOPES actions with other governmental agencies.
- Coordinating staff actions on all matters pertaining to JOPES.
- Preparing and distributing JOPES data reports and validation messages.
- Monitoring newsgroups for critical planning and actions, to include validation and unlock messages.
- Building and validating ULNs.
- Mentoring junior mobility officers.
- Promoting the mobility officer program.

## **THEATER SUSTAINMENT COMMAND/EXEPEDITIONARY SUSTAINMENT COMMAND**

E-5. The mobility officer is responsible for managing the movement of units and providing a strong knowledge base for automated deployment systems and processes. Normally, this senior mobility officer (CW4) is located in the support operations section. The mobility officer is the technical expert in the deployment and RSOI processes for the theater and provides guidance and mentorship to those units within the theater. Duties include—

- Planning and monitoring full-spectrum theater transportation support to deployment and distribution operations.
- Determining theater transportation requirements to support deployment and distribution.
- Performing transportation feasibility analyses of deployment and theater distribution operations to optimize the throughput capacity of the theater network.
- Performing transportation feasibility analysis of the TPFDD.
- Providing infrastructure analysis on the different modes of transportation within the theater.
- Coordinating with joint and multinational forces to plan and execute their movements in theater.
- Coordinating and managing theater-level common-user land transportation assets.
- Planning, coordinating, and monitoring RSOI operations for Army forces.
- Determining theater transportation requirements.
- Mentoring junior mobility officers.
- Promoting the Mobility Officer Program.



## SUSTAINMENT BRIGADE

E-6. The mobility officer in the sustainment brigade—

- Oversees the execution of full-spectrum transportation support to deployment and distribution operations in their area of operations.
- Manages mode assets to ensure distribution priorities are met.
- Coordinates the execution of sustainment and operational convoys.
- Plans and coordinates RSOI operations for Army forces.
- Optimizes the capacity and throughput capabilities for each node (railhead, seaport, airport, marshalling and staging areas) to support customers in their area of operations.
- Coordinates and manages common-user land transportation assets.
- Mentors junior mobility officers.
- Promotes the Mobility Officer program.

## RAPID PORT OPENING ELEMENT, JOINT TASK FORCE - PORT OPENING

E-7. The mobility officer is assigned to the distribution control section. The mobility officer plans and executes the deployment and redeployment of the rapid port opening element, and the operation of the ground distribution network. Other duties include—

- Providing technical expertise to the rapid port opening element commander, staff, and USAF elements on all aspects of deployment and distribution.
- Planning and coordinating the use of the available automated support tools.
- Planning and establishing an ITV system to track and report the movement of personnel, supplies, and equipment through the port and into the distribution system.
- Assisting the joint assessment team in determining theater transportation requirements to support deployment and distribution.
- Coordinating support with joint and multinational forces and host nations to facilitate joint RSOI.

## SPECIAL FORCES GROUP

E-8. Assignment as a special forces group mobility officer is similar to being assigned to a BCT and is normally the initial duty assignment after completing the Basic Course. The mobility officer works in the group support battalion and assists in the planning and execution of group movements. Duties include—

- Advising commanders and staffs on deployment and distribution processes, procedures, and issues.
- Planning and coordinating deployments and redeployments.
- Coordinating movement requests with military and commercial agencies.
- Assisting in the preparation of deployment plans, orders, and SOPs.
- Developing, coordinating, and monitoring deployment training for UMOs, TC-AIMS II operators, air load planners, HAZMAT certifiers, and unit load teams.
- Overseeing the use of deployment automation systems such as TC-AIMS II (in some instances they may be the system administrator).
- Providing accurate UMD to influence the TPFDD.
- Coordinating with installation activities for deployment support.
- Assisting commanders in planning and conducting operational maneuver.
- Providing continuity in planning and monitoring group deployment and distribution operations.

## MOVEMENT CONTROL BATTALION

E-9. The mobility officer is assigned to the operations section and plans and monitors the employment of the attached MCTs. In addition, the mobility officer—

- Provides technical expertise to the battalion commander, staff, and MCTs on all aspects of deployment and distribution operations.
- Coordinates individual and unit training.
- Coordinates the installation and use of automated deployment and distribution information systems.
- Coordinates common-user land transportation assets.
- Mentors junior mobility officers.
- Promotes the Mobility Officer program.

## **MILITARY SURFACE DEPLOYMENT AND DISTRIBUTION COMMAND**

E-10. SDDC has a mix of active and Reserve forces to carry out their deployment responsibilities.

### **DEPLOYMENT SUPPORT COMMAND**

E-11. The Deployment Support Command is a RC unit organized under a TDA structure. Mobility officers are assigned to the G3 Operations Division (CW2), G5 Plans Division (CW2), two in the Mobility Systems Division (CW2), and two in the DSB/MC Training Division (CW3 or 2), and—

- Provide a strong knowledge base for automated deployment systems and processes.
- Train assigned deployment support and movement control personnel in unit movement processes and on their tasks associated with unit movement information systems.
- Develop, coordinate, and monitor training for units providing deployment, distribution, movement control, terminal operations, watercraft operations, and rail support; and automated deployment support tools.

### **TRANSPORTATION SURFACE BRIGADE**

E-12. The SDDC transportation surface brigades are active units organized under a TDA structure. Each has one mobility officer who provides a strong knowledge base for automated deployment systems and processes. This senior Mobility Officer (CW4) is in the deployment and movement control section. The mobility officer is the technical expert in the deployment and RSOI processes for the SDDC operations and provides guidance and mentorship to the mobility officers in the subordinate battalions. The Mobility Officer's responsibilities include—

- Planning and monitoring full-spectrum SDDC support to deployment and distribution operations.
- Performing transportation feasibility analyses of deployment and SDDC operations to optimize the throughput capacity of the theater network.

### **TRANSPORTATION BATTALION**

E-13. Transportation battalions are active component units under a TDA structure. Each transportation battalion has two mobility officers (CW2) assigned. Transportation battalions are responsible for the same tasks as the DDSBn and the following:

- Serves as SPM of a strategic port.
- Supports port opening operations.
- Plans, establishes, and conducts port operations, to include cargo reception, staging, load planning, and vessel load/discharge operations.

### **DEPLOYMENT AND DISTRIBUTION SUPPORT BATTALION**

E-14. The DDSBns are RC units organized under a TDA structure. Each DDSBn has two mobility officers (CW2) assigned to the manpower and personnel section and the operations section, who—

- Operate common-user ocean cargo terminals and seaports.
- Provide movement guidance to deploying units.

- Coordinate container and MHE with commercial and military sources, and load start and completion times at terminals.
- Support unit moves at railheads, seaports, and airfields.

## NATIONAL GUARD

E-15. The mobility officer is located at the joint force headquarters. They provide technical expertise and training to assist units in peacetime, mobilization, contingency movement planning, and state active duty missions (including convoy operations, load planning, UMD reporting procedures, deployment planning, UMO training, and mobilization movement plan development and updates.) These duties include—

- Conducting unit movement workshops. This training includes movement plan development, convoy operations, load planning, OEL training, and deployment movement planning.
- Assisting units in collecting UMD and ensuring that it is accurate. Assisting the defense movement coordinator with inputting unit data into TC-AIMS II and reporting annual updates to FORSCOM.
- Assisting the defense movement coordinator in processing convoys for Active Duty, National Guard, and USAR units moving within the state. Obtaining blanket permits when required. Monitoring convoy movements as required.
- Assisting the defense movement coordinator in coordinating airlift to support training. Observing aircraft loading and obtaining data for departure reports.
- Assisting deploying units in all areas of transportation for personnel and equipment from home station to mobilization station. Acting as liaison between units and state headquarters.
- Building load plans and providing expertise to maximize the loading of planes, rail cars and vessels.
- Advising units on requirements for transportation of HAZMAT on various modes of transportation, both in CONUS and OCONUS.
- Assisting with the development and updating of unit movement SOPs.
- Coordinating the movement of oversize and overweight equipment with the state Department of Transportation.
- Conducting evaluations of a unit's movement operation during readiness exercises, while simultaneously evaluating the IDSP if available.
- Providing guidance and training for maintaining and updating TC-AIMS II.
- Training personnel in the use of TC-AIMS II for convoy management.
- Providing technical expertise to mobilizing units for transportation of unit equipment and personnel from home station to mobilization station.
- Communicating with receiving installations for transportation requirements. When requested by installations, assisting units with deployment transportation issues.
- Promoting the Mobility Officer Program.
- Conducting premobilization movement planning with the Movement Control Center.

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## **Appendix F**

# **Installation Support**

Previously, other military units supported deploying forces as they prepared to move from the installation to the POE. The garrison staff, consisting primarily of civilians and contractors, assumed this role because military units are no longer available. The purpose of this appendix is to identify the functions performed by the garrison staff to support deploying and redeploying forces.

### **INSTALLATION DEPLOYMENT SUPPORT**

F-1. The IDSP defines the concept of support and addresses the quality of its services as it prepares units for deployment. For example, installations should institute quality control measures for each deliverable, from training to facilities management to the delivery of medical services. Further, quality control ensures units have the proper HAZMAT certificates and customs and movement control documents required for all modes of transit. Quality control ensures ITO or UMC reviews movement planning and readiness checklists to make certain unit equipment is properly configured, safe and transportable. The ultimate challenge for installations is to consolidate their resources to ensure the delivery of qualified, deployable units on time to the right location.

F-2. The garrison provides services and resources to their installation customers. A senior commander exercises command of Army installations. The senior commander is normally the senior general officer at the installation, but in rare instances may be a civilian specifically appointed who would then be called the senior manager. One of the senior commander's missions is to enable unit readiness. While the delegation of senior command authority is direct from HQDA, the senior commander will routinely resolve installation issues with IMCOM and the associated Army command, ASCC, or direct reporting unit. All applicable commands support the senior commander in the execution of senior commander responsibilities; therefore, the senior commander is supported by the IMCOM director, the garrison, and tenants. See AR 600-20 for further information on command responsibilities of senior commanders and garrison commanders. See AR 525-93 for information on the responsibilities of senior commanders and garrison commanders in supporting deployments and redeployments.

F-3. AR 525-93 lists the geographic areas and units that installations may support when funded directly by the unit or a higher headquarters. Certain installations are designated a PPP, or a MFGI or both. A PPP is an Army installation that strategically deploys one or more BCTs or mobilizes and deploys high priority Army RC units. An MFGI is an Army installation, joint base, or federally activated state-operated installation designated to provide mobilization support for both current and contingency operations. MFGIs provide pre- and post-mobilization readiness support, and deployment preparation in support of combatant command requirements.

F-4. A typical installation deployment processing flow diagram (figure F-1 on page F-2) provides an indication of the magnitude of support involved. The installation deployment-processing site is a centralized location where deploying units process and assemble their equipment for movement to the POE. The site has several different labels, such as alert holding area, installation support area, and deployment readiness reaction fields, but the functionality is the same.

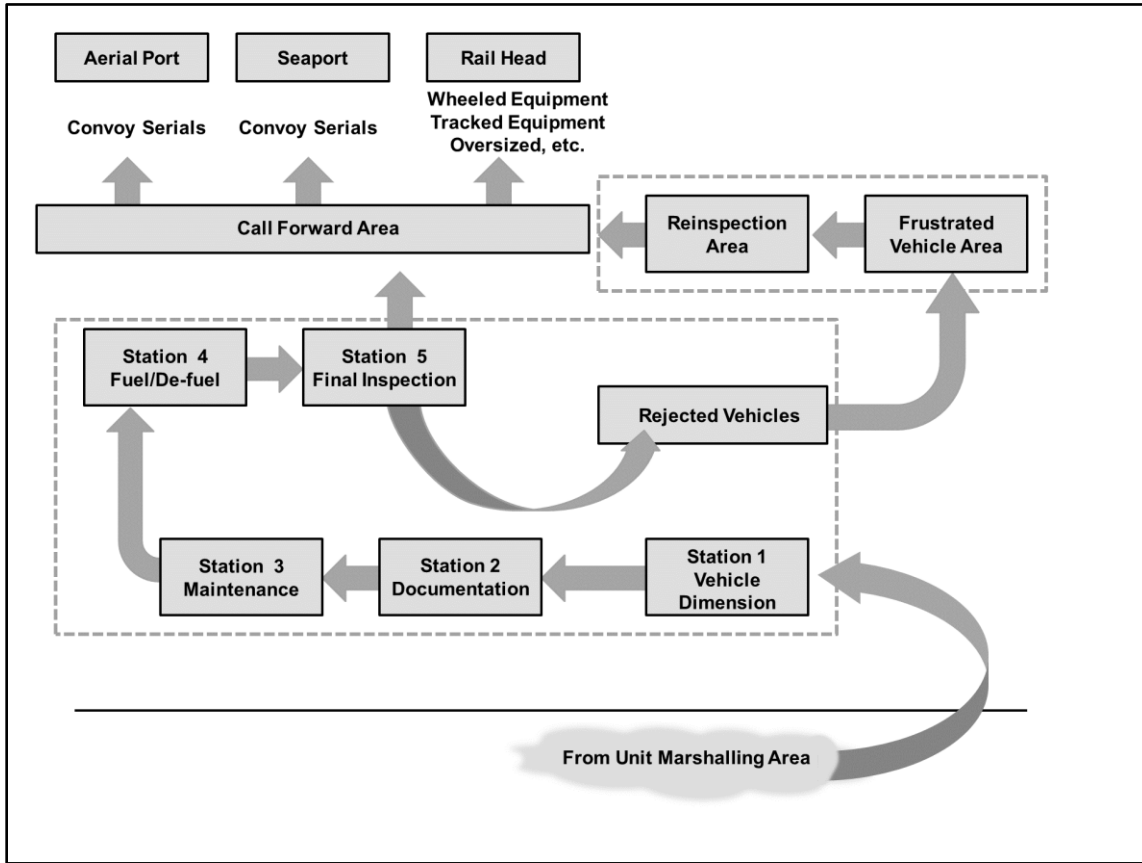


Figure F-1. Notional installation deployment processing site

## DEPLOYMENT SUPPORT

F-5. Once the unit has prepared their equipment for deployment, the equipment moves to a central staging area on the installation. The name, organization, and responsibilities for these staging areas may differ between installations; however, the functions performed to prepare units for movement are essentially the same. The size of the units supported and the frequency of their deployments will have a direct bearing on the size of the installation deployment processing facility.

## HUMAN RESOURCES

F-6. Human resources personnel and organizations execute processes to ensure personnel meet all medical, financial and operational readiness requirements. There are two primary processes that enable SRP and deployment support process.

F-7. SRP—The supporting installation or area command normally establishes SRP checks as a part of the predeployment process to ensure personnel readiness status. These checks include personnel readiness status, military pay support, legal, medical, dental, security, and religious support. The installation will assist commanders, Soldiers, emergency essential civilian employees, and their families in preparing for deployment. Additional responsibilities include conducting predeployment briefings to help Soldiers, deploying Army civilians, and their families to put their personal affairs in order, and to inform them of available support services.

F-8. Deployment support process—This comprehensive process ensures Soldiers, DA civilians, and their families are better prepared and sustained throughout deployments. The goals of the deployment support

process are to facilitate Soldier, DA civilian, and family well-being throughout the deployment; and to identify those who may need assistance when faced with the challenges of deployments.

## **FAMILY SUPPORT**

F-9. Family support is provided by the Directorate of Family, Morale, Welfare and Recreation. Procedures should be in place for family support while the Soldiers are deployed. These procedures may include forming family support groups to assist in resolving problems and formally interacting with Army Community Services, the garrison ministry team, the Office of the Staff Judge Advocate, and the Family Life Center. The families of single Soldiers should also be included in the family support network. Family support is the responsibility of the deploying commander and the garrison commander. A family assistance officer may be appointed to facilitate a family support network; advise family members of services available through the Red Cross, Army Emergency Relief, and Army Community Services; and advise family members of their entitlements for travel and shipment or storage of household goods or privately owned vehicles.

## **DIRECTORATE OF PLANS**

F-10. The Directorate of Plans, Training, Mobilization and Security provides operational, training, and security requirements, to include the following:

- Emergency operations center. The multitude and variety of actions required of an installation staff during a force projection operation mandates the need for centralized control. The installation activates an operations center to satisfy this need. These centers provide the commanders with the ability to schedule facilities, secure resources, manage diverse requirements, track deploying forces, and most importantly, manage change. Emergency operations centers are activated and operated to enable the commander to monitor unit progress, schedule facilities, secure resources, manage diverse requirements, track deploying forces, and most importantly, manage change. Installations assist units with coordination, preparation and reporting readiness status and unit movement flow tracking.
- Training. Unit commanders are responsible for training their Soldiers for deployment and to be capable of fulfilling their assigned mission. The garrison staff coordinates the equipment and training areas to assist deploying units during preparation for deployment. Installations should coordinate with units to establish training priorities and publish training schedules according to deployment dates. They should also assess and track status of training and equipment availability. Individual training is normally conducted on subjects supported by the installation. The goal is to build Soldiers' confidence in their equipment and weapons and provide specialized information regarding theater operations.
- Operational Security. The installation senior commander establishes OPSEC during planning, predeployment, and deployment operations as a command emphasis item. The installation OPSEC plan for deployment and redeployment will be coordinated with units on the installation, family readiness support group assistants, and family readiness groups, and contractors on or supporting the installation or its tenant units. Ensure that public affairs review procedures include an OPSEC review to prevent the release of operationally sensitive OPSEC indicators.
- Security. The command security programs ensure the safety and safeguarding of deploying units and the installation. Installations coordinate with units to provide for the security, maintenance and periodic inventory of left-behind unit equipment and personal property belonging to deploying unit members. Deploying units work with the installation to dispose of nonessential files; consult installation security or information management directorate for disposition of classified or cryptographic material; prepare classified cargo for shipment; and ensure that escorts or supercargoes are cleared by installation security to handle classified cargo. Equipment should be guarded while it is being staged at the installation, or at railheads, or en route to POEs. Units may consider assigning supercargoes to accompany equipment during transit from the SPOE to the SPOD. As a minimum, equipment should be protected against theft and pilferage. A key custodian should be appointed to assist with specialized cargo that may require keys. Two sets of keys will be available for each locked item (one set for the supercargoes or escorts and one set for the custodian).

## LOGISTICS READINESS CENTER

F-11. LRCs provide direct support to deploying units, personnel, and other organizations. The LRC can include the installation support area, container and pallet management, maintenance, transportation, UMD, personal property, A/DACG, rail operations, and ITV.

### Installation Support Area

F-12. The initial preparation of unit equipment for deployment is begun in the unit motor pool, including preparation of Transportation Control and Movement documents, RFID tags and military shipping labels, hazardous cargo documentation, vehicle preparation, building 463L pallets, and containerization of equipment. Once the equipment is prepped and documented, it is moved to the installation support area for inspection and further processing. The installation is normally responsible for the operation and organization of the installation support area. They may be augmented by unit teams from SDDC DDSBns. The installation usually provides control and direction of the installation support area by establishing a control center to monitor unit movements and validate unit equipment preparation.

