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**Army Pre-Positioned
Afloat Operations**

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**HEADQUARTERS,
DEPARTMENT OF THE ARMY**

ARMY PRE-POSITIONED AFLOAT OPERATIONS

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Preface

The changing world environment has led to significant changes in how the United States defines its need for a standing military, dictating that the US Army convert primarily to a CONUS-based force with limited forward presence. The 1993 edition of FM 100-5 gave definition to this new philosophy. Its keystone is the need for an Army that can maintain a vigilant posture—ready and able to project forces into areas of hostilities or of major concern to national interests.

The centerpiece of the new philosophy is having the capability to project CONUS-based forces to the area of operations (AO), requiring the involvement of numerous services, agencies, departments, and organizations. Its credibility depends on our capability to deploy, in a timely manner, an appropriate military force that is capable of accomplishing the mission—from a military operation other than war to war.

This manual establishes the doctrinal framework for a major element of that critical, initial force projection capability the Army pre-positioned afloat (APA) heavy brigade with theater-opening combat support (CS)/combat service support (CSS) units. It describes the missions, duties, and responsibilities of all parties involved in moving a predesignated heavy brigade to an operational area. The term heavy brigade includes the essential APA theater-opening CS/CSS units required for sustained operations. Successful APA planning and execution require synchronization of all APA combat, CS, and CSS units. APA supports the US Army's force projection concept. Any commander in chief (CINC) will have APA ships and equipment available for employment during any contingency across the range of military operations.

The proponent of this manual is HQ TRADOC. Send comments and recommendations on DA Form 2028 directly to Commander, US Army Training and Doctrine Command, ATTN: ATDO-A, Fort Monroe, VA 23651-5000.

Unless this publication states otherwise, masculine nouns or pronouns do not refer exclusively to men.

Introduction

It is time to redesign the force to better leverage the power of people and the power of technology.

General Gordon Sullivan

The changing world environment has led to significant planned reductions in Department of Defense (DOD) budgets and force structure. These reductions, along with evolving worldwide threats facing the US, have caused a revision to Army doctrine as reflected in FM 100-5. The new philosophy dictates smaller forward deployed forces and more reliance on CONUS-based contingency forces. The centerpiece of this new philosophy is rapid force projection from CONUS or other, outside-CONUS locations to meet the growing regional threats and crises. Its credibility depends on our ability to deploy, in a timely manner, an appropriate military force that is versatile, lethal, and sustainable.

The Army must be prepared to rapidly deploy up to a five-division contingency force, to include required support and follow-on forces in support of national military objectives. Initial sustainment of this force will be accomplished through the use of Army war reserve (AWR) stocks. Formally called Army reserve stocks, AWR stocks are identified as AWR-1, CONUS; AWR-2, Europe; AWR-3, APA; AWR-4, Pacific; TR-7, WRSA-Korea; AWR-5, Southwest Asia. These stocks, less AWR-3, are focused on regional contingencies and are available to support any combatant CINC's mission.

APA is a new and evolving mission for the US Army that presents challenges for all levels of command and requires the involvement of numerous agencies. Commanders and staff from the unified command level down to the heavy brigade employing the equipment that had been pm-positioned afloat must understand the intricacies and peculiar requirements of this new mission. Each service and echelon of command must be involved in affected areas, including training, organization, accountability, interoperability, communications, and employment. APA equipment provides the combatant commander a "reinforcement capability to enhance an established lodgment." It does not provide the equipment necessary to conduct an amphibious assault operation—a mission of the US Marine Corps.

APA provides the combatant CINCs with deployment flexibility and increased capability to respond to a crisis or contingency with a credible force. APA operations contribute mobility and flexibility to this strategy. The existence of this force projection capability is a deterrent to potential adversaries.

CHAPTER 1

Principles of APA Operations

APA operations are global in nature, joint in character, and suitable for employment in a variety of situations. As such, they provide an essential element in the conduct of force projection missions outlined in FM 100-5. As part of the Army's pre-positioning capability, APA provides the Army a new warfighting capability. Along with airlift and sealift, it is the third element of the strategic mobility triad. An APA operation may employ one ship in support of a humanitarian assistance mission or all of the APA vessels required to support a campaign plan. Equipment pre-positioned afloat has universal utility for CINCs: It represents critical weapons systems, equipment, and supplies common to all theaters. A mobile force package, it can be repositioned quickly in response to a crisis anywhere in the world.

CONCEPT

APA is the expanded reserve of equipment for an armor brigade, theater-opening CS/CSS units, port-opening capabilities, and sustainment stocks aboard forward deployed pre-positioned afloat ships. APA operations are predicated on the concept of airlifting an Army heavy brigade with logistics support elements into a theater to link up with its equipment and supplies positioned aboard APA ships and subsequently to conduct combat operations. Their purpose is—

- To project a heavy force early in a crisis that is capable of complementing other early-arriving forces.
- To rapidly reinforce a lodgment established by Army early-entry forces and/or by amphibious assault elements, for example, an Army light division or a Marine air-ground task force (MAGTF).

- To protect key objectives.
- To open a port in theater for surging follow-on forces.
- To be prepared to conduct subsequent operations across the range of military operations.

In execution, an operation extends from alert through reconstitution and regeneration of the contingency force and the APA equipment. It involves the organic elements that constitute the APA and supporting forces, which include the US Army Materiel Command (USAMC), local transportation and deployment support agencies, host nation and supported/supporting CINC assets, and other support whose identity depends on mission, enemy, terrain, troops, and time available (METT-T.)

CRITICAL INITIATIVES

The Army Strategic Mobility Program (ASMP) was initiated to address the Mobility Requirements Study (MRS), which concluded that the military can only increase its

deployability through an expanded investment in sealift and airlift, pre-positioning, and transportation infrastructure. The ASMP Action Plan, published on 2 March 1993, resulted in the

Army's developing the capability to provide a crisis response force of up to corps size with the following mobility standards:

- A light or airborne brigade-size force to be inserted into a theater by C+4, with the remainder of that division to close not later than C+12. The force, including its personnel, equipment, and logistical support structure, would be transported largely by air.
- An afloat heavy combat brigade with support to close in the theater and be ready to fight not later than C+15. The APA brigade force would be a 2x2 heavy brigade: two armored and two mechanized battalions plus support. APA also provides theater-opening CS/CSS units and sustainment stocks for the first 30 days of contingency. This force would be organized into force modules tailored to meet the CINC's needs.
- By C+30, two heavy divisions—a mix of mechanized infantry, armored, or air assault forces, depending on the theater commander's priorities, including the logistical support structure—would close in theater. The equipment for the heavy force would transit by sea.
- The remaining force—two divisions and support—would close by C+75.
- Air transport would be the preferred mode of travel for all contingency force personnel.

For this program to be successful, three key mobility initiatives are critical: the acquisition of fast sealift shipping, the creation of an APA capability, and the infrastructure and procedures necessary to rapidly and efficiently deploy forces from their locations through CONUS ports.

The existence of this force projection capability is a deterrent to potential adversaries.

APA operations contribute mobility and flexibility to this strategy. Army force projection APA operations and USMC amphibious operations are complementary capabilities; one is not an equivalent substitute for the other. Navy/Marine amphibious ready group operations provide the means for forcible entry expeditionary operations by a MAGTF in addition to providing initial sustainment for continuous operations. Army force projection APA operations permit rapid deployment and employment of an Army heavy brigade and required support into benign ports in the AO, in addition to providing initial sustainment for the deploying contingency forces. The expanded APA program allows employment of an Army heavy brigade and/or corps and echelon above corps (EAC) CS/CSS units in a variety of joint and global roles, to include—

- Augmenting an amphibious deployment or operation.
- Occupying or augmenting an advanced lodgment.
- Establishing both offensive and defensive operations.
- Reinforcing an ally with a credible force prior to hostilities and sustaining relations with allies and coalition partners through routine exercises and operations.
- Establishing a sizeable combat force to enable closure of additional forces and to support the theater commander's campaign.
- Providing a rapid peacetime response in support of military operations other than war (MOOTW).
- Providing economy of force through reduction of strategic airlift requirements.

ESSENTIAL ELEMENTS

APA allows the early deployment of Army heavy brigade forces, theater-opening CS/CSS forces, port-opening capabilities, and sustainment stocks in order to minimize the initial requirement for strategic lift. The goal is to establish a heavy brigade within the AO as rapidly as possible and for it to be operational

within eight days of initiating discharge. To achieve this response capability, APA ships must be positioned so that the deployed force can be rapidly equipped and sustained. The brigade must arrive in the theater of operations and be combat-effective by C+15. Regardless of the mission assigned for subsequent operations, the

following conditions are essential to establish APA heavy brigade operations within the C+15 requirement:

- Early intelligence to allow initial planning.
- National Command Authorities' (NCA's) approval for release and use of APA vessels.
- A secure area that allows for arrival and discharge of ships and the joining of personnel and materiel, from initiation of strategic deployment through completion of reception, staging, onward movement, and integration (RSO&I).
- Strategic airlift available in the time frame required for the operations.
- Discharge forces (composite transportation group [CTG], Military Traffic Management Command [MTMC] port management cell) and materiel handling equipment to support the operation.
- Airfield space for operations and throughput capability to support the intended air lines of communications (LOC).
- A sea port of debarkation (SPOD) that provides deep-draft berthing for multiple-ship discharge and port clearance. The absence of this capability will delay discharge

as alternate methods, such as logistics over the shore (LOTS), are employed.

- Steady sea state conditions to discharge the heavy lift pre-positioned ships (HLPS) that contain Army lighterage and port-opening equipment.
- Suitable road network between the SPOD and associated airfields to permit a timely arrival and joining of airlifted units with their sealifted equipment and supplies.
- Availability of bulk fuel within the AO.

During Operation Restore Hope in Somalia, the HLPS American Cormorant could not be discharged off the coast of Mogadishu due to high seas. Since the entire east coast of Somalia is unprotected—it has no land masses to shelter it from the elements—and weather conditions for the spring season were not expected to improve, the ship was discharged nine days late in a protected harbor in the port of Mombassa, Kenya.

COMPLEXITY

APA operations are complex. The overlap of phases and geographic separation place heavy demands on command elements. Coordination requirements among the various commanders involved are extensive. The magnitude of the operation may require mobilization of reserve component forces.

Comprehensive planning is critical. Conflicting demands of deployment and employment will dictate a dynamic planning process that must remain responsive to the current situation. Development of general-purpose contingency plans must establish clear relationships, identify specific areas of responsibility (AORs), and provide for effective,

efficient communications channels. The existence of deliberate plans does not, however, eliminate the requirement for mission analysis and the estimation process. Operational planning must begin with a risk/threat assessment to determine whether APA operations are the appropriate option.

Two other facets of an APA operation increase its complexity. First, due to the remoteness of the deployment area and uncertainty of situations, some features cannot be determined until late in the decision-making process. Second, subsequent operations will have a significant impact on execution planning.

PHASES

Planning, alert, deployment, RSO&I, employment, redeployment, and regeneration/reconstitution of equipment constitute the phases of an APA operation.

Planning

No single formula incorporates the use of an APA heavy brigade into an Army force (ARFOR), joint, or multinational effort; organization depends on METT-T, and specifically the mission, force capabilities, and tactical situation. Deliberate and crisis action planning (CAP) should consider the use of APA as a possible course of action (COA).

Once assigned the APA mission, unit commanders initiate required planning processes. Contingency planning prepares for potential crises and military operations. Execution planning, which begins with receipt of the alert order, converts contingency plans to execution plans as mission requirements become known. Updates and modifications continue until the operation is complete.

Alert

During this phase, units prepare for movement of personnel to aerial ports of embarkation (APOEs) and loading aboard aircraft. The ARFOR dispatches the survey, liaison and reconnaissance party (SLRP), the off-load preparation party (OPP), and the advance party during this phase.

Deployment

Deployment begins with the departure of the first element of the main body to the APOE or when the APA ships begin transit to a designated SPOD. It ends when the last element of the main body arrives at the aerial port of debarkation (APOD). A critical phase of deployment is the strategic lift, which begins with departure of the first aircraft of the brigade's main body and ends with arrival of the last aircraft at the APOD.

Reception, Staging, Onward Movement, and Integration

RSO&I is defined as follows:

- *Reception* is the off-load of personnel and material from strategic or operational transport at a point of debarkation for relocation to designated areas.
- *Staging* is organizing and preparing for movement of personnel and material at designated areas to incrementally build forces capable of meeting the operational commander's requirements.
- *Onward movement* is relocating forces capable of meeting the commander's operational requirements to the initial point of mission execution. It may include theater sustainment.
- *Integration*— in force projection—is the synchronized hand-off of units to an operational commander's force prior to mission execution.

This phase begins with the arrival of the first ship carrying APA equipment or the first aircraft of the main body at the designated SPOD/APOD. It ends when equipment and supplies are discharged and issued to awaiting units; command, control, and communications (C³) are established; and personnel and equipment link up and move forward to the tactical assembly area (TAA). Simultaneous or subsequent joint task force (JTF) tactical operations and movements to those operations are not considered part of the APA operation.

Employment

The heavy brigade closes on and prepares for follow-on operations, which facilitate the landing of follow-on forces. The heavy brigade and, in some instances, light armor forces provide reconnaissance and security and operate beyond the lodgment to gain enemy information and provide early warning.

Redeployment

Joint Pub 1-02 defines redeployment as the transfer of a unit or supplies from one area to

another for the purpose of further employment. The objective is to redeploy as rapidly as possible to CONUS, an intermediate staging base, or another theater of operations. In conjunction with this effort, regeneration of combat forces is necessary to ensure readiness to handle other contingencies or operations in other theaters. The supported CINC, when directed by the Chairman, Joint Chiefs of Staff (CJCS), will regenerate the APA equipment within his theater of operations using available assets.

Regeneration/Reconstitution of Equipment

Regeneration is different in purpose and scope from, and should not be confused with, redeployment. At the strategic level, the Army may require APA reconstitution from other Army war reserve pre-positioned sets (AWRPS) or from equipment left behind in CONUS by units deployed to use AWRPS. Tactically, APA reconstitution is the methodical restoration of APA brigade equipment and supplies to their original strength or properties to attain full operational capability. This process may involve

restructuring the types and quantities of equipment and supplies carried on individual ships in a configuration different from that which existed prior to the discharge. The supported CINC should identify a support structure to meet the requirements for retrograde movement of supplies and equipment.

If time permits after in-theater reconstitution of APA equipment, the ships will be taken to a maintenance facility where USAMC and US Army Medical Materiel Agency (USAMMA) personnel will perform required maintenance/replacement. Equipment that cannot be repaired will be exchanged. Upon completion of regeneration/reconstitution, APA ships will be returned to the standard maintenance cycle developed by USAMC and USAMMA. Based on lessons learned from previous maintenance cycles, materiel will be stowed aboard ship in such a configuration that routine surveillance, exercises, and inspections can be performed at sea where feasible. Third Army's AWR-3 Battle Book for each vessel pre-positioned afloat discusses this process in greater detail.

EXECUTION

An APA operation begins with a warning order and deliberate decision to employ the force projection contingency force supported by the APA brigade. This warning order is followed by the issuance of the necessary directives/execute order to the major participants, for example, the supporting and supported CINCs and the CINC, US Transportation Command (USTRANSCOM). Specifically, after receipt of an alert/warning order, the responsible CINC will issue an initiating directive to participating commanders.

After Marine or Army forces have seized and secured a seaport or airfield in the AO, the APA ships will enter the port and discharge. Once discharged, the heavy brigade can move through the marshaling area to the TAA, continue to improve its readiness posture, and prepare to conduct assigned missions. For a port to be considered secure, air superiority must be

established in the AO. Furthermore, the port cannot be under director indirect fire.

When the joint force commander (JFC)/ARFOR commander is satisfied that the discharge of equipment and supplies is complete, he will report these facts to a higher authority designated in the initiating directive. This higher authority will terminate the APA operation and provide required instructions, to include command arrangements and disposition of forces and APA ships. Movement to forward areas and subsequent operations are separate from the APA operation. APA operations resume after contingency operations and continue through regeneration.

The supported CINC determines who will command and control the ports in the theater of operations. The specific responsibilities and command relationships normally detailed in the

Command Arrangement Agreements (CAAs) will be followed. Force structure, command relationships in the operational theater, and some aspects of port management and operation

functions vary from one operation to the next and will be METT-T-driven based on each scenario.

OPTIONS

The employment of an Army CTG as the port operator and MTMC as port manager offers a wide range of APA deployment options. These options enhance operational flexibility, improve deployability, reduce ready-to-operate time, and increase force sustainment. They are tailored to the requirements of specific contingency tasks and are reflected in the theater-opening force modules developed for the CINCs. See Appendix B for more information. Potential Army CTG/MTMC deployment options include:

- Theater-Opening Force Module D - Initial port-opening support for small humanitarian missions.
- Theater-Opening Force Module C - Minimum port support operations for major peacekeeping and humanitarian missions.
- Theater-Opening Force Module B - Limited port support operations for lesser regional contingencies.
- Theater-Opening Force Module A - Full port support operations for major regional contingencies.

The materiel on APA ships, which affords CINCs an array of employment options, includes—

- Combat equipment—two armor battalions and two mechanized battalions with required support and 15 days of supply—to comprise a combat force of a heavy brigade that is tailorable to a CINC's needs.
- Port-opening capability.
- Theater-opening CS/CSS unit equipment sets.
- Sustainment supplies for the first 30 days to support early deploying forces of the contingency corps until the sea LOCs are established. Neither the 15- nor 30-day sustainment package contains bulk fuel. Therefore, the JFC must ensure that bulk fuel is provided when the heavy brigade arrives in the theater of operations.

Planning for and using APA heavy brigade equipment assets are critical in that, once employed, this war reserve asset, after termination of employment operations, may not be fully mission-capable for an extended period of time. During that period, additional equipment must be identified for use if required.

To support the APA initially, seven ships from the ready reserve fleet were refurbished. Construction of new large medium-speed roll-on/roll-off (LMSR) ships has begun. These ships are to be delivered and ready for full employment not later than FY 2001. The theater-opening modules are established based on the reception and employment of LMSRs. Combatant commands should choose which theater-opening force module to employ based on the CINC's required delivery date for the force. In a fixed-port environment, Module D can deliver the same force as Module A, but a significantly longer time will be required to do so. Combatant command (COCOM) plans may have to include Module A within the time constraints of theater-opening Force Module D on the time-phased force deployment data (TPFDD) until the LMSRs are fully fielded. For humanitarian missions only, the linebacker ships could be deployed with the theater-opening Force Module D option, which will provide adequate discharge capability. For more information about the ships employed in the APA fleet, see Appendix C.

SECURITY

Security of the APA ships, strategic airlift resources, tactical aircraft, and areas within and surrounding the SPOD/APOD is crucial and must be considered during all phases of APA operations.

CHAPTER 2

Command Relationships and Responsibilities

The unique nature of operations that require use of APA ships and the diverse composition of the forces involved demand timely political and military decisions from a wide spectrum of organizations, commands, and agencies. Operations may involve single or split APA deployments or a combination of airlift, sealift, and APA. The organization and responsibilities of the various commands and agencies discussed in this section are not intended to be all-inclusive and are provided only as a start point for more in-depth planning. Detailed coordination, flexibility, and provision for rapid deployment are the organizations' key characteristics.

COMMAND RELATIONSHIPS

APA command relationships, which are flexible and complex, change during each phase of an APA operation. Changes between phases are specified in the initiating directive or subsequent orders.

During Peacetime

Following are the concepts for command relationships during peacetime:

- APA ships are under the COCOM of the CINC, US Pacific Command (USPACOM), from whom they will also receive daily operations support, siting, and security. Administrative control resides with the commander, Military Sealift Command (MSC).
- Administrative direction, support, management, and accountability of the equipment and supplies aboard the APA ships reside with USAMC and USAMMA.

During Crisis

At the onset of a crisis, the initiating directive will specify the command relationships in the various phases of the APA operation. The Army service component commander (ASCC)—the senior Army operational-level commander assigned to a unified command—is responsible

for planning APA operations. Thus, an ASCC and staff must plan in detail the task organization and activities for each phase of the operation to ensure minimal disruption of command and control during phase transition.

APA operations are conducted under command of a designated unified combatant commander, who normally will exercise COCOM through the designated JTF commander. The CJCS will direct supporting CINCs to provide forces and/or support. The APA ships will be under the operational control (OPCON) of a fleet commander/naval component commander during transit to the AO.

During preparation for APA operations, the ASCC commands and supports all Army forces in the APA heavy brigade. When the heavy brigade has completed movement to the TAA, OPCON of the heavy brigade is transferred to either an ARFOR commander, supported CINC, JTF commander, or a combined force commander for subsequent operations. Unless the CINC directs otherwise, the APA ships will report to the common-user pool of ships for further assignment after discharge is complete. The CJCS specifies OPCON of deploying forces transiting a unified CINC's theater of operations or it is delineated in existing command arrangements and support agreements.

RESPONSIBILITIES

Specific agency responsibilities in the conduct of APA operations follow. For additional information, see Joint Pub 0-2.

National Command Authorities

The term NCA signifies constitutional authority to direct the armed forces to execute military action. The NCA consist of the President and the Secretary of Defense or their duly deputized alternates or successors. Specific assignments for APA operations are predicated on NCA direction and guidance. The NCA will—

- Make the initial decision to deploy/employ forces.
- Provide a mission statement through the CJCS to the combatant commander.
- After consultation with the CJCS, consider requests for mobilization/activation of reserves.
- Direct support from other departments/agencies.
- Provide general guidance/approval of rules of engagement (ROE).

Chairman, Joint Chiefs of Staff

The CJCS serves as the principal military advisor to the NCA, providing comments and recommendations regarding military options and forces available, to include the employment of APA recommended by the appropriate unified combatant commander. Upon the NCA decision to deploy/employ APA, the CJCS—

- Issues appropriate orders to unified commanders in accordance with the Joint Operation Planning and Execution System (JOPES).
- Tasks/coordinates services for subordinate DOD components, that is, CINC, Transportation Command (CINTRANS) and the Joint Transportation Board, and appropriate unified commands.
- Recommends to NCA interdepartmental linkages between operational forces and support agencies.

- Coordinates and provides advice to NCA on ROE.
- Recommends to NCA activation of reserves as required, for example, to support the port support activity (PSA).
- Supervises inter unified command coordination.

Combatant Commands

Combatant commands are unified or specified commands that are either planning for or engaged in military operations. A unified command consists of two or more military service forces with broad continuing missions. A specified command consists of a single service that has a broad continuing mission.

CINCs (commanders of unified commands) have overall responsibility to plan deployment and employment of forces in their theaters of operations. To reduce duplication of effort and to ensure clear understanding of what is required and what each is contributing to the operation, **communication between appropriate supported/supporting CINCs involved in an APA operation is essential**

Supported CINC

The CINC in whose theater the operation will occur is responsible for planning and conducting the operation. He will—

- Develop COAs and make recommendations, which may include APA ships, through CJCS to NCA.
- Execute NCA orders.
- Coordinate and facilitate host nation support (HNS) through the country team.
- Issue specific ROE within his AOR based on NCA guidance and directives.
- Exercise COCOM of assigned forces within the theater of operations.
- Ensure security within the theater of operations.
- Coordinate with the supporting CINCs—for example, CINTRANS for availability of strategic lift—and supporting agencies and commands.

- Coordinate intelligence collection requirements, process intelligence information, and disseminate it to the supported and supporting commanders.
- Designate either MTMC or CTG as the port commander.
- Designate, in broad terms, the area in which APA marshaling will occur.
- Designate the time to commence movement of the APA ships under his COCOM and validate to CINCTRANS the requirement and priority (earliest arrival date [EAD]/latest arrival date [LAD]) of supporting airlift elements for movement to the AOR.
- Determine ports of debarkation (PODs) in consultation with other service elements and USTRANSCOM.

Supporting CINCs

The supporting CINCs will provide personnel, equipment, supplies, and services to a supported CINC. They will—

- Provide input to the supported CINC regarding options.
- Issue deployment orders for APA ships stationed in their AORs that have been designated to support a CINC.
- When appropriate, pass APA HNS requirements to the supported CINC.
- Issue specific ROE within their assigned AORs.
- Provide forces to the supported CINC as directed.
- Provide and/or coordinate security/defense for APA and supporting forces in their assigned AORs.
- Coordinate allocation of resources with the supported CINC and CINCTRANS.
- Assist, as required, the development of COAs that require APA equipment and supporting airlift elements and validate to the supported CINC the readiness and configuration of supporting units/equipment.
- Provide for exchange and support of liaison linkages with the supported CINC.

- Provide naval support for APA during movement to the AOR.

Army Service Component Commander

At the direction of a supported or supporting CINC, the ASCC performs the following tasks, which should be coordinated between appropriate level commands. He—

- Assumes OPCON of assigned APA equipment after discharge at the SPOD.
- Provides recommendations to the unified commander on proper employment of forces to accomplish an APA mission across the range of military operations.
- Designates and deploys the type forces required to support APA operations.
- Promulgates disposition instructions for forces on completion of the APA operation.
- Coordinates requirements for the collection of intelligence, processes intelligence information, and disseminates intelligence to the designated supported and supporting commanders.
- Identifies all the requirements for supporting elements for the APA brigade, that is, USAMC logistics support element (LSE) and USAMMA medical logistics support team (MLST).
- Identifies training requirements to prepare the unit for conducting joint missions.
- Conducts joint/interagency liaison to support APA.
- Provides in-transit visibility (ITV) and force-tracking capability for movements into, within, and out of the theater of operations.
- Prepares forces for APA operations.
- Assigns missions to subordinate forces.
- Coordinates planning efforts in accordance with priorities and guidance established by higher authority.
- Establishes, in accordance with the policies of higher authorities, deployability postures of units and elements for APA employment. Readiness, preparation, and support of units

and elements for deployment are the responsibility of the parent organization or, in its absence, such other commands as the ASCC may designate.

- Provides deployment support, as required.
- Establishes, in accordance with policies of higher authorities, provisions for recovery, accountability, and disposition of remain-behind equipment (RBE). RBE recovery is normally conducted by the parent division or, in its absence, such other commands as the ASCC designates.
- Ensures operational readiness of equipment and stocks received from APA.
- Designates the PSA commander.
- Prepares the PSA for APA operations. See Field Manuals (FMs) 100-17 and 55-65 for more information.

Army Corps/Division Commander

If identified as the contingency force, the Army corps/division commander performs the following tasks at the direction of a supported or supporting CINC. He will—

- Exercise OPCON over assigned forces.
- Identify contingency force pool units—units assigned the mission to execute and/or support the APA mission.
- Identify additional support requirements to higher authority.
- Identify training requirements.
- Task-organize forces for the APA operation, to include security/defense during marshaling, movement, and theater reception and onward movement phases.
- Request, coordinate, and direct support forces.
- Issue the initiating directive for the APA operation.
- Plan for and support—and possibly execute—APA exercises and operations.
- Identify senior supporting logistics force command and planning responsibilities for APA operations.

