

ARMY PRE-POSITIONED LAND

HEADQUARTERS
DEPARTMENT OF THE ARMY

ARMY PRE-POSITIONED LAND

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Preface

The purpose of this manual is to define Army pre-positioned land in terms of process, structure, organization, and operations from the strategic through tactical levels. This manual serves as an azimuth to align training, planning, and execution for the Army and its role in power projection doctrine. It will define specific existing organizations, systems, equipment, and procedures necessary to accomplish Army pre-positioned land operations. In the absence of existing systems and procedures, this manual offers solutions. This manual and the other Field Manual (FM) 100-17 series publications (FM 100-17, *Mobilization, Deployment, Redeployment, and Demobilization*; FM 100-17-1, *Army Pre-Positioned Afloat Operations*; FM 100-17-3, *Reception, Staging, Onward Movement, and Integration*; FM 100-17-4, *Deployment: Fort to Port*; and FM 100-17-5, *Redeployment*) provide a complete series of doctrine manuals to explain the force projection process that will be the hallmark of Force XXI. (See Figure P-1.)

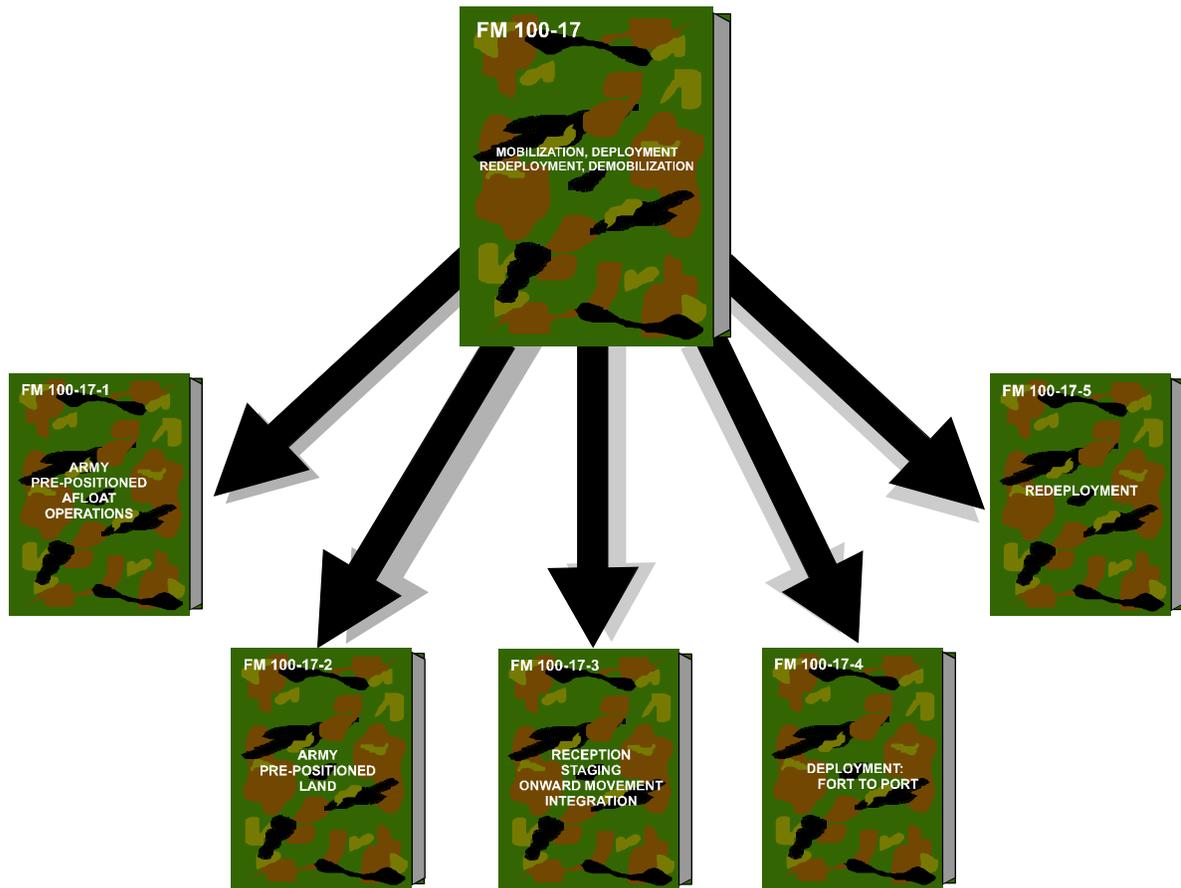


Figure P-1. Force Projection Manuals

The chapters establish the doctrinal framework for Army pre-positioned land operations. They focus on concepts, operational phases, and essential elements needed to make Army pre-positioned land operations effective. Information presented in these chapters is general in nature. The appendices and supporting annexes focus on techniques and procedures. They provide detailed information for successfully accomplishing Army pre-positioned land missions.

The target audiences for this publication are those units that may draw Army pre-positioned stocks on land, operational planners at all levels, and personnel and organizations responsible for managing, maintaining, and issuing Army pre-positioned land equipment and supplies.

Users of this publication should send comments and recommended changes to Commander, US Army Combined Arms Support Command, ATTN: ATCL-CDD, Fort Lee, VA 23801-1809.

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

Chapter 1

Fundamentals of Army Pre-positioned Land Operations

"We are more and more an expeditionary force; strategic air and sealift complemented by our pre-positioning initiatives, must be our number one priority."

General John M. Shalikashvili
Chairman, Joint Chiefs of Staff
1995

The land-based Army pre-positioned stocks (APS) allow the early deployment of a heavy brigade in Korea, Europe or Southwest Asia by C+4. These pre-positioned sets of equipment are essential to the timely support of the United States (US) national military strategy in the areas of US national interest and treaty obligations. Fixed land based sites store Army pre-positioned sets of combat and combat support (CS)/combat service support (CSS) equipment, Army operational project stocks (such as, chemical defense equipment, cold weather clothing, and petroleum distribution equipment) and war reserve sustainment stocks. Land-based sets can be used to support a theater lodgment to allow the off-load of Army pre-positioned afloat equipment, and can be shipped to support any other theater worldwide.

IMPORTANCE OF ARMY PRE-POSITIONED LAND

Since the end of the Cold War when the US reduced its forward presence overseas, the centerpiece of US defense strategy has been *power projection*. Power projection is the ability to rapidly and effectively deploy and sustain US forces in and from multiple, dispersed locations. Complementing overseas presence, power projection strives for unconstrained global reach. Power projection assets are tailored to regional requirements and send a clear signal of US commitment. Being able to project power means being able to act even when we have no permanent presence or infrastructure in the region. If necessary, it means fighting our way into a denied theater or creating and protecting forward operating bases. The ability to assemble and move to, through, and between a variety of environments, often while reconfiguring to meet specific mission requirements, is essential to offsetting an adversary's advantage in mass or geographic proximity. Global power projection provides our national leaders with the options they need to respond to potential crises.

To make power projection and force projection a reality, the Army developed force closure timelines as part of the Mobility Requirements Study to maximize strategic transportation and materiel assets. The Army Mobility Requirements Study specifies that the US must be able to rapidly deploy 5 1/3 divisions and their associated corps support 8,700 nautical miles, from fort to foxhole, within a 75-day period, meeting the following timelines (Figure 1-1):

- A light or airborne brigade-size or Army pre-positioned land (APL) force arrives in theater by C+4, with the remainder of the division to close not later than C+12.
- An afloat heavy combat brigade closes in the theater and is ready to fight by C+15.
- By C+30, two heavy divisions sealifted from the continental United States (CONUS) close in theater. These divisions can be a mix of armor, mechanized, or air assault as determined by the supported commander-in-chief (CINC).
- The remaining two divisions and a corps support command arrive in theater by C+75.