### Container and Pallet Management

F-13. The installation staff manages container and pallet purchasing-leasing programs for the installation. Additionally, installations coordinate with units for issue and receipt of commercial or military shipping containers and pallets. This should include coordinating with units to identify special or material handling equipment requirements. Installations manage container/pallet purchasing and leasing programs. Installations work with the Army Intermodal and Distribution Platform Management Office for order, delivery, and turn-in of leased International Organization for Standardization (commonly called ISO) containers; for acquiring or transferring Army-owned containers; and for obtaining disposition of commercially owned containers. Additionally, installations coordinate with deploying units for issue and receipt of commercial and military shipping containers and pallets, and to identify special material handling equipment requirements. Installations are responsible to maintain inventory of Army owned and leased containers, flatracks and other distribution platforms in storage or issued to deploying units.

### Maintenance

F-14. Maintenance performed at installation LRC facilities is designed to minimize the impact to deploying units and their maintenance organizations. The LRC generally provides support maintenance to deploying units to meet required mission-capable readiness status and deployment timelines. Installations support the Army Reset Induction Program to sustain and restore a unit to combat readiness prior to, during, and after deployment. Support maintenance provided by the installation LRC normally consists of repairs to major end items, tactical and support vehicles, aircraft, combat vehicles, modules, range devices, components and assemblies.

### Transportation

F-15. Installations review unit movement plans to assess transportation needs for each deploying unit. They coordinate with SDDC to acquire transportation resources to support deployment by all modes from home station to mobilization station to POE. The ITO coordinates with units for the number and type of rail cars, containers or commercial trucks required to move the units. Support also includes coordination with USAR units for timely movement to mobilization sites. Installations should be prepared to unload and secure unit equipment when the unit personnel may not be available.

### Unit Movement Data

F-16. Accurate and timely submission of air, rail, convoy, or container requirements is essential to the commitment of lift assets. Units coordinate with the ITO or UMC to obtain convoy clearances, special hauling permits, and route information to meet deployment requirements. Units use deployment AISs to routinely update their UMD. The UMC works with the mobility officer to ensure that a valid UDL is provided to the ITO or UMC before requesting lift assets, additional BBPCT, or conducting movements.



## Personal Property

F-17. The ITO provides personal property services such as storage, movement, and shipment of personal property. The ITO coordinates with deploying units to ensure that processing of personal property, accuracy of inventories, and legal matters are regarded to ensure delivery, receipt and release of personal property to owners or designated representatives when required. As a key element of the sustaining base, installations are essential to the process of sustaining redeploying forces by caring for personal property. The ITO responsibilities include services such as storage, movement and shipment of personal property. The ITO coordinates with redeploying units to process personal property, ensure accuracy of inventories, and specify legal matters. This ensures delivery, receipt and release of personal property to owners or designated representatives upon return.

F-18. A/DACG. The installation establishes and operates the A/DACG when units are departing or arriving by air. Refer to appendix G for guidance on A/DACG operations.

## Rail Operations

F-19. Rail is used to move large concentrations of equipment, or when the movement of heavy forces is involved. The installations that fall in this category are normally well versed in ordering equipment, documentation, and loading. The ITO orders railcars in the types and quantities required based on the deploying unit's UDL. ITO personnel inspect all railcars for serviceability before units begin loading. They also coordinate service with the SDDC and the railway agent. The ITO provides technical advice, publishes loading schedules, and provides HAZMAT documentation as required. In addition, they prepare the government bill of lading, commercial bill of lading, and provide a dangerous goods shipping declaration, if necessary for HAZMAT.

## ITV

F-20. To ensure asset tracking and provide ITV of distribution platforms, installations will provide RFID and AIT technology as required to support deployment operations. Accountability is essential to control costs and ensure that sufficient assets are available for reuse. Installations are responsible to account for and report inventory balances of all owned and leased distribution platforms returned to the installation by redeploying forces. RF tags and military shipping labels are used to report automated data capture of assets, and to track movements at key nodes. Installations must develop and implement an ITV network of AIT devices to provide 24-hour access to ITV database servers. This aids in tracking or locating tagged items in congested ports, container yards and staging areas; and in monitoring movement of unit equipment through the deployment processing center en route to the APOE or SPOE. Installations should ensure that key nodes (such as the A/DACG, APOE, or SPOE) are outfitted with appropriate AIT hardware to ensure uninterrupted ITV reporting of unit movements. Units apply RFID or attach satellite or cellular tags and military shipping labels to vehicles, pallets, and containers to provide in-transit tracking of their assets. RF tags report information in real time, and track movement of unit equipment from point of origin to final destination. Installations should implement ITV plans to acquire and install AIT hardware at key installation nodes, to ensure ITV of unit equipment and cargo within and around the installation and through the deployment processing center.

## DIRECTORATE OF PUBLIC WORKS

F-21. The Directorate of Public Works provides BBPCT material. All vehicles, crates, containers, boxes, barrels, and loose equipment on a vehicle must be blocked, braced, and tied down to prevent shifting during transit. Units should identify necessary supplies and equipment which cannot be moved by organic transportation assets to the ITO. Installations determine the transportation requirements and support unit load preparations by acquiring sufficient BBPCT to protect unit equipment from damage during movement to the embarkation sites.

## REDEPLOYMENT SUPPORT

F-22. The significance of returning units to their home station in a timely manner has risen dramatically to meet the operational requirements. All systems and procedures used during deployment operations apply to

redeployment operations. Installations designated as demobilization sites complete processing of units and individuals being separated or released from active duty and returning to reserve status. It should be noted that when forces are relocating to their home station, their focus is on reestablishing force readiness for subsequent contingency mission requirements.

F-23. Installations provide support at the POD to receive inbound unit personnel, equipment and cargo; and to provide onward movement to the next destination. Installations will coordinate with the supporting commander(s) to—

- Prepare returning units for onward movement to home station or mobilization station.
- Receive and ship outbound unit equipment and cargo.
- Provide readiness processing for returning Soldiers.
- Sustain returning forces and individuals until they arrive at their final destination.
- Assist in obtaining transportation of all modes for movement of unit equipment.

F-24. The IDSP should include measures to ensure the quality of its services as it prepares to receive redeploying units. Effective redeployment support at the installation level means transportation is coordinated, unit equipment is clean and in proper shipping configuration, HAZMAT is identified, and documentation is completed (including unit movement documentation). The ultimate challenge of installations is to maintain unit integrity to ensure the successful return of a unit's equipment to aerial and sea ports of debarkations, and ultimately its final destination.

## Appendix G

# Arrival Departure Airfield Control Group Operations

The A/DACG is an ad hoc Army organization responsible for supporting Army units departing or arriving by air. A model organization is outlined with military grade structure; however, there are countless instances where an A/DACG is operated by trained civilian personnel. Units other than transportation have been tasked to establish and operate an A/DACG operation out of necessity, and this appendix provides guidance on establishing and operating such a facility.

## ORGANIZATION

G-1. The USAF normally exercises overall control of airlift and loading or unloading operations at the departure and arrival airfields. Airlift resources will always remain under the operational control of the USAF. The USAF will establish a CRE at both departure and arrival airfields. The CRE provides the commander, command and control staff, and communications required to support AMC's worldwide refueling and airlift operations. The CRE may also include additional contingency support elements, such as aircraft maintenance, aerial terminal, weather, intelligence, and flight surgeons. These contingency support elements are under the direct command of the CRE commander and are organizationally subordinate to the CRE. The CRE conducts worldwide operations from airfields ranging from austere locations to established facilities at civilian airports or military airfields. They provide minimum essential onload, offload, and en route AMC mission support during deployment, employment, and redeployment operations. They provide continuous liaison with all interested agencies to ensure the operation proceeds according to plan.

G-2. The A/DACG coordinates and controls loading and offloading of units for deployment or redeployment. The A/DACG is organized as an element within the installation TDAs. Personnel and equipment resources come from units or activities which are not required to move with the transported force. The installation must plan manning for continuous operations. The A/DACG will be in place before the first deploying unit arrives. The A/DACG must be structured to provide essential support for the transported force. Each group will be made up of at least an officer and NCO to provide leadership, and other administrative and support personnel as determined by the size and scope of the operation (see DTR 4500.9-R, Part III for the recommended organization). The A/DACG is the liaison with the USAF at the airfield. Commanders of units and installations that have a directed or implied contingency mission involving air movement operation should continuously identify, maintain, and train the personnel who staff the A/DACG, to ensure that responsibilities can be fully accomplished even on short notice. When possible, marshalling or outload areas should be surveyed to provide current and accurate information on facilities available and support considerations. Designated A/DACG personnel must undergo appropriate training for carrying out functional responsibilities to support an air movement. Personnel responsible for outloading must know loading procedures that apply to the types of aircraft to be loaded and be trained to inspect and certify HAZMAT. DTR 4500.9-R, Part III provides additional guidance on the operation of an air terminal.

## PLANNING AND PREPARATION

G-3. Preparation for air movement begins with receipt of the mission directive or order and continues through the planning phase until execution. A series of local joint conferences are required during the planning phase for close coordination, and to ensure a clear understanding of responsibilities. As a minimum, a joint planning conference will be held as soon as possible after receipt of the air movement order or directive. A final coordination conference will be held immediately before the move. Key personnel should represent participating elements at these conferences. Conference personnel must be able to resolve problems and make decisions for their organization, including interface requirements. These conferences do not rule

out the need for continuous coordination throughout the planning cycle. The task force commander or representative will conduct a final joint coordination meeting with the representative of the deploying unit, the A/DACG, and CRE. At this meeting, the deploying unit, A/DACG and CRE present planning status and identify any problems. Air movement requirements will be based upon UMD and provided to FORSCOM or ASCC, or as otherwise specified by the movement order or tasking directive. FORSCOM or ASCC consolidates and provides these refined lift requirements to the supported CCDR and USTRANSCOM. USTRANSCOM provides the unit movement requirements to generate strategic lift schedules which are published in GCCS-A. Once in GCCS-A, these schedules are available to the joint deployment community. Installation GCCS-A operators should coordinate the dissemination of these lift schedules to ITO, division transportation officers, A/DACGs, and respective UMOs.

## **ARRIVAL/DEPARTURE AIRFIELD CONTROL GROUP**

G-4. The A/DACG is an ad hoc Army organization established to control and support arrival at the APOD and departure from the APOE. Elements of a MCT and an inland cargo transfer company typically operate the A/DACG; however, the mission can be performed by almost any unit with the properly trained personnel and equipment. The organizational elements of an A/DACG, command, operations, joint inspection, and loading/unloading remain constant, but the size and capabilities are mission dependent.

G-5. In CONUS the A/DACG will normally work for the LRC. However, in OCONUS a sustainment brigade may be assigned the responsibility to oversee the establishment and operation of the A/DACG. Although an ad hoc organization, the A/DACG should be organized so that leaders of the activities are clearly understood. As a minimum the following steps should take place:

- Exercise overall operational planning, supervision and management of the A/DACG activities within installation pertaining to safety, training and operations.
- Develop a SOP outlining safety, training, and operations procedures.
- Ensure all civilian personnel involved in A/DACG operations are sufficiently manned, trained and funded for mission accomplishment. Ensure A/DACG personnel receive annual training.
- Ensure all A/DACG personnel who need to drive on the flight line are trained and certified by the appropriate authority. This certification should be annotated on the individual's U.S. Government Motor Vehicle Operator's Identification Card.
- Establish and provide guidance on security requirements.
- Brief all personnel engaged in A/DACG operations.
- Establish communications.
- Obtain parking and flow plan from the mobility force.
- Coordinate MHE with the mobility force.
- Ensure that sufficient loading team personnel and vehicles are available to accomplish the mission.
- Advise the deploying units of the airflow and expected arrival of aircraft.
- Receive passenger and cargo manifests from the loadmaster.
- Supervise offloading the aircraft (normally accomplished by the aerial port squadron), including removal of shoring and dunnage.
- Ensure communications between CRE and A/DACG and all functional areas of CRE.
- Inform unit of any change in operations.

## **DEPARTURE OPERATIONS**

G-6. The A/DACG normally performs the following functions while processing Army forces moving by air from an aerial terminal or designated airfield:

- Liaison with the USAF.
- Assistance with load planning.
- Command and staff oversight of Army units prior to release to USAF.
- Managing flow of Army personnel and equipment.
- Weighing and measuring specified equipment.

- Providing emergency maintenance, defueling, and related services.
- Coordinating MHE.
- Coordinating pallets, shoring, and dunnage.
- Conducting safety briefings and escorting chalks to ready line.
- Reporting status.

G-7. Figure G-1 is a notional layout for an embarkation operation at an air terminal.

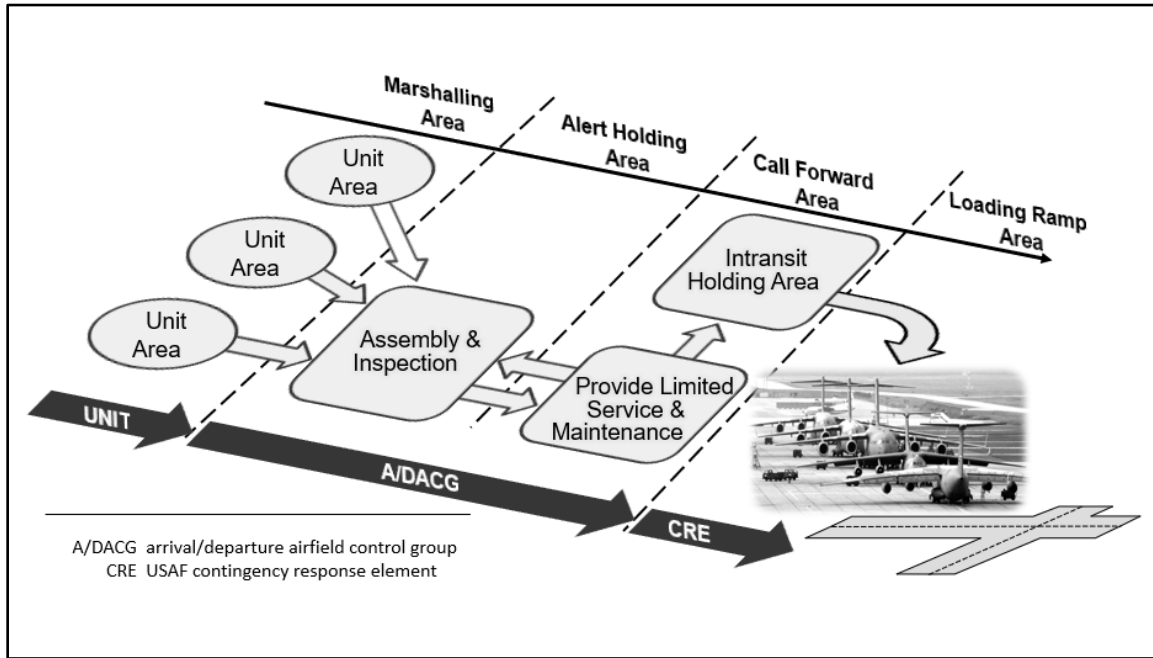


Figure G-1. Notional aerial port of embarkation

G-8. Approximately 35 to 40 personnel are required to operate a departure airfield support activity on a 24-hour basis (see table G-1). The number could be higher or lower depending on the type and size of the move. Maximum on ground is the term used when determining USAF aerial terminal sizing and refers to the maximum number of aircraft that can be accommodated (parking maximum on the ground) on an airfield; or can be handled by the personnel and equipment package allocated to the location per shift (operational maximum on the ground). Table G-2 on page G-4 contains minimum essential equipment for an A/DACG.

Table G-1. Minimum essential personnel for arrival departure airfield control group (Per shift)

RANK	QTY	DUTY TITLE
Lieutenant	1	Officer in Charge
Sergeant First Class	1	Shift Leader
Staff Sergeant	1	Operations NCO
Staff Sergeant or Sergeant	2	Transportation NCO
Staff Sergeant or Sergeant	2	Passenger NCO
Sergeant	1	Mechanic
Sergeant or Specialist	2	Scale Operator
Specialist	2	Truck Driver
Specialist	2	Forklift Operator
NCO noncommissioned officer		

**Table G-2. Minimum essential equipment for arrival departure airfield control group**

<i>EQUIPMENT</i>	<i>QTY</i>
Utility Vehicle	2
M915 Tractor and M872 Trailer or civilian equivalent	2
10K Rough Terrain Forklift	2
Tine Extenders	2

G-9. Other equipment that should be available to an Army contingent operating as a A/DACG includes—

- TC-AIMS II equipment.
- AIT equipment.
- Communications equipment.
- Generators.
- Light sets.
- Scales.
- Measuring tapes.
- 463L pallets and nets.
- Straps, chains, and devices.
- Mechanics' tool boxes.
- Fueling/defueling equipment.

The equipment and the quantities will vary depending on the magnitude of the operation.

G-10. The primary purpose of a marshalling area is to provide a location near the APOE to assemble personnel, supplies, and equipment, and make final preparations for air shipment. Unit marshalling areas are used to receive convoys and processing vehicles before they are staged for loading. Marshalling areas are the responsibility of the deploying commander, who is normally assisted by the ITO, supporting units, or other designated organizations, based on local policy. The A/DACG—

- Maintains liaison with the deploying unit and the CRE.
- Coordinates with the CRE for technical assistance.
- Calls aircraft loads forward from the marshalling area and assumes control in the alert holding area.

G-11. The alert holding area is the responsibility of the A/DACG, and is normally located in the vicinity of the departure airfield. It is used to assemble, inspect, hold, and service aircraft loads, and control of the load is transferred from the individual unit to the A/DACG at this point. The A/DACG—

- Ensures loads arrive at the alert holding area at scheduled times.
- Receives, inventories, and controls aircraft loads as they arrive.
- Inspects aircraft loads to ensure that they are complete and correctly prepared.
- Ensures required shoring, floor protection materials, 463L pallets, tiedown straps and chains, and dunnage are available (identified in the BBPCT requirements).
- Verifies weight and balance markings.
- Establishes a discrepancy correction area.
- Inspects documentation for accuracy and completeness.
- Inspects HAZMAT for proper documentation.
- Provides emergency maintenance, defueling, and related services.
- Coordinates MHE support.
- Directs aircraft loads to the call forward area.

G-12. The call forward area is the joint responsibility of the CRE and the A/DACG and is the location for the joint inspection of deploying unit equipment and cargo. The A/DACG, the deploying unit, and the CRE conduct the inspection. They complete a DD Form 2133 to indicate to the loadmaster that the required

inspection is complete. Deficiencies are corrected by the unit and rechecked by the inspection team. Once the inspection sequence is complete, the deploying unit arranges its vehicles, pallets, and equipment into the call forward load or chalk sequence.