- Be responsible for security/defense of APA during movement and reception, staging, and onward movement phases.
- Liaise with USAMC, USCINCTRANS, MTMC, and other supporting commanders as directed.
- Assign forces to deploying APA operation for planning.
- On receipt of warning or alert order, shift OPCON of assigned forces to JFC/ARFOR.
- Activate the movement control center (MCC).
- Direct activation of logistics and other deployment support organizations.
- Coordinate the deployment of forces and sustainment provided in support of the JFC/ARFOR commander's deployment by commands/agencies outside the division.
- Provide public affairs and media guidance.
- Evaluate existing plans to determine if they can serve as a base point and identify units available for deployment tasking.
- Assist JFC/ARFOR commander with review of applicable data base development guidance provided by higher headquarters.
- Assist JFC/ARFOR commander in analyzing time-phased deployment plans for use in COA development.
- Direct/coordinate deployment data base development, to include time phasing and prioritization of forces/sustainment.
- Determine preliminary quantities of basic prescribed loads and accompanying supplies, including identifying supplies to accompany troops (TAT) and not authorized pre-positioning (NAP), and initiate preparations for release of war reserve materiel through the War Reserve System.

Commander, Combat Heavy Brigade

When the combat heavy brigade is identified as the contingency brigade, the brigade commander's responsibilities are:

- To plan, train, execute, and support APA operations as directed.

- To receive liaison officers (LOs) from USAMC, USTRANSCOM, and other supporting commands as directed.
- To assign forces to deploying APA operation for planning.
- To review the JFC/ARFOR commander's proposed COA, commander's estimate, concept of operations, and deployment/employment plan.
- To coordinate for, or provide liaison to, external commands and agencies as required.
- To respond to increased reporting requirements such as updating the Standard Operational Readiness and Training System.
- To respond to higher headquarters' direction to formulate plans, to organize tasks, and to establish or revise the deployment data base.
- To assist the JFC/ARFOR commander in analyzing time-phased deployment plans for use in COA development.
- To participate, as directed, in the supported CINC's COA development process.
- To direct and/or coordinate the development of a deployment data base, including time phasing and prioritization of forces/sustainment.
- To coordinate with the division transportation officer (DTO), the installation transportation officer, and the in-theater movement control element the transportation required for the link-up of deploying personnel and TAT with the equipment and supplies positioned aboard APA ships.
- To direct and coordinate preliminary determination of quantities of basic prescribed loads and accompanying supplies and initiate preparations for release of war reserve materiel through the War Reserve System.

Supporting Forces/Agencies

Execution of APA operations requires the support of many diverse agencies, including the USTRANSCOM, the Air Mobility Command, the MSC, the MTMC, HQDA, and major Army commands (MACOMs).

US Transportation Command

As DOD's manager for strategic transportation, this unified command is directly involved with supporting the APA process. It is responsible for all transportation aspects of worldwide mobility planning, operation of the JOPES, and centralized global transportation management. Included in the latter is the responsibility to support rapid execution planning, deployment, employment, and sustainment of US forces throughout the world. Through the Global Transportation Network, USTRANSCOM integrates transportation mobility and deployment automatic data processing systems into a single system for all users. USCINCTRANS has CCOM of MTMC, Air Mobility Command, and MSC, collectively known as the transportation component commands. The commanders of these components have OPCON of strategic lift forces.

Air Mobility Command

The Air Mobility Command manages air mobility and provides strategic airlift support for APA operations. It also selects CONUS and OCONUS APOEs for airlift in conjunction with other unified commands as appropriate. Its functions include—

- Providing strategic airlift service to DOD components as required.
- Operating aerial ports and air terminals at Air Force installations and commercial airfields.
- Providing deliberate and execution transportation planning support to USTRANSCOM in support of JOPES.

Military Sealift Command

The MSC provides management support of maritime transportation. Responsible for administrative direction and support of APA ships, its functions are—

- To provide ocean transportation to support DOD components through US-owned or contracted equipment.
- To serve as a single point of contact with ocean carriers concerning the negotiation of rates, terms, and conditions of ocean transportation.

- To maintain and operate an ocean transportation service for movement of personnel, cargo, bulk fuel, mail, and medical evacuation.
- To provide deliberate and execution planning support to USTRANSCOM in support of JOPEs.
- To delay sailing of APA ships until operational issues are resolved.
- Every 8-12 hours during contingency operations, provide ship's status and location to USTRANSCOM.

Military Traffic Management Command

MTMC provides the CINC with port management, traffic management, transportation engineering, and integrated transportation system support. In-theater functions include—

- Managing common-user seaports.
- Conducting surveys of seaport capabilities.
- Interfacing with host nations on port-related issues.
- Contracting for stevedoring and related terminal services.
- Booking/administering DOD cargo activities with commercial ocean carriers.
- Preparing ship manifests and other documentation.
- Operating seaport management systems.
- Facilitating customs clearance.
- Developing vessel stow plans based on commander's intent.
- Participating in CINC OPLAN development and analysis.

Headquarters, Department of the Army

HQDA administers, equips, trains, and supports forces provided to the CINC. As with other Army forces, forces associated with APA operations are assigned to a unified combatant commander through the ASCC within the unified combatant command.

DA Deputy Chief of Staff for Operations (DCSOPS)

The DA DCSOPS—

- Monitors/reviews policy on APA as needed.
- Provides guidance to US Army Forces Command (FORSCOM) on unit alignment policy.
- Coordinates upgrade of equipment during rotational maintenance cycles.
- Establishes a mobile training team (MTT) to travel to the unit assigned the APA mission to conduct initial training and procedures for access and use of APA equipment. MTT responsibilities are identified in Appendix A.
- Coordinates ship load plans and discharge priorities with unified commands' Army components.

DA Deputy Chief of Staff for Logistics (DCSLOG)

The DA DCSLOG—

- Acts as overall manager of the ASMP, to include required budgeting and budget execution.
- Acts as Army manager for procurement of pre-positioning vessels, to include the LMSR and other pre-positioned fleet vessels.
- Provides policy oversight and management of the APA assets.
- Supports and provides required personnel for the DA Deputy Chief of Staff for Operations (DCSOPS) MTT.
- Schedules off-station maintenance cycle with appropriate theater commanders.
- Determines type ships to meet requirements in conjunction with USTRANSCOM.

DA Office of the Surgeon General (OTSG)

By direction of the Chief of Staff, Army (CSA), the OTSG is responsible for the accountability and management of all Army-owned Class VIII (medical materiel) AWR and operational project equipment, which includes all Class VIII stocks pre-positioned aboard AWR-3 ships as APA. USAMMA is responsible for executing these operations.

Major Army Commands

MACOMs and installations provide support and assist deployment of forces as directed and/or coordinated by appropriate authority.

US Army Materiel Command.

By direction of the CSA, USAMC is responsible for management and accountability of all Army-owned AWR and operational project equipment and supplies worldwide, except Class VIII. This includes all stocks other than Class VIII aboard the APA ships. With funding from, and at the direction of, HQDA, USAMC will—

- Coordinate, oversee, manage, monitor, control, and record all equipment and supplies loaded aboard APA vessels as authorized by DA DCSOPS and DCSLOG.
- Establish and maintain control, visibility, and accountability for all Army-owned materiel other than Class VIII aboard the APA vessels.
- Report quarterly the readiness of APA unit equipment sets in accordance with AR 220-1.
- Procure, assemble, pack, preserve, inspect, load, record, account for, and maintain all APA stocks.
- Perform discharge, inspection, condition coding, maintenance, repair, replacement, substitution, or augmentation of APA materiel as APA equipment returns to port for cyclic inspection and maintenance.
- Develop and coordinate issue and accountability procedures in military standard requisition and issue procedures (MILSTRIP) format with the HQDA executing agencies (FORSCOM, Third US Army), the designated supporting and gaining CINCs and MACOMs, and the designated maneuver force commander or his representative. USAMC will utilize these procedures to ensure the rapid, orderly transfer of materiel, munitions, and accountability from the APA vessels to the maneuver force commander.
- To the maximum extent possible while afloat, perform care of supplies in storage (COSIS) on APA materiel to preclude deterioration and to preserve ready-for-issue/fully-mission-capable condition.
- Perform periodic inspections of all APA materiel and munitions, identify COSIS/maintenance/repair/replacement requirements, and coordinate with HQDA for authorization and funding to repair/rebuild/replace deficient/not-fully-mission-capable materiel during next vessel berthing or port call.
- To the maximum extent possible, prepare APA materiel and munitions for issue/transfer to the designated gaining unit. Preparation will include the coordination necessary to receive, coordinate, and monitor the activities of an OPP that will board the APA vessels at the earliest practicable moment at sea or, if at-sea boarding is not possible, at port arrival.
- Coordinate maintenance cycle efforts with HQDA executing agencies (FORSCOM, Third US Army).
- Coordinate, monitor, control, receive, account for, and arrange for the retrograde shipment of all former APA materiel when released by the maneuver force commander and/or theater CINC. This will include inspection, condition coding, repackaging, represervation, marking, coding, documentation, loading, and accountability to ensure the orderly, efficient retrograde movement of all materiel and munitions no longer required in the maneuver theater.
- Support and provide required personnel for the DA DCSOPS MTT.
- Support and assist FORSCOM/Third Army in developing and executing a brigade inspection and reconnaissance exercise program (BIREP).
- Coordinate all ship requirements with HQDA, FORSCOM, and Third US Army, including—
 - Determining required delivery dates of all APA stocks.
 - Maintaining current stow plans/manifests.
 - Providing cargo data to MTMC for the establishment of stevedoring contracts, as required.
- Develop a battle book for each pre-positioned ship, to include inventories.

- Download information and general information to facilitate use of warfighting stocks by all CINCs.
- Develop and coordinate memoranda of understanding to support the APA program.
- Coordinate for strategic lift and movement from the APOD to the ship(s) for AMC personnel.
- Coordinate to ensure ship-to-shore and ship-to-ship communications and data transfer.
- Have a representative with the port operator for accountability purposes

US Army Forces Command.

As a MACOM, FORSCOM is responsible for preparing forces for operational assignment and providing assistance to deploying forces as required. FORSCOM will—

- Provide managerial oversight of APA on behalf of warfighting CINCs.
- Ensure operational readiness of APA equipment and stocks.
- Coordinate CINC mission changes that impact the APA program, including changes to operations plans (OPLANs) and TPFDD.
- If required, delay sailing of APA ships until operational issues are resolved.
- Develop a plan for using equipment in coordination with maintenance cycles.
- Support and provide personnel for the DA DCSOPS MTT.
- In conjunction with USAMC, develop a BIREP to increase the capability to rapidly execute APA operations. The BIREP will consist of, but not be limited to—
 - Visual inspection and cyclical validation of equipment and supplies stored aboard APA equipment ships.
 - Training in organization and procedures for discharge and issue of APA equipment.
 - Exercise plans for units identified for APA mission to assist USAMC/Depot Systems Command in equipment discharge during scheduled maintenance cycles.

Third US Army.

Third US Army, as FORSCOM's executive agent for the APA program, will ensure that equipment and supplies approved for afloat storage will support the worst-case scenario and be appropriate for worldwide employment. Third US Army will accomplish the following tasks:

- Execute the APA program for FORSCOM.
- Represent all warfighting CINCs' interests.
- Verify the quantity and quality of equipment and stocks—developed and coordinated by Logistics Evaluation Agency—to be pre-positioned afloat with FORSCOM, USAMC, USAMMA, and HQDA.
- Ensure equipment and supplies support warfighting CINCs' OPLANs.
- Conduct quantity and quality standards checks of APA equipment, sustainment stocks, and operational project stocks during maintenance cycle.
- Coordinate with USAMMA and USAMC to ensure prioritized sourcing and provisioning of APA equipment.
- Coordinate actions necessary to assure operational readiness of pre-positioned equipment.
- Coordinate maintenance cycle concerns with USAMC, USAMMA, and HQDA.
- Coordinate substitute items with USAMC, FORSCOM, USAMMA, and HQDA.
- Coordinate, during peacetime, port operations with AMC, MTMC, MSC, and other appropriate offices during the maintenance cycle.
- Develop and implement a training program that includes active and reserve component units, including exercise of equipment sets.
- Execute FORSCOM's BIREP as a functional program.

US Army Medical Materiel Agency.

OTSG has delegated the authority to the USAMMA for the execution of accountability and management of APA Class VIII stocks. The USAMMA will—

- Coordinate, manage, and control all Class VIII equipment and supplies loaded aboard

APA ships as authorized by HQDA DCSOPS and DCSLOG.

- Request funding from HQDA in order to procure, assemble, pack, inspect, load, record, account for, conduct quality surveillance of, and maintain all APA Class VIII stocks.
 - Maintain accountability for all APA Class VIII.
 - Coordinate the scheduling and participation in cyclic maintenance and inspection of APA stocks with USAMC and HQDA executing agencies: FORSCOM, Third US Army.
 - Develop issue and accountability procedures for APA Class VIII stocks in Theater Army Medical Management Information System-compatible format with HQDA executing agencies: FORSCOM, Third Army.
 - Perform periodic quality control and maintenance inspections of APA Class VIII stocks. Identify COSIS, maintenance, repair, and replacement requirements. Coordinate with HQDA for authorization and funding to repair or maintain not-fully-mission-capable equipment and replace expired or quality-deficient stocks during cyclic maintenance to the APA ships.
 - Coordinate and assist the OPP and gaining unit representatives in the issue and accountability transfer of Class VIII APA materiel to the gaining unit.
 - Coordinate, monitor, control, receive, account for, and arrange for the retrograde shipment of former APA Class VIII materiel when released by the maneuver force commander and/or theater CINC.
 - Subsequent to retrograde shipment, coordinate with HQDA for authorization and funding to restore, regenerate, reassemble, and reload APA Class VIII equipment and supplies.
 - Support and provide personnel for the DA DCSOPS MTT.
 - Coordinate strategic lift and movement from the APOD to the ships for USAMMA personnel.
 - Have a representative with the port operator for accountability purposes.
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CHAPTER 3

Planning

An APA operation is inherently a joint force operation that depends on the Joint Planning and Execution Community's (JPEC's) support. Deployment planning follows rules and guidelines described in the JOPES, which addresses the two basic types of planning for joint operations: deliberate and contingency time-sensitive or crisis action planning. Joint Pub 5-03 series contain detailed descriptions of these two planning processes. They are abbreviated in this chapter, along with specific planning requirements for APA operations. Due to the potentially limited deployment means, time constraints, and the likelihood that APA ships will cross unified command boundaries, continuous, coordinated, detailed, timely, and concurrent planning is essential.

DEPLOYMENT PLANNING

Army forces prepare to conduct operations that are identified during contingency planning and recommend updates to the TPFDD for a specific OPLAN. They also prepare to support operations that may arise during CAP for which a mission has not been previously identified as a specific CJCS-tasked planning requirement. To provide a starting point for deployment readiness, potential APA heavy brigade and supporting corps and EAC CS/CSS commanders should develop deployment plans that support deployment options anywhere at any time. Foremost in these plans should be a concentration on deployment tasks. The brigade deployment plan can be tailored during execution based on the directed mission.

The deployment plan must be flexible and easily modified. The specific mission and force requirements to achieve that mission normally require modifications to the plan and timed phasing of forces. Execution planning focuses on the actual operational employment of assigned forces, including the APA heavy brigade. Modifications to the TPFDD, along with the available APOD/SPOD facilities in the marshaling area, will influence deployment, reception, staging, onward movement, integration, and unit plans. Changes that affect

unit deployment must be communicated to the deploying unit in a timely manner.

Effective deployment planning during either deliberate planning or CAP, which includes APA options, requires the participation of the prospective heavy brigade and supporting commanders. Based on the CINC/JTF commander's requirement for the sequential establishment of operational capabilities in the objective area, commanders recommend TPFDD updates.

The supported CINC normally tasks the ASCC to plan for RSO&I, which includes discharging and issuing pre-positioned equipment and supplies in the marshaling area. The Army CTG and MTMC, along with logistics command and control (C²), must precede introduction of combat elements into the AO to conduct the off-load and issuance of equipment.

Effective deliberate planning also requires the unified commanders, in association with their service component commanders with a role in APA deployment, to develop data on prospective marshaling areas. Information concerned with the hydrographies of the ports and APOD/SPOD facilities; availability of hardstand and warehousing for assembly, staging, and storage areas; water, power, and

local communications; prospective HNS; and available contracted resources are required to support execution planning. This is a long-term collection effort. Additional information on establishing an appropriate marshalling area is provided in the APA Battle Books.

Planning is an ongoing process, and plans must be refined as new information becomes

available. The ASCC/ARFOR must continually assess the adequacy of APA load plans and provide their assessments to the coordinating authorities. The need to adjust load plans and TPFDDs will change as new equipment is introduced and experience gained. Adjustments can be made during ship maintenance cycles or following APA exercises.

CONTINGENCY PLANNING

A contingency plan is a combatant commander's area-oriented plan for contingencies that can reasonably be anticipated within the geographical subareas of his command. Contingency planning is conducted during peacetime, conflict, and war and may be performed deliberately or under crisis action conditions. At the national level, contingency planning for joint operations assigns planning tasks and relationships among the combatant commanders. CINCs conduct deliberate planning for these tasks and may also assign their staffs and subordinate commands additional contingency planning tasks beyond those specified at the national level to provide broader contingency coverage. Within each unified command, service components assist in the planning effort to support, maintain, and implement the plans.

Contingency plans fall into two categories OPLANs and CONPLANs (concept plans). Each addresses operations in a specific geographic region. The difference is that an OPLAN identifies specific forces contained in a TPFDD and the CONPLAN does not. Contingency planning permits the collection of detailed information regarding the objective area, APODs/SPODs, and facilities useful for APA deployment.

An OPLAN or CONPLAN may require operations supported by APA. These plans must be well coordinated to provide for proper control over the APA airlifted element, ships, logistics, LOC, and, if required or employed, follow-on forces and support. Proper time phasing is essential to avoid throughput congestion at the available APODs/SPODs.

CRISIS ACTION PLANNING

Following are the phases of CAP, including descriptions of actions that are unique to APA operations. These activities embrace a range of actions at all levels of command, from the NCA through APA elements. The phases may not be discrete, and the time from crisis identification to execution may be very compressed.

Exchanging Information

Commanders at all levels must plan for and exchange information both in and out of the theater of operations. The exchange will ensure that coordination and integration of forces are accomplished to the greatest extent possible. This process ensures that the intentions of all commanders are fully understood, agreed

command relationships are clear, and mutual interference is avoided. To support information exchange, requirements and procedures for prompt mutual exchange of LOs must be established. Liaison officers must be authorized to represent their commanders and express their commanders' views. Liaison arrangements must provide for effective communications with parent commands.

Identifying the Threat

The threat identification phase begins when the supported CINC or NCA receive a report of an event viewed as having an adverse impact on US national interests. It focuses on the CINC responsible for US military action that may be

taken within his theater. This phase ends when the CINC submits an assessment to the CJCS and NCA.

The CJCS monitors the situation, evaluates incoming reports, and evaluates the CINC's actions. The CINC reports significant events to the CJCS and publishes an assessment addressing the nature of the crisis, forces available, major constraints, action being taken, and COAs being considered. The ARFOR gathers intelligence information and furnishes information and support to the CINC's assessment efforts.

Determining Strategy

This phase, which begins when the CJCS receives the CINC's assessment, focuses on the CJCS and NCA, who determine if the event is a crisis that requires a US response. It ends with an NCA decision to have military options developed for their consideration.

The CJCS provides military assessment to the NCA, advises on possible military COAs, reviews existing OPLANs and CONPLANs for suitability, reviews and evaluates reports from the CINC and other sources, and establishes a Worldwide Military C² System teleconference as required. The CINC continues to evaluate the situation and provide reports, to review existing OPLANs and CONPLANs for applicability, to evaluate disposition of assigned and available forces, and to evaluate the status of theater transportation assets. The ARFOR continues to monitor the crisis, evaluate available military forces, and act to improve force readiness and sustainability.

Developing a Course of Action

This phase begins when the CJCS publishes a warning order providing initial guidance to the JPEC and requests that the CINC respond with a recommended COA. It ends when the CINC sends his commander's estimate to the CJCS and NCA, giving them information to consider in their selection of a military COA. Actions relating to APA that may occur during this phase are—

- Appraising options and capabilities.
- Reviewing and updating force lists.

- Repositioning ships.
- Preparing for deployment.
- Mobilizing reserves.
- Liaising with supporting agencies.

Appraising Options And Capabilities

The warning order generates initial appraisals of military options and capabilities. The supported CINC provides supplementary details for refining the mission and identifying alternative COAs, either through modification of an existing OPLAN or CONPLAN or development of new options. Service components and other supporting commands are tasked to provide advice, focusing on alternative COAs, constraints, and identification of major combat forces and transportation requirements. ARFOR commanders report capabilities and limitations to the JFC and assist in developing COAs. Based on available information, the supported CINC constructs a commander's estimate for submission to the CJCS. USCINCTRANS reviews the proposed COAs for supportability and prepares deployment and preliminary closure estimates for each COA to send to the supported CINC. At this early phase, the supported CINC may request that USTRANSCOM direct MSC to commence the transit of the strategic ships from their peacetime locations toward the ports of embarkation (POEs) or relocate pre-positioned ships toward the AO. If transit is executed, an intermediate port call should be identified to allow the OPP to link up with APA ships.

Reviewing And Updating Force Lists

As early as practical, specific forces must be identified for deployment. Supported CINCs/ASCCs review and update the force requirements and time phasing. Major factors that will influence this process include the current notional force lists, the extent to which operational requirements of the potential mission can be identified, and the availability of sufficient assets to support the operation. Provision should be made for liaison between

the supported and supporting CINCs to ascertain the current status of APA forces. For example, a strategic ship may not be available due to its maintenance cycle or an exercise.

Repositioning APA Ships

During peacetime operations, APA ships are usually forward deployed. The CJCS may direct their repositioning during any phase of CAP. The early repositioning of the ships will reduce force closure times. Under normal operating conditions, APA ships can get underway within 24 hours of notification.

Preparing for Deployment

Two unique requirements of an APA operation are preparation of the ships and their pre-positioned equipment and supplies prior to arrival in the operating area and assessment of the SPOD and APOD. Planners should request authority from the supported CINC for the earliest possible deployment of the OPP, Army CTG, MTMC, and Army SLRP. Early repositioning of the strategic ships will dictate early deployment of the OPP. Early deployment of the Army CTG, MTMC, and Army SLRP is required to validate geodetic, hydrographic, and facilities data for the operation. A decision to deploy the theater opening force module is based on the political implications of such a movement, the force's knowledge of the operating area, and the security situation. Once deployed, the port commander, as determined by the CINC, assumes responsibility for the discharge of APA stocks, including bulk cargo, wheeled and tracked vehicles, and Army lighterage. He also assumes command and control of all port functions to ensure force reception, staging, and onward movement are completed in a timely, effective manner.

Mobilizing Selected Reserves

APA operations may require mobilization of reserve personnel. Requesting this activation on receipt of the warning order may be necessary. Specific reserve requirements will vary with the type of discharge, discharge time requirements, and other missions. The cognizant service must address other reserve requirements.

Liaising with Supporting Agencies

The supported and supporting CINCs should establish early liaison with CINCTRANS and other supporting agencies involved in force deployment. This liaison is necessary to ensure that proper and timely information is exchanged. A refined TPFDD must be made available to, and specific arrangements for the movement of forces, supplies, and equipment must be coordinated with, USTRANSCOM.

Selecting a Course of Action

This phase begins when the CJCS presents recommended COAs to the NCA. When the NCA selects a COA and directs that execution planning begin, the CJCS advises the CINC by issuing an alert order. With the authority of the Secretary of Defense, the CJCS may also issue a deployment preparation order or deployment order to allocate forces and air or sea lift—whichever is necessary—and identify C-day and L-hour.

This begins the alert phase of an APA operation. The alert order and other initiating directives provide commanders with vital information concerning the mission, forces assigned, command relationships, and other fundamental issues required for detailed planning of a specific operation. Although preliminary planning begins during earlier phases, it is an ongoing process under JOPES. The issuance of an NCA alert order and the supported CINC's initiating directive marks commencement of formal execution planning. The supported CINC begins execution planning, refines estimates, and resolves identified shortfalls.

Developing a Movement Plan

After the basic plans for tactical operations and reception, staging, onward movement, and integration are formulated, a movement plan is developed.

Ship Movement

The MSC plans ship movement in coordination with USTRANSCOM, MTMC, the supported CINC/JTF commander, the ARFOR commander, the heavy brigade commander, and

other commands as required. This facilitates embarkation of the OPP, which is provided by the supported and supporting forces, and ensures the coordinated arrival of the strategic ships in the objective area with associated airlifted forces. Initial airlifted elements are timed to arrive not later than 24 hours before the arrival of the ships. Ship movements may be directed as a political-military signal in advance of the arrival of the airlifted elements. The Army theater-opening force module (TOFM) unit deployment is timed to place it in the operating area in advance of ship arrival.

Air Movement

The Air Mobility Command plans air movement in coordination with USTRANSCOM, the supported CINC/JTF commander, the heavy brigade commander, and other supporting commanders as required. The Air Movement Plan contains the time-phased flow of aircraft. Air Mobility Command will provide strategic airlift in sufficient types and quantities to meet the requirements of the supported CINC. The heavy brigade commander must be prepared to deploy forces in both military and commercial aircraft. The adjoining checklist addresses considerations related to preparing and establishing movement priorities based on the anticipated flow of strategic airlift. The list is not inclusive.

Establishing Control Measures

Local security afloat is the responsibility of the Navy service component commander who ensures that ships and lighterage are protected by security procedures. USTRANSCOM, Air Mobility Command, MSC, and the contingency force commander must identify en route security requirements and take appropriate measures. Control measures are grouped as administrative considerations, emergency defense measures, and precautionary measures.

Administrative Considerations

Administrative considerations must be decided early in the planning process. Generally, they are grouped into two categories: those affecting alert and those affecting deployment.

Air Movement Considerations

Initial Planning

- Analyze the mission objectives of the force.
- Identify total force requirements.
- Develop courses of action.
- Analyze existing deployment plans/TPFDD.
- Determine total lift requirements.

Concept Development

- Refine and establish missions and objectives.
- Develop concept of operations.
- Refine force/equipment list: units, personnel, supplies, and equipment detail.
- Update unit equipment lists in Transportation Corps Automated Command and Control Information System (TC ACCIS) data base to reflect current deployment posture.
- Develop sequencing of deployment flow to support TPFDD requirements.
- Provide refined deployment plan/TPFDD to the supported CINC for transportation feasibility estimate and throughput analysis.