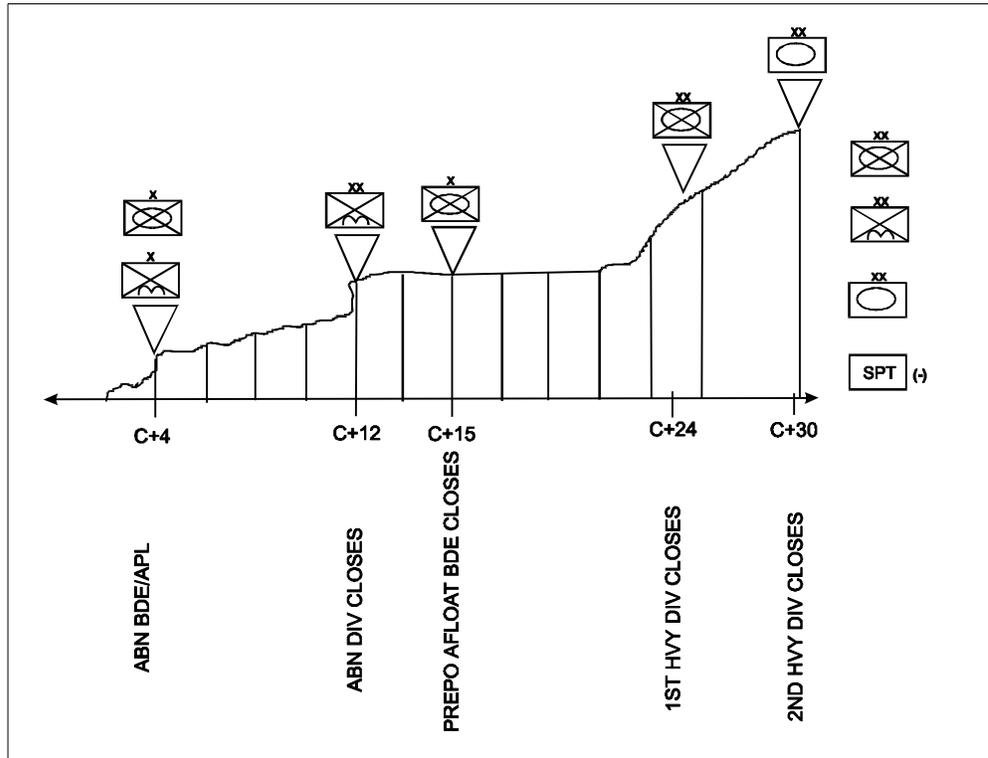


Figure 1-1. Force Closure Timelines

Essential for meeting force projection timelines is the strategic mobility triad as shown in Figure 1-2. The strategic mobility triad consists of pre-positioning, airlift, and sealift. Historically, 10 percent of materiel sent to a theater arrives via airlift, while the remaining 90 percent arrives via sealift. However, strategic airlift and sealift often face multiple demands and cannot immediately deliver large amounts of heavy equipment to meet short-notice crises. Therefore, Army pre-positioned materiel around the world plays a critical role in rapidly equipping forces deploying to major theater wars (MTWs), smaller-scale contingencies (SSCs), stability operations, or support operations.

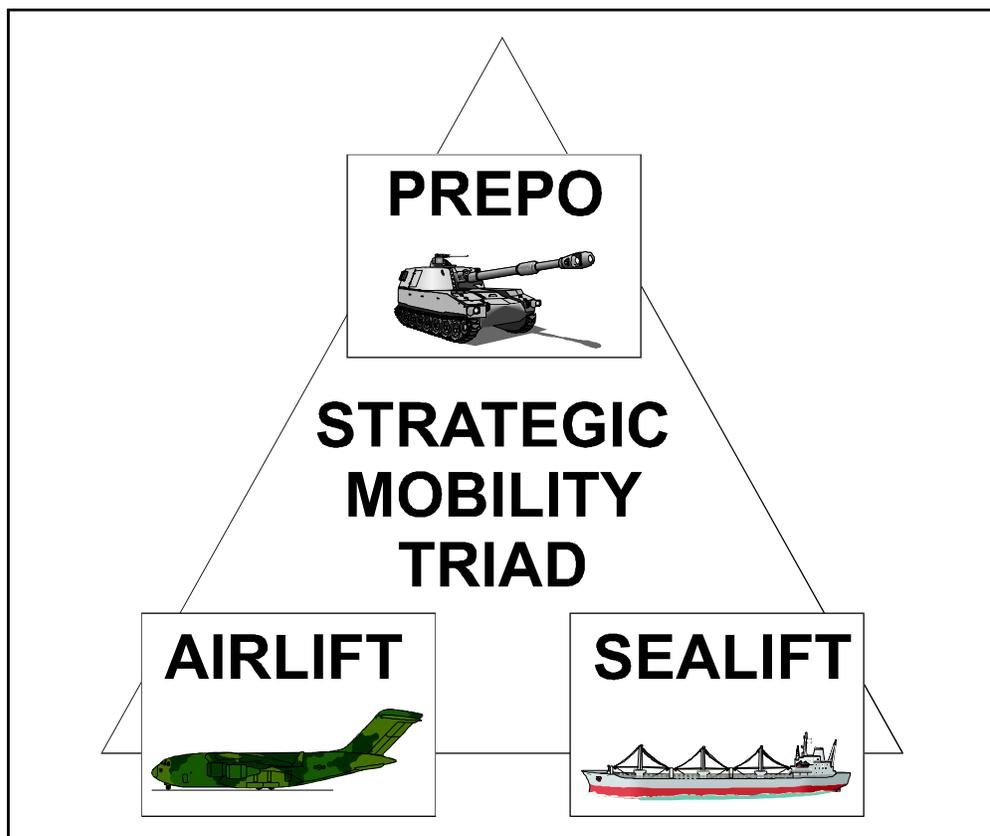


Figure 1-2. Strategic Mobility Triad

ARMY PRE-POSITIONED STOCKS

APS constitute one leg of the strategic mobility triad. The purposes of APS are to reduce the initial amount of strategic lift required to support a CONUS-based force projection Army; and to sustain the warfight until sea lines of communication (SLOC) with CONUS are established. Accordingly, APS is pre-positioned at several sites to quickly project power to potential contingency areas.

APS is owned by Headquarters, Department of Army (HQDA) and delinked from Army component commanders and from specific CINCs and theaters. APS is managed and accounted for by United States Army Materiel Command (AMC) and the Office of The Surgeon General (OTSG).

The Army War Reserve Support Command (AWRSPTCMD) and the US Army Medical Materiel Agency (USAMMA) manage APS at APL storage sites. During military operations, APL draws are accomplished under the AMC logistics support element (LSE) umbrella organization. Common user stockpiles are positioned ashore in CONUS, in other countries, and afloat to support multiple CINCs and scenarios. Storage and maintenance procedures on land vary depending on the geopolitical situation at each storage site. For example, equipment in Europe and Korea is generally stored inside fixed facilities and serviced on a periodic cycle. Equipment in other areas may be stored outside and serviced on a more frequent basis to ensure that it is ready for immediate issue/employment because of the volatility of the region. APS are protected go-to-war assets and will not be used to improve peacetime readiness or fill unit shortages. HQDA must approve all issues and loans of APS.

There are four categories of APS as described below.

- **Pre-positioned Sets.** The unit sets consist of pre-positioned organizational equipment--end items, supplies, and secondary items--stored in unit configurations to reduce force deployment response time. Equipment is configured into brigade sets, division units, and corps/echelon above corps (EAC) units. Materiel is positioned ashore and afloat for the purpose of meeting the Army's Global Pre-positioning Strategy requirements of more than one contingency in more than one theater of operations.
- **Army Operational Project Stocks.** Operational project stocks are materiel above normal table of organizations and equipment (TOE), table of distribution and allowances (TDA), and common table of allowance (CTA) authorizations tailored to key strategic capabilities essential to the Army's ability to execute its power projection strategy. They are used to authorize supplies and equipment above normal modified TOE (MTOE) authorizations to support one or more Army operations, plans, and contingencies. They are primarily positioned in CONUS with tailored portions or packages pre-positioned overseas and afloat.
- **War Reserve Stocks.** War reserve stocks are acquired in peacetime to meet increased wartime requirements. They consist of major and secondary materiel aligned and designated to satisfy the Army's wartime sustainment requirements. They provide minimum essential support to combat operations and post-mobilization training beyond the capabilities of peacetime stocks, industry, and host nation (HN) support. Sustainment stocks are pre-positioned in or near a theater of operations to last until resupply at wartime rates or emergency rates are established.

- War Reserve Stocks for Allies (WRSA). WRSA is an Office of the Secretary of Defense (OSD) directed program that ensures US preparedness to assist designated allies in case of war. WRSA assets are pre-positioned in the appropriate theater and owned and financed by the US. They are released to the proper Army component commander for transfer to the supported allied force under the Foreign Assistance Act upon a declaration of defense condition 2, and under existing country-to-country memorandums of agreement.

APS are positioned as follows (Figure 1-3):

- APS-1 (CONUS) - Operational project stocks and war reserve sustainment stocks.
- APS-2 (Europe) - Pre-positioned sets, operational project stocks, and limited war reserve sustainment stocks.
- APS-3 (Army pre-positioned afloat (APA)) - Pre-positioned sets, operational project stocks, and war reserve sustainment stocks.
- APS-4 (Pacific) - Pre-positioned sets, operational project stocks, war reserve sustainment stocks, and War Reserve Stocks for Allies-Korea (WRSA-K).
- APS-5 (Southwest Asia (SWA)) - Pre-positioned sets, operational project stocks, and war reserve sustainment stocks.