G-13. The A/DACG—

- Reviews HAZMAT documentation and load plans.
- Ensures manifests are correct.
- Ensures the deploying unit adheres to the established movement schedule.
- Changes aircraft loads and manifests when required.
- Ensures that discrepancies found during the joint inspection are corrected.
- Provides loading team personnel and support as required.
- Escorts chawks to the ready line and briefs personnel on flight safety.
- Retains copies of manifests and inspection records.

G-14. The CRE—

- Coordinates with the A/DACG on all changes required by aircraft configuration.
- Conducts the joint inspection together with the A/DACG and unit representatives.
- Provides guidance to A/DACG and deploying Soldiers concerning flight line procedures.
- Provides a team chief for each loading team.
- Notifies the A/DACG to dispatch chawks to the loading ramp/ready line.
- Provides airflow status to the A/DACG.

G-15. The loading ramp area, including ready line area, is controlled by the CRE. At this point, control of units for movement purposes passes to AMC.

G-16. . The A/DACG—

- Transfers control of the loads to the CRE.
- Maintains coordination with the deploying unit and CRE.
- Obtains chalk completion times from the CRE.

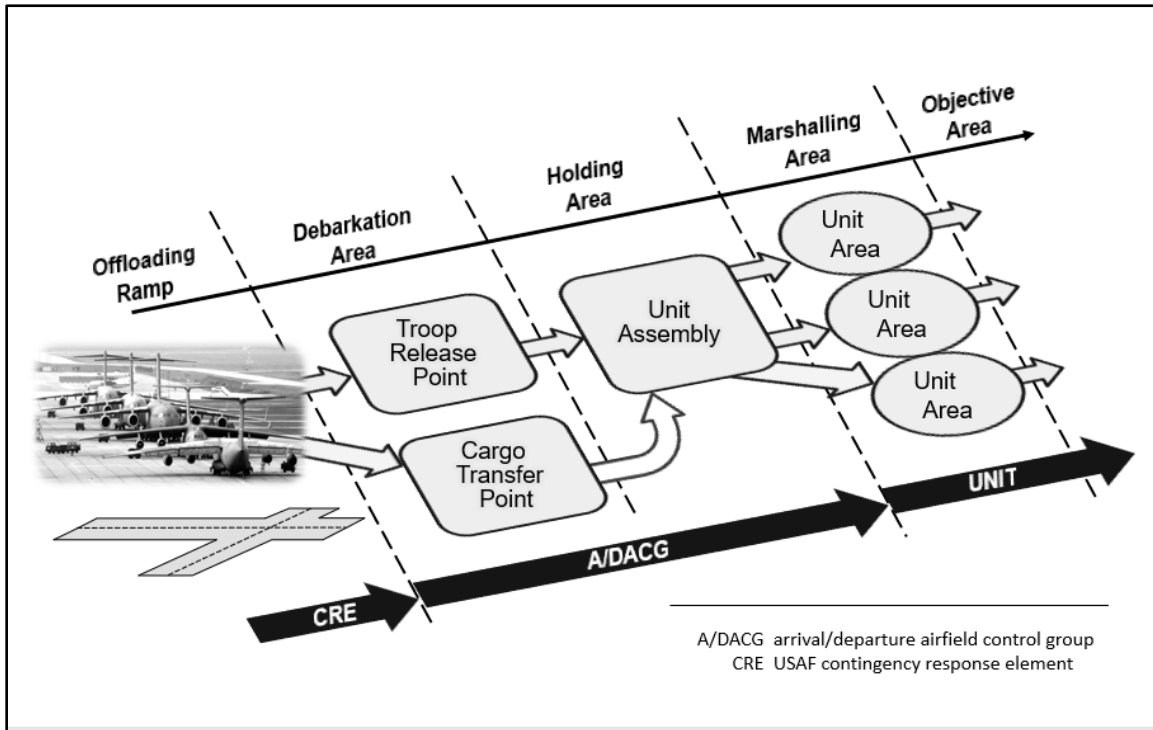
G-17. The CRE—

- Accepts chawks from the A/DACG at the ready line and loads them aboard aircraft.
- Ensures each aircraft load is positioned at the proper aircraft at the scheduled time. Briefs all personnel on flight line procedures and escorts passengers to the aircraft. Ensures each chalk is positioned at the proper aircraft at the scheduled time.
- Maintains liaison with the aircraft crew and the A/DACG.
- Coordinates with the loadmaster to ensure the aircraft is loaded on time to meet the scheduled departure.
- Provides MHE and special loading equipment, as required.
- Produces electronic manifests and ensures data submission to ITV systems.
- Provides the loadmaster with manifests and retains copies for file.

## ARRIVAL OPERATIONS

G-18. An APOD is an airfield designated to serve as an authorized port of entrance into the country in which it is located. A CRE and an arrival airfield control group coordinate reception at the APOD. Elements of a MCT and an inland cargo transfer company typically operate the A/DACG. However, the mission can be accomplished by almost any unit with the properly trained personnel and equipment. Both USAF and Army have responsibilities at an APOD.

G-19. The main areas of the APOD are the offload ramp, the holding area, and the unit marshalling area, which are laid out in figure G-2 on page G-6. The CRE supervises offloading arriving aircraft. The A/DACG escorts the chawks to the holding area and assists the unit in assembling and moving to the marshalling area.



**Figure G-2. Notional aerial port of debarkation**

G-20. The offload ramp area is where the aircraft are offloaded. The CRE controls the offload ramp area activities. Each load is released to the A/DACG for return to unit control at the holding area.

G-21. The A/DACG—

- Maintains coordination with the arriving unit and CRE.
- Provides support to arriving units as determined during the joint planning conference.
- Coordinates for a detail from the arriving unit.
- Provides offload teams and support equipment to the CRE as required.
- Accepts each planeload from the CRE at the established release point.
- Ensures that shoring and dunnage from the aircraft is removed and transferred to the arriving unit.

G-22. The CRE—

- Advises the A/DACG of the airflow and expected arrival of aircraft.
- Plans and supervises aircraft parking.
- Receives passenger and cargo manifests from the aircraft loadmaster.
- Supervises offloading the aircraft, including removal of shoring and dunnage.
- Provides offloading equipment and operators.
- Receives cargo manifests and ensures that inbound cargo data is scanned by the ITV interrogator.

G-23. The holding area is a location normally adjacent to the ramp, where the unit halts briefly to ensure they have their personnel and equipment before moving to the marshalling area. The A/DACG—

- Coordinates with the CRE and the arriving unit.
- Provides support to the arriving unit outlined in planning conference.
- Scans inbound unit equipment and cargo and submits the information to the server.
- Coordinates movement of aircraft pallets to the unit marshalling area for pallet breakdown.
- Provides fuel, oil, and minor maintenance for transported vehicles.
- Provides emergency services as required.



G-24. The marshalling area is a location next to the port where units reconfigure and prepare their equipment for onward movement. Prompt clearance of cargo from the APOD is essential to the efficiency and success of the aerial terminal.

## **TRAINING AND CERTIFICATION REQUIREMENTS**

G-25. Many of the duty positions in the A/DACG require formal training and certification. See table G-3 for the positions and formal training requirements.

**Table G-3. Training and certification requirements**

<i><b>POSITION</b></i>	<i><b>REQUIREMENT</b></i>
Shift Leader	Qualified in all duties of arrival/departure airfield control group personnel
Transportation noncommissioned officer	Equipment preparation, HAZMAT certification, and load planning
Passenger shelter supervisor	Tactical Personnel System
Scale Operator	Weighing and marking equipment for air movement
Forklift Operator	Military operator's license and airfield operating rules
Truck Driver	Military operator's license and airfield operating rules
HAZMAT    hazardous material	

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## Appendix H

# Developing a Unit Movement Plan

This appendix provides guidance on the development of a unit movement plan. It becomes an order when the required data and specific times are added. A unit may have several plans, each one for a specific contingency.

### MOVEMENT PLAN

H-1. Movement plans define responsibilities, functions, and details for each segment of a unit deployment, from origin to reception in theater. There may be more than one movement plan required, depending on the number of contingencies and OPLANS the unit must plan to support. Movement plans are written in five-paragraph OPLAN format. Appendix I contains a sample unit movement plan.

H-2. GCCS-A is the system used to manage deployments. Deployment-related information is contained in the GCCS-A database, and is accessible through ad hoc queries or via JOPES, a GCCS-A application. Units deploying under a JOPES OPLAN must increment their movements consistently with OPLAN TPFDD requirements, as delineated by ULNs. A ULN is a seven-character alphanumeric code that defines a unique increment of a unit. For example, it may be used to identify an advance party, the main body, and the equipment sealift and airlift requirements for any specific segment of the move. The Army command or other designated deploying unit higher headquarters assigns ULNs to units. It is essential that deploying units use the correct ULN for equipment to be scheduled for movement at the right time by the correct mode. This is the key to the JOPES database validation process. An incorrect ULN could overstate or understate airlift requirements and delay movements.

H-3. ULNs available on JOPES OPLAN reports divide the unit by transportation mode, ports of embarkation or debarkation, and dates. The unit movement is phased by the following dates relative to the day on which a deployment operation begins or is scheduled to begin (commonly called C-day) for the designated plan TPFDD:

- **Ready-to-load date** is the date in the TFPDD when the unit will be prepared to depart its origin.
- **Available-to-load date** is the TPFDD specified date when the unit will be ready to load on an aircraft or ship at the POE.
- **The earliest arrival date** is the date specified by the supported CCDR that is the earliest that a unit, a resupply shipment, or replacement personnel can be accepted at a POD during a deployment. It is used with the latest arrival date to define a delivery window for transportation planning.
- **Latest arrival date at the APOD or SPOD** is a date specified by the supported CCDR that is the latest date when a unit, sustainment, or replacement personnel can be accepted at a POD and support the concept of operations. It is used with the earliest arrival date to define a delivery window for transportation planning.
- **RDD** is the date when a unit must arrive at its destination and complete offloading to properly support the concept of operation.

H-4. At the predeployment conference, the unit requests a ULN for each element or separate movement. The Army Command or ASCC assigns ULNs to units. It is essential that deploying units use the correct ULN for equipment scheduled for movement at the right time by the correct mode. Using the correct ULN is key to the JOPES database validation process. An incorrect ULN could overstate or understate strategic and intertheater lift requirements and delay passenger and cargo movements.

## DEVELOPING A PLAN

H-5. The following paragraphs describe a recommended step-by-step process for developing a unit movement plan:

- **Step 1 - Identify what needs to be moved.** Based upon METT-TC (I) and command guidance, deployment planning must reflect personnel, equipment, supplies, and how the unit will accomplish the move. For planning purposes, units plan to deploy with assigned personnel and on-hand equipment. Upon execution, the plan may need to be modified if additional personnel are assigned or equipment cross-leveled, to bring the unit to the required readiness level. Units should plan to move their basic load of supplies to sustain their operations upon arrival in the theater. The quantities to be deployed are normally defined in OPLANs, unit or Army Command SOPs, or ASCC instructions. The UMO must have a detailed listing of each piece of equipment to be deployed based on the OEL. All outsize, oversize, overweight, or hazardous equipment and cargo must be identified, as it will require special considerations.
- **Step 2 - Identify equipment to accompany troops.** Yellow to-accompany-troops equipment must accompany troops and be accessible en route. Examples include class I basic load items, individual carryon baggage, and weapons. For personnel traveling via commercial air, this is generally only the baggage that will fit under the seat. Red to-accompany-troops items must be available at the destination before or upon unit arrival. This equipment may be sensitive cargo that requires special security or handling at the POE or POD. Red to-accompany-troops items must be unitized or palletized and reported on the OEL and UDL. Not-to-accompany-troops equipment is normally shipped by surface and consists of all other equipment required by the unit to perform its mission.
- **Step 3 - Identify what needs to move by air.** This could include personnel, advance parties, baggage, and some equipment. The balance of equipment normally moves by sea. For deployments supporting CCDR OPLANs and OPORDs, the TPFDD will designate the strategic movement mode.
- **Step 4 - Identify hazardous (also sensitive and classified cargo) for packaging, labeling, segregation, and placarding for movement.** 49 Code of Federal Regulations provides guidance on the packaging, labeling, placarding, and movement of HAZMAT.
- **Step 5 - Identify bulk cargo that needs to be moved and develop packing lists.** All consolidated cargo (boxed, crated, etc.) loaded in vehicles, containers, and on 463L pallets must display a separate packing list, DD Form 1750 (*Packing List*) that shows all contents. Packing lists are not required for items that do not need identification, such as empty vehicles, nested cans, or bundled shovels. However, they must be listed on the load diagram if loaded in a truck or container.
- **Step 6 - Develop vehicle load plans for unit equipment.** Equipment that cannot be loaded on organic vehicles should be planned for movement by other means (container, commercial rail or highway, or military assets). Vehicle load plans are recorded on DD Form 1750 for organic vehicles and trailers carrying secondary loads. The ITO obtains commercial transportation to move equipment to the POE that is beyond the unit's organic capability. Unit cargo (vehicles and equipment) is prepared for shipment according to the mode of transportation. Depending on the strategic lift, full reduction may or may not be required. Reduction details are normally in the SDDC port call order or the operations order for sealift. For deployment by air, reduction is determined by type of aircraft. SDDCTEA modal instruction 24 provides guidance for preparing vehicles for airlift. Vehicle modifications (such as shelters and bumper modifications) made by the unit which change the vehicle configuration, dimensions, or weight normally must be approved by the unit's Army Command or ASCC, and ultimately by SDDCTEA. Vehicle modifications must be reflected on the OEL and UDL. Information on dimensions, weights, and cubes for all Army equipment is in CD-ROM and World Wide Web versions of TB 55-46-1. The hard copy version only contains major end items.
- **Step 7 - Identify BBPCT requirements.** All crates, containers, boxes, barrels, and loose equipment on a vehicle must be blocked, braced, and tied down to prevent shifting during transit. The point of contact for blocking and bracing requirements is normally the UMC. Additional tie-down guidance is contained in SDDCTEA modal instructions 19 and 20.

- **Step 8 - Translate what needs to be moved into transportation terms.** Personnel and equipment data are translated into transportation terminology as UMD and recorded on the OEL. Upon deployment execution, units use TC-AIMS II to update the OEL and create the UDL. The UMC provides assistance to deploying units for OEL updates and UDL development.
- **Step 9 - Determine how the personnel and equipment will move to the POEs.** In CONUS, wheeled vehicles and tracked vehicles move via commercial rail, truck, or barge. Unit personnel usually move to the POE by military or commercial buses. Army rotary wing aircraft normally self-deploy to the POE, where they will be disassembled for shipment.
- **Step 10 - Prepare the unit deployment plan.** The administrative, logistical and coordination requirements for the plan must be determined. Items such as health service support and force health protection support, messing, and maintenance for movement to POEs must be coordinated and documented.
- **Step 11 - Maintain the plan.** Update the OEL as changes occur in the OPLAN, equipment, commander's intent, and mission execution. The OEL is used to produce the unit's equipment manifest and military shipping labels, and errors can result in the equipment being lost while in transit.

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## Appendix I

# Sample Unit Movement Plan

The movement plan is used to plan and execute the move under an operation order. The plan is written in operation order format (see FM 6-0). The movement plan contains all annexes and appendices. Those not used are marked not applicable (“N/A” can be used) so that later developing planning data may be added to the existing plan. The operation order has specific movement instructions and is dated and signed. The annexes contain information required to support the plan. A sample unit movement plan follows:

UNCLASSIFIED

Classification Copy no of copies  
(Issuing Unit) (Street Address)  
(City, State, ZIP Code)  
(Date of Plan)

### MOVEMENT PLAN

*References: FM, AR, Joint Force Headquarters, installation, etc.*

*Mobilization, Exercise, and Deployment Plan, (any other maps, SOPs, manuals, etc.) Include dates of publications.*

Time Zone Used Throughout the Plan: Task Organization

HQ, HHC (*unit name*) Bn (*unit name*)

Co A (*unit name*)

Co B (*unit name*)

Co C (*unit name*)

Co D (*unit name*)

Det (*unit name*)

SAMPLE

**1. SITUATION:** *Description of when and how the plan is to be implemented.*

a. Attachments and Detachments: *Listed with appropriate units or the word "none."*

b. Assumptions: *These are conditions a commander believes will exist at the time the plan becomes a movement order.*

**2. MISSION:** *A concise statement of what is to be accomplished and its purpose. It identifies unit(s); origin and destination; date and time movement begins, and ends; methods of movement--organic and commercial; and mode--truck, rail, air, or sea; and the reason for moving (OPLAN, etc.).*

**3. EXECUTION:** *Outlines the necessary planning, coordination, and execution functions that take place to accomplish the mission.*

a. Concept of Movement: *Clarifies the purpose of the plan and addresses:*

- (1) Receipt of movement orders.
- (2) Update and validation of OEL.
- (3) Recovery of equipment.
- (4) Commercial movement of personnel (buses, etc.).
- (5) Deadline to complete packing and loading.
- (6) Advance party.
- (7) Main body.
- (8) Order of march and convoy numbers for highway movement.
- (9) Shuttle of equipment.
- (10) Commercial movement of vehicles/equipment.
- (11) Priority of support.
- (12) UMC and ITO coordination.
- (13) ITO designated load dates and locations.
- (14) UMO duties and responsibilities.
- (15) Projected POEs.
- (16) Applicable OPLAN.
- (17) Actions at POE (reduction, receipt of cargo, etc.).

SAMPLE

b. Tasks to Subordinate Units and Elements: *Outlines tasks to ensure action by subordinates.*

- (1) Company, platoon, or section tasks.
- (2) Maintenance.
- (3) Supply.
- (4) Food service.
- (5) Rear detachment.
- (6) Chemical, biological radiological, and nuclear operations.
- (7) Loading teams.
- (8) Training.
- (9) Rail guards, convoy guides, supercargoes, etc.
- (10) Reports.

c. Coordinating Instructions: Planning and executing with:

- (1) Higher headquarters.
- (2) Destination and ITO.
- (3) Installation.
- (4) Transportation terminal nodes.
- (5) Local agencies.
- (6) All elements internal to unit.

4. **SUSTAINMENT:** *Outlines the support needed for the unit move. The information must be in the basic plan (if less than a page in length) or in an annex (if the information requires more than one page).*

- a. Supply.
- b. Maintenance.
- c. Transportation.
- d. Procurement.
- e. Facilities/Equipment.
- f. Medical Evacuation Procedures.



- g. Personnel.
- h. Civil/Military Coordination.
- i. Other.

**5. COMMAND AND SIGNAL.**

- a. Chain of command, to include convoy commanders, bus troop commanders, etc.
- b. Personnel control (formations, briefings, safety, etc.)
- c. Command locations.
- d. Signal instructions (telephone, radio, etc.)
  - (1) Commercial telephone.
  - (2) Expedited Movement Reports procedures.
  - (3) Radio procedures.
  - (4) Current signal operating instructions.
- e. N-Hour sequence (See Annex \_(indicate specific annex)

SAMPLE

*The movement plan must be signed by the commander or specifically authorized representative. If the signature is not reproduced or on subsequent copies, authentication by the appropriate coordinating staff officer is required.*

ANNEX A - Procurement.