Detailed Airlift Deployment Planning

- Determine TAT and NAP requirements.
- Identify amount of cargo and troops to move.
- Determine equipment and personnel support requirements at APOE.
- Identify APOD and en route support base requirements and capabilities.
- Identify in-country clearances.
- Create a tentative deployment sequence based on the TPFDD.
- Create aircraft load plans identifying deploying equipment and personnel.
- Receive airflow schedule identifying types of aircraft and arrival times at APOE.

Alert Control Considerations. Alert control considerations include:

- Marshalling areas.
- Operation security.
- Inspections.
- Briefings.
- Provisions for remain-behind equipment, supplies, and personal effects.
- Family assistance.

Deployment Control Considerations. Deployment control considerations include:

- Sea movement concept (Navy service component commander).
- Closure estimate.
- Force tracking and ITV.
- En route stops.
- Escort requirements.
- Air movement concept (Air Mobility Command/heavy brigade commander).
- General staging and over-flight coordination.
- Sequence of deployment.
- Aircraft load factors.
- En route support concept.
- Airlift tempo and throughput coordination.
- Required delivery dates at destination.
- EADs and latest arrival dates.
- Ground movement control.
- Ground movement to APOEs.
- Load procedures.
- Organization of APOEs.
- Deployment support.
- Execution of unit line number sequence in accordance with TPFDD.

Emergency Defense Measures

While APA operations are designed for a secure environment, planning must include provisions for possible hostile action. The commanders conducting the APA operation—

including MSC and Air Mobility Command—must identify their security concerns to the supported CINC and request or direct appropriate action. Certain control measures must be established in the objective area to ensure coordination, mutual support, security, and minimum disruption of the APA operation. These control measures, which also must be identified early in the planning process, include international control measures and tactical control measures.

International Control Measures. International control measures are used to provide security for the force. Planned for and requested by the supported and/or supporting CINCs, they may consist of establishing security/exclusion zones under international law and maritime exclusion areas at sea. They are established by the host country for its airspace, land areas, and territorial waters, and by the appropriate maritime commander for adjacent international air and sea space.

Tactical Control Measures. The supported CINC must address general air, ground, and sea security in the APA objective area and assign adequate forces to or in support of the APA. While security is ultimately the responsibility of the CINC and the ARFOR commander, security of the TAA is tasked to the heavy brigade commander, who is responsible for rapidly establishing an effective command post and improving the defensive posture from separate localized efforts to a regional, coordinated posture. The problems faced will not be dissimilar to those of rear area security. Tactical communications, early establishment of a mobile defense force, and rapid establishment of security positions and sector responsibilities are important elements in establishing a defense.

Precautionary Measures

Precautionary measures are required to preclude interference and assure expeditious RSO&I of deploying forces. They consist of assigning AORs and designating coordinating authorities, main supply routes, intermediate staging areas, and so forth. The ARFOR/heavy

brigade commander normally determines these measures once basic decisions with regard to discharge and reception sites are established. One such measure is the establishment of the marshalling area. The ARFOR/JTF commander designates this area based on the heavy brigade commander's recommendations. Moreover, the combatant commander, in conjunction with the host nation, must approve the marshalling area. The marshalling area is administrative in nature and does not denote command of a geographic land area. Within the marshalling

area, the ARFOR commander is responsible for coordinating—

- Prioritization and use of APODs, SPODs, and road networks.
- Air traffic control.
- Logistics support activities.
- Movement control for inland surface movements.

The AWR-3 Battle Books provide additional requirements for establishing an effective marshalling area.

EXECUTION PLANNING

Execution planning provides the transition from peacetime posture to the conduct of military operations. Time available for execution planning may be greatly compressed, requiring abbreviated steps and procedures throughout. During this phase, the supported CINC finalizes the operation order (OPORD) and, in addition to planning, accomplishes two other major actions: force preparation and deployability posture reporting. This phase ends when the NCA directs execution of the OPORD, places it on hold, or cancels it pending resolution by some other means. Prior preparation for deployment, including planning and updating unit standing operating procedures (SOP), is essential when execution planning time is compressed.

Formal Planning

Upon receipt of the initiating directive, the contingency force, the heavy brigade, and supporting commanders initiate contact with the supported CINC or JTF commander. Together, they conduct formal coordinated planning based on a detailed analysis of the assigned mission and the CINC or JTF commander's concept. The ARFOR commander then refines his OPORD incorporating this analysis. The commander's concept will include as a minimum—

- A *concept of operations*, in which the intent for execution and support of the mission is stated.
- A *concept for deployment*, in which the plan for deployment of the APA and heavy brigade to

the theater is clearly stated. Included too are specifics concerned with early repositioning of the ships—with or without movement of the OPP—and desired closure/arrival dates.

A *concept for RSO&I*, which consists of the basic sequence for selecting discharge sites, discharging supplies and equipment, marrying personnel and equipment, providing logistics support, establishing C², and preparing forces for onward movement. The JTF/ARFOR, in conjunction with MTMC, will determine the general plan for **pierside or in-stream off-load**, or a combination of the two. Requirements for fuel and water equipment discharge must also be promulgated.

A *concept for tactical operations*, which is derived from the APA heavy brigade's mission. On receipt of the mission, a heavy brigade commander, in conjunction with his supporting commander, if applicable, analyzes it and establishes a basic concept for tactical operations. This concept is coordinated with the ARFOR commander as well as supported CINC/JFCs. Principal considerations are the same as for other tactical operations.

A *concept for logistics support*, which includes specific support requirements for the heavy brigade. The ARFOR commander promulgates requirements for establishing LOC and in-theater support.

Basic Planning Decisions

To proceed with detailed planning, decisions must be made regarding mission, command relationships/arrangements, and security.

Mission

The APA mission focuses on expeditious deployment, assembly, and employment of the heavy brigade forces to meet the supported commander's requirements. It may also include tasks in support of other operations in the objective area, such as employment of APA lighterage to augment joint LOTS operations. The mission order usually delineates the general AO, the heavy brigade's required tasks, the general time period for the deployment, required time for operational capability, time constraints on deployment operations—for example, availability of aircraft—and the estimated duration of tactical operations.

Command Relationships/Arrangements

The importance of clear command relationships is fundamental throughout the transition period. Primary responsibility for clarity rests with the supported CINCs. Subordinate commands must understand their command relationships. The CINC/ASCC will establish command relationships to minimize disruption of C² of APA operations during the transition from planning through deployment and execution phases. ASCCs will designate APA heavy brigades, define command relationships within the initiating directive, and recommend additions/changes for external relations as required.

Security

Security is the responsibility of the supported and supporting CINCs; however, all personnel must be conscious of security. Although strategic ships may transit to a benign port, they may transit through hostile areas to reach that port. CINCs, Navy service component commanders, and Navy force commanders are responsible for the defense of the strategic ships en route to the supported CINC's AOR. The supported CINC is responsible for security at the marshalling area. He will determine available HN security support and establish additional

measures to support the security effort. This responsibility may be delegated to a subordinate commander capable of providing adequate security.

Security considerations should include specific responsibility assignments for ships en route, en-route support bases/facilities, staging and marshalling areas, and SPODs. Security responsibilities also include emergency defense of the APA during deployment and RSO&I. These control measures clearly define mission responsibilities for—

- Airspace control.
- Area air defense.
- Ground security.
- Sea security areas, including ports.
- Fire support coordination.
- Movement control.

These measures also establish responsibilities for emergency defense and ROE. Control measures are ultimately the responsibility of the combatant commander in coordination with the country team, who is responsible for the theater of operations. The combatant commander must approve the measures, but the commander or designated subordinate task force commander charged with conducting the APA operations may concur with them.

RSO&I Plan

The mission, terrain, available facilities and support, and the tactical concept for heavy brigade operations will dictate the RSO&I plan. The ARFOR develops the RSO&I concept in coordination with the heavy brigade commander, port manager, LSE, MLST, and support commanders, and submits it to the CINC/JTF commander for approval. The selection of SPODs, TAAs, and anchorages is described below. Although treated separately, these factors are interrelated; for example, the discharge may consist of a combination of in-stream and pierside discharge.

Sea Ports of Debarkation

The supported CINC, in consultation with the ASCC and USTRANSCOM, determines

SPODs for discharge. The primary concern is the speed with which the heavy brigade is made combat-ready. However, service concerns must be considered and accommodated. These selections are forwarded to the supported CINC or JTF commander for approval. The supported CINC, in conjunction with the country team, assists in obtaining HN concurrence and support.

Aerial Ports of Debarkation

The Air Force service component selects the APOD based on the ASCC's recommendation after coordinating with the supported CINC/JTF commander. CINCTRANS should approve this choice due to the potential impact on other theater operations. Identification of the APOD must be considered in conjunction with selection to synchronize air/sea link-up of personnel and equipment.

The APOD must meet the OPORD's force closure requirements. If the APOD will also serve theater and fixed-wing and rotary-wing aircraft, it will reduce the strategic throughput capability. The following factors must be considered when selecting the APOD:

- Airfield facilities may require expansion and/or duplication.
- Capacity of approaches and traffic patterns, for example, ramp space (maximum on ground), capacity of visual and instrument approach, and departure procedures for the airfield will affect throughput. To enhance airfield capability, expeditionary visual and instrument approach assets will embark early in the airlifted element.
- Space and facilities may not be available for base loading. Typically, the better the facility, the more likely HN organizations will fully use it.

Additional Airfields

The desirability of separating fixed- and rotary-wing operations and parking space limitations may indicate a need for an additional airfield to accept immediate redeployment of helicopters. An additional airfield increases APOD throughput, minimizes potential foreign object damage, and reduces the problems

associated with operation of fixed- and rotary-wing aircraft at the same location. Use of additional airfields will require a commensurate increase of petroleum resupply/Inland Petroleum Distribution System equipment.

Tactical Assembly Areas

In coordination with the heavy brigade commander, the JTF/ARFOR commander selects the heavy brigade TAA to support expeditious marshalling of forces and integration into tactical operations. Site selection must consider distance from the SPOD and the initial availability of heavy equipment to move tracked vehicles during initial entry operations.

Anchorage

Explosive safety quantity distance arcs, anchorage depth, bottom type, currents, and distance to shore must be considered when anchorages for strategic ships are assigned.

Transition to Employment

In the beginning, the principal effort focuses on assembly of personnel with equipment and supplies. As various units become combat-ready, focus will shift toward subsequent operations. Increased enemy threat will accelerate this shift in focus. Employment considerations include transitioning the heavy brigade. Heavy brigade plans for transition to employment should include:

- Early dispatch of LO party to the theater marshalling area.
- Clear delineation of responsibility for local security.
- Assignment of OPP and, through the CTG, establishment of PSA responsibilities.
- Notification to higher headquarters that all units/detachments are operationally ready as it happens.
- Use of assembly areas to facilitate subsequent or concurrent tactical operations.
- Plans for responding to hostile action during theater reception and onward movement.
- Allocation of staff planning effort between deployment activities, theater reception and onward movement, and employment.

Disposition of Components

Disposition will depend on many variables and must be planned in as much detail as possible. Considerations for disposition of APA elements include heavy brigade, APA ships, and APA lighterage.

Heavy Brigades

Considerations for disposition of heavy brigades include—

- Assigned mission and expected duration of employment.
- Support requirements, that is, the effect subsequent command relationships will have on support planning accomplished.
- Redeployment/reconstitution requirements.

APA Ships

One consideration for disposition of APA ships is timing the discharge to match HN support capability, heavy brigade storage capacity, and heavy brigade usage rates. Terminal service company equipment must be front-loaded as it is required to discharge

subsequent ships. Shortfalls in storage areas/facilities within the theater of operations may necessitate use of one or more ships as a station or warehouse facility until facilities are developed, or may require an additional ship to function as a mobile logistics base for in-shore operations along the coast parallel to the heavy brigade movements. On release of the ships from APA operations and with the concurrence of the supported CINC, the ships will shift OPCON to CINCTRANS for use as common user sealift forces. Security may determine the amount of time the ships remain in the discharge area.

APA Lighterage

APA lighterage may be needed for discharge or follow-up shipping after strategic ships depart. Other considerations for retention of lighterage include intratheater sealift, fueling, repair and maintenance, sheltering or harbor facilities, and maintenance of streamed water and fuel hoses as deployed.

FOLLOW-ON SUSTAINMENT PLANNING

Introduction of APA elements involves forces moving by strategic airlift to receive pre-positioned equipment and supplies from the APA ships. Both movement elements have finite lift/space capabilities. The ARFOR will establish requirements for sustainment in the JOPES, including supplies and equipment required to reach full operational capability that were not included in pre-positioned ships or the airlifted element and those needed for sustainment beyond 30 days. The initiating directive will

designate responsibility for the embarkation and movement of the FOS from the APOE/sea port of embarkation (SPOE) to the objective area. Sustainment systems beyond the initial FOS are a CINC responsibility, but services must be prepared to establish their own supply systems in the event the CINC does not establish the necessary links soon enough. Services using split-based operations will plan but will not TPFDD the materiel.

REDEPLOYMENT PLANNING

Redeployment of the heavy brigade from one operating area to another involves the backload of equipment and supplies previously placed in the theater of operations from the APA ships. The manner in which redeployment is conducted depends on the heavy brigade's assigned mission and the distance from the POE

to the new objective area. The redeployment of the heavy brigade is usually a nontactical move, but may be tactical if required. During redeployment, JOPES procedures are used. Planning for redeployment must be initiated upon receipt of the original warning order.

REGENERATION/RECONSTITUTION PLANNING

Advance planning will facilitate the success of the APA regeneration and should focus on the three functional elements: ground equipment and supplies, heavy brigade equipment, and support equipment. Forces conducting regeneration are task-organized to address three areas: operations and logistics; sourcing and attainment; and fiscal.

The committed portion of the nation's APA capability ceases to exist after an APA is committed to a contingency, is discharged, and the operation terminated. The decision to regenerate that portion of APA employed in the operation is made at the CJCS level predicated on recommendations of the involved CINCs. The CJCS may direct the Army CINC and CINCTRANS to execute the regeneration. In small operations such as one ship being discharged, the responsible CINC will initiate actions to accomplish regeneration. The APA regeneration process, once initiated, must be coordinated with the supporting CINC and with retrograde planning. APA regeneration requires—

- Identifying units to perform the regeneration.
- Identifying ships for regeneration.
- Identifying, acquiring, preparing for loading, and loading equipment and supplies.
- Locating where full operational capability will be reestablished.

For additional information about regeneration, see the APA Battle Books and Chapter 7.

Options for determining the location for reestablishing the operational capability include the area of the current APA operation as well as other geographical locations. Factors that may contribute to this decision are—

- Whether the ship's cargo will be regenerated in the same form or whether it will be altered to accommodate changes in operational requirements.
- Available in-country maintenance and port facilities.
- Anticipated condition of equipment and supplies.
- Availability of equipment and supplies.
- Time considerations and allowances to accomplish regeneration.
- Ship certification schedule.
- Retrograde plans.
- Future operational commitments.

An APA Regeneration Planning Conference is convened as soon as minimum planning factors are available to commit to an execution plan. Detailed guidance on APA regeneration planning may be found in the APA Battle Books.

INTELLIGENCE PLANNING

Different command relationships, force structure, and missions give APA intelligence planning a unique character. The potential geographic separation of organizations and commands committed to an APA operation may preclude the formation of a joint intelligence center and necessitate the use of on-the-shelf intelligence products and data bases early in the planning process. Once APA operations commence, intelligence support will become dynamic in nature and originate from a variety of national-, theater-, and fleet-level organizations and organic intelligence assets as they become available in the theater of operations.

The intelligence capabilities and organization of the heavy brigade, support elements, and APA ships vary significantly. The supported CINC/ASCC will provide intelligence support to the forces within his assigned theater of operations. The APA heavy brigade commander may not have the time, perspective, or authority to identify and obtain necessary intelligence without the CINC's assistance. Also, the APA heavy brigade S2 staff will have a limited capability that must be augmented with intelligence assets to ensure continuous intelligence support and to coordinate intelligence and counterintelligence measures in support of the operation.

COMMUNICATIONS PLANNING

An APA operation requires a coordinated, detailed communications plan for the APA heavy brigade commander to exercise C² over the brigade. The plan must consider C² requirements for internal and external communication to the APA heavy brigade, en route communication, current and potential changes in command relationships, and task organization and equipment augmentation as well as that generated by the locations of the APA elements and support units. Communications systems must be designed to provide a reliable, secure means to exercise C², and they must be flexible enough to compensate for internal and external changes such as command relationships. The actual requirements and ultimate design of the communications system for APA operations will depend on—

- Location of the contingency operation and mission requirements.

- System provided by the CINC through the service component commander.
- Availability of commercial systems.
- Host nation communications infrastructure.
- Organic communications systems to the APA heavy brigade.

The CINC must provide broad planning guidance as early as possible to the APA brigade. This will ensure that provisions can be made for the required interoperability and operational demands of the communications systems. The APA heavy brigade commanders will continually refine their communications posture through periodic testing of portions of the systems with higher and subordinate headquarters. Voids and gaps in existing capabilities will be immediately forwarded to the ARFOR/ASCC/CINC for resolution.

LOGISTICS PLANNING

Logistics planning for APA operations must provide maximum flexibility. Planning must be comprehensive, addressing the entire spectrum of operations, to include—

- Predeployment activities, including preparation and distribution of APA ships.
- Alert and movement to the POE.
- Strategic air and sea movements.
- Arrival and reception in the marshalling area, including support during discharging operations at POD and preparations for employment.
- Reception, staging, onward movement, and integration.
- Employment.
- Redeployment.
- Regeneration.

The ARFOR commander's concept of operations for subsequent employment drives the brigade commander's logistics planning process during an APA operation. Planning must satisfy both known and anticipated logistics

requirements. The commander's logistics planning must consider—

- Logistics requirements based on the mission, concept of operations, forces to be supported, operational environment, and enemy capabilities.
- CSS forces required to support the operations.
- Availability and types of nonorganic logistics support that will be provided in the theater of operations, including equipment and supplies on the APA ships, LSE, MLST, and HNS.

Time-phasing of organic CSS capabilities into the theater of operations, including the forward support battalion, other division corps, and EAC support, equipment, and supplies TAT, and NAP stocks.

Development of the logistics concept. Planning must address the broad functional areas of supply, maintenance, facilities, transportation, engineering, health, and other services. The magnitude of support is directly related to the force module planned for the operation.

APA plans are issued as separate documents or as annexes to an OPLAN/OPORD. Comprehensive and detailed plans address—

- The concept and sequencing of movements during each phase of deployment, including units and modes and times for movement. Included are supplies and equipment that

will be in the airlifted element to support the operation.

- Administrative and logistical support during each phase of deployment.
 - Distribution, support locations, and support channels in the AO.
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CHAPTER 4

Logistics

APA operations require significant logistical integration, as they involve preparation for and execution of deployment, employment, redeployment, and regeneration. The magnitude of logistics support is directly related to the force module planned for the operation. Integration of APA operations into existing logistics systems can reduce deployment requirements. Therefore, one goal of APA logistics is to use existing logistics systems and infrastructure wherever possible. Use of existing HNS agreements, which should be negotiated in peacetime if possible, and interservice support by all elements of the APA is encouraged. Reliable HNS can play a large role in facility, transportation, supply and service support. Continuous support must be provided for the duration of the APA operation and subsequent ground operations and establishment of lines of communication (LOC).

RESPONSIBILITIES

The CJCS, the military service components, Army forces, MSC, the combatant commander, the supporting CSS commander, the Army forces/heavy brigade commander, and the USAMC LSE and USAMMA MLST all have responsibilities for APA logistics.

Chairman, Joint Chiefs of Staff

The CJCS provides broad logistics guidance to the services and unified commands.

Military Service Components

Military service components in the unified command are responsible for providing logistics support to their subordinates and ensuring forces are trained and equipped to conduct APA operations. Services also support deploying forces either directly or through procedures arranged with home stations.

Military Sealift Command

MSC plans logistics support for movement of the ships and for support of the embarked personnel.

Combatant Commander

The combatant commander coordinates basic logistics functions within the theater of operations and assigns logistics tasks to service components to provide interservice support.

Supporting CSS Commander

The supporting CSS commander will execute logistics plans for support of the APA brigade force and submit logistics support requirements to the brigade commander for inclusion in airlifted element, deployment, RSO&I, and other logistics plans.

ARFOR/Heavy Brigade Commander

The ARFOR/heavy brigade commander is responsible for broad logistics planning, to include—

- Coordinating APA logistics activities with the senior logistics support force commander to prioritize and allocate resources.
- Developing the supporting logistics plans.

- Reviewing logistics plans for subordinate elements to ensure an integrated plan.
- Coordinating with higher headquarters for the use of strategic lift for retrograde operations, for example, aeromedical evacuation.
- Coordinating with higher headquarters regarding interservice support requirements tasked to the ARFOR.
- Determining composition of the airlifted element, to include specifying prescribed loads for air movement.
- Developing the deployment plan.
- Developing the RSO&I plan.
- Assigning PSA responsibilities (FM 55-65).
- Making decisions for redistribution of assigned equipment and supplies based on employment mission.

USAMC LSE and USAMMA MLST

The USAMC LSE and USAMMA MLST coordinate with the senior logistics support force commander for logistical support of the APA mission and determine LSE and MLST capabilities needed to support APA missions.

CONCEPT

The logistics concept must address the broad functional areas of facilities, equipment and supply, maintenance, transportation, engineering, health and other services, and security.

Facilities

Existing facilities should be used whenever possible to shorten the time required to become fully operational. Key factors for the use of those facilities are detailed below.

Beaches

Logistics considerations drive beach selection for APA operations. Desirable characteristics include—

- Egress and road networks to inland destinations.
- Availability of staging areas near discharge points.
- Availability of bulk fuel storage facilities.
- Ability to refuel watercraft and availability of potable water, lubricants, hazardous waste disposal areas, sludge and water disposal, and ration replenishment for these vessels.
- Suitable beach gradients; near-shore and offshore hydrographic conditions.
- Landing points and safe havens for ligherage.

- Availability of sites suitable for ammunition storage.

Sea Ports of Debarkation

Considerations include—

- Ability to accommodate APA ships: water depth, length, overhead clearance, and maneuver room.
- Port services, that is, navigation aids, pilots, and tugboats.
- Discharge capability, that is, pier space, staging areas, covered storage, pier width, capacity and availability of heavy lift cranes, container and materials handling equipment (MHE).
- Lighting to support 24-hour operations.
- Ability to refuel watercraft and availability of potable water, lubricants, hazardous waste disposal areas, sludge and water disposal, and ration replenishment for these vessels.
- Bulk fuel to top off discharged vehicles and bulk fuel tankers.
- Ability to berth Army watercraft discharged from the HLPS at the port.
- Proximity to the APOD.
- Availability of main supply routes (MSRs).

Aerial Ports of Debarkation

The APOD is the authorized air point of entry into, and departure from, the AO. The air component commander of the joint force will establish and operate it. If tactical airfields are established to support employment, the air component commander or the Army component—depending upon the predominant user of the airfield—may operate them. Considerations for the APOD include—

- Runway and taxiway capability for aircraft.
- Throughput capacity for mission requirements.
- Aircraft staging areas sufficient for aircraft requirements.
- Instrument and navigation aids: air traffic control capability with radar-assisted landings and takeoffs and effective radar surveillance and communications sufficient to achieve positive airspace control.
- Staging areas available for temporary staging of airlifted elements, personnel, and cargo.
- An all-weather road network that links the airfield with the SPOD and assembly area.
- MHE to discharge aircraft.
- Airfield lighting to support 24-hour operations.

Tactical Airfields

Considerations for tactical airfields, some of which also relate to the APOD, are fuel; Class V receipt/issue, loading, arming/dearming and storage areas; crash, fire, and rescue; weather; and engineering and other support.

Fuel. Fuel considerations include type, quantity, and quality of petroleum, oil, and lubricants (POL) the HN is willing to provide and the compatibility of systems (HN to US aircraft/HN to tactical airfield fuel dispensing system). Maximum use of existing storage and transportation facilities is critical as the initial POL discharge will saturate the tactical systems. Space to install fuel systems with safety buffer zones and room for system expansion must be considered in addition to interference with other airfield facilities.

Class V Receipt/Issue, Loading, Arming/Dearming and Storage Areas. Procedures must be established prior to the arrival of tactical units. An ammunition support team must be deployed to arrive in the marshaling area prior to arrival of APA vessels to provide initial Class V accountability and visibility of ammunition arriving in theater. The Class V storage area should be as close as possible to the port loading and discharging area, but comply with existing safety requirements.

Crash, Fire, and Rescue. Tactical and geographic considerations, dispersal of unit equipment, and availability of HN assets must be considered.

Weather. Weather service may be provided by unified CINC, air component, ARFOR, Air Mobility Command, or the HN.

Engineering and Other Support

Requirements for engineer support will vary with each operation. Requirements may include clearing obstructions; horizontal, vertical, and underwater construction, including airfield, port, and pipeline construction/repair; airfield power supply; and heavy engineer equipment and utilities, including prime power supply. Other considerations are water supply/hygiene and heavy equipment, container, and MHE support.

Engineers may have to construct additional facilities at marshaling and staging areas or improve facilities, roads, or airfields to accommodate increased use. The primary concern, however, is in the marshaling area. Engineer tasks will focus on improvement of SPOD/APOD facilities, ports, and beaches, to include providing electric power to enhance throughput capability and ensure continuous operations. Construction of fuel, ammunition, and water storage facilities and road maintenance/improvement occur simultaneously. To ensure proper utilization, control of engineer assets should be centralized throughout the theater reception and onward movement phase. If the required construction tasks exceed the capabilities of the engineers, the ARFOR commander may request additional support through the

chain of command. If additional support is required, the equipment and supplies must be drawn from the HN, contracted resources, supported or supporting CINC's assets and included in the airlifted element or transported by sealift.

Army engineer detachments (dive) also provide critical support in the initial preparation of the SPOD. They provide the capability to survey the port and identify port characteristics and underwater obstacles that may obstruct discharge space at the pier. They also perform hydrographic/beach surveys to determine feasibility of conducting LOTS operations and a multitude of other dive and salvage support missions. The engineer detachments are assigned/attached to the CTG in the theater of operations.

Equipment and Supply

Supply planning for deployment is similar to that for contingency operations. Supplies for the first 30 days of operations for early deploying units of the contingency corps are stocked aboard APA container ships. However, if an operation requires split employment of APA assets, this stockage level will be reduced to the 15 days that are collocated with the brigade. Planning must ensure that materiel that is required but not pre-positioned is included in the air flow to accompany the airlifted element. Latitude to adjust the air flow to support logistics requirements may be available. The JTF/ARFOR commander must prescribe loads for the airlifted element to support operations before discharge of pre-positioned stocks. Planning should consider interservice and HNS agreements. The JTF/ARFOR commander must prescribe stockage levels and distribution means (unit or supply point) in the marshaling area pending establishment of a permanent lodgment. The ARFOR commander is responsible for providing logistics support to the heavy brigade.