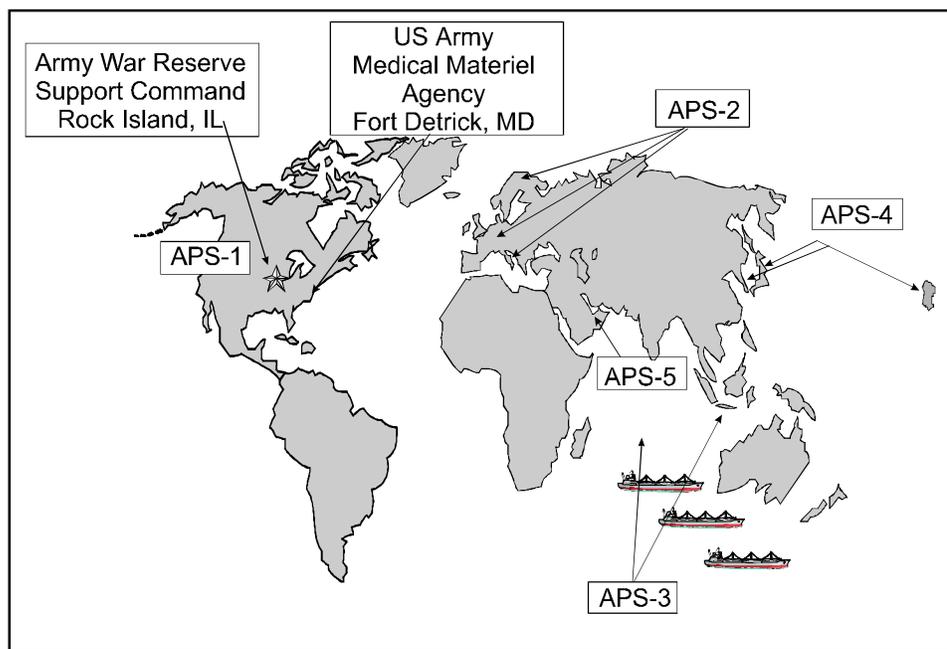


Figure 1-3. Army Pre-positioned Stocks Locations

Figure 1-4 depicts AMC's organization for managing APS materiel. Combat equipment groups (CEGs) and the subordinate elements positioned worldwide provide on-site management for AWRSPTCMD.

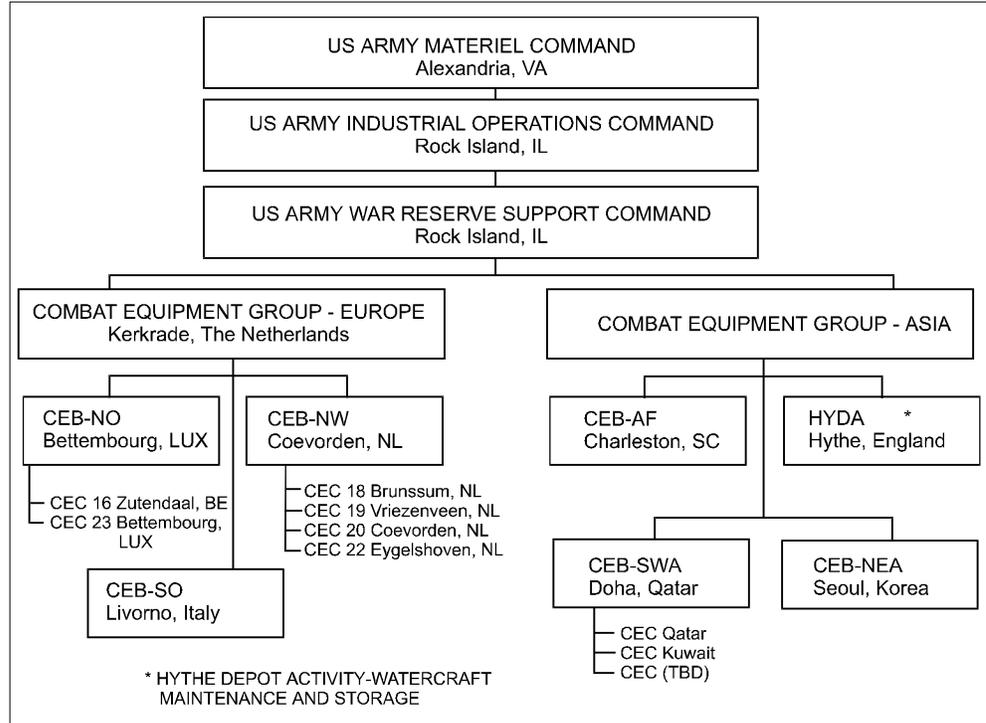


Figure 1-4. AMC Organization for Managing the APS Program

APS IN TRANSITION

Cold War predecessors of today's APS program were POMCUS (pre-positioning of materiel configured to unit sets) in the central region of Europe, and TRU/ARPS (theater reserve in unit sets/Army readiness package south) in Italy. With POMCUS, unit sets of equipment stored overseas were earmarked for specific forces based in CONUS. For example, a particular mechanized division knew precisely where its POMCUS equipment was stored, knew exactly what types and models of equipment it would draw, and used previously prepared hand receipts to rapidly transfer property accountability. Annual exercises such as Return of Forces to Germany (REFORGER) validated POMCUS procedures.

Today, APS stored worldwide is not dedicated to specific units or theaters, but can be issued to units whenever and wherever needed as directed by the Chairman of the Joint Chiefs of Staff (CJCS) or the Chief of Staff, Army (CSA).

ARMY PRE-POSITIONED LAND OVERVIEW

As described, there are four categories of APS, and there are two types of storage locations, sea and land. The remainder of this manual focuses on procedures concerning land-based pre-positioned sets and refers to them as "Army pre-positioned land (APL)." However, procedures describing the issue and turn-in of these sets generally apply to the other categories of land-based APS. For detailed information on Army pre-positioned afloat operations, see Field Manual (FM) 100-17-1.

APL CONCEPT

The underlying concept of the APL program is to rapidly match deploying units with pre-positioned materiel and then move the APL-equipped forces to their assigned area of operation (AO). As such, APL is an integral part of the overall process of power projection. The APL concept has three essential steps. First, expeditiously unite airlifted unit personnel with pre-positioned materiel at APL sites. Second, quickly organize deploying forces for onward movement at a staging base in the area of responsibility (AOR). Finally, rapidly move them to a tactical assembly area (TAA).

APL materiel may require relocation via various modes of transportation, such as sealift, rail, or barge, in order to reach the employment location. For example, APL materiel stored in the Netherlands was transshipped by rail and highway to Bosnia for Operation Joint Guard. When transshipment occurs, the supporting CINC from where the equipment is stored and issued controls the movement of materiel through his theater until it either arrives at destination or at an intermediate aerial port of embarkation/sea port of embarkation (APOE/SPOE).

Under the APL concept, all personnel and a minimum amount of unit equipment deploy from home station via strategic airlift. Equipment that typically deploys with unit personnel includes to-accompany-troops (TAT) materiel, such as personal weapons and chemical defensive equipment (CDE), and not authorized pre-positioning (NAP) materiel. NAP is authorized unit materiel, such as missiles and selected communications items, that for various reasons, (cost, availability, sensitivity, unsuitability for storage) is not authorized for storage at APL sites and must be brought from home station or elsewhere to complete the unit set. See Figure 1-5, page 1-8, for examples of TAT and NAP items. Equipment available in each APS unit set is visible in the Army Battlebook System (ABS). From the ABS, deploying units can determine the additional equipment that they must bring from home station. (See Chapter 3 for additional information regarding ABS.) The deploying unit sends nothing needed for immediate use from home station via sealift, as this would incur delays and negate the advantages of employing APL equipment. However, unit equipment not mission essential early in an operation may be sent by sealift for subsequent link-up with the deployed force.

- | | |
|--|--|
| <ul style="list-style-type: none"> • Aircraft, aircraft subsystems, and avionics. • All band and musical equipment. • Organizational clothing, such as sized items, and equipment. • Masks, protective field. • Individual weapons. • Classified items, such as communication security equipment. • Selected high dollar value communications equipment. • Binoculars. • Selected office machines, automated data processing equipment, and administrative items. • Cameras. | <ul style="list-style-type: none"> • Watches. • Selected night vision materiel. • Missiles and missile ground support equipment. • Highly pilferable items. • High-cost, low-weight items. • Items that are an integral part of a system that has another line item number excluded. • Items required to be in the hands of troops on arrival. • Items not required because of host nation support. • Shelf life items that may not be held in long-term storage. |
|--|--|

Figure 1-5. Typical TAT and NAP Items

A unit that is equipped with APL stocks is not normally employed alone but fights as part of a division. It is a significant element of a larger deployment involving multi-modal operations. A CINC's decision during the window of opportunity to request that the deploying forces be equipped with APL equipment has a significant impact on all aspects of a deployment. Once made, the decision is difficult to change and affects the rest of the deployment.

APL enhances force projection capability by reducing the time it takes to deploy a heavy task force or brigade-sized force. It also reduces the need for heavy lift assets during the critical "early entry" phase. It allows a rapid buildup of heavy forces to demonstrate US resolve, reduce risk of open conflict, and counter hostile actions before arrival of the expansion or force protection mission prior to the arrival of surge sealift.