ANNEX B - Class I.

ANNEX C - Class II. *Clothing, individual equipment, tentage, organizational tool sets, chemical, biological, radiological, and nuclear protective clothing and individual/personal decontamination items, hand tools, electronics, administrative housekeeping supplies, and weapons.*

ANNEX D - Class III.

ANNEX E - Class IV. *This includes information on material for securing vehicle secondary loads and securing major end items to transportation assets.*

Appendix 1 - *BBPCT material for secondary cargo loads in vehicles, trailers and containers, dunnage and shoring for air deployment, and plastic pallet covers for 463L pallets.*

Appendix 2 - Required documentation.

ANNEX F - Class V.

ANNEX G - Class VII. - *Includes final combinations of end products that are ready for their intended use (that is, tanks, launchers, mobile machine shops and vehicles, MHE, compressors, and construction equipment.*

ANNEX H - Class VIII. *Medical materiel including medical-peculiar repair parts. Also covers en route medical support.*

ANNEX I - Class IX.

ANNEX J – *Pre-movement maintenance support. This annex covers such items as equipment status, contact teams, drivers' licenses, preventive maintenance checks and services, sequence of events for maintenance operations, nonrepairable equipment, tow bars, and topping off of vehicles.*

ANNEX K - Equipment maintenance support.

ANNEX L - Air transportation.

Appendix 1 - Documentation.

Appendix 2 - Listing of pintle-hook vehicles.  
Appendix 3 - Air loading procedures.  
ANNEX M - Convoy requirements.  
Appendix 1 - Request for Convoy Clearance, DD Form 1265 (*see ATP 4-11*).  
Appendix 2 - Request for Special Hauling Permit, DD Form 1266 (*for outsized and overweight equipment*).  
Appendix 3 - Commander's checklist.  
Appendix 4 - Drivers' strip maps.  
Appendix 5 - Convoy commander's safety briefing.  
ANNEX N - Rail Requirements (*included only for those units where rail movement is projected*).  
Appendix 1 - Loading team SOP.  
Appendix 2 - Documentation and procedures for rail loading.  
ANNEX O - Commercial movement requirements.  
Appendix 1 - Packing list (DD Form 1750).  
Appendix 2 - Miscellaneous.  
ANNEX P - Facilities and equipment.  
ANNEX Q - Points of contact.  
ANNEX R - Safety.  
ANNEX S - N-hour sequence.  
ANNEX T - Plan coordination documentation.  
ANNEX U - Appointment memoranda, training certificates and validations.  
ANNEX V - Plan approval.  
ANNEX W - Unit movement data.

SAMPLE

## Appendix J

# Special Cargo

This appendix provides general guidance on the preparation and shipment of HAZMAT, ammunition, and classified and sensitive material. The nature of these types of cargo requires special attention. If there are any questions, consult the appropriate regulation or seek the assistance of an expert.

J-1. HAZMAT is any material including waste, which may pose an unreasonable risk to health, safety, property, or the environment, when they exist in specific quantities and forms. It also includes any other materials that may endanger human life or property because of quantity, properties, or packaging. Special storage, use, handling and shipment safety procedures, and protocols must be followed to help protect against accidental exposure.

J-2. HAZMAT must be properly prepared and documented in accordance with DTR 4500.9-R, Part II and Part III, TM 38-250, and other Service, agency, or command publications. Documentation must include the total HAZMAT quantity and a certificate stating that the HAZMAT is properly classified, described, packaged, marked, and labeled. Only specially trained individuals have authority to certify HAZMAT for transportation. Contact the ITO or MCT to determine what certification requirements apply to each HAZMAT item being prepared for shipment.

J-3. The deploying unit must ensure that—

- All ammunition and explosives are secured properly in containers and vehicles. SDDC issues authorization for ammunition to be in the port and aboard vessels.
- Provisions for Department of Transportation exemptions which may be used for shipment are followed. (For example, vehicle fuel tanks will be no more than three-quarters full when shipping under Department of Transportation Exemption 7280. Otherwise, fuel tanks must be only one-quarter full when shipping aboard a commercial vessel that is carrying civilians in addition to military cargo.)
- Fire extinguishers in racks designed expressly for them will not be removed from motor vehicles.
- Oxygen and acetylene tanks are labeled and marked with the UIC and shipment unit number, removed from the vehicle, and placed on a separate pallet.
- Fuel tanks of trailer-mounted equipment containing combustion engines are only 50 percent full.
- Five-gallon fuel cans, field cans, water heaters, gasoline lanterns, portable generators, blow torches, and similar equipment (in which combustibles other than diesel fuel are stored) are completely drained and cleaned before shipment. In a declared national emergency, 5-gallon cans can contain fuel.
- Battery boxes and covers are serviceable and positioned so as not to touch the terminals and to prevent arcing.
- Batteries of non-self-propelled equipment are disconnected, and terminal ends protected from arcing and corrosion.
- When mode or other regulatory guidance requires, bulk fuel carriers are drained and purged, and the proper placards affixed to them. A purge certificate should be prepared and kept available.
- Fueled vehicles shipped in closed freight containers have their battery cables disconnected and secured. Labels should be affixed to the access doors of the container warning of a potential explosion when the doors are opened.

J-4. It is important to refer to the references listed in table J-1 on page J-2 whenever HAZMAT is prepared for shipment.

**Table J-1. Preparing and documenting hazardous materials**

<i>REQUIREMENT</i>	<i>REFERENCE</i>
Identify and classify hazard; identify subsidiary hazards.	49 CFR, Part 173, Subpart A
Determine proper shipping name, hazard class, United Nations identification number, and packing group.	49 CFR, Hazardous Materials Table
Determine mode of transport and ensure shipment complies with modal requirements.	49 CFR, Parts 174 thru 177; TM 38-250 - Military Air
Determine proper packaging (consider quantity per package).	49 CFR, Part 173; TM 38-250 - Military Air
Determine proper package marking.	MIL-STD 129P
Select and apply proper labels (labels are not required for fuel in vehicle fuel tanks).	49 CFR, Hazardous Materials Table
Prepare packing lists. HAZMAT packed inside vehicles or containers is listed first using only authorized abbreviations.	49 CFR, Hazardous Materials Table
Segregate HAZMAT based on mode and combination/class groupings.	49 CFR, Parts 173-177
Determine placards required.	49 CFR, Part 172, Subpart E
Determine blocking and bracing required.	49 CFR, Part 171, Subpart A; 174 Subpart C/E
Document air, water & special handling codes on UDL.	DTR 4500.9-R, Part II, App. Z; LL
Emergency response information.	49 CFR, Part 172, Subpart G
Certify HAZMAT. Dangerous Goods Declaration & Certificate required for each vehicle or freight item containing HAZMAT.	49 CFR, Part 172, Subpart C
Prepare shipping documents (commercial bill of lading/government bill of lading).	49 CFR, Part 172
CFR Code of Federal Regulations	MIL-STD Military Standard
DTR Defense Transportation Regulation	TM Technical Manual
HAZMAT hazardous materials	UDL unit deployment list

J-5. Ammunition shipments are usually scheduled through military ammunition ports. Designated military ammunition ports serve the strategic purpose of routinely handling shipments of ammunition. To meet deployment requirements, ammunition may be moved through a commercial port. If the unit is deployed through a commercial seaport and must carry basic load ammunition with them, the SDDC manager for the port must first be notified of the intent to ship ammunition. The unit submits the following data through the ITO early in movement planning:

J-6. DOD ammunition code.

- Department of Transportation proper shipping name.
- Total quantity.
- Number of packages.
- Total net explosive weight in pounds.
- Weight of each package in pounds.

- Cube of each package.
- United Nations identification number.
- Classification code, consisting of hazard class and division number followed by compatibility group letter.
- Shipment configuration. This will allow processing of DOD explosives safety waivers and Coast Guard permits.

## **CLASSIFIED MATERIAL**

J-7. Classified material is cargo that requires protection in the interest of national security. The nature of classified cargo requires that shippers and transporters handle it in a way that it can be identified, accounted for, secured, segregated, or handled in a special way to safeguard it. Detailed instructions are included in DTR 4500.9-R. Do not identify classified cargo on the outside of the shipping containers.

J-8. When transporting classified material, enclose it in two sealed containers, such as boxes or heavy wrappings. Detailed instructions for packing classified material are contained in AR 380-5. Communications security information will be transmitted in accordance with AR 380-40. Special Access Programs material will be transmitted and transported in accordance with AR 380-5, AR 380-381, and applicable special access program procedure guides. Commands will establish local procedures to meet the minimum requirements to minimize risk of compromise, while permitting use of the most effective transmission or transportation means.

## **PREPARATION OF MATERIAL FOR TRANSMISSION IN ENVELOPES OR CONTAINERS**

J-9. When classified information is transmitted, it will be enclosed in two opaque, sealed wrappings or containers, durable enough to properly protect the material from accidental exposure and to ease in detecting tampering. Classified material will be prepared for shipment, packaged, and properly sealed to minimize the risk of accidental exposure or undetected deliberate compromise. The following exceptions apply:

- If the classified material is an internal component of a packageable item of equipment, the outside shell or body can be considered as the inner enclosure, provided it does not reveal classified information.
- If the classified material is an inaccessible internal component of a bulky item of equipment, the outside or body of the item can be considered to be a sufficient enclosure, provided observation of it does not reveal classified information.
- If the classified material is an item or piece of equipment that is not easily packageable and the shell or body is classified, it will be concealed with an opaque covering that will hide all classified features.
- Specialized shipping containers, including closed cargo transporters, can be considered the outer wrapping or cover when used.

J-10. The consignor of a bulk shipment will—

- Select a carrier that will provide a single line service from the point of origin to destination, when such a service is available.
- Ship packages weighing less than 200 pounds in closed vehicles only.
- Notify the consignees and military transshipping activities of the nature of the shipment, including level of classification, the means of shipment, the serial number of the seals, if used, and the anticipated time and date of arrival by separate communication, at least 24 hours before arrival of the shipment.
- Advise the first military transshipping activity that, in the event the material does not move on the conveyance originally anticipated, the transshipping activity should advise the consignee with information of the firm date and estimated time of arrival. Upon receipt of the advance notice of a shipment of classified material, consignees and transshipping activities will take appropriate steps to receive the classified shipment and to protect it upon arrival.

- Annotate the bills of lading to require the carrier to notify the consignor immediately, by the fastest means, if the shipment is unduly delayed en route. Such annotations will not under any circumstances disclose the classified nature of the commodity. When seals are used, annotate substantially as follows: **DO NOT BREAK SEALS EXCEPT IN EMERGENCY OR UPON AUTHORITY OF CONSIGNOR OR CONSIGNEE. IF BROKEN, APPLY CARRIER'S SEALS AS SOON AS POSSIBLE AND IMMEDIATELY NOTIFY CONSIGNOR AND CONSIGNEE.**
- Require the consignee to advise the consignor of any shipment not received more than 48 hours after the estimated time of arrival furnished by the consignor or the transshipping activity. Upon receipt of such notice, the consignor will immediately trace the shipment. If there is evidence that the classified material was subjected to compromise, the procedures set forth in AR 380-5, chapter 10 for reporting compromises will apply.
- Packaging material must be strong and durable enough to provide security protection while in transit, to keep items from breaking out of the container, and to help detect any tampering with the container. The wrappings must conceal all classified characteristics.
- Use closed and locked vehicles, compartments, or cars for shipment of classified material, except when the appropriate authority permits another method.
- When classified material is transported, it will not be stored in any detachable storage compartment, such as automobile trailers, luggage racks, aircraft travel pods, or drop tanks.
- When transporting classified material across international borders, arrangements must be made to ensure that customs, border, or other inspectors (either U.S. or foreign) do not open the material.
- Place a serial-numbered seal on doors of containers, vehicles, or compartments that contain classified or protected cargo. The serial number must be entered on the shipment unit packing list and on all shipping documents.
- The unit authorizing the transport of the classified equipment must notify the ITO and MCT and appropriate carrier in advance.
- Shipping classified material by rail may require commanders to provide guards or escorts.

J-11. When traveling by motor convoy, escorts must ensure constant surveillance of classified material. Classified material must stay within the escort's personal possession and observation at all times. Larger pieces of secret shipments, such as missiles, may require outside storage. If so, take special protective measures to include constant and continuous surveillance by at least one or more escorts in the area.

## **SENSITIVE MATERIAL**

J-12. Sensitive material is cargo that could threaten public safety if compromised. Sensitive cargo must be properly secured and identified to port personnel, so that sufficient security can be provided. Do not identify security cargo on the outside of the shipping containers. Detailed instructions are included in DTR 4500.9-R.

J-13. For sensitive cargo, units must adhere to the following:

- Remove crew served weapons from vehicles. Place them in containers that are sealed and secured with an approved device.
- Ensure packaging material is strong and durable enough to provide security protection while in transit.
- Secure containers, vehicles, or compartments with an appropriate locking device as directed by the installation security officer. Also, place a serial-numbered seal on the door. Enter the serial number on the shipment unit packing list.
- Identify sensitive items in the commodity code on the unit's OEL and UDL.
- Eliminate indications of sensitive items from outside of the container, vehicle, or compartment that contains sensitive items. Identify this fact on the unit's OEL and UDL.
- Provide guards or escorts when shipping sensitive material by rail.

## **CUSTOMER SUPPORT**

J-14. See AR 700-143, for more detailed instructions on packaging of HAZMAT and points of contact for Service and agency subject matter experts.

J-15. Training for container loading for ammunition and explosive items can be obtained by contacting the Defense Ammunition Center, McAlester, OK at their website listed in the references section of appendix M.

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## **Appendix K**

# **Automatic Identification Technology**

AIT is a suite of technologies that enables the automatic capture of source data, and enhances the ability to identify, track, and document deploying and redeploying forces, equipment, and personnel. Commanders face many challenges during deployment, and one is maintaining visibility of forces. ITV is intended to provide commanders with the information necessary to track forces from point of origin to final destination. AIT provides timely and accurate ITV data when combined with web-enabled AIS. Effective management of deployment operations can be enhanced with AIT. This appendix outlines the structure and components of AIT and the responsibilities of the participants to maintain visibility of forces during deployment.

### **SIGNIFICANCE OF AUTOMATIC IDENTIFICATION TECHNOLOGY**

K-1. AIT alone is not the solution for maintaining ITV throughout the deployment and redeployment process. The AIT suite of capabilities significantly improves the accuracy and speed of ITV when combined with AISs, reengineered SOPs, and staff engaged in force tracking and reporting. These capabilities can provide detailed, accurate, and timely information about the location of personnel, unit equipment, and sustainment cargo as they move from fort to foxhole and back.

K-2. To produce an accurate force tracking picture for the commander, an AIT network of trained personnel and equipment must be in place at each node of the deployment process to collect and report the data. Moreover, established SOPs must outline the process for the network to capture, report, and transfer the source data necessary to access the resulting force tracking data.

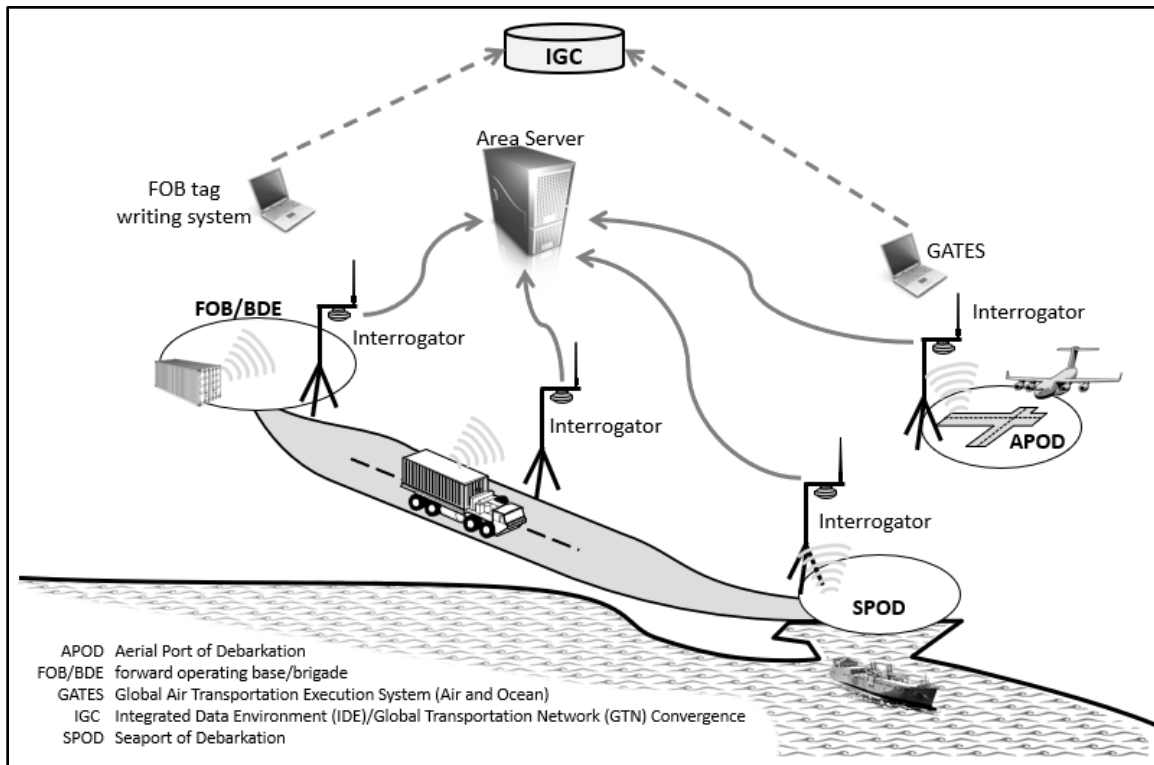
K-3. The resources of the assistant chief of staff, personnel, G-3, and G-4 are brought together to build the force tracking network. The assistant chief of staff, personnel has the responsibility to establish the procedures for collecting personnel data; the G-3 establishes the readiness standards and the procedures for reporting force closure; and the G-4 has the responsibility to provide AIT devices at appropriate locations to collect deployment movement data. The interrogator and transponder devices capture and report data as the equipment arrives and departs each node when RFID tags or military shipping labels are interrogated or scanned. The data is passed at preset intervals (usually one hour) to a local AIS, and then to web-enabled ITV servers. Personnel data is collected through the use of smart cards that are scanned as personnel arrive and depart each location. This information will also be passed to the local AIS and then to the appropriate web-enabled AIS.

K-4. AIT is a suite of technologies enabling the automatic capture of data. It enhances the ability to identify, track, document, and control materiel, deploying and redeploying forces, equipment, personnel, and sustainment cargo. AIT encompasses a variety of data storage/carrier technologies, such as bar codes, magnetic strips, integrated circuit cards, optical laser discs (compact discs), satellite tracking, and RFID tags used for marking or tagging individual items, equipment, air pallets, or containers. See JP 4-01 for a more detailed discussion of ITV and AIT.