Maintenance

Maintenance planning prior to deployment focuses on serviceability of equipment programmed in the airlifted element. This airlifted equipment must be operational to support initial

RSO&I operations until ships are discharged and the appropriate capability arrives in the marshaling area to repair inoperable equipment. The ARFOR/JTF commanders must provide maintenance support at both the SPOD and APOD. Maintenance skills must match the equipment scheduled to arrive at those locations. If required, the ARFOR must plan for the maintenance of Army aircraft at intermediate airfields. A USAMC LSE may be used as an interim maintenance capability.

To continue the depreservation and prepare equipment for issue, adequate maintenance capability must arrive in the marshaling area prior to ship discharge. First priority must be placed on equipment for APA theater-opening force modules, then it will shift to other priorities established by the JTF commander. Personnel must segregate damaged equipment and equipment that requires urgent modification or maintenance. Repairs to damaged equipment are made only as the depreservation work load permits. Planners must consider unique maintenance requirements and establishment of LSE and an interim maintenance capability. For example, maintenance of Army watercraft deployed with theater-opening force Module D requires marine-specific floating craft maintenance support.

Transportation

The deployment phase of an APA operation is transportation-intensive. The movement plan for APA operations is considerably more complex than that for normal tactical operations. At a minimum, planners must include MSR designations; cargo and unit staging areas; transportation requirements; establishment of movement control organizations; designation of staging and inspection areas; and establishment of procedures for command, control, and coordination. Planning must also address airlift of the airlifted element, sea movement of the APA ships, command and control of the movement—including coordination and monitoring of departures from all POEs and arrivals at all PODs—and security for all phases of the operations. Transportation efforts during the RSO&I phase will focus on support of the discharge. Plans for movement of personnel and

equipment from the APOD to element staging areas must be detailed. Planning must address use of MHE and APOD/SPOD discharge support.

Health and Other Services

For the deployment phase, the ARFOR/heavy brigade commander will rely primarily on organic capabilities and the use of local facilities as necessary. During the RSO&I phase, plans should emphasize use of HN or other service capabilities to the extent possible. Health services, such as a corps-level hospital, require CINC coordination. The ARFOR commander will coordinate with unified command surgeon or other services for aeromedical evacuation.

Provision of utilities—water, electric power, and so forth—are primary concerns during alert and deployment. Planning for RSO&I will focus on automated information system support, utilities support, civil affairs, contracting, and disbursing. Civil affairs personnel will provide interface with the HN. Contracting and disbursing (Class A) agents must be prepared to pay for services and HNS as required.

Security

Rear operations, military police (MP) and HNS, civilian law enforcement, and traffic control must be considered and requirements coordinated with the ARFOR commander.

MOVEMENT

Movement requirements address the organization of movement groups during each phase of deployment. They include passengers and equipment TAT and NAP and are tied to specific strategic airlift missions from the APOE. The movement plan must address—

- Movement requirements.
- Transportation modes for each phase of movement.
- Movement control procedures for each phase of movement.
- Responsibilities for operating departure airfield control group (see FM 55-1, Appendix 3).
- Inspection areas and procedures for deploying personnel, equipment, and supplies.
- Procedures for assembling aircraft/loads.
- Coordination and reporting procedures with higher headquarters and external supporting agencies.

Air Movement Plan

The Air Movement Plan is a combination of unit-developed SOPs, cargo and passenger manifests, the Unit Aircraft Utilization Plan, and other supporting documentation such as that relating to hazardous cargo. The plan shows how

the deploying unit intends to airlift personnel and equipment while maintaining C² of the movement. It prescribes the sequential movements of units and elements in each aircraft. The deploying unit commander writes the airlift plan and submits it to the affiliated airlift control squadron for review.

Air Movement Sequence Table

Each deployable unit is responsible for developing an air movement sequence table that reflects the time-sequenced tasks required to accomplish air movement preparation. These required tasks facilitate the unit and supporting elements' ability to meet a deployment that reflects the supported CINC's TPFDD priorities. The air movement sequence table specifies the tasks required for the unit and support elements to establish such operations as ammunition draw, equipment and personnel preparation, and hand-off procedures in marshaling areas and departure airfield control groups (DACCs). This document provides a basis for movement control organizations to coordinate marshaling and staging area operations and loading of aircraft.

Unit Aircraft Utilization Plan

This plan shows what will be moved in each aircraft. Data must be accurate and match TC

ACCIS (Automated Unit Equipment List [AUEL]) data. Total airlift requirements are documented using the Unit Aircraft Utilization Summary (see FM 55-12).

Sea Movement Plan

Sea movement includes the APA and other assigned ships and escorts. MSC prepares the Sea Movement Plan, which identifies those naval forces needed for replenishment, US Army personnel designated as super cargo, and security en route and in the marshaling area. The initiating directive will specify command relationships and responsibilities for sea movement.

RSO&I Plan

This plan delineates the JTF/ARFOR commander's concept for RSO&I. It sets forth the task organization to support these activities and assigns tasks to subordinate elements located at the SPOD and APOD for equipment issue and initial CSS operations. The plan, which the ARFOR commander submits to the unified CINC for approval, may include—

- Command and control of RSO&I activities.
- Detailed procedures for port clearance and onward movement.
- Arrival airfield control group (AACG) and PSA support requirements.
- Customs clearance.
- Marshaling area overlay.
- Arrival schedule for the airlifted element.
- Port clearance movement program.
- Highway regulation plan.
- Rail and inland waterway movements.
- Communications.
- Reporting requirements.

- Force tracking and ITV requirements and procedures.
- Field service support.
- Health service support.
- Traffic control.
- Security.

The JTF/ARFOR commander, in coordination with the unified CINC, normally determines the plan's composition and format. It will contain only those elements of information that are not addressed in RSO&I SOPs.

Movement to TAA

The senior movement control element is responsible for planning and executing movement control operations in support of unit movements to the TAA. If deployed, the DTO and the movement control officer will coordinate with senior movements headquarters in the theater of operations. Movement clearance and transportation, as directed by the brigade commander, are scheduled to support requirements.

The brigade has the responsibility for movement planning, highway regulation, and establishment of MSRs in the brigade area. Where operationally feasible, the brigade and FSB will maximize use of organic assets in moving to the TAA. The brigade will coordinate with the senior movement control element for transportation support requirements beyond the brigade's organic capability. Support will be provided based on preestablished movement priorities. Coordination must be effected with the MP, as they can provide security for the MSR and ammunition supply route.

The supported brigade S4 will establish rest areas, refuel points, and feeding points en route to the TAA. Additional support may be obtained through contracting, HNS, other Army forces already deployed, or sister and coalition forces.

DEPLOYMENT

Once the brigade forces are deployed, the FSB's primary role is to provide direct support to the brigade and individual units operating in the

brigade area. Effective integration of heavy and light forces maximizes the capabilities of each type of force by using the advantages of one type

to offset the limitations of the other. Not all situations are suitable for heavy/light operations. Therefore, the force must be matched to the mission, enemy, and terrain. Regardless of the force, information must flow from the deployed unit to the controlling headquarters. This information includes—

- Critical fuel and ammunition requirements.
- Status of classes of supply.
- Maintenance requirements and backlog.
- Class IX requirement and availability.
- Movement requirements and availability of transportation assets.
- Availability of medical treatment and evacuation assets.
- Locations of support elements.
- Status of support personnel.
- Anticipated support problems.

The deployed corps support group (CSG) and corps support battalion will provide backup support to the FSB as required. The CSG will

operate and control the logistics base through which support is provided. If the CSG commander is the senior logistician in theater, he can expect to provide primary support for the developing theater. This mission will continue until adequate additional CSS assets flow into the theater. The CSG primary mission includes, but is not limited to—

- Supply and service.
- Maintenance.
- Field services.
- Transportation.
- Ammunition (breakbulk and containerized).

APA sustainment cargo should be brought to the logistics base. The CSG should be prepared to handle any unit basic load that exceeds the brigade and FSB's capability to move in a single lift. The logistics base should be prepared to handle all classes of supply. Additional missions that the CSG should be prepared to support are the theater-opening force module mission and the staging area mission.

EMPLOYMENT

Logistics support to the deployed brigade, which is METT-T dependent, will be consistent with the principles outlined in FM 100-10. Due to the tailored support configuration provided by APA, CSS organizations may initially have responsibilities broader than those delineated in current doctrine. All CSS forces must be augmented to meet support requirements of the heavy brigade.

Key to successful employment support is the sequencing of combat, CS, and CSS equipment from the APA ships. If available, HNS, contracting, other Army forces, and sister and coalition forces may relieve the pressure to get CSS equipment into place to support the brigade. If no support is available other than that prepared, serious consideration must be given to early discharge of CSS equipment to facilitate the coordinated RSO&I of combat forces.

REDEPLOYMENT/RECONSTITUTION

After completion of operational requirements, forces move back to designated TAAs. A major focus should be unit integrity and accountability to the maximum extent possible for units, individuals, materiel, supplies, and equipment. Operational requirements may necessitate some changes to units after they arrive in the theater of operations.

Individuals may be returned directly to the replacement support element battalion for redeployment. Commanders report excess materiel to the senior materiel maintenance center for recovery and redistribution. The unit or its parent command is responsible for actions at and support of the TAA. One such action would be the completion of reconstitution and cross-leveling for movement and coordination

with the senior movement control agency/organization.

Upon receipt of movement instructions, forces, individuals, and materiel are moved to the redeployment assembly areas (RAA). At the RAA, units complete activities that could not be accomplished at the TAA. This could possibly include washing major end items and turning in equipment and supplies to USAMC/USAMMA or other designated organizations.

Because of the size of the redeploying force and theater of operations capabilities, an intermediate staging site and final staging area may be required prior to going through the port authority inspector at the POE. Based on the senior movement control agency/organization movement instructions, forces, individuals, and materiel are moved to the POE where they are processed for strategic movement.

CHAPTER 5

Deployment

During the predeployment (alert) planning phase, unit commanders ensure unit personnel, supplies, and selected equipment are prepared for deployment. They update their AUELs to reflect actual personnel and equipment deployment posture. They coordinate the disposition of their units' remain-behind equipment and coordinate with the installation commander for support required for deployment that is not within the unit's organic capability. The deployment phase begins with the first movement from home station to an APOE. It ends with the arrival of the APA heavy brigade forces in the AO.

RESPONSIBILITIES

Organizations having deployment responsibilities are the—

- US Transportation Command.
- Air Mobility Command.
- Military Sealift Command.
- Military Traffic Management Command.
- Military installations.
- Movement control units.
- Departure Airfield Control Group.
- ARFOR/heavy brigade commander.
- Ammunition support team.

US Transportation Command

As the strategic deployment manager, USTRANSCOM is responsible for coordinating air and sea deployment.

Air Mobility Command

Air Mobility Command exercises overall control of airlift operations at APOEs. The Air Mobility Command tanker airlift control element (TALCE) establishes an airlift operations center (AOC) at the airfield, with all information related to onload operations coordinated through the AOC.

Air deployment is used to transport personnel and selected supplies and equipment from the APOE to an APOD in the AO. The time required to transport the force will depend on size of the force, aircraft availability, distance, and throughput considerations. The Air Mobility Command, using strategic aircraft, and civil contract carriers accomplish the airlift. Air Mobility Command will determine airflow routing and airflow based upon the approved TPFDD. Air Mobility Command also prepositions an air terminal movement control team (ATMCT) at the APOD with the port-opening package to provide unity of effort and to accomplish required interface with the port operator to clear Army personnel and cargo from the port.

Military Sealift Command

MSC plans and executes sea deployments. Reports of the movement are made through normal chains of command in accordance with JOPES procedures. MSC will direct the movement of APA ships. Ship deployment should accommodate the earliest possible embarkation of the OPP. The ASCC and AMC will coordinate with USTRANSCOM (MSC) for authorization for OPP to embark APA ships.

APA ships will rendezvous with escorts, if assigned, and conduct transit to the marshaling area.

Military Traffic Management Command

MTMC will perform the port manager's function through all phases of a theater port life cycle from a bare-beach deployment to a commercial contract redeployment. This assures the seamless flow of transportation management information from SPOE through the theater SPOD. In theater, MTMC provides the supported CINC visibility of in-transit ocean vessels and cargoes, tasks the port operator based on CINC priorities, administers MSC vessel contracts, and contracts for water terminal related services. MTMC also provides documentation services, ADP system technical support, USTRANSCOM interface, and operational transition planning. As the theater matures, MTMC becomes the port operator through the use of commercial contracts.

Military Installations

Military installations play a key role in the alert and deployment process. CONUS replacement centers (CRCs) are installations assigned a mobilization mission. The installation commanders at or in the vicinity of POEs provide MHE, transportation, security, and other support as requested by the deploying unit. The installation also coordinates updating-of the AUEL. The installation transportation offices coordinate commercial transportation and highway clearance for moving units to POEs.

Movement Control Units

Movement control units provide deployment assistance in preparation of equipment and

movement procedures to assist the deploying unit in moving the POE.

Departure Airfield Control Group

The DACG, the primary interface with the Air Force at APOE, should be pre-positioned as early as possible at the arrival/departure airfield. The DACG is responsible for coordinating and controlling the outloading of units for deployment or redeployment; receiving deploying equipment from the units at the APOE; coordinating with the TALCE to ensure the cargo and personnel are properly prepared for air shipment; and delivering cargo to the ready line. Further responsibilities are outlined in FM 55-12.

ARFOR/Heavy Brigade Commander

Coordination between the moving unit, arrival/departure airfield control group, and TALCE is critical to an orderly deployment of airlift aircraft through the APOE/APOD. The ARFOR coordinates with the unified command, USCINTRANS, and other supporting agencies. The arrival of unit equipment and personnel for onload must be sequenced to avoid bottlenecks at the APOE. The ARFOR/heavy brigade commander will provide an officer at the APOE to coordinate, with A/DACG and TALCE, the arrival of unit equipment and personnel.

Ammunition Support Team

If required, an ammunition support team (AST) maybe deployed to the APOE to provide technical assistance, quality assurance, and safety support during the uploading of ammunition. These elements will also serve to provide asset visibility and accountability to the National Inventory Control Point and the CINC.

PREDEPLOYMENT ACTIVITIES

Predeployment activities include the planning and preparation for an eventual APA operation prior to notification and those actions

undertaken upon notification leading up to actual deployment. Successful APA operations rely on a foundation of fully trained, equipped,

and sustained units and soldiers. The brigade mission-essential task list (METL) should reflect tasks associated with conducting any contingency operation. Training should emphasize critical tasks associated with contingency and APA operations. Brigades assigned the mission to use APA should consider the following activities as part of their planning and preparation:

- Establishing, developing, training, and refining alert notification procedures.
- Conducting periodic operational readiness inspections of TAT/NAP.
- Maintaining and refining packing lists, and load plans.
- Preparing for the hand-receipt and turnover of APA equipment.
- Maintaining effective family support group structures.
- Coordinating required public affairs officer/media interface.

- Establishing a rear detachment structure and identifying procedures for rear detachment operations.

The critical stage of predeployment activities begins when the brigade is alerted for an APA contingency operation. The brigade commander and staff's objective will be to task-organize the brigade and quickly develop and refine operational concepts. The need to plan and prepare for a strategic deployment will be a particularly demanding aspect of this stage.

The APA contingency operation actually begins when the unit is notified to deploy. The division or other higher headquarters of the brigade will initiate execution. This execution sequence is called the N-hour sequence. Units move to the POE in accordance with port call messages. During strategic lift phase, units move to the theater of operations in a flow sequenced to facilitate and support the efficient discharge of the APA ships.

APA FORCE PROJECTION OPERATIONS

APA force projection operations follow a general sequence, although the stages often overlap in space and time. These operations seldom begin with a clear idea of the entire package or purpose. Often, deployment requirements develop over time and with

adjustments. Enemy actions further change the equation. APA force projection operations do not end when the brigade arrives in theater; they end when the mission is complete and the last soldier returns to home station.

ECHELONING OF FORCES

Echeloning is organizing the units for movement. Generally, the deploying units will organize into the off-load preparation party, the SLRP, the advance party, and the main body. The remainder of the units that do not deploy constitute the rear echelon force.

Off-Load Preparation Party

The purpose of an OPP is to facilitate the discharge, processing, and transfer of APA equipment and materiel. Tasks to be performed are delineated in AMC SOP for OPP and in the battle books for respective APA ships.

OPP operations, as well as APA discharges, are a subset of RSO&I within the AOR. RSO&I operations and doctrine focus on the efficient and effective introduction of combat forces into a theater of operations. The goal is integration of the combat forces within the TAA as rapidly and as effectively as possible. The success of this process is key and essential to force protection.

Assignment of the OPP depends on the type of ship and the cargo it carries. Composition of the OPP depends on the condition of the equipment on the ship. AMC provides overall C² for the OPP and will ensure that AMC personnel are briefed and trained regarding procedures

and operational requirements to ensure the success of the OPP. The OPP personnel consist of AMC government and contractor personnel, who may be a mix of on-board contractor personnel assigned to the respective ships, personnel assigned to an AMC Tiger Team, other AMC contractor personnel, an AMC OPP officer in charge (OIC), a representative of MTMC and/or the port operator, a USAMMA representative, and others, based on METT-T. Generally, the receiving brigade will provide advance party representatives.

Survey, Liaison, Reconnaissance Party

The SLRP is a task organization formed from the deploying units that is introduced into the objective area prior to the arrival of APA ships. It conducts initial reconnaissance, establishes liaison with in-theater authorities, and initiates preparations for arrival of the advance party and the main body.

Deployed at the direction of the ARFOR commander, the SLRP should deploy at the earliest possible time and at least 5 to 7 days prior to arrival of the APA ships in the AO. Considerations that may impact the SLRP include:

- Political implications that may affect its size, personal security, and whether personnel should deploy in civilian or military clothes.
- The objective, which may affect the team's composition and its deployment schedule.
- Local security, which may affect freedom of movement within the receiving country.

Task organization of the SLRP, which is under the direction of the designated port commander, must consider that—

- METT-T will govern the party's core composition. Unit personnel and equipment, procedures for deploying to and activating APA assets in country, and required face-to-face coordination will affect the makeup of the party core.
- At a minimum, the SLRP should include representatives of the port commander, the

movement control team (MCT), the LSE, and the combat brigade.

- The party should be self-supporting relative to communications, transportation, rations, and personal security.
- The party's size, mission, and scope will always depend on the situation.

Advance Party

An advance party is formed from the brigade, division, and echelon-above-division support elements. It also includes the US Army Armament, Munitions, and Chemical Command (USAMCCOM) AST. The AST deploys to provide accountability and visibility of ammunition arriving in theater. The primary tasks of the advance party are to arrange for the reception of the main body and airlifted elements, rendezvous with the APA ships to continue depreservation procedures, and assist in port support and discharge operations. The advance party deploys before the main body and should include (as a minimum) battery teams, fuel handlers, drivers (wheeled and tracked vehicles), and property book and supply personnel.

Main Body

The main body is the balance of forces that remain after the advance party has deployed. The deployment of the main body is sequenced to receive equipment and supplies, move to the TAA, and prepare for continued operations. RSO&I is essential to the main body's flow being relatively uninterrupted to permit expeditious closure. Forces must not be introduced faster than logistics support is provided from the discharge and throughput process. Forces should arrive in theater no more than 24 hours prior to arrival of the first APA ship.

Rear Echelon Force

The rear echelon force will assist the advance party and main body with their deployment from home station, establish the rear detachment, and ensure the accountability of nondeploying assets and equipment.

CHAPTER 6

Reception, Staging, Onward Movement, and Integration

RSO&I is a crucial phase of an APA operation. It begins on arrival of the first APA ship or the first aircraft of the main body at the designated APOD/SPOD. It ends when adequate equipment and supplies are discharged and issued to awaiting units; C² communications are established; units have moved to the TAA; and the ARFOR commander reports that all essential elements of the heavy brigade have attained combat readiness. The brigade's simultaneous or subsequent tactical operations and movements to those operations are not considered part of the APA operation.

RESPONSIBILITIES

Discussed below are the responsibilities of the AR FOR commander, the Army transportation composite group, the MTMC port management cell, and the OPP for this phase of the operation.

- Providing initial life support.
- Assisting the APA heavy brigade to prepare for its operational mission.

ARFOR Commander

The ARFOR commander's responsibilities for RSO&I operations include—

- Preparing the RSO&I plan.
- Synchronizing air movement and APA ship arrival.
- Establishing operating locations and facilities in the marshaling area.
- Coordinating arrival and discharge of equipment and supplies from the APA ships—in port, across a beach, or a combination of both.
- Coordinating arrival and discharge of airlifted elements.
- Providing personnel, equipment, and transportation to clear the ports, move forces to final destination, document actions, and provide reports.
- Providing communications and security.

Army CTG

The Army CTG is responsible for planning and executing transportation operations in the marshaling area. This includes operation of the APOD/SPOD and all onward movements of personnel, supplies, and equipment from the APOD and SPOD. Army terminal operations at the SPOD will include loading, discharging, and handling in-transit supplies, equipment, and personnel between any of the various modes of transportation. Terminals are established for cargo being transferred at beginning, destination, and in-transit points.

MTMC Port Management Cell

The MTMC port management cell is the port manager for the theater's common-user seaports. Functions performed in support of the CINCs execution plan include—

- Conducting surveys of seaport capabilities.
- Interfacing with host nation on port-related issues.

- Determining the order of work for the port operator based on CINC priorities.
- Contracting for stevedoring and related terminal services.
- Booking/administering DOD cargo activities with commercial ocean carriers.
- Preparing ship manifests and other documentation.
- Operating seaport management systems.
- Facilitating customs clearance.

Off-Load Preparation Party

Once on board the vessel, the OPP will coordinate with the ship's master for specific guidance regarding authorized operations aboard the vessel. OPP operations will include (not in order of precedence):

- Annotation of equipment shortcomings.
- Validation of equipment on board and conditions for the port operator and the Commander, AMC LSE.
- Correction of maintenance problems where possible.
- Annotation of log and weapon books for each vehicle as required.
- Maintenance and provision of readiness information.

A more detailed description of these tasks can be found in the AMC OPP SOP and in APA Battle Books.

Discharge of the ship is the responsibility of the port operator. In order to avoid interfering

with ship discharge, OPP functions end and discharge operations begin at portside. Upon completion of OPP functions, AMC personnel not permanently assigned to the APA ship transition to the C² of the AMC LSE ashore. Other non-AMC OPP personnel revert to their respective parent organizations as de facto advance party elements and will provide logistics intelligence to respective organizations regarding the equipment status and problems impacting discharge and receipt as appropriate.

Port Support Activity

The PSA is a temporary military augmentation organization consisting of personnel with specific skills that aid the port commander in receiving, processing, and clearing cargo at both the SPOE and SPOD. Stateside installations are delegated specific ports to which they must provide the PSA and other logistics support for deploying personnel. Installation commanders responsible for deployments should not, where practical, task deploying units to support the PSA.

Under OPCON of the port operator, the PSA ensures that deploying units' equipment is ready to be loaded onto vessels or handed over to the unit at the SPOD. PSA functions may include maintenance, correcting configured equipment loads, providing security for sensitive cargo, and driving requirements within the marshaling area. The PSA provides daily operational reports to the port commander of cargo received, maintenance performed, and operational problems. See Appendix B for more details.

LOGISTICS SUPPORT

USAMC provides the LSE to deploy to the marshaling area. Early LSE deployment is necessary to provide maintenance, technical assistance, equipment accountability and transfer, as well as other logistics support as needed. The LSE will provide current tactical Standard Army Management Information System (STAMIS) baseline and printed hand receipt by unique unit identification code.

The LSE is normally task-organized after issuance of the warning order and development

of the concept for deployment. LSE (minus), which should be programmed early within the TPFDD, will accompany and receive initial life support from the APA contingency force. The APA contingency force will provide an LO to the LSE. As the theater matures, the LSE must continue to receive life support from the theater base.

USAMMA will provide an MLST for coordination and control of Class VIII. The USAMMA MLST will depend on the ARFOR for

life support until the deployment of the theater medical materiel management center and/or a medical logistics battalion. Upon completion of the mission, the USAMMA MLST will receive assignment instructions from USAMMA in

conjunction with the senior medical C² organization in the theater. The USAMC LSE/USAMMA MLST will perform the temporary transfer of accountability for all classes of supply as specified in Annex A to Appendix A.

TRANSFER OF ACCOUNTABILITY

Each NICP and the service item control center at the Army Petroleum Center will account for and manage APA stocks. The Standard Depot System and the tactical STAMIS will maintain the custodial records of cargo aboard each of the APA ships.

To facilitate rapid temporary transfer less Class V during deployment, that is, within 48 hours, tactical STAMIS will be on board each ship. When a ship arrives at a port, stocks will be discharged in quantities as determined by the theater commander. Temporary accountability of these stocks will transfer from USAMC and USAMMA to the deploying unit. Conceptually,

all material on APA ships will be tagged with state-of-the-art identification material.

During the redeployment phase, prior to returning to home station, equipment and supplies on the tactical STAMIS hardware will be turned in to a designated site within the theater of operations. Detailed hand-off and accountability procedures will be developed to ensure the most effective and efficient property transfer occurs to support the warfighter at deployment and the reconstitution of APA capability at redeployment. Accountability procedures are further defined in Annex A to Appendix A and in APA Battle Books.

THE MARSHALING AREA

The marshaling area is an area of sufficient size and facilities—airfields, ports, beaches, staging and assembly areas—to perform the complex tasks of arrival, discharge, equipment

and personnel linkup and staging, supply distribution, assembly, and preparation of forces for employment. See Figure 6-1 for the general organization of a marshaling area.

MOVEMENT CONTROL

A movement control element will deploy with the Army transportation element to coordinate the onward movement of supplies, personnel, and equipment.

The AACG provides an interim capability until the arrival of the air traffic movement control team.

Arrival Airfield Control Group

The AACG is responsible for the reception and, in conjunction with the movement control team, the coordination of onward movement.

Port Support Activity

The PSA provided by the APA contingency force will assist in the throughput of the APA equipment. The PSA, which is OPCON to the port commander, includes the OPP and additional personnel, for example, drivers and mechanics.