The intelligence preparation of the battlefield (IPB) provides an awareness of infrastructure availability and other demands on the infrastructure. The APL brigade must define, for inclusion in the IPB process, those essential elements of

information required for APL operations. The IPB is a source for developing threat assessments, particularly the asymmetric threat expected during the early entry period of deployment operations.

To facilitate the expeditious issuing of equipment, the deploying unit sends an advance party to help AWRSPTCMD and USAMMA site personnel prepare equipment for issue. In addition, if required, other force modules may deploy to operate aerial ports of debarkation (APODs), coordinate with the HN for staging base real estate, prepare for onward movement of APL forces, and accomplish other missions as directed by the supported CINC or Army service component commander (ASCC). Most often, extensive deployment of forces is unnecessary for APL operations because of developed HN infrastructures and existing HN agreements where the Army stores APL materiel. However, deployment of additional forces for theater force opening may be essential if the area of employment of APL equipment lacks adequate infrastructure to logistically support APL forces and operations. By the time the main body arrives in the AO, most tasks necessary to execute an APL draw are complete.

DRAW OPTIONS

In accordance with (IAW) the APL concept, deploying forces draw all serviceable equipment from the APL storage site. Under certain circumstances, partial draws of equipment can occur. Although, this manual focuses on doctrinal procedures, that is a draw of complete unit set(s) of APL equipment in support of a contingency, history has shown that draws of task forces of battalion size or smaller can occur.

There are two methods for drawing APL equipment: emergency and administrative. The primary difference between these options is **time**. Because the focus of APL operations is on short-notice crises, emergency draw procedures are the model for US forces to plan, train for, and execute. However, on the basis of the tactical situation, regional CINCs can modify draw procedures to best support the mission. Below are summaries of the two draw options. Detailed procedures are in Chapter 3.

- **Emergency.** This is the most time-sensitive draw method for US Army forces. It emphasizes rapidly drawing all serviceable equipment and quickly leaving the APL site for a staging base. While major end items are inventoried at the AWRSPTCMD storage facility, secondary tasks such as conducting 100 percent inventories of equipment components, filling materiel shortages, and repairing and servicing equipment are usually postponed until unit arrival at the staging base. Staging bases may be adjacent to APL sites or up to several hundred miles away in the same or a different country based on tactical, transportation, and security considerations.
- **Administrative.** This option allows for a more orderly draw of equipment. It emphasizes maintenance and property accountability actions at the APL site rather than rapid issue of equipment and movement to the staging base. Under administrative procedures,

personnel inspect and repair equipment on site, they thoroughly inventory and hand receipt materiel, vehicles marshal in the vicinity of the APL site, and convoy serials depart for the TAA in orderly columns. The entire process takes several days to execute, unlike the speedier emergency procedures. Administrative issue procedures may be used for stability operations or support operations.

STAGES OF APL

APL operations consist of seven stages--planning; alert; deployment; reception, staging, onward movement, and integration (RSO&I); employment; redeployment; and replenishment. Each stage is described below

Planning

No single formula incorporates the use of an APL force into an Army force (ARFOR), or a joint or multi-national effort. Mission, enemy, terrain and weather, troops, time available, and civilian considerations (METT-TC), and other factors ultimately dictate the role of an APL-equipped force. Deliberate and crisis action planners should consider using APL materiel when developing courses of action (COAs). Once allotted APL stocks in support of an assigned contingency or mission, the unit commander and staff conduct required planning. Contingency planning involves preparing for potential crises and military operations. Crisis action planning, which begins with receipt of an alert order, can convert contingency plans into operations orders (OPORDs) as mission requirements become known. Staffs may also create new OPORDs to satisfy unforeseen requirements. Updates and modifications to plans and OPORDs continue until the operation is complete. (See Chapter 2 for details concerning APL planning.)

Alert

During this stage, the deploying unit prepares for movements of personnel and TAT/NAP equipment to ports of embarkation and subsequent boarding and loading aboard aircraft and ships. It is essential to ship TAT and NAP equipment by the most expeditious means (preferably airlift) to enhance APL operations. The unit also dispatches an advance party to the APL site to assist AWRSPTCMD and USAMMA site personnel with preparing equipment for issue. The unit should also prepare to ship organic items when APL on-hand levels are below authorizations and constitute unit shortages. Deploying units use the ABS to determine this requirement. Chapter 3 discusses ABS in more detail.

Deployment

Deployment is the relocation of forces and materiel to desired AOs. Deployment encompasses all activities from origin or home station through destination. It specifically includes intra-continental US, intertheater, and intratheater movement legs, and activities in staging and holding areas. The supported CINC's requirements drive deployment planning. Deployments involve three distinct, but interrelated segments:

- Fort to port.
- Port to port.
- Port to destination.

Figure 1-6 depicts the deployment process. For further information on deployment planning, see FM 100-17-4.

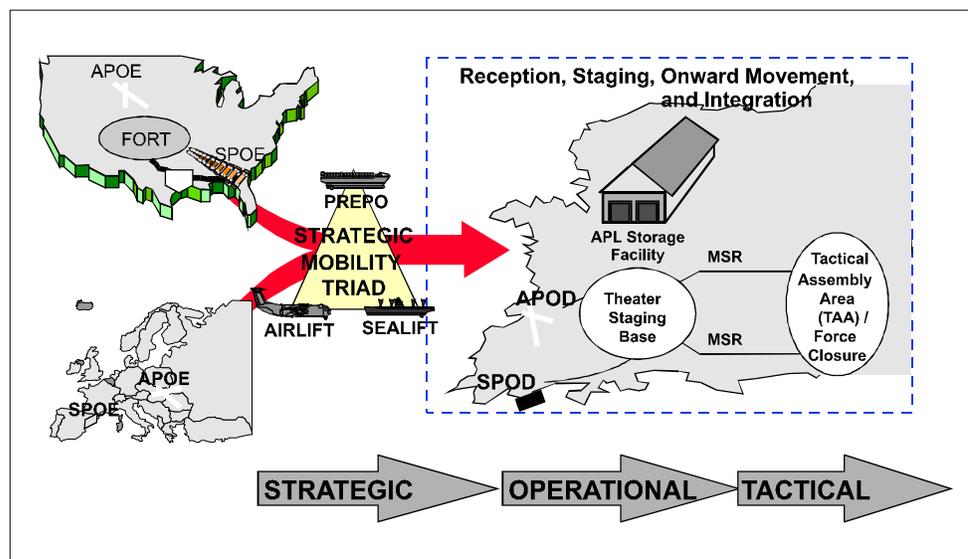


Figure 1-6. Deployment Process

RSO&I

RSO&I consists of those essential and interrelated processes in the AO required to transform arriving personnel and materiel into forces capable of meeting operational requirements. APL is an integral part of RSO&I planning and operations. The four processes of RSO&I are--

- Reception. The process of unloading personnel and equipment from strategic or operational transport, marshaling local area transport (if required), and providing life support to the deploying personnel.

- **Staging.** The process of assembling, holding, and organizing arriving personnel and equipment into units and forces, incrementally building combat power, and preparing them for onward movement; and providing life support for the personnel until the units become self-sustaining.
- **Onward Movement.** The process of moving units and accompanying materiel from reception facilities and/or marshaling or staging areas to TAAs or other theater destinations; moving arriving non-unit personnel to gaining commands; and moving arriving sustainment materiel from reception facilities to distribution sites.
- **Integration.** The synchronized transfer of authority over units and forces to a designated component or functional commander for employment in the theater of operations. When this stage concludes, force closure is achieved.

The purpose of RSO&I is to produce combat-ready units in the theater of operations. Initial sustainment from pre-positioned stocks, normal time-phased force and deployment data (TPFDD) flow, or HN is handled within the RSO&I process. When unit deployment is complete, emphasis transitions from RSO&I to reception and distribution of sustainment resources. During RSO&I, forces deploying to draw APL materiel are probably not the only units that deploy to the theater. However, they may be the lead elements. Details concerning RSO&I are in FM 100-17-3 (to be published).

Employment

Employment occurs when the deploying unit begins accomplishing its assigned mission following departure from the TAA. Length of the operation dictates the duration of this stage. It concludes when the supported CINC or ASCC releases the unit for redeployment. Employment considerations for a heavy brigade are in FM 71-3.

Redeployment

Redeployment is the transfer of unit personnel and organic equipment from one area to another. Redeployment may return a unit to home station, send it to another theater, or transfer it within the same theater for subsequent operations. (See FM 100-17-5 for further redeployment information.)

Replenishment

Replenishment is the process of replacing APL equipment lost or destroyed during the employment stage. Department of the Army (DA) Office of the Deputy Chief of Staff for Operations (ODCSOPS) and Office of the Deputy Chief of Staff for Logistics (ODSLOG) are responsible for coordinating APL replenishment.