K-5. RFID is an automatic identification method, relying on storing and remotely retrieving data using devices called RFID tags or transponders. An RFID tag can be applied to or incorporated into a product, animal, or person for the purpose of identification using radio waves. Some tags can be read from several meters away and beyond the line of sight of the reader. Most RFID tags contain at least two parts. One is an integrated circuit for storing and processing information, modulating and demodulating a (RF) signal, and can also be used for other specialized functions. The second is an antenna for receiving and transmitting the signal.

## CONFIGURATION

K-6. RFID combines the features of a portable data collection device, a two-way radio, an interrogator, and a transponder. RF tags contain information that can range from a permanent identification number to item level commodity data. Information can be written to tags using a fixed interrogator, a tag docking station, or handheld interrogator. After the initial data is written to the RFID tag, the data is passed from the host AIS to the national ITV server. Once the tag is attached to a piece of equipment, pallet, or container and passes through the system, the interrogator sends out a RF signal that "wakes up" the tag. The tag then transmits information back to the interrogator. The interrogator communicates with a host computer which, in turn, passes the data to the appropriate national ITV server updating the status (See figure K-1).



**Figure K-1. In-transit visibility data collection**

K-7. The active RF tag is the key to providing inside-the-box content visibility from a distance without opening the box, container, pallet, vehicle, etc. Unlike a barcode, the RFID tag transmits the information wirelessly without human intervention. An RFID reader/interrogator reads and writes data to and from the tag. This hands-off capability is what sets RF tags apart from other AIT devices that require some form of hands-on intervention to capture the asset data.

K-8. The RF-ITV User's Guide contains current information and photographs of the equipment mentioned in this manual. Various RF-ITV guidebooks, including the user's guide, can be downloaded at the website address in the references section.

## STORAGE DEVICES

K-9. The Army will deploy in a joint environment, and there are numerous AIT devices available within DOD and the Army to support deployment missions. These devices capture and report arrivals and departures to IGC. AIT data storage devices contain or store essential transportation and supply data. It is printed or created and is then attached to equipment. The information on the AIT data storage device is also present in AIS and is passed to web-enabled AIS that provide global asset and movement visibility. The Army currently uses military shipping labels, RFID tags, and other assorted media as data storage devices for deployment. Data storage devices include but are not limited to the following:

- Linear Bar Code: A bar code can be thought of as a key in the form of a unique number that is coded in a series of black and white bars. The key allows you to enter a database that contains detailed information about the item represented by the key. Linear bar codes are limited in the amount of information they contain and are one-dimensional.
- Two-dimensional Bar Code: Two-dimensional bar codes (commonly referred to as 2D bar codes) store data horizontally and vertically, and therefore have a larger storage capacity. military shipping labels use this format.
- RF Tags: RFID combines the features of a portable data collection device and a two-way radio. RF tags contain information that can range from a permanent identification number to item-level commodity data. Information can be written to tags using a fixed interrogator, a tag docking station, or handheld interrogator.

## THE RF-ITV TRACKING PORTAL

K-10. The RF-ITV tracking portal (or national server as it is sometimes referred to) is the user interface to provide ITV information for in-transit shipments. The RF-ITV system combines data from the fielded RFID devices and the satellite tracking devices, processes it, and redistributes it to numerous other systems such as IGC and Global Combat Support System-Joint. In addition to the National RF-ITV server, the Automated Movement and Identification Solutions (AMIS) Office maintains and manages a training server.

K-11. The national ITV server is available via CAC login. It provides the status of in-transit shipments through user-executed queries. Reports can also be created. The address for the website is located in the references section.

K-12. The training ITV server used for RF-ITV training can also be used for RF-ITV testing. Once training and testing is complete, it is important, when uploading tags, to make sure to access the correct server. Log on to the RF-ITV tracking portal to do a quality check to ensure the tags have been uploaded to the live server. Live tags uploaded to the training server WILL NOT be seen on the RF-ITV Tracking Portal, and shipments will not be able to be tracked. Be sure to verify which server the tags have been uploaded to accurately track shipments. See the references section for the RF-ITV Trainer website.

K-13. Who can benefit from using the RF-ITV tracking portal? Soldiers – Marines – Sailors – Airmen. At any time, there are thousands of RFID tags flowing through the distribution pipeline, and the location reports they generate are passed to many systems to provide ITV of sustainment and unit movement operations. Using the RF-ITV tracking portal with its network of sites and data feed provides ITV data in support of all Services. Those who can benefit include:

- Supply Sergeants: Find the last location of a specific document number.
- UMOs: Track unit equipment movement throughout deployment.
- Item Managers: Verify arrival of what was sent to the destination.
- Support Operations Staff: Forecast workloads based on inbound shipments.
- Air and Seaport Operators: Monitor container and air pallet shipments.
- Crew Chiefs: Determine shipment contents.

## APPLICATIONS

K-14. This technology is used in many industries and is used to track many things. Determining the layout in a military operation depends on what you wish to track and what movement you wish to track. As a minimum, movements must be tracked into and out of the port. The following discussion should not be read as the only configurations that are possible.

## INSTALLATIONS

K-15. A plan must be in place to create a local area network that links each installation deployment node and all headquarters possessing TC-AIMS II and associated AIS. This network must be capable of operating 24 hours a day to support the deployment flow throughout the operation. A direct dial-up capability should be considered if a local area network is not available. In addition to linking all the TC-AIMS II and GCSS-Army to this local area network, procedures must be in place to link AIT interrogators that are supporting Service

AIS. These procedures allow for the automatic capture and transfer of movement data with limited human intervention.

K-16. Installations have a responsibility to help build a deployment plan for all units and equipment deploying from their location. The information used to develop the deployment plan comes from UDLs and passenger manifests. As movements occur, installations take the data that is rolled up in TC-AIMS II and transmit it to IGC. The installation will be the first location where AIT data storage devices are scanned, interrogated, and verified against data resident in service AIS. Closely checking the AIT data storage devices of the first deploying units provides the installation and deploying commanders with a benchmark to measure how well units are conducting their AIT and mission. Follow-on deploying units can be informed of AIT problems, and correct deficiencies before departing the installation.

K-17. The installation must examine the deployment process and determine the best location to install fixed and temporary AIT interrogators and readers. Possible locations for the installation of interrogators include entry and exit gates, convoy marshalling and staging areas, loading areas, container consolidation points, ammunition supply points, and vehicle scales. SRP sites and passenger holding and staging areas are also possible locations for interrogators and CAC card readers.

K-18. Installations must plan for the use of handheld interrogators to scan labels attached to equipment. Data capture from the scanned labels is then used to create new RFID tags to restore ITV.

### AERIAL PORT

K-19. The arrival and departure of all unit equipment, personnel, and sustainment air cargo transiting the aerial terminals must be captured in service AIS and reported to IGC. Detailed planning and coordination should be performed before operations detailing AIT requirements at the aerial terminals. The A/DACG will coordinate with the USAF for specific AIT requirements, infrastructure, and support, to collect and report data on Army unit and equipment arrivals. The A/DACG will then communicate the ITV plan for providing and collecting ITV data of their unit equipment and cargo to deploying units.

### PROCESSING PASSENGERS

K-20. Passengers moving through an APOE can expect to process through a marshalling area and a passenger holding area. Marshalling areas may be located at the home station, the APOE, or both, depending on the situation. If the marshalling area was at home station and this is the first time data has been collected on the arrival of passengers at the airfield, procedures must be established to pass this data to IGC. While in the marshalling area, the unit verifies personnel manifests and ensures that all Soldiers have a current CAC card. The Army support element controlling the marshalling area will scan the arriving Soldier's CAC card for internal accountability and for ITV reporting requirements. Following the correction of any CAC card deficiencies, units should rescan all CAC cards and match the data against the manifest as Soldiers depart the marshalling area for the passenger holding area.

K-21. Normally, the Army and USAF will establish a passenger holding area near the APOE that is jointly operated. As Soldiers arrive, the Army support element will scan CAC cards and verify the information against the unit manifest. The Army support element will assist in making any final manifest corrections, and when notified, pass control of deploying Soldiers to the USAF along with an electronic copy of the personnel manifest. The USAF element will load this electronic data into GATES and pass departure data to IGC.

### PROCESSING UNIT EQUIPMENT

K-22. Unit equipment proceeds through four areas on or near the APOE when processing for deployment: by air-marshalling area, by alert holding area, by call-forward area, and by ready line and or loading area. There are potential overlapping responsibilities at these locations, and prior coordination is essential to minimize such occurrences.

K-23. An equipment marshalling area can be located on the installation, in the vicinity of the airfield, or both, depending on the deployment situation. The marshalling area is normally operated by the supporting installation. A plan should be in place that clearly defines AIT responsibilities at the APOE. FORSCOM has a memorandum of understanding in place with the USAF which addresses responsibilities at CONUS

locations. While in the marshalling area and with the assistance of the support element, deploying units are responsible for preparing their equipment for shipment, to include the proper AIT tagging and marking. The Army support element will capture the arrival and departure data and report it to IGC if the marshalling area is on the airfield. Any problems or deficiencies found with AIT data storage devices should be corrected by the unit before moving to the call-forward area. After preparing their equipment for air movement, units will arrange vehicles and equipment in chalk order before movement to the alert holding area.

K-24. The alert holding area is normally on the airfield and controlled by the A/DACG, where they will coordinate operations between the unit and the USAF. In the alert holding area, the A/DACG scans the military shipping labels of arriving and departing equipment for internal accountability and control purposes. If the alert holding area is the first place where Army equipment is accounted for on the airfield, this arrival data must be passed on to IGC. The unit should correct any deficiencies before the equipment is moved to the call-forward area. This is the last place where Army AIT deficiencies can be corrected prior to air movement.

K-25. The call-forward area of the airfield is under the control of the A/DACG. It's where the joint inspection of equipment is conducted, and manifests are reviewed for accuracy. The unit and the USAF conduct a joint inspection of all equipment to ensure it is properly prepared for airlift. With assistance of the A/DACG, the unit corrects all deficiencies found during the joint inspection.

K-26. The ready line and loading area is under the operational control of the USAF. The A/DACG passes control of Army unit equipment to the USAF at the ready line. The USAF ensures the aircraft is loaded properly and sends aircraft departure and ITV data to IGC via GATES.

K-27. Deploying units, A/DACG, and aerial port personnel will probably all have capability to burn and read RF and other tags, to facilitate tagging and reading AIT information. Some possible locations that will have interrogators installed would be entry and exit gates to the airfield, marshalling yard, joint inspection area, frustrated cargo yard, ammunition holding area, and unit assembly area.

## **SEAPORT**

K-28. The SDDC is the military port manager for all common-user water terminals and is responsible for SPOE and SPOD operations. Also operating in the port complex will be MSC, the PSA, and the unit. Other possible operators at the port are civilian port managers and operators, as well as the Army port operators and MCT. SDDC coordinates operations between deploying units, MSC, and all activities with the civilian port authorities and operators.

K-29. SDDC is responsible for installing, operating, and maintaining the AIT network within the port complex. The PSA will use AIT to capture the movement of unit equipment through the port complex, and to locate tagged unit equipment in the port area. PSAs constituted from TO&E units will normally have organic AIT equipment, while ad hoc PSAs must rely on the supporting installations for the necessary AIT resources.

## **Processing Passengers**

K-30. A final SPOE AIT consideration is capturing the movement of personnel by ship. This can be accomplished by means of support agreements with the Navy, or the use of organic unit AIT equipment. Planners must identify the requirement as early as possible to ensure the system is in place to capture the data and transmit it to IGC.

## **Processing Unit Equipment**

K-31. Unit equipment transiting a SPOE will generally pass through a marshalling area (normally outside the port) and a staging area before vessel loading. Depending on the amount of unit equipment involved, a marshalling area may not be established. The purpose of a marshalling area is to provide a location near the port complex to assemble unit equipment and make final preparations before entering the port.

K-32. Fixed AIT interrogators (also called readers) can be installed at port entrance and exit gates, marshalling and staging areas, container consolidation points, and off- and on-load sites established to assist

in data capture and internal port control. Captured arrival and departure data will be passed to GATES-Surface and sent to the IGC.

K-33. The staging area is the final location where equipment is assembled prior to loading the vessel. Equipment is usually lined up by piece type or in the order it is to be moved onto the ship. SDDC will control all equipment departing the staging area for loading on vessels. Normally, the equipment is scanned at the final storage location, and the data is passed to GATES-Surface and is sent to IGC in the form of a final ship's manifest.

K-34. Port managers and operators use handheld scanners to collect data from the military shipping labels and transfer the data into GATES-Surface. The data will be used for internal port control of the equipment, to develop the final stow location of unit equipment aboard the vessel, and to prepare the final ships manifest.

K-35. Care must be used when establishing the location of fixed RFID interrogators. The interrogator must be properly positioned to capture the arrival and departure of all unit equipment moving past its location; while at the same time, not interrogating tags already staged. An interrogator located too close to RFID tags can query tags constantly and drain the tag batteries before the equipment is loaded.

## **RESPONSIBILITIES**

K-36. Activities at various echelons have different responsibilities for control, use, and installation of AIT equipment and data.

## **AUTOMATED MOVEMENT AND IDENTIFICATION SOLUTIONS OFFICE**

K-37. Each of the Services and USTRANSCOM, as the DOD proponent, maintain AIT offices. The AMIS Office is an Army agency serving as the acquisition and technology proponent for AIT and is responsible for representing DOD interests in AIT-related technical committees of national and international standards bodies. AMIS has a diverse mission to support the Army, DOD, Federal agencies, North Atlantic Treaty Organization militaries, and several coalition partners with AIT products and recommended solutions. AMIS provides a single point of contact for procurement, technical expertise, and training across the suite of AIT-enabling technologies that assists the DOD in improving asset visibility worldwide. The AMIS office is most recognized for its management of the world's largest RFID enabled asset visibility system, the RF In-Transit Visibility (RF-ITV) System. For contact information for the AMIS office and to find answers to technical questions online, see the references section. The RF-ITV User's Guide contains current information and photographs of the equipment mentioned in this manual. Various RF-ITV guidebooks, including the user's guide, can be found at the website address listed in the references section.

K-38. In accordance with AR 700-80, all Army organizations and activities will procure AIT products and services from AMIS. Direct procurement of AIT products and services from commercial sources is not authorized. Army organizations and activities are encouraged to coordinate directly with the AMIS office on any AIT initiatives and offer recommendations to include other value-added AIT products to contracts.

## **INSTALLATIONS**

K-39. Installations are the mainstay of deployment operations, and there are numerous AIT functions performed by the installation activities that support and enhance deployment. Plans must be in place defining the respective AIT responsibilities to ensure that the most accurate data is entered into the AIS in a timely fashion. The foremost installation AIT tasks are—

- Installing and maintaining AIT interrogators (readers).
- Ensuring data is accurate and forwarded within established time standards.
- Confirming units have properly labeled and tagged their equipment, and Soldiers have a current CAC card.
- Implementing and maintaining an installation business process that is supportive of operations throughout the system.

K-40. Other AIT issues to be considered in developing an installation plan include location of source data, quality control procedures, funding, support, accountability, and training.

## UNITS

K-41. Accurate and complete initial source data must be entered in AISs before the deployment begins. For units, this means ensuring that the unit equipment list in TC-AIMS II is accurate and up to date. In addition, procedures must be followed to ensure that military shipping labels and RF tags are produced using the data in TC-AIMS II. Once produced, these AIT data storage devices must be attached to the proper piece of equipment, and then scanned/interrogated to verify readability and accuracy. Commanders must ensure that every Soldier has an updated CAC card after completing SRP. For passenger movements, these cards will be used to manifest and account for Soldiers at arrival and departure locations throughout the deployment operation.

K-42. The UMO will use TC-AIMS II to create an accurate UDL that identifies all items to be tagged and labeled for deployment. The brigade mobility officer and UMC will review the file. When the review process is complete, the file will be passed to COMPASS and then to JOPES.

K-43. One-time capture and passing of source data between AISs is the preferred method for meeting ITV and force tracking timeliness standards. All deployment nodes use this data to update their AISs for ITV.

## THEATER

K-44. The Army's use of AIT in a deployment operation will be based on the supported CCDR's movement control and RSOI plan. The plans will be designed to enable the in-theater distribution systems to meet force closure requirements. ITV plans will vary based on the geographic area of operation, mission requirements, and the supporting transportation and communication infrastructures. The ASCC G-4 in coordination with the G-3 develops the Army's portion of the theater ITV and RSOI plans. The G-4's input to these plans includes the use of AIT and enables executing agencies to properly plan their local AIT requirements.

K-45. Once source data is verified, plans and procedures must be in place to ensure the information is passed to other necessary AISs, IGC, and other appropriate web-enabled asset tracking systems. After initial source data has been provided to AISs and proper AIT data storage devices have been produced, manual means to input similar information can be avoided.

## MARKING STANDARDS

K-46. Creating the tags and labels correctly is important, but the effort is wasted if they are not properly fastened to the equipment. It is also advisable to check each tag to ensure the data is readable and the battery is in working order. Positioning tags and labels on vehicles, equipment, and pallets is as indicated in figures K-2 and K-3 on page K-8 and figure K-4 on page K-9.

- Vehicles. Vehicles will be marked with one RF tag attached to the grill or front of the bumper using nylon zip ties and two military shipping labels—one attached to the left front bumper (driver's side) and one to the left door (driver's door).
- Containers. Depending on the type of tag used, containers will be marked with one RF tag attached over the door or to the locking bar on the upper right side of the container using nylon zip ties. Two military shipping labels are required—one attached to the door, and one attached to the right side of the container (as you look at the door).
- Pallets. Pallets will be marked with one RF tag attached to the side of the pallet using nylon zip ties and two military shipping labels—one attached to the side of the pallet and one on the adjacent side. Ensure that both the RF tag and military shipping labels are on the outside of any protective wrapping.
- Other Items. Other items will be marked with one RF tag attached near a military shipping label with nylon zip ties and two military shipping labels, as described in preceding paragraphs. They will be mounted 2.5 feet (0.762 meter) to 6 feet (1.828 meters) off the ground on vehicles, and 2.5 feet off the ground on items that will be loaded on vehicles for transport. The labels should be placed in protective pouches and positioned so they can be readily scanned.