DISCHARGE OPERATIONS

APA deployment to a port with sufficient pier space and staging areas to accommodate the simultaneous pierside discharge of two or more

APA ships is the preferred method of discharge. Where possible, select the best unconstrained port in the AO. Unconstrained ports have

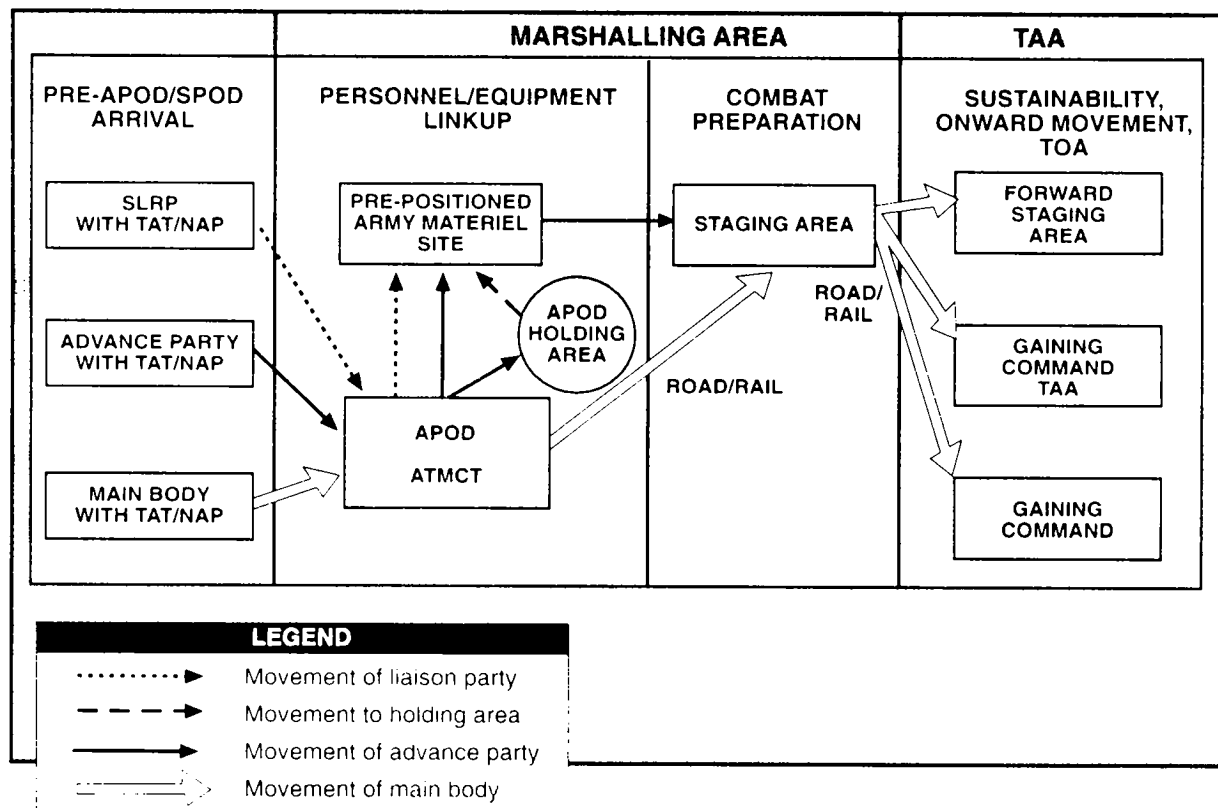


Figure 6-1 - The Marshalling Area

multiple deep-draft shipping pier space, clear shipping channels, land-based cranes, and sufficient staging area. If sufficient unconstrained ports are not available, then

discharge operations will be conducted using a combination of unimproved ports (that is, some LOTS will be required) and/or over a bare beach.

AIR OPERATIONS

Once aircraft are discharged, personnel and cargo come under ARFOR control for RSO&I. The CTG and movement control element coordinate this phase.

Ideally, the APOD is located in proximity to the SPOD. APOD operations must meet requirements of the TALCE and AACG. Designation of discharge ramps and holding areas will be accomplished jointly by the TALCE and AACG. Holding areas will be established sufficiently clear of the discharge ramps to avoid congestion and to facilitate loading passengers

and equipment of the arriving units. Facilities will also be established for AACG and TALCE support C², communications, and life support.

Air cargo transfer operations within the theater also take place at other Air Force and Army air terminals. The ARFOR may be responsible for loading and discharging Air Force and Army aircraft at forward or small austere landing fields that are not a regularly scheduled stop for theater airlift. An Army cargo transfer company or AACG can provide this capability.

PORT OPERATIONS

Ocean water terminals are classified as fixed-port facilities, unimproved port facilities, or bare-beach facilities. Discharging APA ships pierside in port accelerates throughput, requires less personnel than a beach operation, and reduces the potential for damage or loss to supplies and equipment. Ports are far less susceptible to the effects of sea state and weather. On the other hand, port operations require more interface with the host nation and increase the likelihood of encountering restrictions on handling and transporting ammunition, POL, and hazardous cargo. Civilian ship traffic, labor unions, and general port congestion must also be considered.

Fixed-Port Facilities

Fixed-port terminals are an improved network of cargo-handling facilities specifically designed for transfer of oceangoing freight, vessel discharge operations, and port clearance. Deep-draft oceangoing vessels come alongside a pier, ship, or quay and discharge cargo directly onto the apron. Most cargo is moved into open or covered in-transit storage to await terminal clearance. Selected cargo may be discharged directly to land transport. Fixed-port facilities may also have state-of-the-art facilities and equipment to support cargo discharge and port clearance operations.

Unimproved Port Facilities

Unimproved port facilities are those where at least one of the following conditions make it less productive than a fixed-port facility:

- Port not designed for the type cargo carried, that is, containers.
- Lack permanent fixed equipment or the wrong type equipment in working areas.

- Insufficient berth length and/or water depth alongside the berth for the type vessel used.
- Exposure to the elements and passing traffic that hinders vessel operations.
- Damaged fixed port.

Any one or a combination of these conditions qualifies a port as an unimproved port facility and may require augmentation from a terminal service company and shallow-draft lighterage to discharge vessels.

Bare-Beach Operations

In bare-beach operations, Army lighterage is used to transport equipment and cargo from ship to shore for discharge across the beach. No facilities equipment or infrastructure may exist at the site to discharge cargo or conduct port-clearance operations. Beach terminals require specifically selected sites where cargo is delivered by lighterage to or across the beach and into marshaling yards or onto waiting clearance transportation.

LOTS Loading and Discharging

LOTS loading and discharging operations are conducted over unimproved shorelines; through fixed ports partially destroyed; through shallow-draft ports not accessible to deep-draft shipping; and through fixed ports that are inadequate without using LOTS capabilities. For more information on LOTS, see Joint Pub 4.01-6.

POL and Ammunition

POL and ammunition should not be held in the port or port overflow areas but should be transported directly to the storage sites. Ideally, separate terminals would be designated for these operations.

MOTOR TRANSPORT

The Army CTG will provide motor transport assets to move unit equipment, supplies, and personnel to the TAA until the corps support group (if any) is established. Motor transport terminals are located at both ends and

intermediate points along line-haul routes serving as a connecting link between local-haul and line-haul service or where terrain necessitates a change in the carrier or mode. Cargo transfer companies and trailer transfer

points can also provide limited local hauling service in and around motor terminals. Where the tactical situation permits and assets/services

are available, the HNS will control/provide this function.

INLAND TERMINALS

Inland terminals are established for transshipment of supplies, equipment, and personnel along theater air, inland waterway, rail, and motor transport routes. The senior

movement control element recommends terminals serving rail and inland waterways along existing routes whenever sufficient lift capability cannot be provided by motor and air.

CHAPTER 7

Employment, Redeployment, and Regeneration

Employment of APA combines the efforts of its subordinate battalions to perform tactical tasks as part of a JTF or combined force. The key to successful operations is the brigade's ability to synchronize maneuver battalions and integrate CS and CSS combat multipliers in support of the overall brigade effort. Upon the successful completion of operations, the APA brigade must be redeployed. Redeployment is the movement of the APA forces from a theater of operations to follow-on designated CONUS or OCONUS locations. Regeneration is the rebuilding of the force for future conflict.

EMPLOYMENT

The APA brigade will use its unique capabilities to conduct combat operations across the range of military operations. It will operate in a wide range of political, military, and geographical environments. The employment phase—the operational use of the heavy brigade—begins when the brigade is tactically and logistically prepared and has moved into the TAA. It ends with the cessation of hostilities.

Deployment

Although the APA brigade maybe deployed independently, it is normally deployed incrementally as part of a larger force. The installation, its higher headquarters, other armed services, the host nation, and units already in the AO assist the brigade. It must be able to reassemble rapidly into a division-size force and establish the basic battle command and liaison functions with the responsible in-theater headquarters.

Mission

The APA armored brigade combines the efforts of its subordinate battalions to perform tactical tasks as part of a JTF or combined force. The key to successful operations is the brigade's

ability to synchronize maneuver battalions and integrate CS and CSS combat multipliers in support of the overall brigade effort.

The armored brigade's primary mission is to close with and destroy enemy forces using mobility, firepower, and shock effect. It defeats enemy assaults by defensive fires, obstacles, mines, and counterattacks. Tactical missions of an armored brigade involved in an APA operation, both in war and MOOTW, include—

- Engaging and destroying enemy forces during standard armor operations using mobility, firepower, and shock effect in coordination with other arms.
- Conducting offensive and defensive missions.
- Providing security, reconnaissance, and antiarmor firepower to a light infantry, airmobile, or airborne division or the USMC during a contingency operation.
- Conducting, expanding, and sustaining a lodgment for follow-on forces in coordination with other arms and services.
- Reinforcing a lodgment established by the Army early-entry forces or by USMC amphibious assault units.

- Augmenting an amphibious deployment or operation.
- Providing an armored force capability to a Marine expeditionary force during a contingency operation.
- Reinforcing an ally with a credible force prior to hostilities and sustaining relations with allies and coalition partners through routine exercises and operations.
- Conducting a show of force.
- Establishing a sizeable combat force to enable closure of additional forces and supporting a higher commander's operation or campaign plan.

Capabilities

The brigade's capabilities include—

- Conducting sustained operations in all environments.
- Moving rapidly.
- Exploiting success and pursuing a defeated enemy as part of a larger formation.
- Conducting limited security operations, that is, screens and guards.
- Conducting defensive operations or delays in sector over large areas.
- Conducting offensive operations.

Limitations

Due to the density of organic tracked vehicles, the armored brigade has the following limitations:

- Dense jungles and forests, steep and rugged terrain, and significant water obstacles restrict its mobility.
- Urbanized terrain impedes maneuver.
- Substantial numbers of heavy equipment limit strategic mobility.
- It consumes significant amounts of supplies, especially Classes III, V, and IX.

Operations

The APA brigade is capable of conducting operations in peacetime, conflict, and war.

Force Projection Operations

Combat operations might begin well before the entire brigade is on the ground and combat-effective. With the exception of mobilization and demobilization, the following paragraphs discuss the stages of force projection operations as they apply to the armored brigade within the context of an APA operation. For more information on mobilization and demobilization, refer to FM 100-17.

Entry Operations.

Entry operations for the APA brigade will vary. Entry may be in direct support of a host nation or another forward deployed force. Force protection is a vital consideration. Although not always the case, the brigade will generally be unopposed. Examples of unopposed entry would be the conduct of a combined training exercise or a show of force. However, even the presence of sporadic sniper and mortar fire or the possible presence of ongoing guerilla activities will cause the brigade to organize for combat operations as a force protection measure. Unopposed entry may therefore involve a certain degree of ongoing hostile action in the AO. If other elements of a contingency force conduct initial entry operations (see Figure 7-1), the armored brigade is incorporated into the second stage—the buildup of forces—then into offensive or defensive operations. During buildup, the contingency force—

- Establishes a forward operating base.
- Closes the remainder of the force.
- Expands the lodgment.
- Links up with other joint and/or combined forces.
- Moves out to engage the enemy in offensive and defensive operations.

Combat Operations.

This stage of an APA operation consists of the actual mission or operation to be conducted. The armored brigade's operation begins when it is introduced into the airfield, beachhead, and/or port in the contingency area (see Figure 7-2). The brigade reinforces and supports its own or another unit's assault force and established

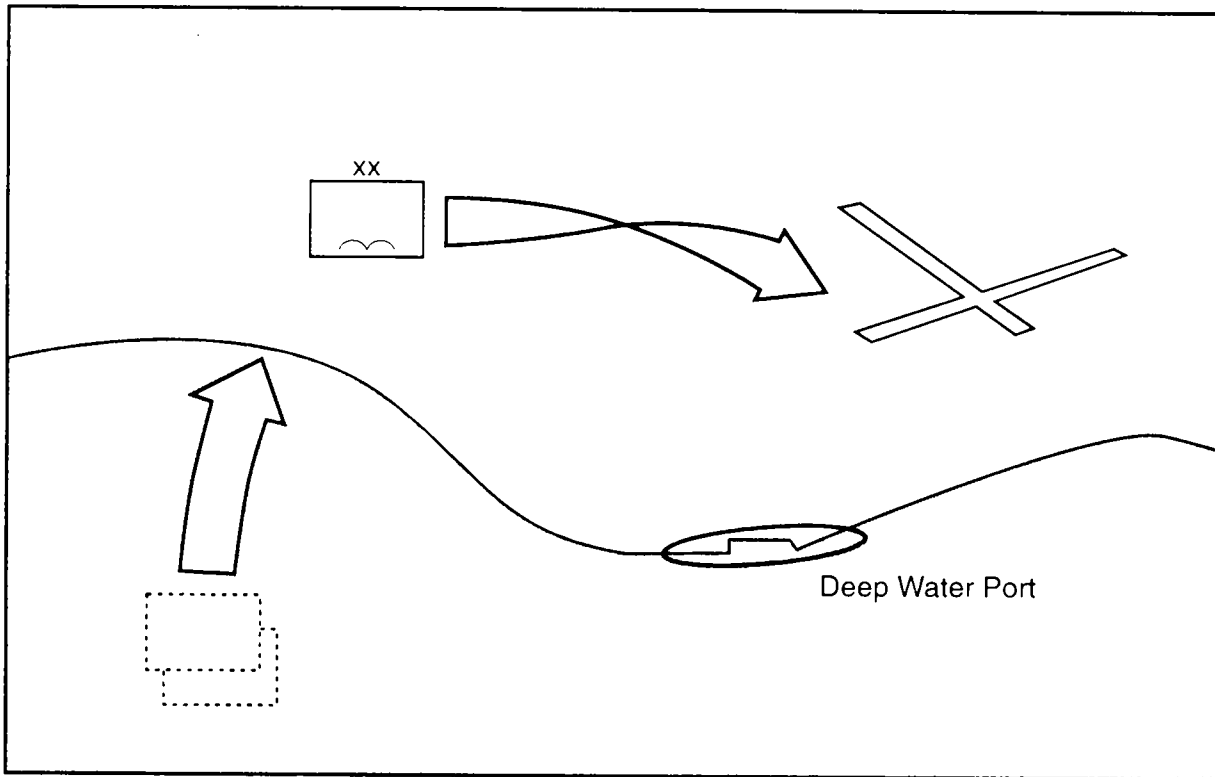


Figure 7-1 - Example of Initial Entry Operations Prior to APA Arrival

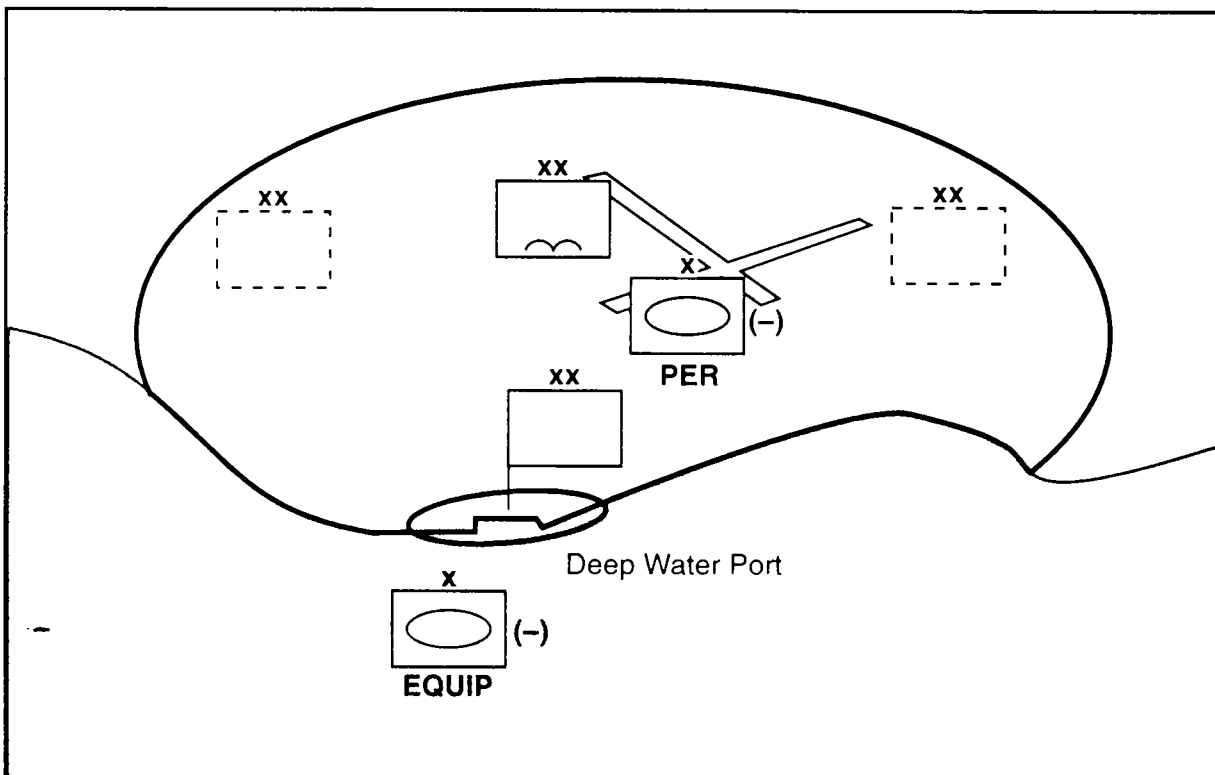


Figure 7-2 - APA Equipment/Personnel Arrival into Secure Lodgment

lodgment. The brigade might conduct missions to—

- Defend US citizens and interests abroad.
- Support US foreign policy.
- Promote regional stability
- **Defuse a sudden crisis or contain spontaneous conflict.**
- Conduct short-notice humanitarian assistance.
- Conduct short-notice disaster relief operations.
- Conduct noncombatant evacuation operations (NEOs).
- **Conclude military operations on terms favorable to US interests and objectives.**

Reconnaissance and force projection remain crucial to any operation the brigade conducts during this phase. Sufficient combat power is generated and tactical operations conducted to fully secure the lodgment area by expanding the security area out to the range of enemy indirect

fire weapons. The armored brigade's forces are employed as necessary to destroy, delay, or disrupt enemy forces threatening the lodgment. Because the force buildup and combat action of this phase are the most critical points for brigade and higher staff planners, they must ensure that the brigade is fully resourced for the mission (see Figure 7-3).

Postconflict/Postcrisis Operations

Once combat operations are completed, the deployed brigade transitions into postconflict operations. It may be required to participate in the following activities:

- Restoring order.
- Reestablishing host nation infrastructure.
- Preparing for redeployment.

The armored brigade may be called upon to conduct any number of missions during postconflict operations. Battalions and companies from the brigade may be assigned separate missions over extended geographical

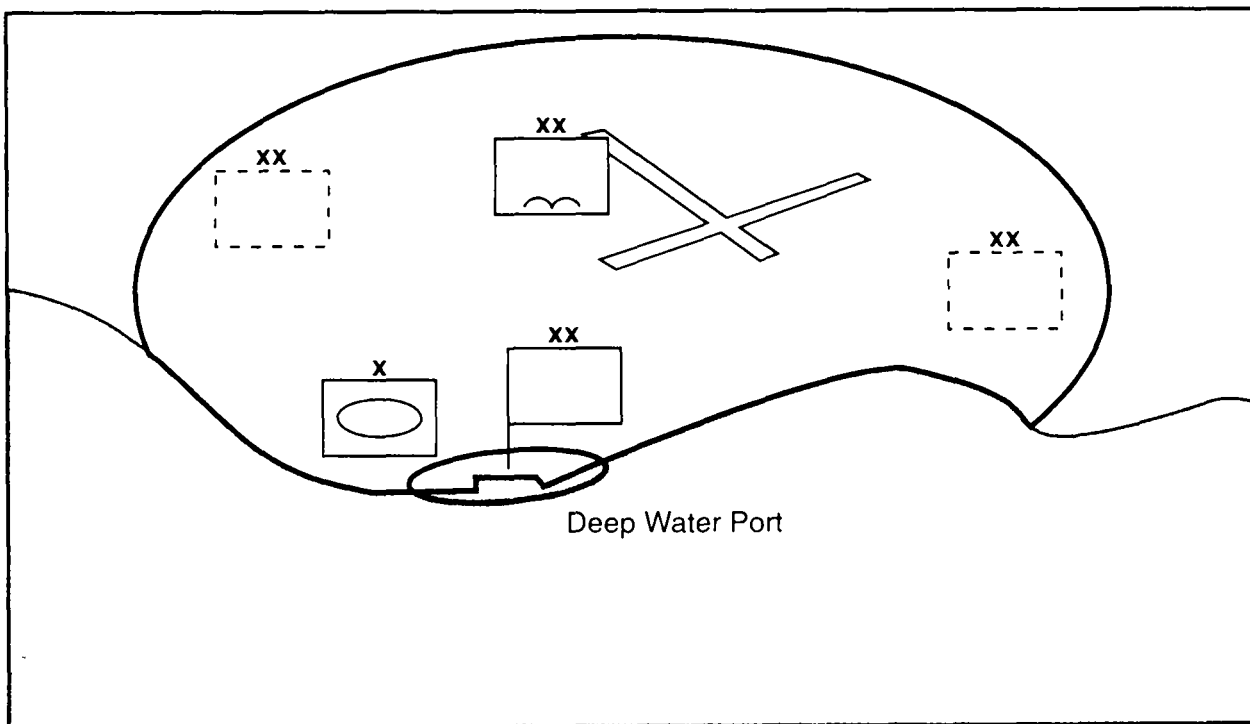


Figure 7-3 - Heavy Brigade in TAA Prepared for Operations

areas. In these cases, the brigade will need to interact closely with the higher headquarters in theater and the host nation. The brigade should also consider the possibility of conducting MOOTW listed below. See FM 100-23 for a complete listing of MOOTW missions.

Noncombatant Evacuation Operations

NEOs remove threatened civilian noncombatants from locations in a host nation. They normally affect US citizens but may also include selective evacuation of host nation or other nationals. NEOs involve a swift insertion of a force and possible temporary occupation of an objective, followed by a rapid withdrawal.

The armored brigade options for NEOs depend on the operational environment. Host nation capabilities, to include airstrip facilities, will play a major role in determining force options. The brigade commander should consider a task organization option that provides both early response to a developing situation and the capability to quickly expand should the environment become more hostile. For more information on NEOs, refer to FM 90-26.

Shows of Force and Demonstrations

Shows of force and demonstrations lend credibility to US promises and commitments, increase the nation's regional influence, and demonstrate its resolve. They can take the form of combined training exercises, forward deployment of APA elements, or the actual introduction and buildup of the APA forces in a region.

Security Assistance

Security assistance operations are undertaken when a friendly or allied nation faces an imminent military threat. These operations normally focus on providing additional combat systems (weapons and equipment) or supplies. However, they may include the full range of security assistance, to include financial and training support. Some may require the deployment of combat systems, supplies, and personnel from APA (see FM 100-23).

Peacekeeping Operations

Peacekeeping operations support diplomatic efforts to maintain peace in areas of potential conflict. During this type of operation, the brigade deters violent acts by its physical presence at violence-prone locations. The brigade will accomplish this by conducting reconnaissance and security missions to collect information, to include occupying observation posts and conducting patrols (see FM 100-23).

Peace Enforcement Operations

These operations are intended to halt violence and reinstate normal civil activities. They often evolve into peacekeeping operations. When the brigade conducts this type of operation, it may be opposed by considerable numbers of belligerents in a situation that could suddenly deteriorate into combat. Brigade planners should consider force protection, evacuation, and the potential for offensive and defensive combat operations (see FM 100-23).

REDEPLOYMENT

For APA operations, redeployment is the movement of the APA forces from a theater of operations to follow-on designated CONUS or OCONUS locations. Prior to redeployment, the APA forces will turn in all issued APA equipment and supplies to USAMC/USAMMA or designated agencies. They will retain TAT and NAP. This discussion is limited to those areas

that will affect the APA force. For additional information on redeployment, refer to FM 100-17.

Redeployment Process

The redeployment process begins after combat operations reconstitution, when the force

closes upon the RAA. During redeployment, contracts for transportation of materiel and maintenance may be used extensively to regenerate the force. The force requests the supporting movement control agency to provide movement authorization to move from the TAA to the RAA. Redeployment for the APA forces is conducted in the following six phases. For more information on each of these phases, see FM 100-17.

- Reconstitution for strategic movement.
- Movement to redeployment assembly area and turn-in of APA equipment and supplies to USAMC/USAMMA.
- Movement to POE.
- Strategic lift.
- Reception at POD.
- Onward movement from POD.

Tactical Reconstitution

The CJCS may direct the CINC to replenish APA catastrophic losses. Tactical reconstitution of heavy brigade forces in theater will be from the CINC's in-theater on-hand assets. Actions must be taken to restore APA equipment to a desired level of readiness commensurate with mission requirements and available resources. Tactical reconstitution normally occurs in place and can vary in scope from replenishment of consumable supplies, ammunition, end items, and medical supplies to complete unit replacement. Though the APA forces have turned in equipment to USAMC/USAMMA, they must comply with all stipulations of the redeployment execution order.

Turn-In Procedures

After units have fixed, cleaned, and inspected their equipment and moved to the RAA, they initiate turn-in of APA equipment and

supplies. Turn-in will be in accordance with the procedures coordinated by the ARFOR/heavy brigade commander and the representatives in the AO. Upon completion of equipment transfer to USAMC/USAMMA, brigade personnel will be manifested for deployment back to home station or another theater.

The objective of the brigade in this stage is to turn in equipment to USAMC/USAMMA or other designated organization and redeploy assets no longer needed. Postconflict requirements will have a great impact on the flow of these assets. The brigade must consider redeployment as a separate and distinct operation and that it may not be to home station but to another contingency AO. Force protection remains a crucial consideration during this phase.

Transfer of Accountability

After the completion of an operational mission, equipment will be moved to a predesignated staging area for transfer of accountability back to USAMC and USAMMA. In the staging area, accountable officers from USAMC, USAMMA, and the APA forces will transfer accountability of equipment. Retail STAMIS turn-in procedures should be used to facilitate accountability transfer from retail to USAMC.

USAMC will inspect, receive, dispose, or retrograde all accountable materiel turned in by the redeploying APA forces. The APA forces will account for all missing major items lost while in their custody or control. The departing units will turn in Classes I, II, III(P), IV, V, and IX supplies to USAMC and Class VIII to USAMMA Materiel will be redistributed, retrograded, or disposed of in accordance with sound supply and economic procedures. Appendix A identifies procedures for turn-in of equipment.