REQUIRED CAPABILITIES

Certain capabilities as shown in Figure 1-7 must exist in order to successfully execute APL operations

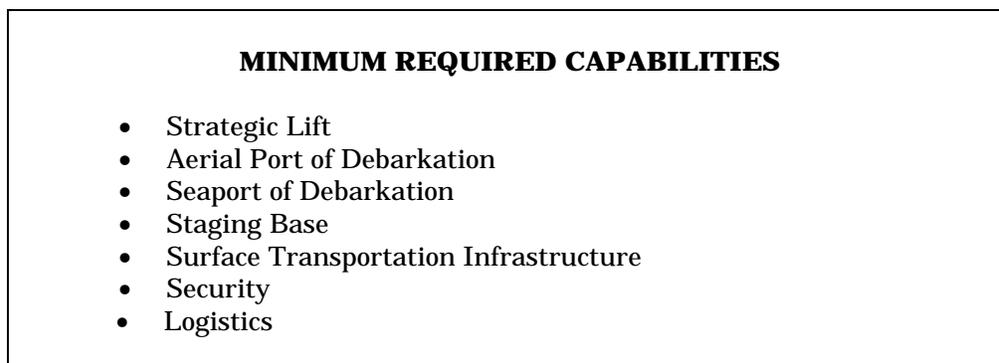


Figure 1-7. Capabilities Required for APL Operations

Strategic Lift

An underlying concept of APL is uniting airlifted personnel with pre-positioned equipment, even though some follow-on unit equipment may arrive later via sealift. The unified commander documents movement requirements in the TPFDD in accordance with the Joint Operational Planning and Execution System (JOPES) to provide for strategic movement planning. US Transportation Command (USTRANSCOM), through the Air Mobility Command, provides common-user airlift allocated to the supported CINC (primarily C141/C5/C17 military aircraft and commercial airliners) to expeditiously transport deploying forces to theater APODs.

Aerial Port of Debarkation

In order for airlift to be effective, sufficient APOD facilities must be reasonably close to APL sites. Suitable APODs usually are airports/airfields that can accommodate and support strategic aircraft. In the absence of improved APOD facilities, forces may arrive through austere landing facilities via strategic air or through a combination of strategic and tactical airlift. In addition to the facilities, APODs require sufficient personnel and materiel handling equipment (MHE) to conduct clearance operations. Arrival/departure airfield control groups (A/DACG), as needed, can be used to receive deploying forces.

Seaport of Debarkation

The SPOD is a seaport capable of accommodating large, deep draft, ocean-going vessels. In cases where suitable SPOD facilities are unavailable, supercargo and equipment may be off-loaded onto shallow draft vessels for final movement to land.

Staging Base

Once a unit draws APL equipment, it needs an area large enough to organize into unit configurations, draw and distribute combat loads, accomplish maintenance, reconcile equipment shortages, calibrate and test-fire weapons, and prepare for onward movement to the TAA. The staging base can be in theater several miles away from the APL site, or it may be established out of country or out of theater thousands of miles from the AWRSPTCMD issuing facility.

Surface Transportation Infrastructure

In order to reach the staging base and complete the RSO&I process, a surface transportation infrastructure is usually necessary. Critical surface transportation infrastructure elements include:

- Highways, railroads, tunnels, and bridges that are intact and of sufficient capacity.
- Railroad systems with rail cars of adequate types and quantities.
- Compatible tracks if more than one country is transited.
- Suitable rail loading/unloading facilities.

Two other surface transportation options are inland waterway and intercoastal waterway. These last two methods transport equipment over rivers, canals, or coastal waters using US Army or HN barges and other suitable watercraft. If unavailable in theater, required lighterage may be available from APA assets. Finally, APL equipment may be transported via sealift in order to traverse long distances. This option requires arrival and departure seaports.

Security

Deploying forces airlifted into a theater have minimal capabilities for self-defense until they organize for onward movement in the staging base. Therefore, the supported CINC must provide security at key nodes such as APODs, APL sites, and staging bases, and along transit routes. Security includes gaining air superiority for the AO, preventing attacks by direct or indirect fire, and providing area security. A nuclear, biological, and chemical

(NBC) team should develop an operational concept to minimize unit vulnerability to attack from weapons of mass destruction and to develop specific chemical-biological defense requirements.

Logistics

Forces deploying to a theater arrive with limited self-sustainment capabilities. The APL site issues initial quantities of Classes I, II, III(P), V, and IX supplies, site dependent (see applicable battlebook), to support the APL equipment draw. The site also provides initial repair parts (Class IX authorized stockage list/prescribed load list (ASL/PLL) items) at time of the APL draw. The supported CINC or ASCC provides deploying units with sustainment supplies such as food, water, fuel, ammunition, and repair parts until SLOC closure. SLOC closure occurs with the arrival of surge sealift. If the theater does not possess enough sustainment stocks to last until SLOC closure, the theater CINC can request that supplies loaded aboard APA ships be issued in support of the APL operation.

COMMAND RESPONSIBILITIES

Because APL operations are complex, multiple Services, commands, and agencies are involved. Each organization has specific responsibilities. A comprehensive list of organizations and responsibilities is at Appendix A. However, the five organizations most critical for executing APL operations are the following:

- AMC, which is the executive agent for APL operations.
- AWRSPTCMD, which stores and manages nonmedical APL materiel.
- USAMMA, which manages medical supplies and equipment and non-medical associated support items of equipment (ASIOE) for hospital units.
- USTRANSCOM, which provides or acquires strategic lift.
- The deploying unit, which receives APL materiel.

Listed below are general responsibilities of those organizations and deploying forces.

HEADQUARTERS, US ARMY MATERIEL COMMAND

AMC serves as executive agent for all APL stocks, less Class VIII and hospital related non-medical ASIOE. It delegates maintenance and storage responsibility to AWRSPTCMD.

During operations, AMC delegates command and control authority over deployed AMC elements to the LSE deployed in the AO. The LSE, as AMC's single command and control element for all AMC elements/assets within the AO, is AMC's focal point for APL operations during contingency operations, including APL draws.

US ARMY WAR RESERVE SUPPORT COMMAND

The AWRSPTCMD stores and manages nonmedical APL materiel. In that role, it--

- Coordinates APL draws with the theater LSE at initiation of operations or at earliest indication of a possible APL draw.
- Exercises command and control (C2) over APL draws under peacetime conditions.
- Develops all procedures necessary to support APL draw, storage, and care of supplies in storage (COSIS). It executes procedures as required.
- Provides combat ready equipment.
- Provides initial supplies of Class III (packaged), limited Class III (bulk), Class IX (ASL/PLL), and other commodities as available (site specific). The issue of Army Working Capital Funds (formerly known as Defense Business Operations Fund (DBOF)) items (that is ASL/PLL) in support of a contingency is against a funded requisition.
- Issues or lends equipment and supplies, less medical and hospital related non-medical ASIOE, from AWRSPTCMD storage facilities to receiving units.
- Provides maintenance assistance to the receiving unit during the draw.

US ARMY MEDICAL MATERIEL AGENCY

USAMMA coordinates, manages, and controls all Class VIII equipment and supplies stored at APL sites as authorized by HQDA. It--

- Maintains total item property records for Class VIII stored at APL locations.
- Transfers accountability for all Class VIII equipment and supplies from APL storage sites.
- Dispatches a medical logistics support team (MLST) to coordinate with and assist AWRSPTCMD and receiving unit representatives with the issue and accountability transfer of APL Class VIII and hospital-related non-medical ASIOE located at APL storage sites.

UNITED STATES TRANSPORTATION COMMAND

As with all other operations, USTRANSCOM provides strategic lift for APL operations. It selects air and sea ports in coordination with the supported command. Location of APL storage sites will significantly affect port selection.

DEPLOYING UNIT

Commanders of units which may draw APL materiel have the responsibility to prepare to draw APL equipment. Specifically, units--

- Organize and train to draw APL materiel.
- Provide an advance party to assist site personnel with the draw. (See Appendix B for composition and functions of the advance party.)
- Ensure unit equipment needed to assist with the draw process (such as, tool boxes, cold weather gear, and personal weapons) accompanies the advance party.
- Inventory drawn equipment, perform preventive maintenance checks and services (PMCS) on equipment, and move equipment to the staging base.
- Augment site security elements.
- Prepare to draw and decontaminate equipment in an NBC environment. See Annex 2, Appendix B, for a checklist of NBC considerations.

Chapter 2

Planning

"In preparing for battle I have always found the plans are useless, but planing is indispensable."

Dwight D. Eisenhower

Planning for APL operations is the responsibility of the deploying commander in close coordination with the AWRSPTCMD commander, USTRANSCOM, USAMMA, and the supported CINC. Planners of APL operations should consider the movement of forces and their sustainment resources from points of origin to specific AOs to conduct joint operations. Because APL operations are inherently joint, planners integrate them into the joint planning and execution process. Rules and guidelines described in JOPES direct deployment planning. JOPES provides a single process of interoperable planning and execution. This chapter generally describes deployment planning but focuses mainly on specific planning requirements for APL operations. More details on the deployment process are in FM 100-17-4.