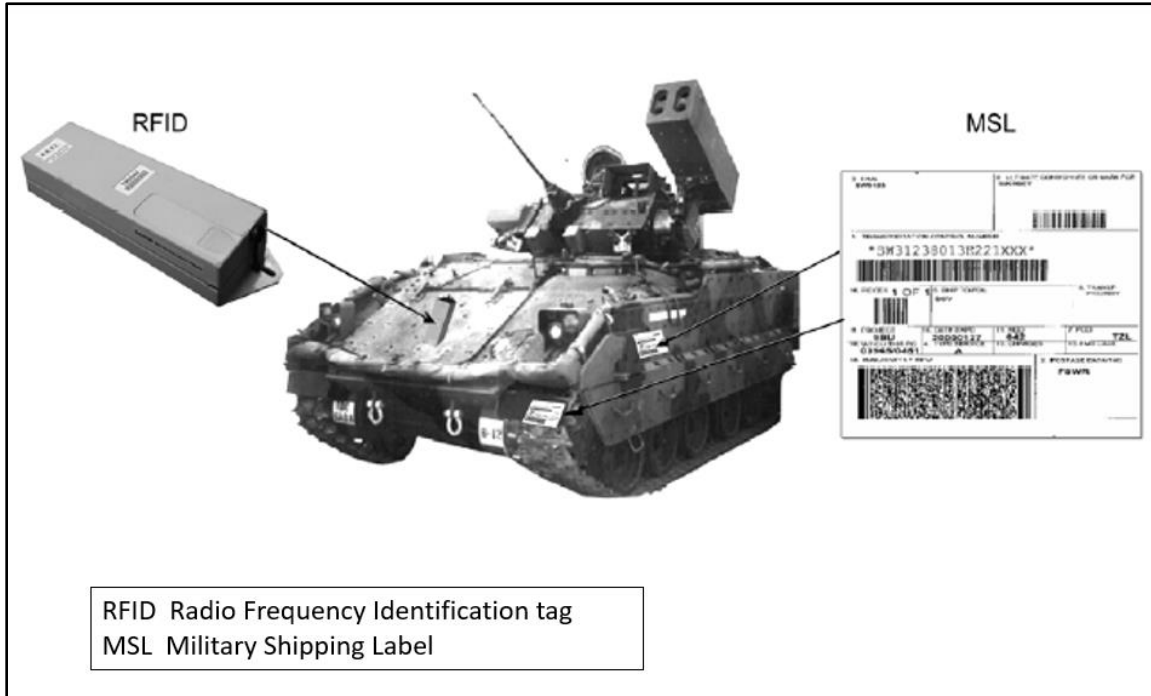


Figure K-2. Vehicle marking

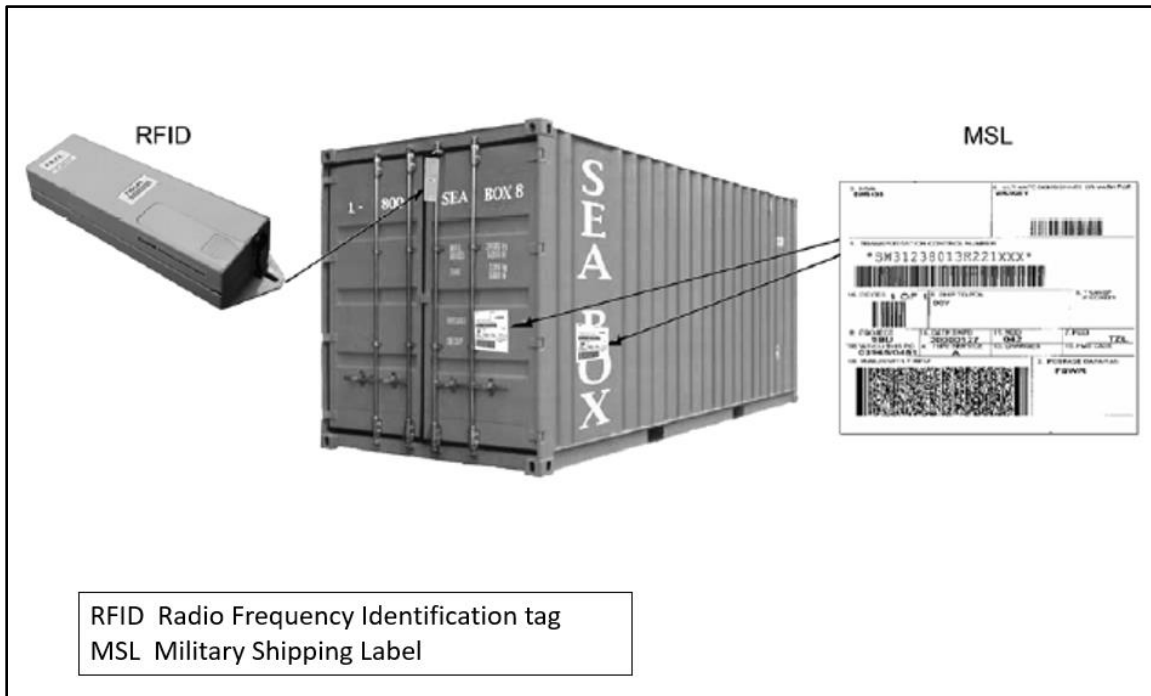
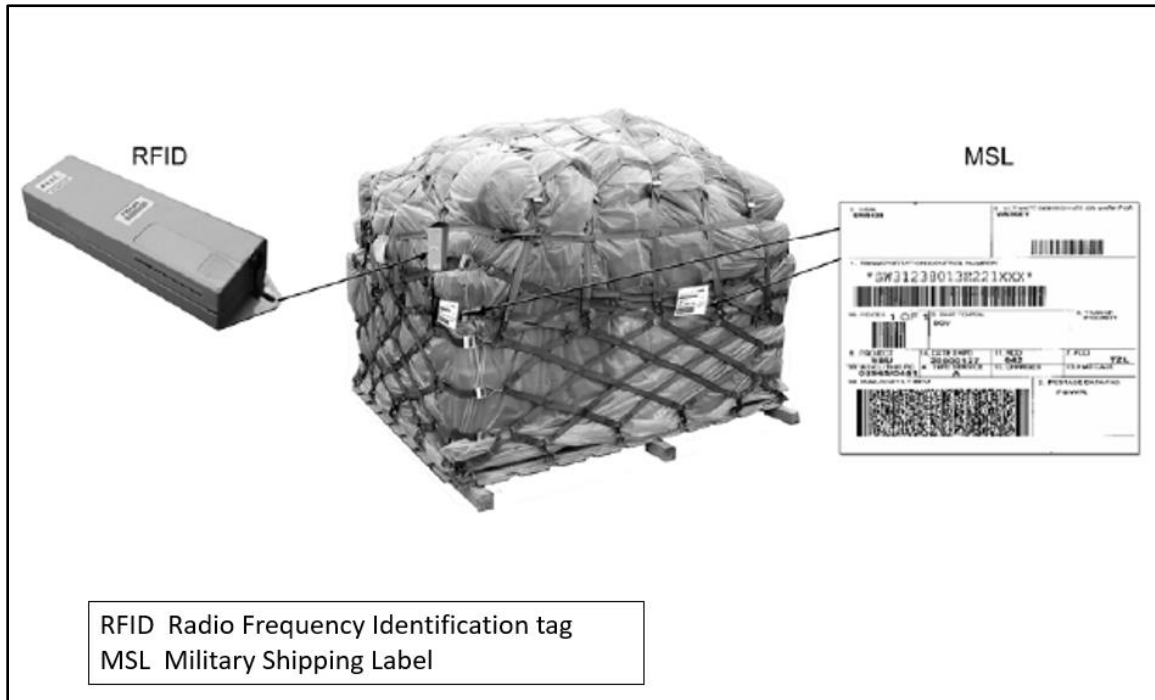


Figure K-3. Container marking





**Figure K-4. Pallet marking**

## CONSOLIDATING UNIT EQUIPMENT FOR MOVEMENT

K-47. AIT interrogators/readers can be used to capture the source data and improve asset visibility of containers, multipacks, pallets, and other consolidated shipments. As units load equipment into containers or build pallets, the supply accountability bar codes can be scanned using the TC-AIMS II handheld interrogator/reader. After the packing is complete, the data can then be used to generate a packing list and written to a data-rich active RFID tag. The RFID tag contains a detailed listing of all the unit equipment consolidated within the container. The RFID tag is then attached to the consolidated shipment for ITV tracking.

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## **Appendix L**

# **Security**

Army forces are especially vulnerable during deployment. Potential adversaries will invariably focus on perceived weaknesses, creating the need for a comprehensive strategy for the protection of forces. Security is essential to operations and protecting geographically dispersed forces once they depart their installations. This appendix highlights those actions taken to prevent or mitigate hostile actions against DOD personnel, resources, and facilities during deployment operations.

### **PREDEPLOYMENT**

L-1. Security must occur at the home station on a consistent basis so units will be prepared to face the potential terrorism threat during deployment and redeployment. The deploying units are supported by numerous agencies in planning antiterrorism measures, including:

- Movement planning.
- Intelligence collection.
- Threat assessment.
- Security planning.
- Antiterrorist awareness training.

### **MOVEMENT PLANNING**

L-2. Units prepare detailed movement SOPs to support unit movement planning. The SOP should define the roles and responsibilities of all unit personnel, from brigade to company level. The SOP should outline preparations for all modes of movement: air, rail, sea, and highway. Functions addressed in SOPs should include risk assessments, antiterrorism and security measures, and other deployment activities. DA provides overall guidance on antiterrorism, including the rules of engagement and desired standard of training.

### **INTELLIGENCE COLLECTION**

L-3. A deploying unit can obtain intelligence requirements from several sources. See FM 2-0, and FM 3-55 for more information. During predeployment, the deploying unit has access to installation and national intelligence sources. They also get an intelligence update on the theater to which they are deploying from the combatant command in the theater of operations.

### **Threat Assessment**

L-4. Units conduct threat assessments to determine their own vulnerability before deployment. These assessments must be conducted sufficiently ahead of deployments to allow for the development of security procedures, acquisition of necessary materials, obtaining an updated intelligence estimate, coordination of necessary security augmentation forces, and to request necessary host-nation support. Assessments must address rest areas, refueling locations, inclement weather considerations (to include natural disasters), and movement routes.

L-5. The assessments should provide the commander a baseline to implement appropriate antiterrorist measures to reduce and mitigate risk. Predeployment assessments must occur promptly and should be incorporated in predeployment planning and training. These assessments will assist commanders in updating theater-specific training, and in obtaining necessary security materials and equipment to implement protective measures.

L-6. These assessments identify weaknesses that may be exploited and suggest options that address those weaknesses. For example, a vulnerability assessment might reveal weaknesses in a seaport's security systems, police force, computer networks, or unprotected key infrastructure, such as water supplies, bridges, and tunnels. Evaluate potential threats on the basis of factors such as capabilities, intentions, limitations, and past activities. These assessments represent a systematic approach to identifying potential threats before they materialize. However, even if updated frequently, threat assessments may not adequately capture all emerging threats. This is true when threat assessments are only based on higher-level regional assessments that do not focus on the individual rail, sea, or airport facilities.

L-7. At the theater level, component commanders provide transiting forces with assessments of ports, airfields, and inland movement routes prior to their arrival. Transiting units may be required to augment component commanders with assessment personnel. This is normally accomplished with advance party personnel communicating with the host-nation intelligence agency or security force. They convey current local threat information to the transiting unit, enabling more effectively tailored protective measures to the specific threat environment.

### **Security Planning**

L-8. Units use the results of the assessments to develop security plans for self-protection while in transit. Although emphasis must be on movements through high threat areas, commanders should not discount appropriate security measures for movements in lower threat areas. Movements through high threat areas require security plans be completed and approved by the next higher command (at a minimum, the battalion commander).

L-9. Commanders must implement appropriate security measures to reduce risk and vulnerability. Advanced or on-board security augmentation should be considered for travel through high threat areas. Equipment such as advanced surveillance cameras and monitors, explosive detection devices, and blast mitigation equipment can significantly enhance a transiting unit's posture against terrorist threats.

L-10. Commanders and senior Army representatives accompanying the movement ensure that security measures sufficiently address vulnerabilities. Whenever security measures are taken to establish defense and protection, they are continually reviewed and progressively updated to counter the changing threat and add an element of unpredictability to the terrorist calculation. This responsibility cannot be ignored in any situation. Local security must be 24/7 to provide observation, early warning, and if necessary, live fire capability. Additionally, rest and recuperation facilities located within the operational-level commander's area need close attention. These facilities are frequently vulnerable due to their location and easy access. Movements may require timely, relevant, accurate, and predictive intelligence and counterintelligence support, host-nation assistance, or preplanned alternate routes based on the vulnerabilities associated with the movement.

### **Antiterrorism Awareness Training**

L-11. Units moving through high threat areas ensure that personnel receive predeployment training on rules of engagement, use of force, theater threat orientation, defensive tactics, techniques, procedures, and security equipment. Judge Advocates and brigade senior paralegal NCOs are available to assist in rules of engagement and use of force training. Training is performance-oriented and provides Soldiers and leaders the training required to defend against a terrorist threat and mitigate the effects of an attack. Antiterrorist awareness training must be conducted by an antiterrorism officer, and include:

- Introduction to terrorism.
- Terrorist operations.
- Communications.
- Individual protection measures.
- Terrorist surveillance techniques.
- Improvised explosive device attacks.
- Mission essential vulnerable areas.
- Kidnapping and hostage survival.

- Explanation of terrorist threat levels.
- Security.

## MOVEMENT

L-12. During the domestic phases of a deployment, movement may create gaps in the deploying unit's ability to coordinate individual plans, identify gaps that may exist, and mitigate the identified risk. IMCOM provides guidance to the installations on the development of a security and anti-terrorism plan, and the implementation and execution of training.

## SEA MOVEMENT

L-13. SDDC directs and coordinates the deployment of units through its SPOE by dispatching port call orders to the affected units. Port call orders provide an earliest and latest unit arrival date at the port complex to facilitate vessel loading (and sailing) to meet TPFDD requirements. These port call orders provide schedules for units to arrive at the port complex in time for the unit to process through the marshalling area and the staging area on a schedule that permits loading to meet vessel sailing schedules.

L-14. Because the security activities that DOD may conduct outside its installations are limited, it must work closely with a broad range of federal, state, and local agencies to ensure that adequate security measures exist and are executed during deployments through strategic seaports. Security responsibilities for DOD deployments through U.S. commercial seaports are divided among several organizations, including the U.S. Coast Guard, SDDC, MSC, FORSCOM, ASCC, individual deploying units, and local law enforcement agencies.

L-15. Port readiness committees at each strategic port provide a common coordination structure for DOD, the Coast Guard, and other federal, state, and local agencies at the port level. They are the principal interface between DOD and other officials at the ports during the movement of military equipment. However, port readiness committees are focused largely on preparing for potential military movements through a port and not on day-to-day security concerns at the port. The deploying unit may have to provide supercargoes to accompany cargo aboard ships. Supercargoes may be equipped to provide security against seaborne and airborne threats.

## RAIL MOVEMENT

L-16. The ITO, with the assistance of SDDC, is responsible for planning and executing rail movements; however, the transiting unit commander retains responsibility for planning security measures for rail movements. The deploying unit commander makes the final determination based on security requirements, and coordinates with the ITO in CONUS or the MCT OCONUS and authorized railroad representatives on guard and escort matters. Guards and escorts are armed at the installation commander's discretion. When armed guards are used, all participating railroads must be notified. All armed guards must be familiar with the rules of engagement and trained in the use of force.

L-17. Cargo guards or escorts maintain surveillance over the military equipment during the journey and notify railroad personnel of any problems. They must be thoroughly trained on anti-terrorism measures and provided with current terrorist threat information. Local installation antiterrorism offices or host nation police departments can provide the latest threat assessment for planning. The rail cargo escorts help railroad personnel to protect and maintain security of Army equipment loaded aboard trains and protect Army interests. Host-nation support may be used when appropriate. A copy of the trip itinerary is given to the cargo escort supervisor. It includes the rail routing by specific rail companies, interchange points, and stop-off points within a given rail line. The escorts are given portable radios to maintain communication with escort supervisors and other escorts. Escorts are instructed on locomotive and railroad safety. Additionally, escorts will be briefed on rules of engagement prior to the train leaving station. SDDC provides infrastructure information on surface transportation and SPOE terminal facilities, and security for deploying units while within the SPOE.

## AIR MOVEMENT

L-18. The Army deploys personnel, supplies, and equipment by air through an APOE that could be on an USAF base, an Army installation, or a commercial airfield. Deploying unit commanders are responsible for defense and antiterrorism planning for movements to APOE and in the marshalling area. Army and USAF commanders conduct joint coordination for mutual defense.

L-19. The APOE is organized into four separate areas – marshalling area, alert holding area, call forward area, and loading ramp area (see figure 4-2 on page 4-5 for the notional layout of an APOE). Once the deploying unit moves to the alert holding area, the USAF is responsible for security until the unit is released from the APOD.

## HIGHWAY MOVEMENT

L-20. In those instances where the home station is less than 100 miles from the POE, the deploying unit may convoy their vehicles and equipment to the port. The unit submits the request for convoy clearance to the ITO, who forwards the request to the Defense Movement Coordinator in the state of origin. Refer to ATP 4-01.45 for convoy operations procedures. The moving unit normally provides security and must make provisions to maintain contact with the installation operations center.

L-21. For convoy operations greater than 100 miles but less than 300 miles from the POE, ASCCs and senior commanders may approve those convoy operations in CONUS and OCONUS for active component forces. The first general officer in the chain of command may approve convoy operations in the U.S. greater than 100 miles but less than 300 miles for USAR and Army National Guard forces. Brigade commanders will conduct mission analysis of planned convoys to identify risks and to implement mitigation strategies. Brigade commanders will also ensure rehearsals are conducted prior to the execution of all convoy operations. This allows leaders and commanders to support the mission based upon METT-TC (I) considerations. For operational and contingency planning, Army planners will use the following:

- Convoys in the U.S. will travel no more than 300 miles. No multiple days.
- Convoys outside the U.S. will travel no more than 300 miles per day with no maximum distance constraint.

L-22. The ITO orders commercial trucks for movement of equipment and supplies from home station to the POE with assistance from SDDC. A commercial security escort service may be contracted by SDDC to provide the needed security when Army personnel are not available, or when circumstances make it necessary. Private security escort services must be planned and implemented in accordance with JFC and Army command policies. At a minimum, these personnel must be briefed about the rules for the use of force and provided suitable communications.

## Appendix M

# Senior Commanders' Role in Deployment

Unit readiness is a primary mission of the senior commander. The senior commander is normally the senior general officer at the installation. The garrison command is the primary organization that provides services and resources in support of unit readiness. Commanders and the senior commander perform three critical functions—analyze, prepare, and move—to enable unit deployment. The decisions that commanders of brigades and divisions make in the early stages of deployment can have a significant impact on the buildup of combat power. Also, the coordination and planning of staff members as discussed in this appendix provide the foundation for a commander to make decisions.

### ANALYZE

M-1. Commanders are expected to make informed decisions on everything that might impact the mission of their organization. These decisions are based on the staff work performed by technical experts within the organization and supporting activities. Deployment and redeployment operations are no different.

M-2. Commanders have skilled and knowledgeable people available to provide recommendations on all aspects of the operation. Mobility officers are skilled deployment technicians assigned to division and BCT staffs to provide senior commanders with the embedded expertise to plan and execute deployment and redeployment operations. Appendix E outlines the range of their assignments and capabilities in more detail.