REGENERATION

The regeneration process begins in theater prior to redeployment and continues after arrival at home station. The brigade may need to rebuild

unit integrity, especially if recently engaged in a greatly dispersed operation during postconflict operations. The brigade will also need to account

for all its equipment and soldiers prior to redeployment. Once back at home station, the brigade should focus on reestablishing itself at home station and reverting back to predeployment activities.

Because of the enormity of the requirement to regenerate major end items, the APA brigade equipment may require a retrograde back to a maintenance facility outside of the AO for refurbishment, replacement, and reprereservation prior to another deployment. The regeneration of APA equipment will require large-scale reassembly of supplies and maintenance of equipment and an extended period of time to accomplish. USAMC is responsible for regenerating the APA package for supplies and equipment, and USAMMA for medical materiel. The APA Battle Books provide more detailed information on regeneration requirements.

This section outlines the basic procedures required to regenerate the strategic capability of APA assets to predeployment standards in the contingency AOR. DA will provide supplemental guidance regarding APA regeneration conducted in a location other than the contingency AOR.

Strategic regeneration of APA assets begins prior to the end of hostilities. Detailed planning at every command level is essential to successfully restore the strategic capability represented by the combat brigade afloat. Total Army involvement is necessary—from the individual soldier to the DA level. Once the CJCS commits to a contingency, the AR FOR commander is responsible for planning the regeneration in concert with DA, USAMC, USAMMA, the supporting CINC, and other agencies.

Considerations

APA regeneration is a lengthy and complex process that involves many uncertainties. Because of the difficulty in sourcing major end items/stocks/supplies for APA, regeneration may be conducted in a location other than the contingency theater. The primary considerations for regeneration are to determine—

- To what extent it is required.
- Requirements for each unit.

- Support resources: units and elements to perform the function; availability of supplies and equipment; location; and identification of ships to support APA reload.
- Necessary actions: establishment of maintenance standard for regenerated APA equipment; review of inventories (sets, kits, outfits, prescribed load lists (PLLs), authorized stockage lists (ASLs), basic issue item); reorder of major end items; nonexpendables and sustainment stocks consumed or lost in combat; and separation of TAT/NAP by losing unit.

Key influences on the location to conduct APA regeneration are—

- Site requirements (space) for the different equipment/stock processing areas.
- Ability to sustain supporting forces.
- Location and capabilities of maintenance and port facilities.
- Condition of equipment and supplies being regenerated.
- Equipment and supply retrograde plans.
- Transportation requirements.

Preparation for regeneration of APA assets is driven by METT-T. Initial notification of intent to regenerate APA assets must be made early to allow sufficient time for planning sea LOC transit of required stocks/supplies to fill shortages.

Responsibilities

The nature and concept of APA operations will probably place the employment area at a considerable distance from CONUS. Regeneration, therefore, will require cooperation, coordination, and detailed planning to return the APA units undergoing regeneration to an operational status in a rapid manner.

Chairman, Joint Chiefs of Staff

With recommendations from the CINC, DA, USAMC, and USAMMA will decide whether or not to regenerate the combat brigade. CJCS will notify all responsible agencies of its decision.

Department of the Army

Department of the Army will—

- Specify maintenance standard for transfer from losing units to USAMC.
- Specify standard requirements codes/define force modernization requirements and end state structure.
- Direct sourcing actions, equipment, supplies, and funds.
- Determine time-line requirements for regeneration.

Army Service

Component Commander

The ASCC will—

- Identify units and locations for the regeneration effort in concert with DA, USAMC, and USAMMA.
- Develop planning guidance for unit activities to accomplish regeneration (regeneration plan).
- Identify serviceable assets (stocks and equipment) to replace APA assets in association with USAMC/USAMMA.
- Determine regeneration location (in AOR or at another location).

US Army Materiel Command

Logistics Support Element

The USAMC LSE will—

- Determine resources required to return APA assets back to predeployment operational levels, including all classes of supply except Class VIII.
- Assist the combat brigade in conducting serviceability and maintenance inspections.
- Assist the DS maintenance company in performing required repairs.
- Validate and requisition replacements for all equipment and supply shortages beyond the losing unit's ability to fill or replace.
- Act as HQDA executive agent to ensure unit equipment sets are configured and uploaded in accordance with authorization documents.
- Organize unit equipment sets in accordance with APA authorization documents in preparation for loading on ships.

- Coordinate changes to APA ship load plans with HQDA and MTMC.
- Reestablish APA STAMIS data bases.

US Army Medical Material Agency Medical Logistics Support Team

The USAMMA MLST will—

- Determine resources required to return APA medical assets back to predeployment operational levels.
- Assist medical units in conducting maintenance and serviceability inspections.
- Validate and requisition replacements for all equipment and consumable supply shortages beyond the losing unit's ability to fill or replace.
- Organize medical equipment sets in accordance with APA authorization documents in preparation for loading on the ships.
- Coordinate changes to APA ship load plans with HQDA and MTMC.
- Reestablish APA STAMIS data bases.

Military Traffic

Management Command

MTMC will—

- Designate SPOEs and SPODs.
- Coordinate upload requirements with the CTG or establish contracts for stevedores and equipment required to support reload of APA ships.
- Serve as port manager with overall responsibility for the upload of APA ships.
- Provide port services as required.
- Develop stow plans based on commander's intent.

Army Service Component Commander COSCOM/CSG

The ASCC will—

- Provide C² for APA regeneration.
- In compliance with USAMC LSE, USAMMA MLST, MTMC, and the combat brigade, establish an RAA, equipment processing area,

call forward area (CFA), and a sterile area for APA regeneration to conduct maintenance, inventory, equipment and sustainment stock configuration, agricultural inspection/correction and equipment washing.

- Provide maintenance support to units undergoing regeneration within capabilities.
- Provide a PSA to assist APA vessel upload operations.

Combat Brigade Regenerating Units

These units will—

- Provide required security for the RAA.
- Assemble the combat brigade/regenerating units in the RAA.
- Conduct a maintenance inspection of all vehicles and equipment; conduct unit- and DS- level maintenance to correct deficiencies within capabilities; place repair parts requirements on requisition in coordination with COSCOM/CSG/LSE/MLST direction; update STAMIS software disks with current information.
- Inventory all supplies and equipment and prepare turn-in documentation in accordance with applicable regulations; reorder shortages in coordination with ASCC support command/COSCOM/CSG/LSE/MLST direction.
- Separate/segregate TAT/NAP equipment.
- Conduct preagricultural inspections.
- Wash and clean all equipment to meet US Department of Agriculture (USDA) standards.
- Move APA equipment to other marshaling areas directed by ASCC support command/COSCOM/CSG, USAMC LSE, and USAMMA MLST.
- Provide personnel to support the movement of APA equipment and sustainment stocks though the RAA and equipment processing area.

Army Composite Transportation Group

The Army CTG will—

- Establish port areas for reception, customs inspection, agricultural inspection, and

loading of APA equipment and containerized sustainment stocks.

- Document cargo in cooperation with MTMC.
- Reestablish radio frequency (RF) tags.
- Serve as port operator as tasked by MTMC for upload of APA equipment and supplies.

Areas Of Activity

Table 7-1 depicts the four areas in which strategic regeneration activities occur. Because regeneration is driven by METT-T, various changes may occur in the areas or in the sequencing of activities within the areas.

Redeployment Assembly Area

Upon conclusion of the contingency mission, the combat brigade/regenerating units will close in and consolidate on a designated RAA to assess the readiness status of the equipment and stocks and begin initial preparations for redeployment. The RAA and all activities within it are under the C² of the combat brigade/regenerating units. The units must—

- Separate and segregate TAT/NAP requirements brought from home station.
- Inspect all equipment and correct deficiencies.
- Inventory equipment to determine shortage requisition requirements.
- Prepare requisitions for all supplies/equipment expended during the contingency.
- Prewash all equipment.

Equipment Processing Area

The combat brigade/regenerating units will move to the equipment processing area as called forward by USAMC LSE and USAMMA MLST. Within the equipment processing area, the following actions/activities will occur:

- USAMC LSE/USAMMA MLST will conduct a joint inventory of all equipment and supplies in preparation for transfer of accountability.

Redeployment Assembly Area	Equipment Processing Area	Call Forward Area	Sterile Area	
Inventories PMCS Prewash TAT/NAP separation Expendable supplies reordered	TI/STAMIS update Unit/DS maintenance Shortage annexes preparation Wash and clean Accountability transfer TF separation Sustain stock transfer	Agriculture inspection Secondary loads LOGMARS/RF tags TF segregation Represervation activities	Final rinse	SHIPOADING
Combat brigade	USAMC LSE/ USAMMA MLST Combat brigade CSG	MTMC, PSA, CSG, CTG, USAMC LSE/MLST	MTMC, PSA CTG	
Regeneration, which is METT-T driven, may be depicted differently.				

Table 7-1 - Strategic Regeneration Activities Areas

- Shortage annexes will be prepared and equipment and supply requisitions verified.
- The losing unit and USAMC LSE/USAMMA MLST will conduct a technical inspection to ensure all equipment meets 10/20 standards. USAMC LSE and USAMMA MLST will assist the warfighter in correcting deficiencies.
- Sustainment stocks will be inventoried, requisitioned if required, and transferred to USAMC LSE and USAMMA MLST.
- USAMC LSE will upload STAMIS with current information.
- The combat brigade/regenerating units will wash and clean all equipment to meet USDA standards.
- When USAMC LSE and USAMMA MLST are satisfied with the state of readiness of the equipment and supplies, accountability will be transferred.
- The equipment processing area is under the C² of the USAMC LSE. It may or may not be located within the confines of the port facility.

Call Forward Area

The PSA will move equipment and sustainment stocks to the CFA as directed by the port operator in coordination with USAMC LSE and USAMMA MLST. The USDA will conduct the agriculture inspection. Equipment failing inspection will move to a wash rack to be rewashed. Equipment passing the inspection will move to the LOGMARS/RF tag station to be married up with secondary loads and then moved to the represervation station for final represervation activities. Equipment is separated and segregated by task force for ship loading. The CFA is under C² of the port operator in coordination with USAMC LSE and USAMMA MLST.

Sterile Area

The PSA moves equipment to the sterile area where, if required, it will undergo a final rinse prior to being loaded on the ship. When contract services are available, MTMC will contract for all required port-operating functions. If they are not

available, the CTG will load all equipment onto the ship using PSA drivers. MTMC will document the upload, providing HQDA and USAMC LSE with deployment stow plans.

APPENDIX A

Commander's Guide to Deployment Operations

This appendix establishes guidance for moving to the theater of operations and issuing, accounting for, and turning in APA equipment sets and supplies. Its purpose is to minimize the time required for deployed units to receive APA equipment and to return it upon completion of a contingency mission. This guidance applies to all units designated to receive APA equipment and supplies.

PLANNING/TRAINING

Upon notification of an APA mission, units will—

- Incorporate APA training into their annual training calendars.
- Receive initial copies of battle book and other APA-related manuals, SOP, and lessons learned from DA DCSOPS APA MTT.
- Receive dates for train-up with the APA MTT.
- Initiate development of brigade internal APA SOP.
- Initially identify positions for the LO and SLRP.
- Finalize the annual training calendar.
- Identify APA brigade task organization, to include all battalion/task forces, CS, and CSS units. Future APA train-up should be conducted under this task organization for actual deployment.
- Identify C² relationships and receive notification of general officer designated responsibility for all APA activities.
- Receive updated Standard Property Book System-Redesign hand-receipts by unique unit identification code and APA stow plans.
- Identify unit equipment shortfall TAT and NAP equipment, along with actual TAT/NAP equipment, and report to higher headquarters for transportation scheduling.
- Develop plans for stay-behind equipment.

Prior to accepting the APA mission, units will—

- Conduct unit training, to include platoon, company, and battalion Army training and evaluation programs, and qualify all personnel on individual weapons.
- Finalize personnel shortfalls and nondeployables.
- Finalize APA TAT/NAP identification lists and update AUDEL in TC ACCIS.
- Finalize movement plans to the APOE.
- Identify brigade organization for MTT train-up.

Ninety days out, FORSCOM will notify all concerned commands of the brigade contingency force pool units selected for an APA mission. The formal portion of this cycle begins with the arrival of the MTT. As part of the training cycle, an APA MTT will arrive at the unit's location before it enters the mission window and—

- In-brief the entire chain of command, to include the support structure (corps, division, installation, brigade, and CSS commanders and staffs), to give all participants an overview of the program, establish relationships, and assign responsibilities.
- Provide updated APA ship battle book data, to include complete equipment lists, current maintenance status of equipment and

supplies aboard APA ships, review of load plans, and identification of any force modernization issues.

- Establish an initial equipment transfer plan.
- Conduct an intensive training session on OPP requirements, procedures for discharge, and accountability transfer.
- Inform the brigade of source of intelligence equipment required for linkages within theater if it is not already available.
- Perform liaison visits to appropriate commands.

The supported CINC will provide command/theater orientation briefings, informing the brigade of—

- Initial familiarization with the CINC's internal procedures.
- Current intelligence reports about the AO.

- Current status of the infrastructure.
- Command relationships.
- The brigade's responsibilities in the AO.

As the responsible agency, the director of logistics/G4 will finalize unit load plans and personnel manifests and otherwise prepare the ready brigade to deploy to the APOE. The deploying brigade will—

- Become familiar with the exact composition of the APA package.
- Identify potential problems.
- Finalize its NAP and TAT requirements.
- Establish initial procedures for the advance party and the transfer of equipment.
- Establish liaison procedures with OPP.
- Develop family support plans.
- Prepare for overseas movement.

MISSION CYCLE

Units designated to draw and fight with APA equipment should conduct a BCTP-style seminar in which all involved activities participate. The seminar will rehearse procedures, exercise communication links, exercise the intelligence structure, refine liaison requirements, identify voids and gaps, and allow all participants who do not routinely work together to establish familiarity, establish priorities, and focus on future training. The remainder of this cycle consists of sustainment training, rehearsals, and continuous liaison in preparation for actual deployment. Before entering this cycle, the brigade should determine the time line (N-hour sequence) and identify short-term training needs. Following is the sequence of tasks to be completed during the mission cycle.

- Final preparation prior to deployment:
 - Coordinate alert for units from other installations.
 - Refine AUEL in TC ACCIS.
 - Refine notification procedures.
 - Prepare the SLRP for deployment.
 - Coordinate departure with division transportation.

- Alert/movement to theater of operations:
 - Activate stay-behind plan.
 - Deploy the SLRP.
 - Deploy advance party.
 - Prepare TAT/NAP for shipment.
 - Activate movement plan to APOE.
 - Depart main body from APOE.
 - Activate force protection plan.
- RSO&I, at which stage the SLRP and advance parties will arrive:
 - Initiate coordination and preparations for life support.
 - Review site configuration and issue procedures in preparation for receipt by the advance party.
 - Make contact with the MCT to coordinate movement to the marshaling area and to the port and sources of logistical support in both areas.
 - Coordinate transportation support and movements procedures with the air terminal MCT for arrival of the advance party and main body.

- Coordinate billeting and life support (food, fuel) with support organization.
 - Review diagram of staging area, plan for reception of advance party; provide to the brigade commander.
 - Communicate with home station.
 - Establish necessary contracts.
 - Take force protection measures as appropriate.
 - Prepare to receive equipment and supplies, STAMIS hardware, and current tactical baselines from APA ships.
 - Prepare to receive and assist main body arrival.
 - Provide PSA support.
 - Locate fuel/ammunition upload areas.
 - Locate TAA.
 - Discharge and move equipment and supplies to staging area.
 - Secure area.
 - Reinforce force protection measures as dictated by the threat.
 - Establish communication with OPP.
- On the first flight of the advance party, deploy an accountability team consisting of the unit commander or his representative and required property book and supply personnel to transfer accountability and appropriate medical capability. See Annex B for accountability transfer procedures.
 - Arrival of the main body in the theater of operations:
 - Move main body to staging area.
 - Configure equipment to unit sets.
 - Transfer accountability to units.
 - Draw sustainment stocks and ammunition.
 - Coordinate support as required with the support organization.
 - Coordinate ranges/training areas for firing.
 - Reinforce forced protection measures as dictated by threat.
 - Move to TAA: Continue preparation for operational readiness.
-

APPENDIX B

Theater-Opening Force Modules

This appendix outlines the capabilities and command relationships of each of the theater-opening force modules, as well as the principal units and equipment they contain. It will enhance understanding of the roles and capabilities of the theater-opening force modules in accomplishing force closure. This guidance applies to all commanders charged with employment of theater-opening force modules in an APA operation.

COMMAND AND CONTROL

During the initial stages of the theater- and port-opening efforts, the C² relationships pertaining to the RSO&I are of critical importance. Use of the four theater-opening force modules is discussed below. Selection is based on the type operation support needed.

Theater-Opening Force Module D

Humanitarian Operation

In this package, the corps support group commander is the senior overall logistics commander and the following applies:

- As the senior supporting logistics force command headquarters, the CSG is in charge of the overall logistics effort.
- The MTMC management cell performs port management functions.
- Elements of the Army CTG or transportation battalion (terminal) are the port operator.
- The supported CINC designates the port commander based on the specific scenario's METT-T.
- The LSE provides a small element to transfer accountability of the equipment and supplies discharged from the APA stocks to the receiving units.
- The MMT provides materiel management support and functions on the premise of split-based operations.

- The MCT provides movement control for onward movement.
- MTMC assumes all port operation functions during the sustainment phase to free the Army CTG for subsequent employment in support of the corps or other requirements, that is, a second major regional conflict or MOOTW requirement.

Theater-Opening Force Module C

Peace-Enforcing and Humanitarian Operation

In this package, the corps support group commander continues as the senior overall logistics commander and the following applies:

- The CSG continues as the senior supporting logistics force headquarters.
- Discharge of the heavy brigade RO/RO vessels is unlikely.
- Discharge of the CSS linebacker vessels, the heavy-lift pre-positioned ship, and one of the container ships for hospital support is possible.

As the tactical situation permits and local or LOGCAP terminal services become available, MTMC will assume the port operator's responsibilities through the use of commercial contracts. This reduces the requirement for a large military presence and frees the Army CTG

for subsequent employment in support of the corps or other requirements, that is, a second major regional conflict or MOOTW. Notional command organizations for Force Modules D and C are shown in Figure B-1.

Theater-Opening Force Module B Lesser Regional Conflict

In this package, the ASCC support command or the COSCOM has been deployed and the

respective commander is the senior overall logistics commander. In addition—

- The ASCC support command/COSCOM is the senior supporting logistics force command headquarters.
- The Army CTG(-) will have at least one terminal battalion and one motor transport battalion for onward movement and port clearance.
- The CSG(-) will provide PSA support, DS maintenance, DS supply operations, common-user land transport, Class V

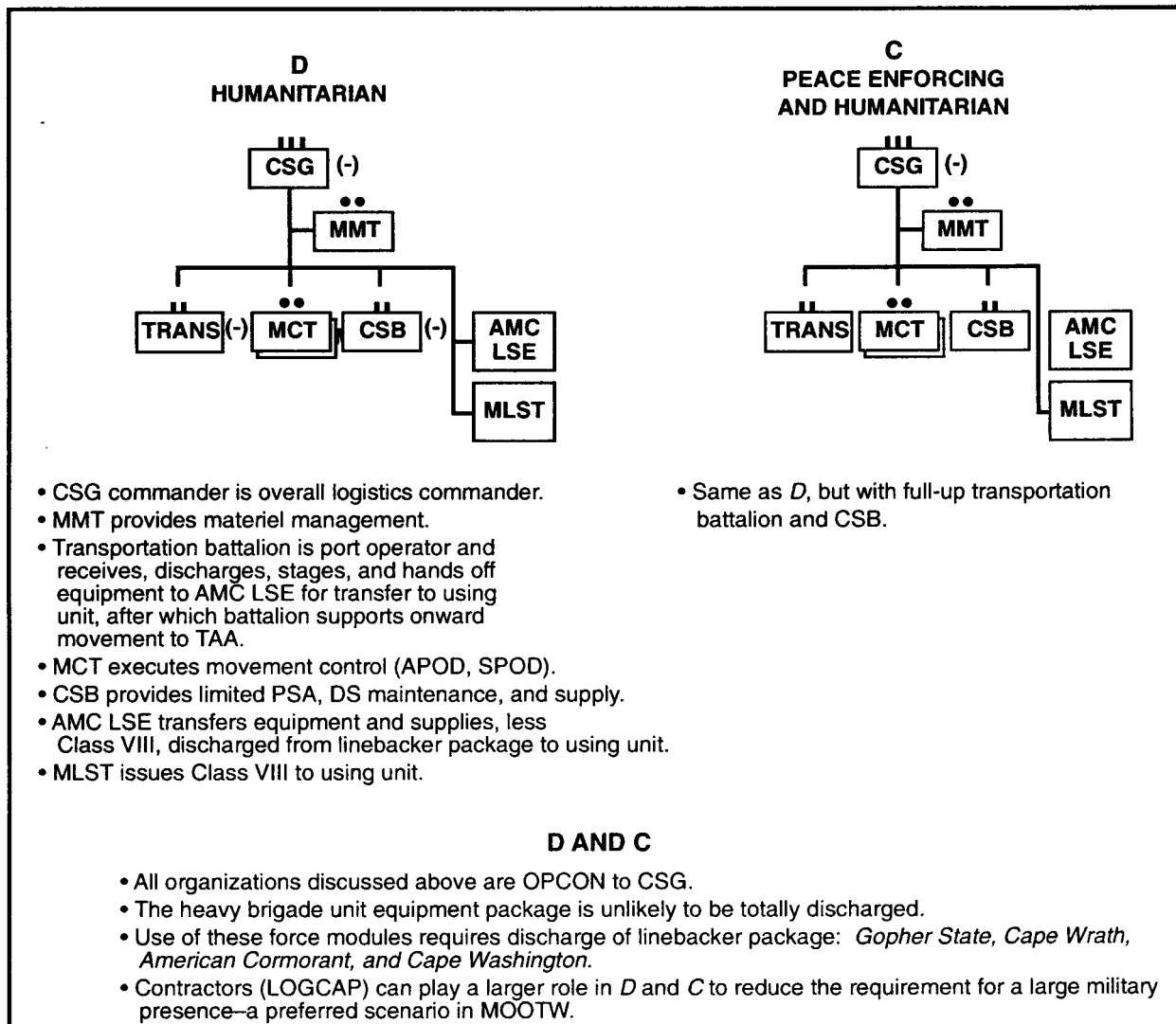


Figure B-1 - Theater-Opening Force Modules D and C

management (receipt, storage, and issue), and sustainment support for personnel within the support command.

- The APA fleet will probably be discharged where the LSE transfers all stocks to the ARFOR commander.

Theater-Opening Force Module A Major Regional Conflict

In this package, the ASCC support command commander is the senior overall logistics commander and the following applies:

- The ASCC commander will normally elect to establish an EAC support command (formerly TAACOM) to relieve the COSCOM commander of those responsibilities above corps level.

- The COSCOM commander may be dual hatted as the ASCC support command commander.

- The ASCC support command (COSCOM if dual hatted) will be the senior supporting logistics force command headquarters.

- To accomplish the mission, a probable discharge of the APA fleet, as well as a draw upon other AWR stocks, that is, AWR-5, Southwest Asia, is needed.

- Follow-on divisions require multiple CSGs and a full strength Army CTG or equivalent.

- The LSE will significantly expand to provide greater support.

Notional command organizations for Force Modules B and A are shown in Figure B-2.

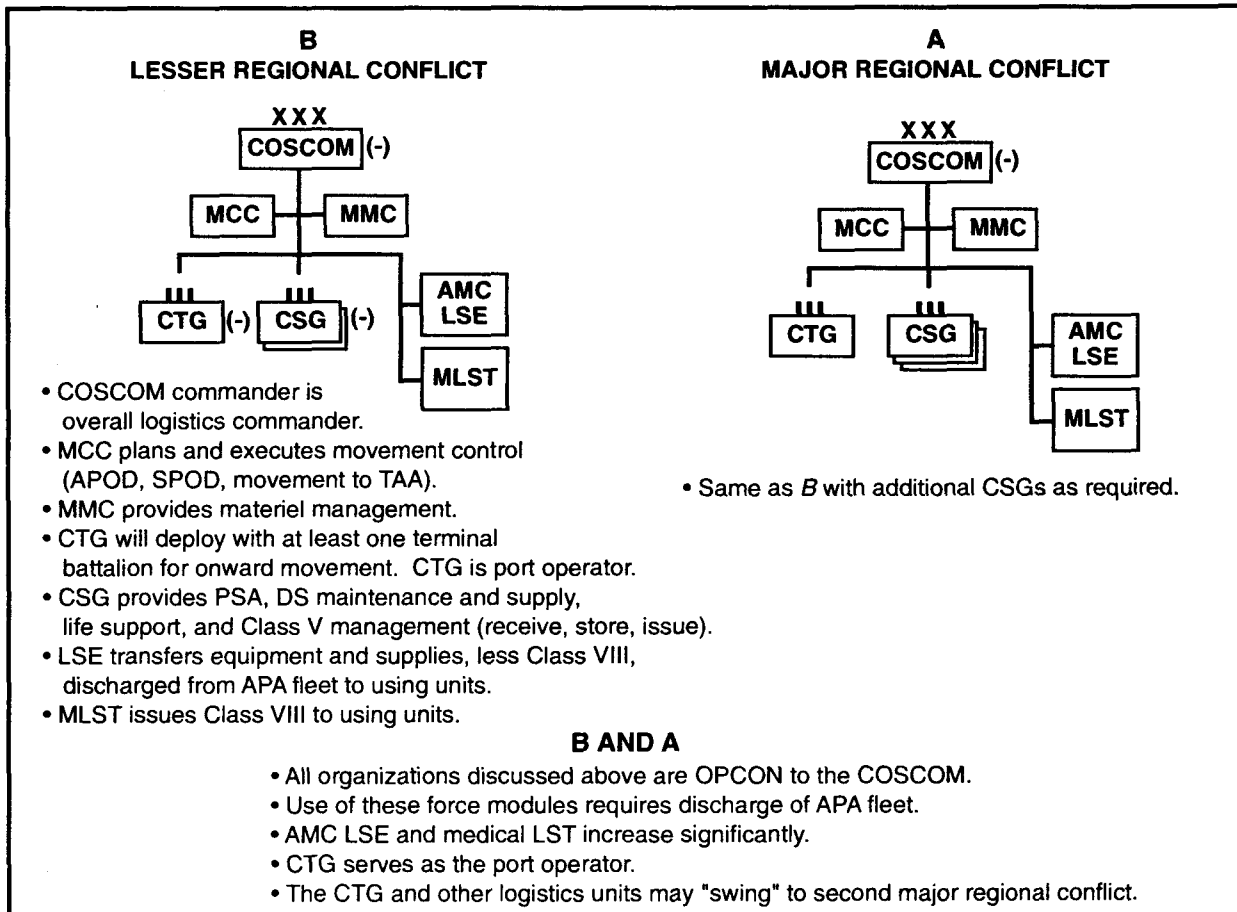


Figure B-2 - Theater-Opening Force Modules B and A

MODULE CAPABILITIES AND COMPOSITION

Module compositions expressed in Figures B-3 through B-6 are generic configurations. They are not ends in themselves, but rather start points for force planners tailoring capabilities to the specific requirements of an operation.