DEPLOYMENT PLANNING

Army forces prepare to conduct operations identified during the joint planning process. These forces also prepare to support operations that may arise during a crisis. In such cases, they plan for a mission which has not been previously identified as a specific requirement. Units that may be ordered to deploy, and draw and use APL stocks, as well as other involved commands, should develop and practice deployment plans that include APL operations.

The deployment plan must be flexible. Specific missions and force requirements often generate modifications. Changes to the TPFDD, along with available APOD and SPOD facilities, influence deployment and RSO&I plans. Changes that affect unit deployment must be communicated to the deploying unit in a timely manner.

Deliberate planning or crisis action planning for operations which include APL options requires the participation of the prospective unit and supporting commanders. The joint force commander (JFC) is the executive agent for formal coordination between the Joint Planning and Execution Community (JPEC) and lift providers regarding TPFDD validation and scheduling decisions. A decision to use APL has obvious effects on the TPFDD. Direct coordination between supported and supporting commands is authorized where necessary to facilitate rapid development and execution of TPFDDs. Direct coordination among the supporting commanders, force providers, deploying forces, and lift providers is authorized for load plan and hazardous material definition, or to coordinate details of validated unit transportation requirements during execution. All other coordination with lift providers will be accomplished through the JFC.

Effective APL planning requires the unified commander, in association with the ASCC, to develop planning data on prospective marshaling/staging areas. See FM 100-10 for additional information concerning logistics preparation of the theater (LPT), including establishment of marshaling and staging areas. Planners require information on:

- APOD and SPOD facilities.
- Availability of land for staging areas.
- Life support facilities.
- Water, power, transportation networks, and local communications.
- Prospective host nation support (HNS).
- Available contracted resources.
- Force protection requirements.

Gaining this information is a long-term collective effort.

EXECUTION PLANNING

Execution planning provides the transition from peacetime to the conduct of military operations. Time available for execution planning may be limited, requiring abbreviated steps and procedures throughout. During this phase, the supported CINC finalizes the OPOD and, in addition to planning, accomplishes deployability posture reporting. This phase ends when the National Command Authorities (NCA) direct execution, or place on hold or cancel the OPOD pending resolution of the crisis by some other means. Prior preparation for deployment (planning and updating unit standing operating procedures (SOP)) is essential when execution planning time is limited.

BASIC PLANNING DECISIONS

Basic APL planning decisions must be made regarding mission and security in order to proceed with detailed planning. The APL mission focuses on expeditious deployment, drawing equipment, assembly, and employment of forces to meet the supported commander's requirements. The mission may also include tasks in support of other operations in the objective area.

COMMAND RELATIONSHIPS/ARRANGEMENTS

The importance of clear command relationships is fundamental throughout the deployment and RSO&I process, which includes the issue and onward movement of APL materiel. Primary responsibility for clarity rests with the supported CINC. Subordinate commands must understand their command relationships. The CINC/ASCC establishes command relationships to minimize disruption of C2 of the APL operations during the transition from planning through deployment and execution phases.

SECURITY

As described in Chapter 1, the supported CINC establishes area security in most instances before the APL force arrives in theater. The supported CINC determines available HNS for security operations and establishes additional measures to support the security effort. He may delegate this responsibility to a subordinate commander capable of providing adequate security. General categories of security responsibilities include the following--

- Airspace control.
- Area air defense.
- Ground security.
- Fire support coordination.
- Movement control.

RSO&I PLANNING

METT-TC, available facilities and support, uniqueness of each APL site, and the tactical concept for APL operations influence RSO&I. The ASCC develops the RSO&I concept for APL operations in coordination with the LSE and AWRSPTCMD. He also coordinates with the APL unit commander, the arrival airfield commander, the USAMMA MLST, and support unit commanders. The ASCC submits the RSO&I plan to the theater CINC for approval.

APL DRAW

The draw of APL stocks is one of a series of events the deploying units execute to prepare for operations. The APL equipment draw starts with the arrival of the advance party at the issuing facility. Details concerning the composition of the advance party and its functions are in Appendix B. The advance party establishes initial unit logistics capabilities for the main body of the deploying/receiving unit, uploads commodity-stored items, and moves all equipment to the marshaling area where it can be dispersed under cover and concealment. Under some circumstances, the main body, upon arrival, moves directly from the APOD to a marshaling area near the APL site and starts to prepare for onward movement to a staging base. In other instances, however, the main body does not link up with APL equipment until the materiel is transshipped to a distant location. Chapter 3 covers draw operations in more detail.

As stated above, the APL draw sequence begins with the arrival of the advance party that deploys IAW the applicable TPFDD. Key personnel (officer in charge (OIC)/noncommissioned officer in charge (NCOIC) from each advance party draw team) receive a site briefing from an AWRSPTCMD site representative on the following:

- Site configuration, draw procedures, and flow.
- Vehicle checks.
- Maintenance and equipment checks.
- Safety.
- Property accountability.
- Key site personnel.

At the conclusion of the briefing, the process of inventorying load items and signing for the equipment begins. The accountability transfer involves inventorying end items issued and signing hand receipts for the equipment. Equipment is transferred using the Army War Reserve Deployment System (AWRDS), which is discussed in Chapter 3 and Appendix D.

TRANSITION TO INTEGRATION

APL-equipped units transition to integration when operational equipment is fully manned, and after the unit is in its staging base prepared to conduct the full range of missions. The supported CINC sets the criteria for determining when the deploying force is fully mission capable. Unit plans for transition to employment include:

- Clear delineation of responsibility for local security.
- Notification of higher headquarters as units/detachments achieve operationally ready status.
- Use of assembly areas to facilitate subsequent or concurrent tactical operations.
- Plans for responding to hostile action following RSO&I operations.
- Allocation of staff planning effort among deployment activities.

ENGINEER PLANNING

APL operations require an adequate physical infrastructure. In the absence of or in the event of damage to such facilities as power grids, road nets, bed-down areas, hardstands, potable or construction water sources, wharves and piers, bridges, and aircraft unloading aprons, US forces must be prepared to build or augment the required infrastructure. The senior Army engineer command prepares the civil engineering support plan (CESP), a peacetime assessment of infrastructure required to support military operations. In coordination with the US Army Corps of Engineers, the engineer command plans and executes the theater engineer mission.

INTELLIGENCE PLANNING

The intelligence capabilities and organization of deploying forces vary significantly. The supported CINC or ASCC provides IPB and other intelligence support to the forces within his assigned theater. Further, because the S2 staff of the unit drawing APL has only a limited intelligence capability, the staff may require augmentation to ensure continuous intelligence support and to coordinate intelligence and counterintelligence measures.

INFORMATION OPERATIONS PLANNING

An APL operation requires a coordinated, detailed information operations plan for the execution of adequate C2. The plan must consider C2 requirements for internal and external communications to the APL unit, current and potential changes in command relationships, task organization of the unit, equipment augmentation, and location of the APL elements and supporting units. Information operations systems must provide a reliable, secure means to exercise C2, and they must be flexible enough to compensate for internal and external changes. The requirements and ultimate design of the information system for APL operations depend on--

- Location of the operation and mission requirements.
- Information systems provided by the CINC through the ASCC.
- Availability of commercial systems.
- HN information infrastructure.
- Information systems drawn at the APL site.

The CINC provides broad planning guidance as early as possible to deploying APL units. This ensures that provisions can be made for the required interoperability and operational demands of the information systems. Deploying unit commanders should continually refine their information systems posture through periodic testing of portions of the system with higher and subordinate headquarters. They immediately inform the ASCC/ARFOR commander of any voids and gaps in existing capabilities.

LOGISTICS PLANNING

The ASCC's concept of operations for unit employment drives the deploying unit commander's logistics planning process during deployment and APL operations. Planning must satisfy both known and anticipated logistics requirements. (See Appendix C for details concerning logistics planning.) Logistics planners consider--

- Logistics requirements based on 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 resources in theater, such as contracted or HN assets.
- Time-phasing of organic CSS capabilities into the theater. Resources include the forward support battalion, TAT/NAP materiel, and other division, corps, and EAC support.
- Development of the logistics concept. Planning must address the broad functional areas of supply, maintenance, facilities, transportation, engineering, combat health support (CHS), and other services. The magnitude of support is directly related to the tailored force planned for the operation.
- Administrative and logistics requirements during each phase of deployment, RSO&I, employment, and redeployment.

- Distribution sites and support channels in the AO.
- Possibility of competing strategic requirements for APL materiel in the theater, and potential requirements of other CINCs.

REDEPLOYMENT PLANNING

Integral to a successful deployment is the return of deployed units to home station or relocation to a follow-on mission in a separate AOR. As with deployment and RSO&I, thorough planning is essential to the success of redeployment operations. Redeployment planning should begin with deployment planning.