M-3. The corps and division transportation officers, the ITOs, and the UMCs have a wealth of deployment knowledge, and can provide sound advice and suggestions. Other sources of information are USTRANSCOM and its component commands.

M-4. During the analysis of the mission, the commander and staff consider options related to the organizational structure and the sequence of RSOI in the area of operation. A slight change in the support force applied early in the flow may have a dramatic effect on the incremental build of combat power. The intent is to have the force close in the operational area and prepared for employment with the least delay. The commander issues planning guidance to subordinate commanders to enable rapid employment upon arrival in theater and completion of RSOI.

### PREPARE

M-5. Deployment planning focuses on critical points along a timeline that begins with the initial notification. The operations staff determines the date the unit should close and be available for employment. The deployment staff uses that date to begin detailed backwards planning and setting dates for critical events, such as—

- UDL submission.
- Container delivery.
- Passenger manifesting.
- Movement to port.

M-6. Once the timeline is developed, the senior commander chairs a predeployment briefing for commanders and their staffs, to provide command guidance. The division transportation officer and the mobility officer brief the deployment process and the key deployment events. Meeting the established deadlines and submitting accurate deployment data are emphasized, to avoid delays and cancellations.

M-7. Senior commanders often sponsor deployment exercises involving installation support facilities and ports of debarkation to provide an understanding of the overall process, especially the unique physical layout that sets the installation or port apart from others. The exercises also bring together key personnel from the deploying units and the support organizations, so that once the process begins there is an understanding of the purpose behind certain procedures. The IDSP represents the integration of all activities and resources to deploy and redeploy units from an installation.

M-8. Selection and training of the UMO is an area of constant concern. While this is an additional duty, the importance of assigning a talented officer or NCO to fill this position cannot be overemphasized, as they are often called upon to make on-the-spot decisions that will have a major impact on the force flow and ability to perform the mission. Their assignment and training should be closely monitored and tracked as a command item of interest in readiness reporting.

## **MOVE**

M-9. As the units begin to move through the installation support facilities it is beneficial to all commanders to know the status of the units. Automated Movement Flow Tracking-In Transit Visibility supports managing the flow of deploying equipment through the marshaling and deployment process by making deployment status and information readily available to anyone involved in the process. Commanders can adjust the flow to avoid bottlenecks at any of the critical seams that might jeopardize timely departure of strategic lift or the safety of the Soldiers.

M-10. Daily reviews of the activities of the day can help to avoid costly delays and unforeseen problems. A list of critical information is usually developed based on the commander's desires and the organizational situation and serves as the framework for the briefing. The reviews also provide a forum for coordination that may not have been possible during the events of the day, with the decision makers on the move.

M-11. The visibility of the chain of command at deployment sites speaks to the importance of the operation. It provides a firsthand look at the execution of the deployment plan and allows the commanders and staff the opportunity to collect observations to improve the plan for subsequent deployments.



## Appendix N

# Mobilization Force Generation Installation and Power Projection Platform Definitions and Minimum Installation Capabilities

This appendix includes definitions for MFGI and PPP that were approved by the Deputy Chief of Staff G-3/5/7. It also includes minimum installation capabilities.

N-1. MFGIs are Army installations, joint bases, or federally activated state-operated installations designated to provide mobilization support for both current and contingency operations. MFGIs provide pre- and post mobilization readiness support, and deployment preparation in support of combatant command requirements. There are two types of MFGIs:

- Primary MFGIs are designated Army installations, joint bases, or federally activated state-operated installations capable of providing continuous pre- and post mobilization training, combat preparation, and sustainment. The MFGI has nearby SRP facilities to meet force generating throughput requirements.
- Contingency MFGIs are designated Army installations, joint bases, or federally activated state-operated installations used when mobilization force generating requirements exceed primary MFGI operational capacity.

N-2. PPPs are Army installations and joint bases, capable of deploying one or more Army brigades or larger formations in accordance with combatant command requirements.

N-3. Minimum installation capabilities include adequate infrastructure, services, equipment, utilities support, and planned installation surge capability to support mission requirements.

- MFGI minimum capabilities include—
  - RCs unit command and control facilities.
  - Communication infrastructure and asset management services.
  - Billeting, laundry services, central issue facility, dining, reception, medical, dental facility, and operations.
  - Maintenance operations, motor pools, and personnel transportation.
  - Unit level logistics, ammunition, retail supply facilities and operations.
- PPP minimum capabilities include—
  - Rail load complex and operations.
  - A/DACG complex.
  - APOE within approximately 50 miles.
  - Commercial truck load complex and operations.
  - Container storage complex and operations.
  - Deployment staging area complex and operations.
  - Privately-owned vehicle and container storage yards.
  - SRP facility and operations.
  - Deployment training—individual, team, and unit.
  - Deployment planning and ITV.

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## **Appendix O**

# **Deployment Programs**

Deployments that are unique and complex offer challenges to commanders and units. These challenges can occur with all aspects of a deployment. For example, a shortage of personnel, scheduling issues with unit training, or lack of material handling equipment can impact deployment readiness. The Army deployment programs are a tool for commanders and units to plan, train and execute deployments to minimize challenges in the deployment process. This appendix discusses three Army deployment programs available to deployable units.

### **COMMAND DEPLOYMENT DISCIPLINE PROGRAM**

O-1. The CDDP is a tool for commanders to evaluate their unit's or their subordinate unit's deployment readiness. Under the CDDP, commanders can use their internal staff, request assistance, or incorporate as part of a command inspection program to evaluate their units. The local Inspector General can be used at the commander's discretion to conduct inspections using a more systemic methodology for determining root causes for problems identified through the CDDP. Additionally, CDDP training will also enhance redeployment operations.

O-2. The CDDP combines policy and doctrinal deployment requirements under one program to enable commanders at all levels to maintain their organizations at their appropriate deployment readiness posture to meet Army mission requirements. The CDDP also assists in standardizing Army deployment functions, as necessary, for units and installations for the initial phases of a deployment.

### **IMPLEMENTATION**

O-3. To assure proper implementation of the CDDP, the intent of the program is as follows:

- The CDDP is designed as a commander's program to assist in establishing and maintaining a unit's deployment posture. It enhances the Army's ability to rapidly deploy in response to contingency or crisis planning events. To accomplish this, the CDDP assists commanders by making them aware of general deployment automated information, training, and equipment requirements.
- Evaluate deployment readiness as well as deployment execution tasks. The CDDP is not intended to be solely an inspection program. Rather, commanders are expected to use the program to—
  - Gain familiarity with established policy.
  - Enforce compliance with policy by subordinate personnel.
  - Understand the skill sets a unit needs to deploy and redeploy.

O-4. All commanders of units or commanders with command and control of units will establish and maintain a CDDP in accordance with AR 525-93. At a minimum, the program includes roles and responsibilities, the frequency of deployment training events, and the mechanisms for annual deployment readiness evaluations for their unit or subordinate units. A commander's personal interest and direction is necessary to establish an effective CDDP. Supervisors use the requirements listing in AR 525-93 in the normal performance of their duties to instill a deployment culture focused on readiness. Whenever an applicable requirement within the requirements listing cannot be completed, the immediate higher headquarters must be notified by the affected organization. Organizations will have a formal evaluation of deployment readiness tasks annually.

## DEPLOYMENT REQUIREMENTS

O-5. A compilation of responsibilities is established to identify the major tasks for the preparation and movement of equipment for a deployment. It is detailed in AR 525–93. Each level of command reviews the requirements listing for their evaluations and makes the necessary additions to account for any uniqueness within their command but may not remove any of the listed requirements as evaluation tasks. The intent of the listings is to provide commanders with a source of deployment readiness requirements.

## EVALUATIONS

O-6. There are two types of evaluations under the CDDP, formal and informal. When used together, these evaluations provide an effective way to ensure that an organization maintains the appropriate deployment readiness posture. Formal evaluations are directed by the evaluated unit's higher headquarters, and the results are reported to the evaluated unit's commander and the higher headquarters' commander. Evaluations can be part of a command inspection program or can be conducted independently. Formal evaluations using the deployment readiness tables must be done annually for the company, detachment, or installation, to division headquarters' level.

O-7. There is no annual requirement for evaluating units using the deployment execution tables in AR 525-93. The tables can be used as an evaluation tool for DRE or movement to combat training centers or used for general deployment training.

O-8. Informal evaluations are normally at the request of the evaluated unit commander. The results are reported to the commander who requested the informal evaluation. Informal evaluations can include internal inspections by the unit, staff assistance visits from their higher headquarters or other outside organizations or competing in the Deployment Excellence Award Program. There is no requirement for the frequency of informal evaluations.

O-9. Company or ITO—

- Supervisors (commanders and managers) are primarily expected to use the CDDP to assess their own operations. The most effective way to ensure deployment readiness discipline is to practice an internally self-administered program on a routine basis.
- At these levels, the CDDP requires no additional recordkeeping. The normal recording of deployment-specific training requirements for schools, HAZMAT, load teams, or automation certification is still required.
- At the completion of an evaluation by a higher headquarters, the evaluated supervisor will determine a suspense date of no later than 90 days for each finding, to establish when each discrepancy will be resolved.
- The supervisor's chain of command is authorized to grant extensions to the established suspense dates.

O-10. Battalion to divisions—

- Higher command level staffs must evaluate their subordinate units for compliance with established CDDP policy.
- Higher command level staff conduct formal evaluations of subordinate levels annually to—
  - Provide supervisors with feedback of the subordinate units' deployment readiness discipline performance.
  - Identify problems and resolve difficulties before they become serious.
  - Determine if resolution of past findings is complete and appropriate.
  - Maintain a file of evaluations (to record date of evaluation, organization evaluated, findings and associated suspense dates, and repeat findings).
- Some evaluation findings of noncompliance may be due to circumstances beyond the control of the evaluated organization. For example, the discrepancy may be a result of conflicting command or policy guidance. The level conducting the evaluation is then responsible for elevating such a finding to the appropriate level capable of resolving the discrepancy.

## ENFORCEMENT OF DEPLOYMENT READINESS DISCIPLINE

O-11. Enforcement of deployment readiness discipline is accomplished through a combination of command emphasis and training.

- Command emphasis—
  - Ensures resources are available for formal schools and hands-on training.
  - Incorporates deployment training with other training events.
  - Includes CDDP requirements in command training briefs.
- Training—
  - Conduct monthly, quarterly, or annual training to enhance unit level skills for UMOs, load teams, and HAZMAT inspectors.
  - Conduct DRE to exercise multiechelon deployment training and coordination.
  - Use training center rotations as a deployment training tool.
- Deployment readiness discipline and management controls—
  - The best means of ensuring deployment readiness discipline is to be proactive and not reactive in deployment operations.
  - Enforcing discipline and compliance with regulations requires constant command emphasis.
  - Commanders and supervisors must adhere to the CDDP.

## DEPLOYMENT READINESS EXERCISE

O-12. The DRE is a deputy chief of staff (DCS), G-3/5/7 and G-4 coordinated program that enables units to conduct deployment operations that can include using strategic lift assets. Higher headquarters commands direct specific units to conduct DREs, because funding must be obtained to enable units to use installation services and strategic lift if included in the exercise.

O-13. A DRE is an exercise to train in tasks and procedures for deploying from home stations or installations to areas of employment. A DRE is conducted for Soldiers, units, installations, and support agencies.

O-14. An emergency deployment readiness exercise (EDRE) is a level III DRE conducted to support the Chief of Staff of the Army's EDRE program. HQDA DCS G-3/5/7 identifies program requirements and manages and distributes funding for the EDRE program. FORSCOM is the Chief of Staff of the Army program lead responsible for planning and executing the EDRE program.

O-15. The Army must be as effective in conducting limited-notice, rapid contingency deployments as it is with deployments in support of known demand GFMAP operations and exercises. The Army must also maintain its ability to project forces into areas in which our access and freedom to operate are challenged. Specifically, the Army's required capability is to rapidly deploy and sustain to points of employment, without reliance on improved aerial and seaports of debarkation to mitigate anti-access challenges. The Army DRE Program supports the national strategy and the Army campaign plan end state: a versatile and agile mix of capability and formations that is rapidly deployable and sustainable during competition below armed conflict, crisis, and conflict. This pamphlet sets the conditions to improve, standardize, implement, and maintain deployment readiness and capability. See appendix B for a compilation of checklists of responsibilities that identify the major tasks for the preparation and movement of equipment for a deployment.

## PROGRAM OBJECTIVES

O-16. The Army maintains its rapid expeditionary deployment capability by actively training the deployment tasks associated with the planning, predeployment, and movement phases of deployment and redeployment.

O-17. The DRE program is intended to:

- Improve the Army's ability to project national power quickly by exercising all strategic mobility methods (air, land and sea); optimizing APS; implementing expeditionary command and control systems and concepts; training and evaluating unit, installation, and Army-wide processes through Army EDREs; and ensuring that installation PPPs are well maintained.

- Ensure that unit deployment plans and procedures adequately support unannounced (no notice) and limited notice exercises and deployments.
- Ensure that installation plans and procedures adequately support the unannounced (no notice) or limited notice exercise and deployments of tenant forces.
- Ensure that units and installation personnel are aware of, and trained to meet, their unannounced (no notice) or limited notice exercise and deployment related tasks and responsibilities. See appendix B for check lists of required tasks.
- Assess the unit's ability to execute requirements in published OPLANs, concept plans, planning orders, and execution orders.
- Synchronize and integrate Army power projection efforts in order to—
  - Exercise and evaluate the total deployment process.
  - Develop doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy solutions, to enable the Army to deploy and sustain operations.
  - Develop an Army that is agile and responsive.
  - Inculcate a surge-ready contingency mindset in our leaders and installations.

## **CONDUCTING A DEPLOYMENT READINESS EXERCISE**

O-18. The DRE is intended to assess complete modified table of organization and equipment units and the installation's deployment support capability. However, some units may be exempt from conducting multiple level I and II DREs annually. An example of an exempt unit includes one designated as part of a tailored force, such as Dynamic Force Employment Initial Response Force or Contingency Response Force.

O-19. DREs are conducted on an unannounced (no notice) or limited notice basis for the assessed unit. This sets the stage for assessing the demonstrated level of deployment readiness by a unit, and the effectiveness and efficiency of the installation that supports the deployment.

O-20. DREs may be conducted with regularly scheduled training, such as sergeants' time training, field training exercises (FTXs), or training center rotations. However, the preparation for scheduled training must not negate the alert notification and deployment condition of the DRE, or negatively impact the DRE process.

O-21. The senior unit commander directing the exercise will establish the recall standard during the DRE. Recall standards will be set by the senior unit commander in accordance with the exercise unit's deployability criteria per their assigned mission to test all supporting units', staff, and installation agencies' capabilities and readiness.

O-22. The time from alert notification to deployment is the reaction requirement for an approved force package, OPLAN, 96 hours, or that best meets training requirements. Units will be prepared to deploy in accordance with published Transportation Component Command air flow or port call order. Units will execute deployment in accordance with a specific N-hour sequence or schedule. DRE will consist of one or more levels. Refer to AR 600-8-101 for individual Soldier readiness requirements.

### **Level I Deployment Readiness Exercise**

O-23. A Level I DRE evaluates a unit's ability to alert, assemble, and conduct Soldier readiness tasks. It ensures that the appropriate deployment certifications, appointment orders, SOPs, movement request submission process, and system documentation are in place to complete a limited notice deployment. It also sets the condition for units to build deployment readiness; train personnel on processes, procedures, and SOPs; and identify future training requirements. Commanders directing the Level I DRE may incorporate training vignettes to evaluate a sample of unit personnel or equipment readiness; for example, individual weapons qualification or technical inspection of a number of unit weapons or vehicles. At a minimum, a level I DRE will include the following:

- The unit alerts, assembles, and conducts SRP in accordance with AR 600–8–101. The objective is to execute the level I SRP tasks at the unit level, and not require the Soldier Readiness Program Center capabilities.

- Assemble key load teams (air and rail), TC-AIMS II operators, and HAZMAT certifiers; and verify that appointment orders are current and required training certificates are on hand to conduct these functions.
- Inspect UMO books for appointment orders, training certificates, recall rosters, OEL, transportation requests, BBPCT requirements, convoy SOPs for movement to POE, SOPs on proper marking of vehicles and containers, and complete load plans for each loaded vehicle, trailer, container, and 463L pallet.
- Inventory and inspect BBPCT materials (if on hand or available) required for shipment of equipment by land (truck, or rail), sea, or air.
- Ensure that a commander-approved generic UDL is loaded into the TC-AIMS II.

### Level II Deployment Readiness Exercise

O-24. Level II DRE includes Level I DRE activities and is designed to evaluate a unit's ability to conduct complete load-out operations and installation turn-in activities to support an unannounced or limited notice deployment. Actual packing of a representative sample of the overall unit onto transportation platforms should be accomplished, but installation turn-in can be simulated. Transportation mock-ups may be used. The Level II DRE sets the condition for units to achieve deployment readiness standards; reinforce training personnel on processes, procedures, and SOPs; and assess unit and installation deployment readiness. At a minimum, a Level II DRE will include the following:

- Load containers and inspect documentation, including HAZMAT.
- BBPCT procured and used for equipment containerization and shoring.
- Vehicle preparation for all modes of travel and inspection of documentation to include marking or weighing.
- Execution of local or internal area movement requests procedures for buses, baggage trucks, and MHE support.
- Execution of convoy movements that support a deployment plan.
- Units will ensure that a commander approved UDL is submitted into COMPASS by the ITO.
- SRP will increase to a level 2 in accordance with AR 600-8-101 and will include the Soldier Readiness Program Center.
- Scenarios used in DRE level II will reflect the types of unit contingency missions and deployment modes assigned.

### Level III Deployment Readiness Exercise

O-25. A Level III DRE includes Level II DRE activities and evaluates a unit's ability to conduct strategic movement by air or surface in support of unannounced (no notice) or a limited notice deployment. At a minimum, a Level III DRE will include the following:

- Preparation of unit for deployment to participate in designated training.
- After completing SRP, unit will deploy, execute training mission, and redeploy to home station.
- In accordance with AR 525-93, units are required to ensure a commander approved UDL is executed.
- If only unit equipment is moving by surface or is loaded on a strategic sea vessel, the unit must still go through the procedures for the air movement of passengers, short of the actual allocation of aircraft (if not part of the training scenario.)
- Scenarios used in DRE level III will reflect the types of unit contingency missions and deployment modes assigned.

O-26. Level III DREs are executed within the funding provided by HQDA. Level III DREs are essential to Army deployment readiness and inform the HQDA Army Force Projection Program. Senior commanders are encouraged to execute level III DREs and integrate them as a component of other training events when possible.

## DEPLOYMENT READINESS EXERCISE MINIMUM REQUIREMENTS

O-27. In accordance with AR 525-93, modified table of organization and equipment units Active Army UIC (operational forces) and deployable TDA units from all components conduct one level I and level II DRE annually at a minimum. Level I and level II DREs can be executed at the Active Army UIC level, or as a component of a larger battalion or brigade DRE. Units that are deployed or within 90 days of deployment are exempt from annual DRE requirements.