Current configurations are based on combat ships being discharged as balanced heavy battalion task forces (2x2s with two armor companies and two mechanized infantry companies) with HHC, an engineer company, an artillery battery, and associated CSS slice. Each of the four task force ships' stow plans will have accommodated an entire heavy battalion task force, along with PLLs, ancillary equipment, and required supplies, including 1.5 tiers of Class V as ammunition basic load.

Theater-Opening Force Module D

Module D provides initial port-opening support for small humanitarian missions. It can perform as the initial package when opening a

large port operation or as the total package when carrying out a small port operation.

With a LAD of C+4, this module opens air and sea ports to deliver one airborne brigade (by air insertion) and one heavy battalion task force (APA) with required support slice and sustainment. At the seaport, this equates to discharge of the linebacker package (HLPS, auxiliary crane ship, and one LMSR), one LMSR, and selective discharge of sustainment supplies from LASH or container ships. Depending on the length of the mission, further sustainment may need to be discharged from APA ships or ships from CONUS.

Under normal circumstances, this package can discharge only one ship at a time. Although the time necessary to discharge a ship depends on the size of ship and type of cargo, a general planning factor is 48 hours per ship for most large military RO/RO vessels. Lift-off operations largely determine discharge time, since they are the most time-consuming operations.

Initial theater opening, port clearance, and limited intratheater sealift for humanitarian missions		
PREPO SHIPS	ARMY WATERCRAFT	OTHER UNITS
1 HLPS 1 T-ACS 2 LMSR 1 LASH	1 LSV 6 LCU 2 LCM 8 3 LARGE TUG 2 CMD & CNTRL 4 CAUSEWAY SYSTEM 1BD CRANE 3 LARC 60	1 HHC, TRANS GROUP (-) 1 HHC, TERMINAL BN (-) 1 TERMINAL SERVICE CO 1 CARGO TRANSFER CO (1) 1 ACD DET (-) 1 HEAVY CRANE DET 1 DIVE DET (-) 1 GS MAINTENANCE CO (-) 1 PLS TRUCK CO (-) 1 LT-MED TRUCK CO (-) 1 ENG PORT CONSTR CO (-) 1 CONTRACT SUPERVISION DET 1 MCT (LC) 1 CORPS MCC (-)
APPROXIMATE PAX = 1000		

Figure B-3 - Theater-Opening Force Module D

Theater-Opening Force Module C

The limiting factor for operations under ASMP base assumptions—fixed port, adequate modern facilities, good infrastructure—is the assignment of only one terminal service company. Other assets may become limiting factors if these base assumptions are not met; for example, lighterage may become the limiting factor if the port will not accommodate deep-draft ships. Army lighterage included in this module provides limited intratheater sealift.

This module is sufficient for most humanitarian relief operations in which the speed of force closure is not a critical factor. The total size of the force being discharged or supported is only limited by the CINC's required delivery date for the force. For example, Module D could discharge all APA ships in a fixed port, but the discharge would not be completed until long after C+15.

Module C provides minimum port support for major peacekeeping and humanitarian missions. With a LAD of C+4, this module opens and operates air and sea ports to deliver one airborne division (by air insertion) and two heavy battalions (APA) with required support and sustainment. Required discharge at the seaport includes the linebacker package, two LMSRs, and selected sustainment supplies from LASH and container ships. Further sustainment discharge from APA ships or ships from CONUS may be required for long-term missions.

Under normal circumstances, this module can discharge two ships simultaneously. Once again, in best-case scenarios, the limiting factor is the presence of only two terminal service companies. This module has additional assets for conducting discharge and cargo transfer operations in more austere environments. Finally, it provides limited inland support and enhanced intratheater sealift.

Minimum port support operations, limited inland support capability, and limited intratheater sealift for major peacekeeping and humanitarian missions		
PREPO SHIPS	ARMY WATERCRAFT	OTHER UNITS
1 HLPS 1 T-ACS 4 LMSR 2 LASH 1 CNTR	2 LSV 6 LCU 8 LCM 8 3 LARGE TUG 4 CMD & CNTRL 8 CAUSEWAY SYSTEM 1 BD CRANE 8 LARC 60	1 HHC, TRANS GROUP (-) 1 HHC, TERMINAL BN (-) 2 TERMINAL SERVICE CO 1 CARGO TRANSFER CO (1) 1 ACD DET (-) 1 HEAVY CRANE DET 1 DIVE DET (-) 1 GS MAINTENANCE CO (-) 1 HHD,TMT BN 1 HET CO) 1 PLS TRUCK CO 1 ENG THEATER CONSTR CO (-) 1 CONTRACT SUPERVISION DET 1 MVT CTRL TM (AIR TERM) 1 MVT CTRL TM (LC) 1 CORPS MCC (-)
APPROXIMATE PAX = 2100		

Figure B-4 - Theater-Opening Force Module C

Theater-Opening Force Module B

Module B provides limited port support for lesser regional conflicts. With an EAD of C+4 and a LAD of C+9, this module opens and operates air and sea ports to deliver one airborne division (by air insertion) and one heavy brigade (APA) with support slice and sustainment. Seaport discharge requirements include the linebacker package, four LMSRs, and selected sustainment supplies from LASH and container ships. Further discharge of APA or surge sealift ships may also be required.

This module's three terminal service companies allow it to discharge up to three ships simultaneously under normal conditions. Neither its capabilities for operations in more austere environments nor its intratheater sealift capabilities are significantly greater than Module C. However, this module does provide enhanced inland support.

Theater-Opening Force Module A

Module A provides full port support for a major regional contingency. It contains all assets required to close the C+15 and C+30 forces on time in a fixed-port environment. With an EAD of C+4 and a LAD of C+19, this module opens and operates air and sea ports to deliver one airborne division (by air insertion), one heavy brigade (APA), and two heavy divisions with support slice and sustainment. This translates to required seaport discharge of all APA ships and surge sealift ships. Significant additional sustainment requirements may exist for lengthy operations.

Under normal conditions, this module can discharge up to seven ships simultaneously. It provides seven terminal service companies, full inland support, and full intratheater sealift capabilities. Portions of this capability reside in the reserve component, so assumptions

Limited port support operations, enhanced inland support, and enhanced intratheater sealift for lesser regional contingencies		
PREPO SHIPS	ARMY WATERCRAFT	OTHER UNITS
1 HLPS	2 LSV	1 HHC, TRANS GROUP
1 T-ACS	16 LCU	1 HHC, TERMINAL BN
6 LMSR	8 LCM 8	3 TERMINAL SERVICE CO
3 LASH	3 LARGE TUG	1 CARGO TRANSFER CO
2 CNTR	4 CMD & CNTRL	2 ACD DET
	8 CAUSEWAY SYSTEM	2 HEAVY CRANE DET
	1 BD CRANE	1 DIVE DET
	8 LARC 60	1 GS MAINTENANCE CO (-)
		1 HHD, TMT BN
		1 HET CO
		1 PLS TRUCK CO
		1 LT-MED TRUCK CO
		1 ENG PORT CONSTR CO (-)
		2 CONTRACT SUPERVISION DET
		1 MCT (AIR TERM)
		1 MCT (LC)
		1 CORPS MCC (-)
APPROXIMATE PAX = 2500		

Figure B-5 - Theater-Opening Force Module B

Full port support operations, full inland support capability, and full intratheater Sealift for one major regional contingency		
PREPO SHIPS	ARMY WATERCRAFT	OTHER UNITS
2 HLPS 1 T-ACS 8 LMSR 3 LASH 2 CNTR	2 LSV 16 LCU 14 LCM 8 6 Large Tug 6 CMD & CNTRL 9 CAUSEWAY SYSTEM 2 BD CRANE 8 LARC 60 2 BARGE, LQD 1 FMS 1 BARGE, CGO DK	1 HHC, TRANS GROUP 3 HHC, TERMINAL BN 7 TERMINAL SERVICE CO 2 CARGO TRANSFER CO 3 ACD DET 3 HEAVY CRANE DET 2 DIVE DET 1 GS MAINTENANCE CO (-) 1 HHD,TMT BN 3 HET CO 1 MED TRUCK CO 2 PLS CO 1 LT-MED TRUCK CO 1 ENG PORT CONSTR CO (1) 2 CONTRACT SUPERVISION DET 1 MCT (AIR TERM) 1 MCT (LC) 1 CORPS MCC
APPROXIMATE PAX = 5450		

Figure B-6 - Theater-Opening Force Module A

regarding the relation of S-, T-, or M-day to C-day become crucial for meeting ASMP timelines for force closure. For example, this module can

only discharge four ships simultaneously using active component units until the reserve terminal service companies arrive.

PRINCIPAL UNITS AND EQUIPMENT

Although the theater-opening force modules consist of a variety of units and equipment, those discussed below provide the capabilities most essential to force closure:

- **HHC Transportation Group (Composite)** - Provides C² of port-operating and truck transport units and liaison with MTMC, ARFOR, and JTF. It may also command and control logistics units operating in the port area.
- **MTMC Port Management Cell** - Made up of preselected permanently assigned MTMC

military and civilian personnel, performs contingency port management functions. It provides rapid transition to war capability since most of the assigned personnel will perform functions similar to their daily peacetime activities. An early deployer, this cell is the port manager in all scenarios ranging from bare-beach LOTS to modern, highly developed water terminals. As the tactical situation permits, it assumes the port operator's responsibilities through the use of commercial contracts or HNS.

- **HHC Transportation Battalion (Terminal)** - Provides C² to terminal service, heavy crane, cargo documentation, and watercraft units.
- **HHD Transportation Battalion (Motor Transport)** - Provides C² to motor transport and support units.
- **Contract Supervision Detachment** - Needs the support of a contracting office with finance and legal support to contract for commercial port and transportation support.
- **Terminal Service Company** - Capable of discharging two ships at a time in fixed-port operations or in JLOTS, must be augmented by drivers from a PSA provided by the receiving force.
- **Automated Cargo Documentation Detachment** - Provides information interface with worldwide port system. Its personnel operate LOGMARS seamers through-out port and document the receipt of equipment /cargo. They prepare manifest data for MTMC and receipt data for the receiving units.
- **Heavy Crane Detachment** - Augments portside commercial crane support or provides heavy lift capability when commercial cranes are unavailable or damaged. It also provides heavy lift beach discharge capability in bare-beach JLOTS.
- **Cargo Transfer Company** - Assists in corps area by operating arrival/departure airfield control groups, inland terminals, and railheads. The unit is equipped with rough terrain container handlers, rough terrain container cranes, 10K and 4K forklifts, and a squad of trucks for local distribution of equipment and supplies.
- **Logistics Support Vessel** - Has a 2,000-short-ton capacity, 8,000-mile range and is self-deployable any place in the world. Normally requiring a port or floating causeway pier to conduct discharge operations, it performs ship-to-shore movement to damaged port or bare beach. It also performs port-to-port movement along water main supply routes and intratheater and intertheater sealift on water LOC.
- **Heavy Boat Company (LCU 2000)** - Has a 350-short-ton capacity, 4,000-mile range, and is self-deployable or can be moved by a heavy lift ship. It normally requires a port or floating causeway pier to conduct discharge operations. It performs ship-to-shore movement to damaged port or bare beach and port-to-port movement along the water's main supply route.
- **Medium Boat Company (LCM-8)** - Performs ship-to-shore movement to damaged ports or bare beaches and inland-waterway movement along water MSRs. The vessel, which has a 60-ton capacity, must be moved by strategic lift into an AO.
- **Company Headquarters Floating Craft** - Provides C² to Army watercraft, including tugs, floating cranes, liquid barges, LARC LX, and causeway craft.
- **Floating Crane Detachment** - Provides afloat heavy lift capability for cargo discharge and assists in water salvage operations. It has a 100-ton lift capacity.
- **Large Tug Detachment** - Berths deep-draft ships and maneuvers floating crane and petroleum barges.
- **Small (Pusher) Tug Detachment** - Operates pusher tugs from pre-positioned LASH ships and moves LASH barges from ship to shore. Two pusher tugs are loaded aboard each of the pre-positioned LASH ships. Licensed operators are available in the Army CTG.
- **Liquid Cargo Barge Detachment** - Operates petroleum barges that provide fuel to Army watercraft. Its fuel capacity is approximately 180,000 gallons.
- **LARC LX Detachment** - Transports beach preparation equipment from ship to shore for bare-beach JLOTS and moves cargo from ship to shore. The vessels have a load capacity of 60 tons.
- **RO/RO Discharge Facility Detachment** - Assembles and maintains RRDF to provide RO/RO interface from deep-draft ships to Army and Navy watercraft during degraded-port or bare-beach JLOTS. It requires 9-11 modular causeway sections (MCSs). The current contract is for sufficient MCSs to construct three RRDFs.

- **Causeway Ferry Detachment** - Assembles, operates, and maintains causeway ferries to move cargo from ship to shore. A single-width ferry requires three MCSs and one powered section or side-loadable warping tug (SLWT). A double-width ferry, capable of transporting 40-foot containers, requires six MCSs and one powered section or SLWT. The current contract is for sufficient MCSs to construct four single-width ferries.
 - **Floating Causeway Pier Detachment** - Assembles, emplaces, and maintains floating piers to allow beach discharge of rolling stock and containers in bare-beach JLOTS. The current contract is for MCSs to construct two each 800-foot piers.
 - **Floating Craft DS/GS Maintenance Company** - Provides maintenance support to Army watercraft. The unit is currently built around a floating machine shop, but plans are to convert to a modular support capability.
 - **ROWPU Barge Detachment** - Produces and provides fresh water to the port area. Normal capacity, depending on salinity content of the water source, is 225,000 to 275,000 gallons per day. The detachment has storage capacity of approximately only 10,000 gallons, so it needs to be employed with a tactical water distribution system or existing pipeline.
 - **Engineer Port Construction Company** - Performs beach preparation during bare-beach JLOTS, rehabilitates degraded ports, and maintains port facilities.
 - **Lightweight Dive Detachment** - Performs hydrographic surveys for bare-beach JLOTS operations, inspects/repairs underwater port structures, performs ship husbandry, and assists in salvage operations.
 - **Command and Support Dive Detachment** - Performs salvage operations, inspects/repairs underwater port structures, and provides support for extended diving operations.
 - **Light-Medium Truck Company** - Moves advance parties/PSAs from APODs to SPODs and augments the palletized load system (PLS) and medium-truck companies in port clearance and local haul operations.
 - **Palletized Load System Truck Company** - This company clears containers from the port and moves them inland to the corps area (up to 100 miles).
 - **Medium-Truck Company** - Augments the PLS company in port clearance and inland support.
 - **Heavy Equipment Transport Company** - Clears tracked vehicles from the port to the TAA
 - **Movement Control Center (Corps)** - Provides C² for the ATMCT and MCTs, validates lift requirements, and enforces command priorities.
 - **Movement Control Detachment** - Provides highway regulation for moving personnel and cargo into the corps area.
 - **Movement Control Detachment (Air Terminal)** - Operates the APOD in coordination with the airlift control element.
-

APPENDIX C

Army Pre-Positioned Afloat Fleet

While eight LMSRs were being refurbished or built and two container ships were being refurbished, seven ships were called up from the Ready Reserve fleet to support the APA. In its end state, the APA fleet will comprise 16 ships: 8 LMSRs, 3 LASHs, 2 containers, 2 HLPs, and 1 auxiliary crane ship. The LMSR provides the ability to move equipment into the area faster than is currently available and the space to configure the loads to ease upload, maintenance, and discharge.

CONTAINER SHIP PROFILE

Currently, two self-sustaining container ships are in the APA program: the *MVS LTC Calvin P. Titus* and *SP5 Eric G. Gibson*. These ships combine the capabilities of RO/RO container and break-bulk ships. They have the container capacity of 1,526 20-foot-equivalent

units (TEUs) and 40,000 square feet of RO/RO space. The strength of the garage deck, the clear-deck heights, and the immense stem ramp allow for the transport of heavy armored vehicles, including M1A1 tanks. See Figure C-1.

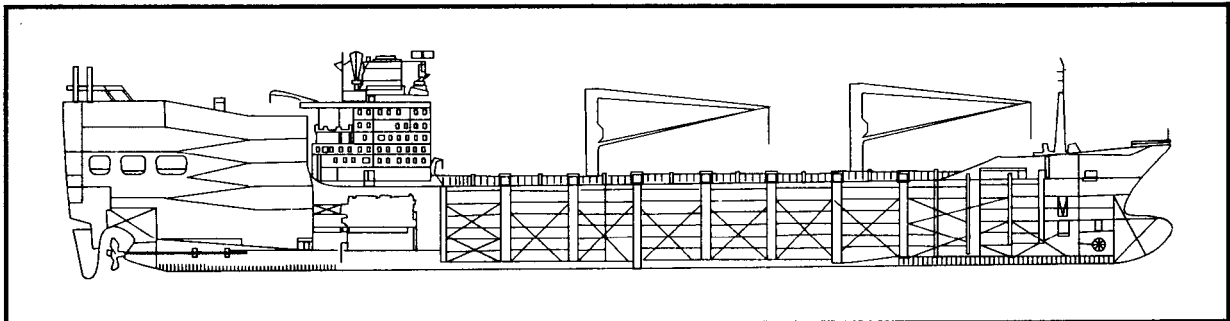


Figure C-1 - Container Ship

HEAVY-LIFT PRE-POSITIONED SHIP PROFILE

Currently, one HLPs, the *MV American Cormorant*, is in service and another is planned for FY 96. A semisubmersible heavy lift ship, the HLPs carries the equipment required to establish a working port. The ship's cargo deck can be

placed 26 feet below the water's surface by ballasting the ship to a draft of 66 feet. In this way, barges and other embarked watercraft may be floated off directly into the water. The barges contain the materiel-handling equipment needed

to move container and equipment ashore. Additionally, three tug boats, two LCM 8s, a ROWPU barge, and a floating 100-ton crane

barge are embarked aboard the HLPS. See Figure C-2.

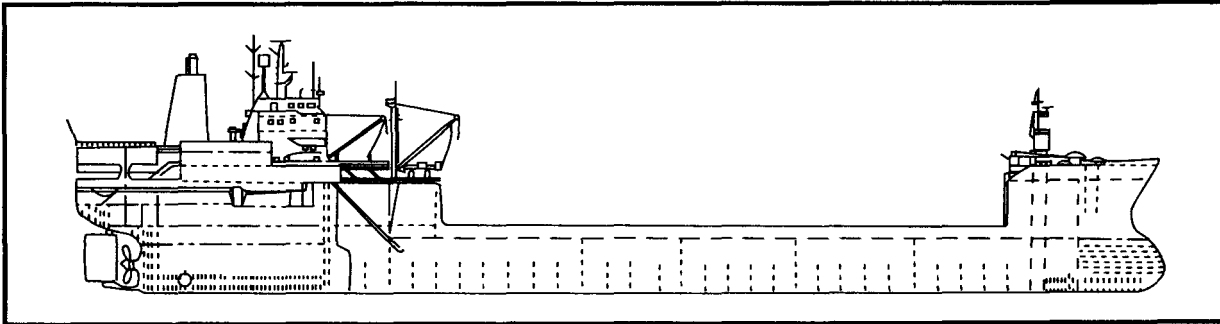


Figure C-2 - Heavy-Lift Pre-Positioned Ship

LARGE MEDIUM-SPEED ROLL-ON/ROLL-OFF PROFILE

LMSR will be a future feature of the APA. Current plans are for five converted LMSRs to come on line in FY 96-97 to replace the current fleet of seven RO/ROs. In FY 98, three newly constructed LMSRs will join the fleet, followed by four more in FY 99-02. At that time, the five converted LMSRs will be removed from service. The new LMSRs will have two twin cranes for unloading containers and a slewing stem ramp,

which permits operation from port, starboard, or aft. A port- and starboard-side port/ramp will facilitate RO/RO operations from the side as well as the aft of the ship. The number of containers varies since they must be stowed in the RO/RO areas, thereby reducing deck space for vehicle storage. These ships have an overall capability of 470,230 long tons of cargo. See Figure C-3.

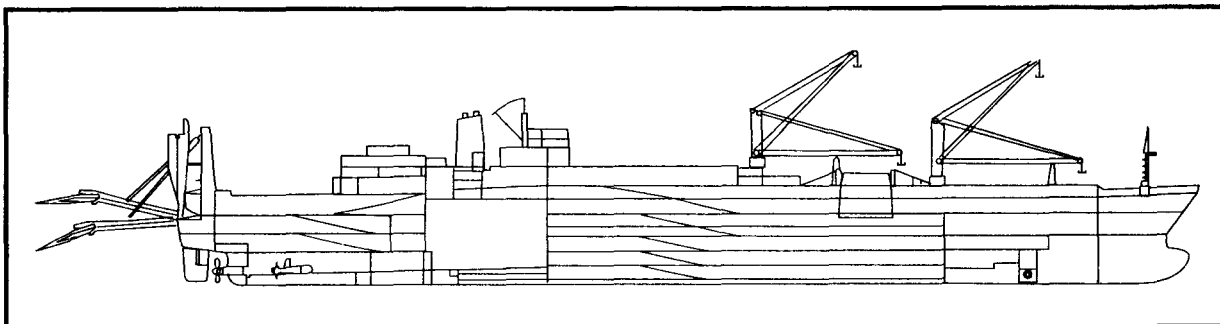


Figure C-3 - Large Medium-Speed Roll-On/Roll-Off Ship

LIGHTER ABOARD SHIP PROFILE

The APA program includes three LASH vessels: the *SS Green Harbour*, *SS Green Valley*, and *MV J. E. B. Stuart*. Each is capable of carrying

up to 88 cargo barges (lighters), but may carry less to make room for containers and pusher boats. Each lighter weighs between 82 and 86

long tons and may discharge either pierside or in stream. LASH vessels have two gantry-style cranes: one 30-long-ton crane (forward) for moving containers and one 465.18-long-ton gantry-for moving lighters. This second gantry can move nearly the length of the ship (except

for holds one and two) to discharge pusher boats, lighters, and hatch covers. In addition to the gantry cranes, LASH vessels have a 3-long-ton general cargo crane to help load the ship's stores. See Figure C-4.

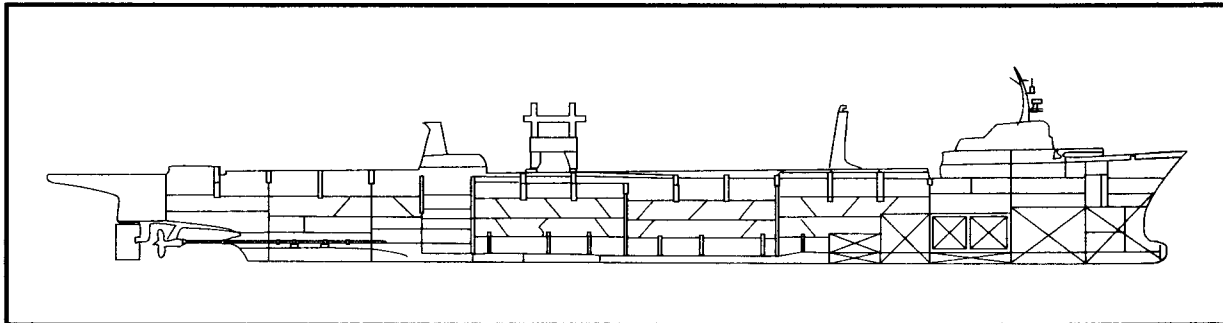


Figure C-4 - Lighter Aboard Ship Vessels

CAPE D PROFILE

Two ships of the Cape D RO/RO class are serving with the APA program. They are the *MV Cape Decision* and *MV Cape Douglas*. These ships can carry up to 554 standard (8'x8'x20') ISO containers, but have no shipboard cranes; they require either pier cranes or an auxiliary crane

ship to unload them. They have a fixed 65-ton-capacity vehicle ramp on the starboard/stem quarter. The ramp allows RO/RO operations to the starboard side or aft only. These ships are capable of carrying 170,000 square feet of cargo. See Figure C-5.

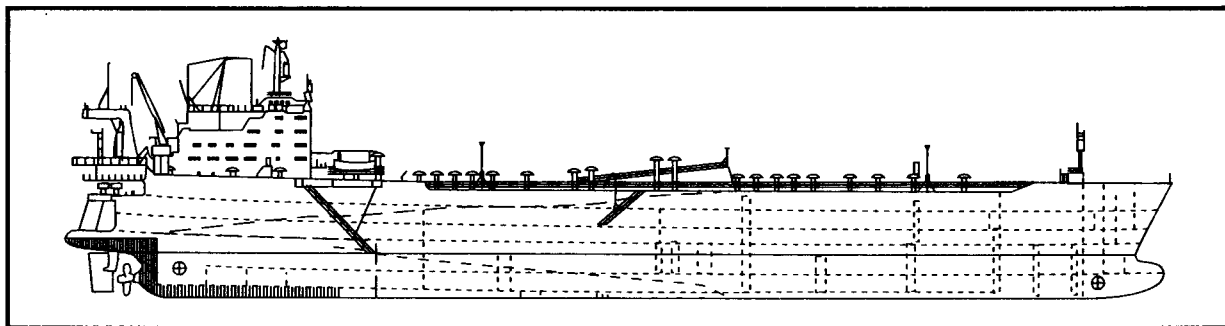


Figure C-5 - Cape D Ships

CAPE H PROFILE

Three Cape H RO/RO-class ships are serving with the APA program: the *MV Cape Henry*, *MV Cape Horn*, and *MV Cape Hudson*. They can carry up to 6,766 standard ISO

containers spread over four holds and have a 39-ton crane to unload the containers. They have a fixed 63.9-ton capacity vehicle ramp on the starboard/stern quarter. The ramp allows RO/

RO operations to the starboard side or aft only. These ships have an overall capability of

carrying 180,000 square feet of cargo. See Figure C-6.