After mission completion, units turn in APL equipment at AWRSPTCMD storage facilities or forward turn-in points unless the Joint Chiefs of Staff (JCS) or Department of the Army (DA) directs the unit to retain the equipment for follow-on deployment. Unless METT-TC considerations dictate otherwise, APL equipment returned to AWRSPTCMD control must meet technical manual (TM) 10/20 standards. AWRSPTCMD and USAMMA will hold using units accountable for equipment serviceability and accountability at the time of turn-in.

Units may have sustained combat losses during operations. They must document these combat losses. They turn in valid requisitions along with substantiating technical inspection documents (DA Form 2404) for repair parts not applied to end items.

See FM 100-17-5 for more information on redeployment planning.

Chapter 3

Issue Procedures

"Since Operation DESERT STORM, Third Army has responded on five occasions...to deter Iraqi adventurism. Each operation underscored the need for vigilance and quick response, and reinforced the value of Army pre-positioned equipment and limited forward presence in offsetting the strategic time and distance challenges inherent in winning the 'Race for Kuwait'."

Lieutenant General Steven Arnold
Commanding General, Third US Army

APL materiel is stored differently at various locations around the world. However, whether equipment is stored in controlled humidity warehouses (CHW) or out in the open, an underlying principle of APL operations is the use of standardized issue procedures. Equipment is generally issued for one of three reasons: MTWs/SSCs, exercises, or stability or support operations. Because the overarching concept of APL involves rapidly responding to short-notice contingencies, this chapter focuses on emergency versus administrative draw procedures. An emergency draw is the standard that units use to plan for, train for, exercise, and implement. Note that regardless of draw method or purpose, HQDA approval is required for release of APL stocks.

ISSUE FUNDAMENTALS

The main difference between emergency and administrative procedures is **time**. Under emergency conditions, the drawing unit completes the APL draw as soon as possible, meeting or exceeding the HQDA ODCSOPS issue timelines shown below:

- Issue a battalion task force or a preconfigured battalion task force within 24 hours.
- Issue a 2 x 1 heavy brigade within 4 days (local issue).
- Issue a 2 x 2 heavy brigade within 6 days (local issue).
- Issue and relocate a 2 x 2 heavy brigade to a seaport within 15 days.

Two sets of circumstances facilitate meeting the above standards. First, APL site personnel maintain and store equipment in a ready-to-issue state to the maximum extent possible. Second, units drawing APL stocks sign for equipment sets at the APL site and then provide inventory discrepancies to appropriate AWRSPTCMD and USAMMA elements within 10 days, generally after arrival at the staging base. The

staging base is usually located away from the APL storage site for tactical reasons, that is, to reduce the target richness of the APL storage site.

Administrative draws of equipment are more time-consuming. Specific timelines depend on the unit deployment schedule, the extent of tailoring required to configure the APS unit set to a non-standard MTOE configuration, and other considerations.

For both draw options, deploying forces and their essential TAT/NAP equipment arrive in theater primarily by air in order to maximize the inherent time advantage of employing APL stocks. Shipping immediately required equipment by sealift would negate the time advantage of using APL stocks. Airlift planners should note that NAP materiel can include major items of equipment, such as multiple launch rocket system (MLRS) radars, that APL sites do not store. The ABS identifies the materiel available in each unit set. From the ABS, deploying units can determine the equipment that they must bring with them from home stations. Direct coordination with AWRSPTCMD elements provides deploying units with current equipment statuses. All eligible APL units should have a complete set of battlebooks. Figure 3-1, page 3-3, depicts the flow of data between AWRDS and ABS.

Following arrival at the APOD, deploying unit personnel proceed to the APL site and draw the pre-positioned equipment. In some cases, the APL materiel must be moved to another theater for employment. In these circumstances, the supporting CINC is responsible for planning the movement of the equipment from the APL site to the appropriate APOD/SPOD. Once the unit and the APL equipment arrive in the theater where they will be employed, the ASCC or ARFOR commander provides logistics and area security for them until they are assimilated into the theater command structure at the completion of the RSO&I process.

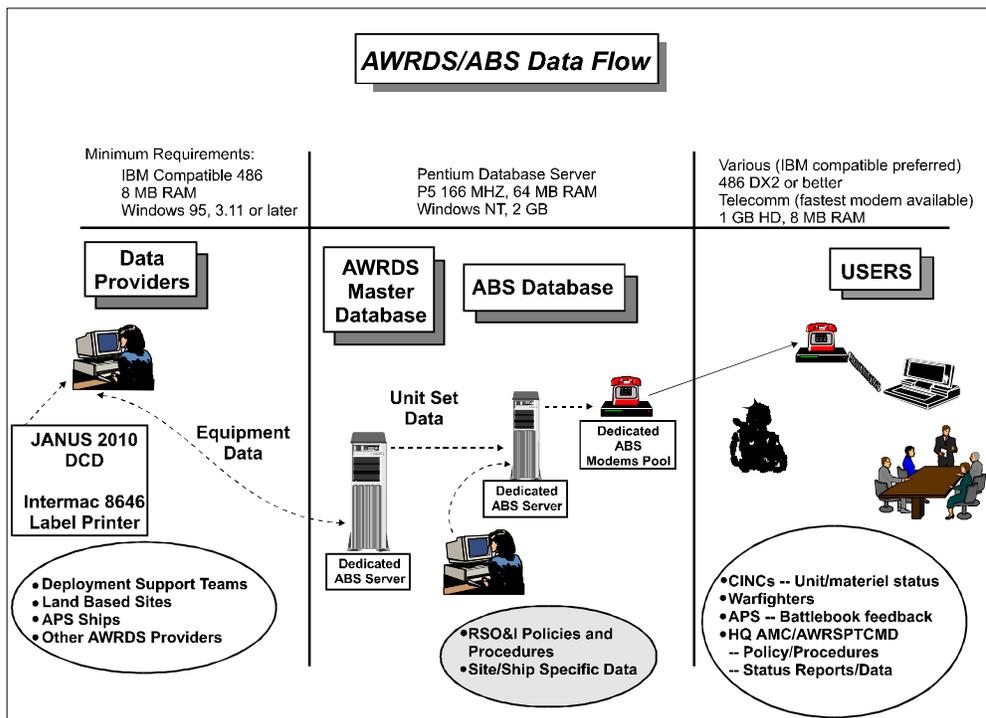


Figure 3-1. APS Automation

EMERGENCY DRAW

Emergency draw procedures emphasize speed. AWRSPCTCMD and USAMMA personnel ensure a high level of responsiveness by having equipment ready for departure to the staging base immediately upon arrival of essential elements of the deploying force. Deploying units draw pure sets of equipment without cross-leveling, tailoring, or reconfiguring them at the APL facility. There are four keys to making the emergency draw successful. AWRSPCTCMD site personnel, assisted by the advance party--

- Permanently install or upload as much ancillary equipment as possible onto APL prime movers. Ancillary equipment includes basic issue items (BII), components of the end items (COEI), radio mounting kits, and some models of tactical radios. They containerize and upload as many PLL and ASL items as possible.
- Prepare APL equipment for movement prior to arrival of the main body. The degree of preparation required depends upon the method of storage. For example, equipment in deep storage requires more preparation in order to issue. Typical required activities are listed below (details are in Appendix B):

- Remove preservation and packing materials.
- Install or recharge batteries.
- Drain and replace fuel as appropriate. Specific procedures are in applicable TMs.
- Top off fuel tanks.
- Upload weapons systems.
- Inspect each item of equipment and correct minor deficiencies. For example, personnel should inflate/repair tires, add fluids, and tighten or replace belts.
 - Do not engage in extensive maintenance operations except for "quick-fix" repairs specified above. All equipment that can safely move immediately departs the APL storage facility upon issue to receiving unit commanders.
 - Transfer property accountability by sets of equipment. Personnel perform detailed component inventories and reconcile shortages at the staging base. To minimize ownership disagreements during the APL turn-in process, unit commanders should deploy with precise inventories of organic TAT and NAP equipment.

PROPERTY ACCOUNTABILITY TRANSFER

During APL draws, the AWRSPTCMD and USAMMA issue or temporarily lend equipment to receiving unit commanders via AWRDS. Units must deploy with organic communications and automated information systems (AIS). AWRDS exports data to the Standard Depot System (SDS) and to the following Standard Army Management Information Systems (STAMISs): Standard Property Book System-Revised (SPBS-R), Standard Army Retail Supply System (SARSS), and Unit Level Logistics System-Ground (ULLS-G) as shown in Figure 3-2. See Appendix D for capabilities of AWRDS.