O-28. Dynamic Force Employment, Immediate Response Force, Contingency Response Force, chemical, biological, radiological, nuclear, and explosives response Enterprise units, and Homeland Defense conduct at least one limited-notice level II DRE annually.

O-29. Units in the prepare phase of the Army's readiness model are not typically scheduled for a DRE. However, all units must maintain a no notice, expeditionary mindset. Therefore, all units must prepare equipment for deployment consistent with the capability allowed by the unit status. Senior commanders and subordinate commanders will establish and determine requirements for these units based on unit strength and capabilities and provide the appropriate support to assure a realistic DRE event.

O-30. Commanders may expand the above requirements to incorporate FTXs. If an FTX is conducted, it must not degrade DRE emphasis on strategic deployment. For example, vehicle loading for an actual tactical convoy during an FTX does not fulfill the requirement to prepare similar equipment for simulated strategic deployment.

O-31. Units in the regeneration phase of the Army's readiness model are not typically scheduled for a DRE. However, all units must maintain a no notice, expeditionary mindset. Therefore, all units must prepare equipment for deployment consistent with the capability allowed by the unit status. Senior mission commanders or mission support elements will establish and determine requirements for these units based on unit strength and capabilities and provide the appropriate support to assure a realistic DRE event.

## DEPLOYMENT EXCELLENCE AWARD PROGRAM

O-32. The purpose of the Deployment Excellence Award program is to recognize Army units (Active, Reserve, National Guard) and installations for outstanding accomplishments which meet or exceed Army deployment standards. AR 525-93 outlines the policies for the Deployment Excellence Award program.

O-33. The objectives of the program are—

- To enhance unit deployment skills, proficiency, and readiness.
- To share innovative deployment initiatives.
- To capture deployment training trends.

## DEPLOYMENT EXCELLENCE AWARD ROLES

O-34. The Deployment Excellence Award Program is cosponsored by the DCS, G-3/5/7 and the DCS, G-4. The Army Chief of Transportation is the lead manager for the program. The Director, DPMO is the program manager for the Deployment Excellence Award Program.

## AWARD CATEGORIES AND CRITERIA

O-35. The Deployment Excellence Award Program is open to all Regular Army, USAR, and Army National Guard units. The following criteria applies:

- The unit must have completed a deployment, redeployment, or deployment support mission conducted from 1 October through 30 September.
- All deployments and redeployments that include the preparation and submission of UMD are eligible for participation.
- All categories require a unit nomination packet except for the operational deployment category.
- Refer to the DPMO website for detailed information regarding unit nomination packet preparation. The categories are outlined in table O-1 as follows.



**Table O-1. Deployment Excellence Award categories**

<b>Award Program Categories</b>		
<b>Component</b>	<b>Category</b>	<b>Remarks</b>
Regular	Deploying or Redeploying Unit	Company and above
	Supporting Unit	Team and above
Army Reserve	Deploying or Redeploying Unit	Company and above
	Supporting Unit	Team and above
National Guard	Deploying or Redeploying Unit	Company and above
	Supporting Unit	Team and above
All Army	Operational Deployment	Company and above
All Army	Installations	All CONUS and OCONUS installations
All Army	Best of the Best	All deploying, supporting, and installation competitors
CONUS continental United States      OCONUS outside the continental United States		

**PHASE I, NOMINATION PACKETS**

O-36. These packets must be received by DPMO not later than 31 January. The following organizations can approve unit nomination packets to the Deployment Excellence Award Evaluation Board:

- National Guard Bureau.
- FORSCOM.
- U.S. Army Europe and Africa.
- U.S. Army Pacific Command.
- U.S. Army North
- U.S. Southern Command.
- U.S. Army Special Operations Command.
- U.S. Army Space and Missile Defense Command/Army Forces Strategic Command.
- AMC.
- U.S. Army Cyber Command.
- U.S. Army Medical Command.
- U.S. Army Intelligence and Security Command.
- U.S. Army Criminal Investigation Division.
- U.S. Army Corps of Engineers.
- U.S. Army Reserve Command.
- SDDC.
- Commands not listed above who want to participate in the Deployment Excellence Award program may forward a request to the DCS, G-4 (DALO-FP) address in the Deployer’s Tool Box website. The link to the Deployer’s Tool Box is on the listing of websites in the reference section of the manual.

**PHASE II, EVALUATION BOARD**

O-37. The Deployment Excellence Award Evaluation Board will—

- Convene to evaluate unit nomination packets, rate nomination packets, and select semifinalists. Two semifinalists are eligible for selection in each category (for example, deploying unit, supporting unit, and installation).
- Consist of the president, secretary, program manager, and evaluation board members (the secretary and program manager are not voting members). Evaluation board members in grade of E8 through E9, O2 through O5, or civilian equivalent may serve on the board (individuals are required to have

a SECRET clearance, and background knowledge in deployment or deployment support operations involving movement of forces).

O-38. The following organizations will provide a board member annually to serve on the Deployment Excellence Award Evaluation Board:

- National Guard Bureau.
- FORSCOM.
- U.S. Army Europe and Africa.
- U.S. Army Pacific Command.
- U.S. Army Central Command.
- United States Army Special Operations Command.
- United States Army Space and Missile Defense Command/Army Forces Strategic Command.
- SDDC.
- U.S. Army Reserve Command.
- AMC.

O-39. The following commands will provide a board member for the Deployment Excellence Award Evaluation Board on a rotating basis:

- U.S. Army Cyber Command.
- U.S. Army Medical Command.
- U.S. Army Intelligence and Security Command.
- U.S. Army Criminal Investigation Division.
- U.S. Army Corps of Engineers.

### **PHASE III, ON-SITE EVALUATIONS**

O-40. Phase III, on-site evaluations will be conducted at semifinalists' locations (1 through 31 March) to validate information submitted to the Deployment Excellence Award Evaluation Board (for example, unit deployment or support process, training, readiness, and timelines).

### **PHASE IV, SELECTION OF WINNERS**

O-41. The Deployment Excellence Award Evaluation Board Secretary will compile the results to identify the finalists. The Deployment Excellence Award Evaluation Board president will recommend winners and runners-up to the DCS, G-4 for approval.

### **PHASE V, ANNOUNCEMENT OF WINNERS**

O-42. The Deputy Chief of Staff, G-3/5/7 will notify winners and runners-up. Unit notification will be via HQDA message.

### **PHASE VI, PRESENTATION OF AWARDS**

O-43. When feasible, the Chief of Staff of the Army or a representative will present awards at the Chief of Staff of the Army Combined Logistics Excellence Award Ceremony. DPMO will notify the winners and explain how their awards will be presented.

# Glossary

The glossary lists acronyms and terms with Army or joint definitions. For terms where Army and joint definitions differ, (Army) precedes the definition. Terms for which ATP 3-35 is the proponent are marked with an asterisk (\*). The proponent publication for terms is listed in parentheses after the definition.

## SECTION I – ACRONYMS AND ABBREVIATIONS

<b>A/DACG</b>	arrival/departure airfield control group
<b>ADP</b>	Army doctrine publication
<b>AIS</b>	automated information system
<b>AIT</b>	automatic identification technology
<b>AMC</b>	Air Mobility Command
<b>AMIS</b>	Automated Movement and Identification Solutions
<b>AMS</b>	Automated Manifest System
<b>APOD</b>	aerial port of debarkation
<b>APOE</b>	aerial port of embarkation
<b>APS</b>	Army pre-positioned stocks
<b>AR</b>	Army regulation
<b>ASC</b>	Army Sustainment Command
<b>ASCC</b>	Army Service component command
<b>ATP</b>	Army techniques publication
<b>BBPCT</b>	blocking, bracing, packing, crating, and tie-down
<b>BCT</b>	brigade combat team
<b>CAC</b>	common access card
<b>CCDR</b>	combatant commander
<b>CDDP</b>	Command Deployment Discipline Program
<b>CJCS</b>	Chairman of the Joint Chiefs of Staff
<b>CMOS</b>	Cargo Movement Operations System
<b>COA</b>	course of action
<b>COMPASS</b>	Computerized Movement Planning and Status System
<b>CONUS</b>	continental United States
<b>CRE</b>	contingency response element
<b>CSB</b>	contracting support brigade
<b>CTAV</b>	Computerized Movement Planning and Status System Total Asset Visibility
<b>CTCT</b>	Computerized Movement Planning and Status System Time Phase Forced Deployment Data Comparison Tool
<b>DA</b>	Department of the Army
<b>DCS</b>	deputy chief of staff

<b>DDSBn</b>	deployment and distribution support battalion
<b>DDST</b>	deployment and distribution support team
<b>DLA</b>	Defense Logistics Agency
<b>DOD</b>	Department of Defense
<b>DRE</b>	deployment readiness exercise
<b>DRRS-A</b>	Defense Readiness Reporting System-Army
<b>DTR</b>	Defense Transportation Regulation
<b>DTS</b>	Defense Transportation System
<b>EDRE</b>	emergency deployment readiness exercise
<b>FM</b>	field manual
<b>FORSCOM</b>	United States Army Forces Command
<b>G-3</b>	assistant chief of staff, operations
<b>G-4</b>	assistant chief of staff, logistics
<b>GATES</b>	Global Air Transportation Execution System
<b>GCC</b>	geographic combatant commander
<b>GCCS-A</b>	Global Command and Control System-Army
<b>GCSS-Army</b>	Global Combat Support System-Army
<b>GFMAP</b>	Global Force Management Allocation Plan
<b>GTN</b>	Global Transportation Network
<b>HAZMAT</b>	hazardous materials
<b>HQDA</b>	Headquarters, Department of the Army
<b>ICODES</b>	Integrated Computerized Deployment System
<b>IDSP</b>	installation deployment support plan
<b>IGC</b>	Integrated Data Environment/Global Transportation Network Convergence
<b>IMCOM</b>	United States Army Installation Management Command
<b>ISB</b>	intermediate staging base
<b>ITO</b>	installation transportation officer
<b>ITV</b>	in-transit visibility
<b>JFC</b>	joint force commander
<b>JOPEs</b>	Joint Operation Planning and Execution System
<b>JP</b>	joint publication
<b>LRC</b>	logistics readiness center
<b>MCT</b>	movement control team
<b>METT-TC (I)</b>	mission, enemy, terrain and weather, troops and support available, time available, civil considerations, and informational considerations
<b>MFGI</b>	mobilization force generation installation
<b>MHE</b>	materials handling equipment
<b>MI</b>	modal instructions
<b>MSC</b>	Military Sealift Command
<b>NCO</b>	noncommissioned officer
<b>NIPRNET</b>	Non-classified Internet Protocol Router Network
<b>OCONUS</b>	outside the continental United States

<b>OEL</b>	organizational equipment list
<b>OPLAN</b>	operation plan
<b>OPSEC</b>	operations security
<b>PID</b>	plan identification number
<b>POD</b>	port of debarkation
<b>POE</b>	port of embarkation
<b>PPP</b>	power projection platform
<b>PSA</b>	port support activity
<b>RC</b>	Reserve Component
<b>RDD</b>	required delivery date
<b>RF</b>	radio frequency
<b>RFID</b>	radio frequency identification
<b>RSOI</b>	reception, staging, onward movement, and integration
<b>SB</b>	supply bulletin
<b>SDDC</b>	Military Surface Deployment and Distribution Command
<b>SDDCTEA</b>	Military Surface Deployment and Distribution Command Transportation Engineering Agency
<b>SIPR</b>	SECRET Internet Protocol Router Network
<b>SOP</b>	standard operating procedure
<b>SPM</b>	single port manager
<b>SPOD</b>	seaport of debarkation
<b>SPOE</b>	seaport of embarkation
<b>SRP</b>	Soldier readiness processing
<b>TB</b>	technical bulletin
<b>TC-AIMS II</b>	Transportation Coordinator's Automated Information for Movements System II
<b>TDA</b>	Table of Distribution and Allowance
<b>TDC</b>	type data code
<b>TM</b>	technical manual
<b>TO&amp;E</b>	table of organization and equipment
<b>TPFDD</b>	time-phased force and deployment data
<b>TSC</b>	theater sustainment command
<b>TTAN</b>	transportation tracking account number
<b>UDL</b>	unit deployment list
<b>UIC</b>	unit identification code
<b>ULN</b>	unit line number
<b>UMC</b>	unit movement coordinator
<b>UMD</b>	unit movement data
<b>UMO</b>	unit movement officer
<b>U.S.</b>	United States
<b>USAF</b>	United States Air Force
<b>USAMC</b>	United States Army Materiel Command

<b>USAR</b>	United States Army Reserve
<b>USTRANSCOM</b>	United States Transportation Command

## SECTION II – TERMS

### **container control officer**

A designated official (E-6 or above or civilian equivalent) within a command, installation, or activity who is responsible for control, reporting, use, and maintenance of all Department of Defense-owned and -controlled intermodal containers and equipment from the time received until dispatched. (JP 4-09)

### **deployment**

The movement of forces into and out of an operational area. (JP 3-35)

### **employment**

The strategic, operational, or tactical use of forces. (JP 5-0)

### **force projection**

The ability to project the military instrument of national power from the United States or another theater in response to requirements for military operations. (JP 3-0)

### **force tailoring**

The process of determining the right mix of forces and the sequence of their deployment in support of a joint force commander. (ADP 3-0)

### **frustrated cargo**

Any shipment of supplies and/or equipment which, while en route to destination, is stopped prior to receipt and for which further disposition instructions must be obtained. (JP 4-01.5)

### **host-nation support**

Civil and/or military assistance rendered by a nation to foreign forces within its territory during peacetime, crises or emergencies, or war based on agreements mutually concluded between nations. (JP 4-0)

### **integration**

(Joint) In force protection, the synchronized transfer of units into an operational commander's force prior to mission execution. (JP 1, Volume 1)

### **in-transit visibility**

The ability to track the identity, status, and location of Department of Defense units, and non-unit cargo (excluding bulk petroleum, oils, and lubricants), and passengers, patients, and personal property from origin to consignee or destination. (JP 3-36)

### **large-scale ground combat operations**

Sustained combat operations involving multiple corps and divisions. (ADP 3-0)

### **mobilization**

The process by which the Armed Forces of the United States, or part of them, are brought to a state of readiness for war or other national emergency. (JP 4-05)

### **multidomain operations**

The combined arms employment of joint and Army capabilities to create and exploit relative advantages to achieve objectives, defeat enemy forces, and consolidate gains on behalf of joint force commanders. (FM 3-0)

### **multinational operations**

A collective term to describe military actions conducted by forces of two or more nations, usually undertaken within the structure of a coalition or alliance. (JP 3-16)

**\*redeployment**

(Army) The transfer of forces and materiel to home and/or demobilization stations for reintegration or out-processing.

**sustainment**

(Army) The provision of logistics, financial management, personnel services, and health service support necessary to maintain operations until successful mission completion. (ADP 4-0)

**unified action**

The synchronization, coordination, and/or integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort. (JP 1, Volume 1)

**unity of effort**

Coordination and cooperation toward common objectives, even if the participants are not necessarily part of the same command or organization that is the product of successful unified action. (JP 1, Volume 2)

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All websites accessed on 1 December 2022.

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These documents must be available to intended users of this publication.

*DOD Dictionary of Military and Associated Terms*. November 2022.

FM 1-02.1. *Operational Terms*. 09 March 2021.

FM 1-02.2. *Military Symbols*. 18 May 2022.

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These documents are cited in this publication.

### JOINT PUBLICATIONS

Most joint publications are available online: <https://www.jcs.mil/Doctrine/>.

JP 1, Volume 1. *Joint Warfighting*. 29 June 2020.

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- ATP 4-71. *Contracting Support Brigade*. 4 June 2021.
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- FM 3-0. *Operations*. 1 October 2022.
- FM 3-11. *Chemical, Biological, Radiological, and Nuclear Operations*. 23 May 2019.
- FM 3-16. *The Army in Multinational Operations*. 8 April 2014.
- FM 3-55. *Information Collection*. 3 May 2013.
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- TB 55-46-1. *Standard Characteristics (Dimensions, Weight, and Cube) for Transportability of Military Vehicles and Other Outsize/Overweight Equipment (In TOE Line Item Number Sequence)*. 1 February 2022.
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- TM 55-2220-058-14. *Transportability Guidance for Transport of Cargo on the Rail Car, Flat, 140-Ton Capacity (NSN 2220-01-058-6377)*. 9 January 1987.

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Defense Transportation Regulations are available online: <https://www.ustranscom.mil/dtr>.

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<https://www.sddc.army.mil/sites/TEA/Functions/Deployability/TransportabilityEngineering/Pages/default.aspx>.

MI 19. *Tiedown Instructions for Rail Movements*. 2 September 2021.

MI 20. *Tiedown Instructions for Truck Movements*. 1 February 2019.

MI 24. *Vehicle Preparation Instructions for Airlift*. 1 July 2021.

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## WEB SITES

Deployer's Toolbox (formerly Rapid Expeditionary Deployment Initiative [REDI] toolbox)—Links to deployment resources, to include request for assistance to the Deployment Process Modernization Office (requires CAC login):

<https://army.deps.mil/Army/CMDS/CASCOM/DPMO/SiteAssets/DPMO.aspx>

Deployment Process Modernization Office: <https://transportation.army.mil/dpmo/index.html>

RF-ITV guidebooks, including the user's guide:

[https://cascom.army.mil/g\\_staff/cdi/esd/itv/guidebooks.htm](https://cascom.army.mil/g_staff/cdi/esd/itv/guidebooks.htm).

RF-ITV tracking portal (available via CAC login): [RF-ITV Tracking Portal Login \(army.mil\)](#)

National ITV server (available via CAC login) provides the status of in-transit shipments through user-executed queries and can create reports: <https://national.rfitv.army.mil>.

Training for container loading of ammunition and explosive items can be obtained by contacting the Defense Ammunition Center, McAlester, OK at their website: <http://www.dactces.org/>.

Transportation Enhanced Access Management Services : <https://eta-teams.transport.mil/teams/login/>

## PRESCRIBED FORMS

This section contains no entries.

## REFERENCED FORMS

Unless otherwise indicated, DA forms are available on the Army Publishing Directorate (APD) website (<https://armypubs.army.mil>); DD forms are available on the Executive Services Directorate (ESD), Washington Headquarters Services (WHS) website (<https://www.esd.whs.mil/directives/forms/>).

DA Form 2028. *Recommended Changes to Publications and Blank Forms.*

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DD Form 1384. *Transportation Control and Movement Document.*

DD Form 1387. *Military Shipment Label.*

DD Form 1750. *Packing List.*

DD Form 2133. *Joint Airlift Inspection Record/Checklist.*

DD Form 2855. *U.S. Military Agriculture Inspection Form.*

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**ATP 3-35**  
**09 March 2023**

By Order of the Secretary of the Army:

**JAMES C. MCCONVILLE**  
*General, United States Army*  
*Chief of Staff*

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