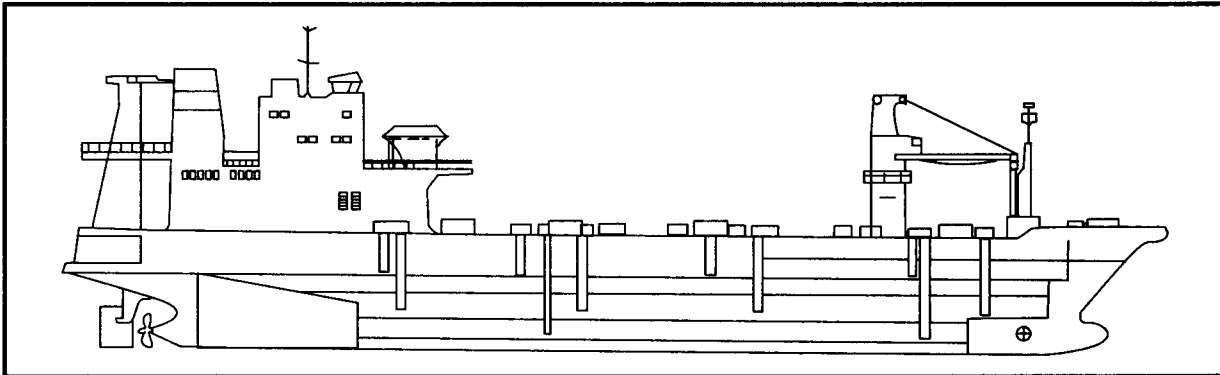


Figure C-6 - MV Cape H Ships

CAPE W PROFILE

Two Cape W RO/RO-class ships serving with the APA program are the *Cape Washington* and *Cape Wrath*. These ships have a container capacity of 1,203 and one twin-boom shipboard crane with a capacity of 5 tons for self-unloading of vehicles. They also have a fixed vehicle ramp on the starboard/stern quarter and a vehicle

ramp on the starboard side, amidships. The side ramp allows RO/RO operations to starboard, and the stem ramp allows RO/RO operations to the starboard side or aft only. overall, these ships can carry 190,000 square feet of cargo. See Figure C-7.

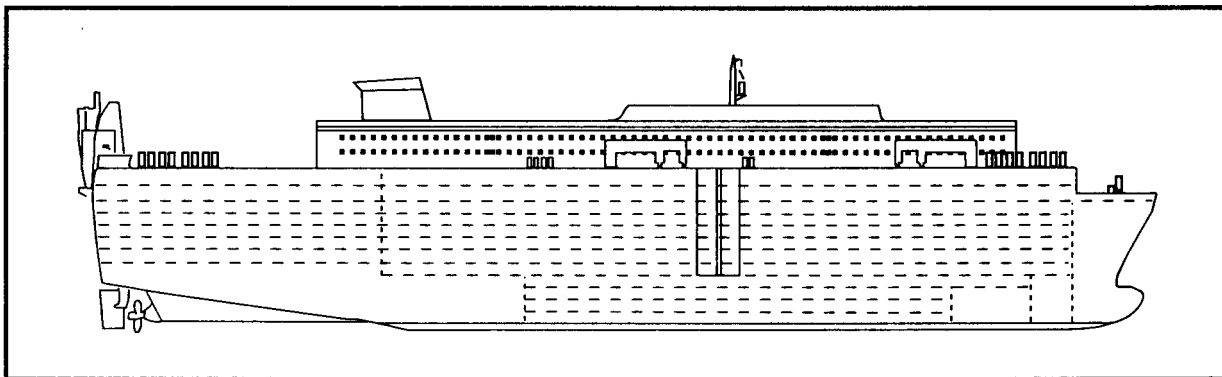


Figure C-7 - Cape W Ships

AUXILIARY CRANE SHIP PROFILE

The *SS Gopher State* is the only T-ACS serving with the APA program. Its mission is to provide crane support when no improved pier

facilities exist. It has two twin 30-ton-capacity boom cranes mounted on the starboard side of the ship. When moored inboard of another ship,

cargo can be unloaded either from itself or from the outboard ship to the pier facility. Although not employed for their ability to carry cargo,

these ships have an overall capability of carrying 711 TEUs of containers. See Figure C-8.

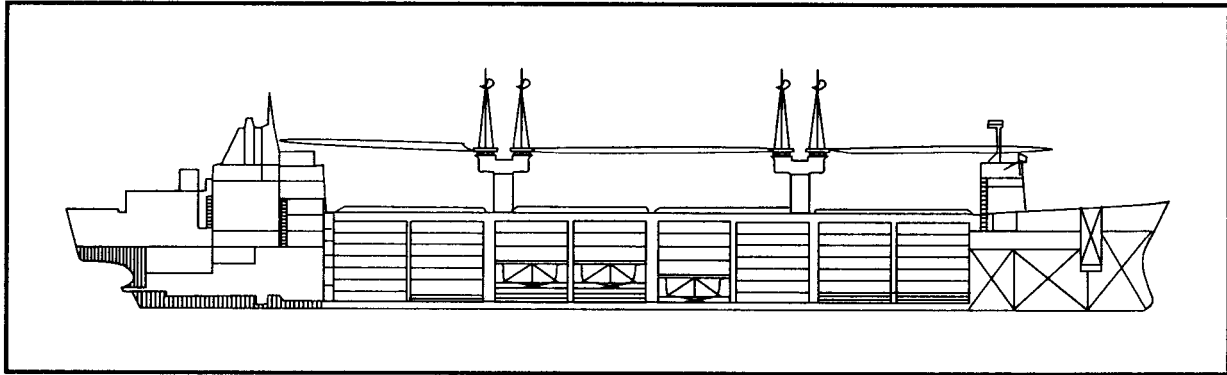


Figure C-8 - Auxiliary Crane Ship

APPENDIX D

Port Support Activity

The PSA is a temporary military augmentation organization consisting of personnel with specific skills. It aids the port commander in receiving, processing, and clearing cargo at both the SPOE and the SPOD. Stateside installations are delegated specific ports to which they must provide support. These include the PSA and associated logistics support for deploying personnel. The deploying force provides the PSA that augments the port commander's terminal operations force overseas, in an AO, in undeveloped or developing theaters, or where assigned theater forces are inadequate.

COMMAND STRUCTURE

The success of terminal operations depends on a well-organized PSA augmenting and supplementing the port commander's SPOE/SPOD mission. A general numeric sizing rule of thumb for this PSA task force is a company for a deploying brigade, a battalion for a deploying division, and a brigade for a deploying corps. This relates to size only, not organizational structure.

Where practical, commanders responsible for deployments should not allocate deploying units to man the PSA. The JPEC should allocate separate elements to perform this function, to include troop-listing these elements for the express purpose of employment. Supporting commanders responsible for providing PSA organizations should maintain the same core personnel for the duration of the command's deployment, augmenting, as required, with unique deploying unit skills. The supporting commander should consider the type of unit and equipment being deployed and select personnel with the qualifications and skills to—

- Physically secure classified equipment and cargo.

- Operate unique equipment.
- Correct primary weapon system and deploying equipment deficiencies.

The PSA must establish a strong command structure that can be tailored to assist in almost any situation and provide trained personnel to accomplish its mission. The unique equipment assigned to engineer units and personnel who operate this equipment make this one of the most desirable units to perform PSA missions.

The PSA is under OPCON of the port commander. Supporting installations and contract labor establish the PSA (through agreement with the appropriate MACOM). The support installation and the terminal commander, who identifies the PSA support requirements, develop a memorandum of understanding (MOU). The port commander requests unexpected PSA support requirements not originally identified in the MOU.

ORGANIZATIONAL FUNCTIONS

The PSA organizational functions depend on the port commander's SPOE/SPOD mission, available contract and HNS support, and the TOE and/or TDA organizations performing the terminal operations mission. As a result, PSAs

are tailored to perform terminal operations duties that cannot be performed by assigned or attached, contract, or HNS elements. See Table D-1 for a description of tasks performed by the PSA.

COLLECTIVE TASKS	SUPPORTING TASKS
1. Report to the port commander, who provides command and control for this task organization.	<ul style="list-style-type: none"> • In conjunction with the port commander, develop an MOU that identifies all support and installation requirements. • Tailor PSA to the type, size, and mode of transportation of units passing through the port.
2. Receive and stage unit equipment in SPOE/SPOD staging area.	<ul style="list-style-type: none"> • Implement and refine the traffic flow and the staging area to be used for each ship. • Implement and plan for the handling and storage of hazardous, controlled, sensitive cargo. • Supervise the staging and movement of all cargo. • Stage equipment to execute stow plan.
3. Correct configured equipment and cargo POM deficiencies not resolved in the marshalling area.	<ul style="list-style-type: none"> • Check to ensure hazardous cargo is labeled properly with hazardous material documentation and stored according to CFR 49. • Check to ensure secondary loads are properly blocked, braced, and secured. • Ensure equipment is properly documented. • Adjust fuel to the proper level in vehicles and equipment being shipped. • Correct cargo lashings and equipment height limitations.
4. Serve as operators for all types of equipment, to move vehicles in staging area and, if necessary, assist in loading and unloading vessels.	<ul style="list-style-type: none"> • Ensure properly licensed vehicle operators are available for the types of unit equipment being staged. • Implement training program to develop skills necessary to maneuver vehicles in tight spots found on vessels. • Operate all vehicles with applicable safety procedures, to include sufficient ground guides and safety equipment.
5. Assist in servicing self-deploying aircraft, to include air traffic control, fire protection, fueling/defueling, and disassembly.	<ul style="list-style-type: none"> • Assist the aircraft maintenance teams in preparing, storing, and moving aircraft to be loaded. • Supervise designated staging area landing zones and serviceability of both for aircraft support operations.
6. Provide necessary direct support maintenance to ensure vehicles are able to move under their own power or retain them in the SPOE/SPOD staging area for return to USAMC control.	<ul style="list-style-type: none"> • Perform emergency repairs (direct maintenance) on equipment in SPOE/SPOD staging area. • Provide sufficient assets (drivers and mechanics) to expeditiously load and unload deadlined equipment. • Provide vehicle recovery in SPOE/SPOD staging area during loading and unloading.
7. Assist the port commander with cargo accountability in the SPOE/SPOD staging area.	<ul style="list-style-type: none"> • Document each movement of cargo as required by the port commander. • Provide processed equipment information list to appropriate agency at the times requested. • Train documentation personnel on documentation being used.
8. Provide for security of sensitive (protected) and classified cargo.	<ul style="list-style-type: none"> • Enforce hazardous and sensitive cargo procedures established by the port commander. • Establish control procedures that deny unauthorized access to hazardous and sensitive cargo. • Establish procedures to protect classified and OPSEC information.

Table D-1. Mission-Essential Task List

The PSA establishes the necessary communications between the port operator and the receiving unit to ensure the proper flow of cargo. It reports cargo received, maintenance performed, and operational problems to the port commander daily. In areas designated by the port commander, the PSA ensures equipment is staged according to the stow plan and call-forward schedules for loading and unloading units. Vehicles are manifested by like type if a prestow plan is not available. The PSA's day-to-day contact with the port commander is through the S3 of the respective transportation port command. Duties include—

- Receiving, inspecting, and documenting deploying cargo.
 - Correcting cargo POM deficiencies that preclude sea movement.
 - Operating unique equipment (frequently neither contract nor military). Stevedores can operate tracked vehicles and other atypical military cargo.
 - Providing backup organizational and limited DS maintenance for deploying units.
 - Providing a physical security guard force for staged military cargo.
 - Providing blocking/bracing personnel and tools to secure secondary loads.
 - Providing recovery vehicles, buses, carryall vans, administrative vehicles, maintenance trucks, ambulances, and equipment to wash equipment upon redeployment.
 - Providing workers with safety equipment such as lights, gloves, goggles, and vests.
 - Moving deploying unit equipment according to the port traffic plan.
 - Providing messing/billeting and medical support to transiting units.
 - Providing miscellaneous materials and services—administrative, communications, and so forth.
-

APPENDIX E

Accountability Transfer Procedures

As the ARFOR commander deems appropriate, the brigade and other support elements will receive and manage all APA material. To facilitate a rapid transition, equipment and supplies will be issued to the brigade and other support elements on tactical STAMIS hardware, which will be uploaded with the current baseline. Equipment and supplies will be accounted for and managed during conflict in accordance with AR 710-2. The APA battle books contain more details about handoff procedures.

CLASS I

The Defense Logistics Agency, USAMC, and the Information Software Systems Development Center, Fort Lee, VA, will determine procedures for transferring Class I supplies.

CLASS V

Each ship carrying ammunition will have updated data files in Standard Army Ammunition System (SAAS) format containing all necessary accountability data for those Class V stocks loaded on the ship. Additionally, the AST, which deploys to the theater prior to the arrival of the APA, or follow-on LASH ammunition ships will have a SAAS computer loaded with the specific Class V data of each ship carrying Class V.

Upon arrival, the ship SAAS disk will be provided to the AST to ensure exact data match. The AST will then establish and report asset

visibility and begin in-theater Class V management from this data base. Ammunition stocks will be issued to the brigade CSG, and the corps materiel management center (CMMC) will manage it in accordance with the ARFOR logistics plan. If the CMMC is not established, the AST will provide Class V management for the theater. For Class V assets airlifted into theater, an element of the AST will have a team at the APOD to identify in-coming stocks and report accountability data to the primary AST element located at the SPOD.

CLASS VII AND OTHER ITEMS REQUIRING PROPERTY BOOK ACCOUNTABILITY

These stocks will temporarily transfer from USAMC to the deploying unit via the SPBS-R. Temporary transfer will occur using STAMIS files in SPBS-R. The deploying unit commander

and USAMC representative will revise the accountability transfer to reflect the property book items actually issued.

CLASS VIII

APA ships will carry the following types of Class VIII material: medical equipment sets (MES), medical material sets (MMS), RSL, and other individual items of medical equipment. Each ship loaded with medical material will have a data file in the battle book with complete inventory data for the material loaded on that ship. The data files will be in a format that is compatible with the Theater Army Medical Management Information System medical supply and medical assembly modules. The files will also provide the gaining unit visibility of component shortages and exclusionary items—items not packed due to special storage requirements—within each MES, MMS, and RSL.

The USAMMA MLST, which will deploy to the theater prior to the arrival of APA ships, will update the data file for each ship prior to transferring accountability to the gaining unit. The MLST will direct the flow of inbound exclusionary item packages from the APOD to the gaining unit. It will also provide the gaining unit with quality-control information, that is, shelf-life extensions, Food and Drug Administration recalls and suspensions, and so forth. The MLST will provide limited technical guidance for medical maintenance. Medical maintenance and logistics personnel from the supporting division or corps should deploy as members of the OPP with the necessary tools and test equipment to place all medical equipment into operation.

ALL OTHER CLASSES OF SUPPLIES SUPPORTING ASLS, MAINTENANCE SHOP STOCKS, AND PLLS

USAMC will issue these stocks on the tactical STAMIS, using files for Unit-Level Logistics System, Standard Army Maintenance System, Standard Army Retail Supply System-1 Interim, Standard Army Retail Supply System-Objective, and Direct Support Unit Standard Supply System-Desktop III. The deploying unit commander and USAMC representative will revise the accountability transfer to reflect the equipment and supplies actually issued.

NOTE: The unit commander, at his option, may elect to take less than the total quantity of equipment and supplies loaded on or discharged from the ships. USAMC will retain accountability for all equipment and supplies not issued less Class VIII. USAMMA will retain accountability for all medical equipment and supplies not issued.

HANDOFF/UPLOAD PROCEDURES

The following tables depict the possible layout of the AMC-LSE portion of the marshaling area during handoff and upload of

the APA equipment. Class V accountability transfer will be done at a different location. Class VIII will be transferred in a similar manner.

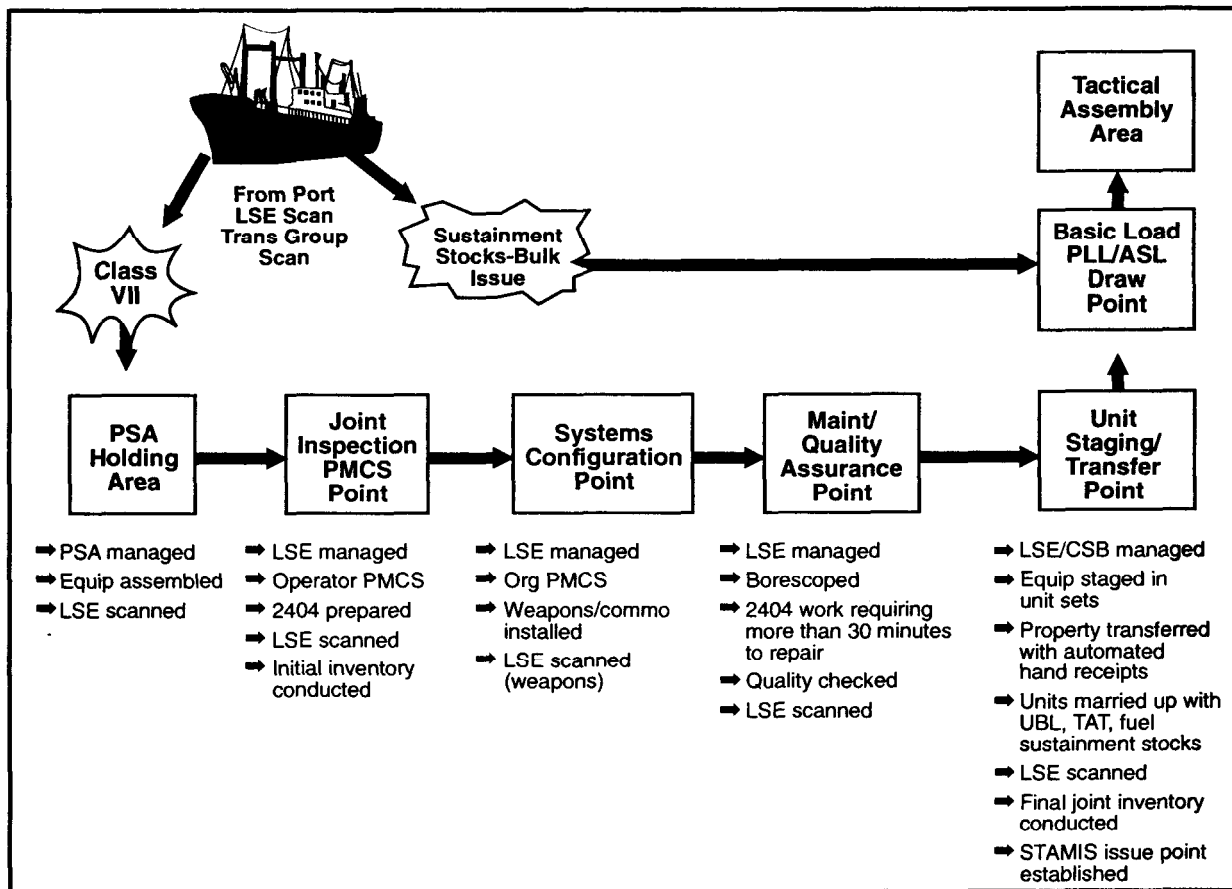


Table A-A-1. APA Handoff Procedures/Flow

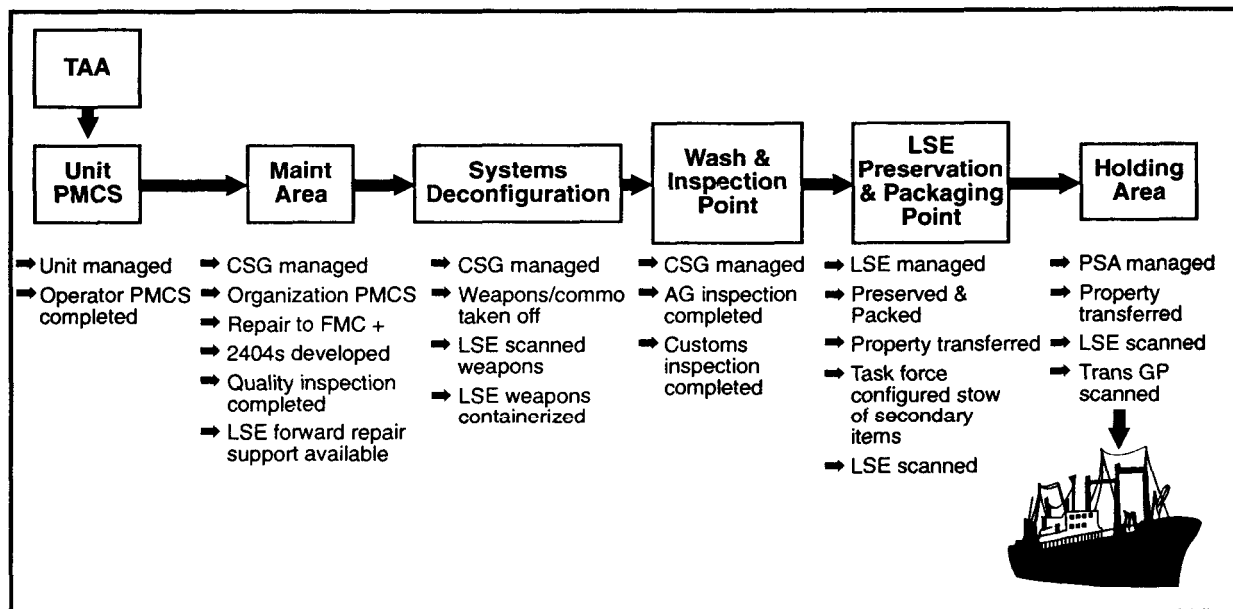


Table A-A-2. APA Upload Procedures/Flow

Glossary

AACG	arrival airfield control group
A/DACG	arrival/departure airfield control group
AO	area of operations
AOC	airlift operations center
AOR	area of responsibility
APA	Army pre-positioned afloat
APOD	aerial port of debarkation
APOE	aerial port of embarkation
AR	Army reserve
ARFOR	Army force
ASCC	Army service component commander
ASL	authorized stockage list
ASMP	Army Strategic Mobility Program
AST	ammunition support team
ATMCT	air terminal movement control team
AUEL	automated unit equipment list
AWR	Army war reserve
AWRPS	Army war reserve pre-positioned sets
BCTP	battle command training program
BIREP	brigade inspection and reconnaissance exercise program
C²	command and control
CAA	Command Arrangement Agreement
CAP	crisis action planning
C-Day	date of first movement of forces and equipment
CFA	call-forward area
CFR	Code of Federal Regulations
CINC	commander in chief
CINCTRANS	CINC, Transportation Command
CJCS	Chairman, Joint Chiefs of Staff
CMMC	corps materiel management center
COA	course of action
COCOM	combatant command
CONPLAN	concept plan

CONUS	continental United States
COSCOM	corps support command
COSIS	care of supplies in storage
CRC	CONUS replacement centers
CS	combat support
CSA	Chief of Staff, Army
CSB	corps support battalion
CSG	corps support group
CSS	combat service support
CTG	composite transportation group
DA	Department of the Army
DACG	Departure Airfield Control Group
DCSLOG	deputy chief of staff for logistics
DCSOPS	deputy chief of staff for operations
DOD	Department of Defense
DOL	director of logistics
DS	direct. support
DTO	division transportation officer
EAC	echelon above corps
EAD	earliest arrival date
FM	field manual
FORSCOM	US Army Forces Command
FOS	follow-on sustainment
FSS	fast sealift ships
HET	heavy equipment transport
HHC	headquarters and headquarters company
HHD	headquarters and headquarters detachment
HLPS	heavy lift pre-positioned ships
HNS	host nation support
HQDA	Headquarters, Department of the Army
ISO	International Organization of Standardization
ITV	in-transit visibility

JFC	joint force commander
JLOTS	joint logistics over the shore
JOPEB	Joint Operation Planning and Execution System
JPEC	Joint Planning and Execution Community
JTF	joint task force
LAD	latest arrival date
LARC LX	lighter amphibious resupply cargo, 60-ton
LASH	lighter aboard ship
LCM	landing craft, mechanized
LCU	landing craft, utility
L-Hour	Hour at which a deployment operation commences or is due to commence on C-day.
LMSR	large medium-speed roll-on/roll-off
LMST	medical logistics support team
LO	liaison officer
LOC	lines of communication
LOGCAP	Logistics Civil Augmentation Program
LOGMARS	logistics application of automated marking and reading symbology
LOTS	logistics over the shore
LSE	logistics support element
MACOM	major Army command
MAGTF	Marine air-ground task force
MCC	movement control center
MCS	modular causeway section
MCT	movement control team
MES	medical equipment sets
METL	mission-essential task list
METT-T	mission, enemy, terrain, troops, and time available
MHE	materials handling equipment
MILSTRIP	military standard requisition and issue procedures
MLST	medical logistics support team
MMC	movement management center
MMS	medical material sets
MMT	materiel management team
MOOTW	military operations other than war
MOU	memorandum of understanding

MP	military police
MRC	major regional conflict
MRS	Mobility Requirement Study
MSC	Military Sealift Command
MSR	main supply routes
MTMC	Military Traffic Management Command
MTT	mobile training team
MV	motor vessel
NAP	not authorized pre-positioning
NCA	National Command Authorities
NCOIC	noncommissioned officer in charge
OCONUS	outside the continental United States
OIC	officer in charge
OPCON	operational control
OPLAN	operation plans
OPORD	operation order
OPP	off-load preparation party
OTSG	Office of the Surgeon General
PLL	prescribed load list
PLS	palletized load system
PMCS	preventive maintenance checks and services
POD	port of debarkation
POE	port of embarkation
POL	petroleum, oil, and lubricants
POM	preparation for overseas movement
PSA	port support activity
RAA	redeployment assembly areas
RBE	remain-behind equipment
RF	radio frequency
RPM	revolutions per minute
RO/RO	roll on/roll off
ROE	rules of engagement
ROWPU	reverse-osmosis water purification unit

RRDF	roll-on/roll-off discharge facility
RSL	recommended stockage list
RSO&I	reception, staging, onward movement, and integration
S2	intelligence officer
S4	logistics officer
SAAS	Standard Army Ammunition System
SDP	ship discharge package
SLRP	survey, liaison, reconnaissance party
SLWT	side-loadable warping tug
SPBS-R	Standard Property Book System-Redesign
SOP	standing operating procedures
SPOD	sea port of debarkation
SPOE	sea port of embarkation
STAMIS	Standard Army Management Information System
TAA	tactical assembly area
TALCE	tanker airlift control element
TAT	to accompany troops
TC ACCIS	Transportation Corps Automated Command and Control Information System
TDA	table of distribution and allowances
TEU	20-foot-equivalent unit
TOA	time of arrival
TOE	table of organization and equipment
TOFM	theater-opening force module
TPFDD	time-phased forces deployment data
TTU	transportation terminal unit
USAMC	US Army Materiel Command
USAMCCOM	US Army Armament, Munitions, and Chemical Command
USAMMA	US Army Medical Material Agency
USDA	US Department of Agriculture
USMC	US Marine Corps
USPACOM	US Pacific Command
USTRANSCOM	US Transportation Command
WRSA	war reserve stocks for allies

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