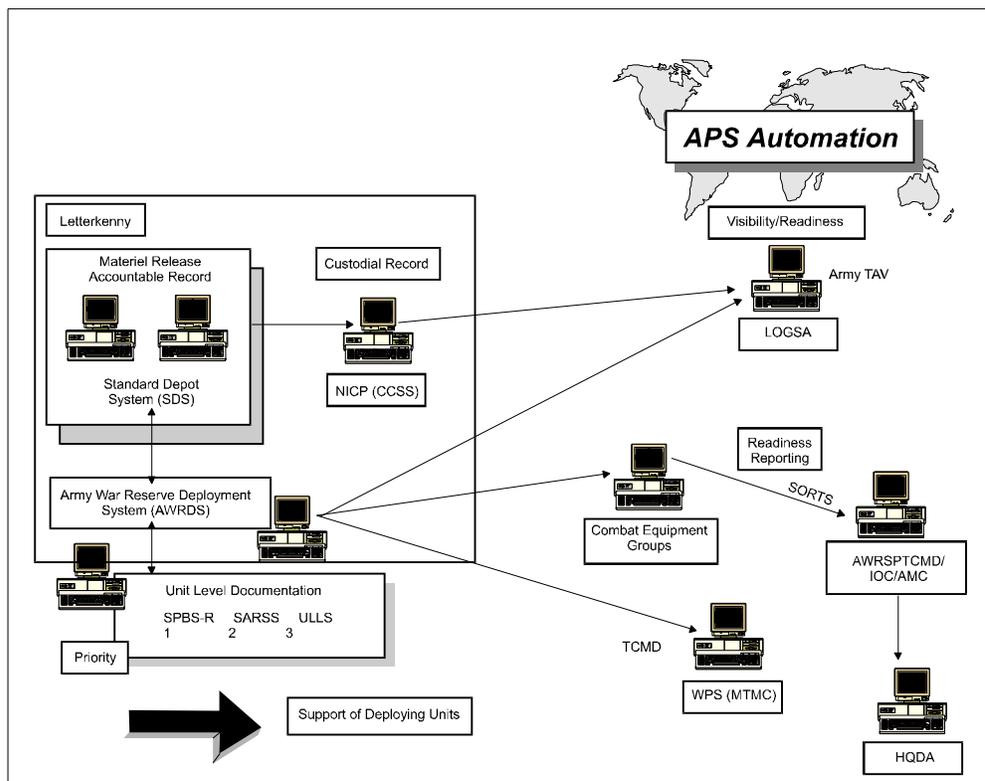


Figure 3-2. Property Accountability Transfer

STAGING BASE ACTIVITIES

The CINC/ASCC is responsible for establishing the staging base and supporting its operation. Most activities needed to make the unit operationally ready and prepared to complete the RSO&I process occur in the staging base. (See FM 100-17-3 for more information on staging base operations.) How thoroughly personnel can perform each activity depends on METT-TC considerations, particularly time. (See Figure 3-3, page 3-6, for a notional staging base. Actual layouts of staging bases are based on METT-TC.) Unit activities include:

- Identifying shortages to AWRSPTCMD and USAMMA MLST representatives.
- Thoroughly inspecting equipment for mechanical deficiencies.
- Repairing equipment to TM 10/20 standards, as needed.
- Test firing and calibrating crew served weapons. Identifying sufficient space, facilities, and equipment ahead of time is especially critical for accomplishing these functions.

- Organizing forces for onward movement to the TAA and preparing to integrate into the theater command structure. Units should organize in such a way that they provide themselves a degree of force protection during movement to the TAA.
- Receiving all unit basic loads of supplies.
- Coordinating movement requirements for convoy operations and transport of track vehicles (heavy equipment transport support).

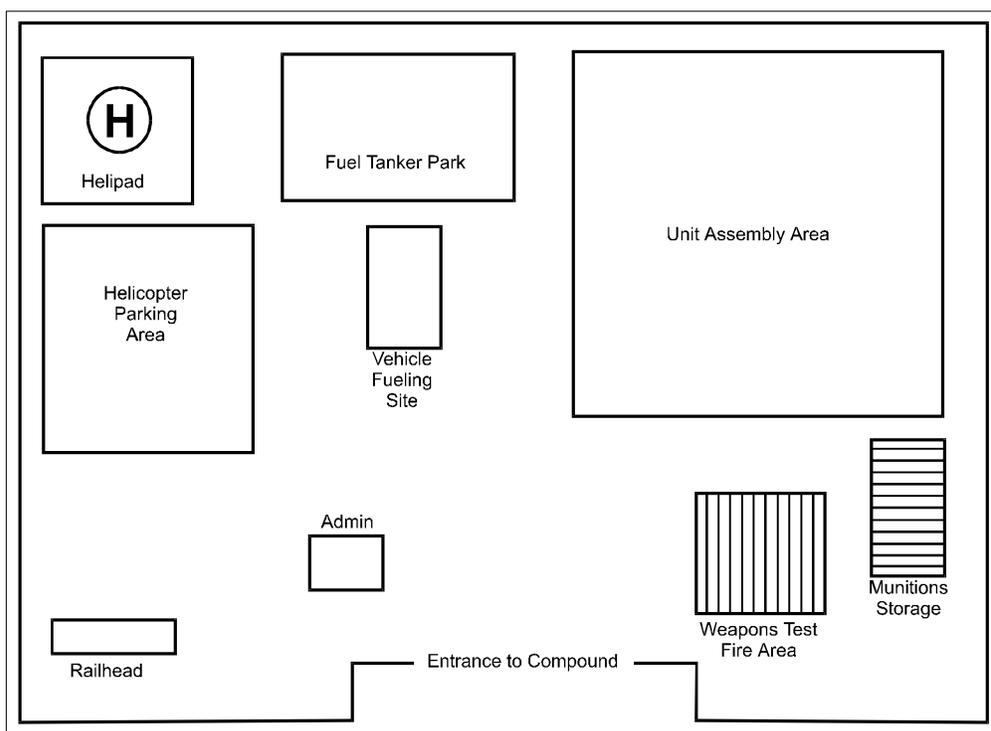


Figure 3-3. Notional Staging Base

ADMINISTRATIVE DRAW

The administrative draw is predicated on having sufficient time and security to perform precise maintenance, property accountability, weapons calibration, and organization for onward movement activities in the vicinity of the APL site. These activities include:

- Upload of Equipment and Supplies. Personnel upload BII, COEI, communications gear, and other equipment and supplies, as appropriate, upon alert notification and/or upon arrival of the unit advance party.
- Staging of Units. Units bivouac, marshal equipment, and prepare for onward movement in the vicinity of the APL facility. Deploying units can leave behind

items of APL equipment under AWRSPCTCMD and USAMMA control, if they determine they are unnecessary for the employment mission.

- **Property Accountability.** Before deploying units depart the APL site, 100 percent inventories of equipment are accomplished, shortages are filled or requisitioned, discrepancies are resolved, and equipment is hand-receipted.
- **Maintenance.** The drawing unit inspects equipment to verify that it meets TM 10/20 criteria. It notes deficiencies on DA Form 2404 or job orders them to the APL maintenance activity. Repairs are usually verified by test-driving vehicles and combat systems. Maintenance activities occur in the vicinity of the APL site.
- **Ammunition Issue.** Units draw and upload ammunition before they leave for the staging base when ammunition storage facilities are nearby.
- **Weapons Calibration.** Units calibrate and test fire on nearby firing ranges, where available.

SAFETY

Safety during all APL draws is a command responsibility of the AWRSPCTCMD site commander as well as the commander of the deploying unit. Appendix E provides a checklist of typical safety considerations during APL issue operations. It is not exhaustive. Therefore, every individual involved in APL operations must aggressively identify and prevent unsafe actions.

TRAINING AND EXERCISES

Key to executing APL operations during a contingency is for eligible units to be properly trained and exercised in peacetime. Units designated to draw and operate with APL equipment should conduct realistic command training programs that rehearse procedures, exercise communications links, refine liaison requirements, identify voids and gaps, and allow participants who do not routinely work together to establish familiarity, set priorities, and focus on future training. Appendix F and its supporting annexes provide planning, training, and exercise considerations to help prepare units for APL missions. This appendix includes a deploying commander's checklist to assist with unit preparation and training.

SUSTAINMENT SUPPORT

The ASCC/ARFOR commander provides for sustainment of forces deploying to draw APL stocks upon their arrival in theater. He coordinates the use of base facilities and base support services. This support includes essential supplies, maintenance, field services, ammunition, and CHS. As part of the support mission, a Force Provider complex of sleeping, hygiene, eating, and morale/welfare facilities may be set up if needed.

Chapter 4

Turn-In Procedures and Redeployment

"The key to redeployment is that it should not be considered as a retrograde movement, but as a new deployment."

FM 100-17

Redeployment is the preparation for and movement of forces (units), manpower (individuals), and materiel from the AO to follow-on designated locations, usually after the combatant commander has achieved conditions favorable to US interests or as directed by the NCA (see FM 100-17-5). Redeployment of an APL-equipped force from one AO to another may be accomplished with or without APL equipment. In either circumstance, it includes the following activities:

- Reconstitution of the unit as required for strategic movement.
- Movement to the redeployment assembly area (RAA).
- Turn-in of equipment (when unit redeploys without APL stocks).
- Movement to the POE.
- Strategic lift.
- Reception at the POD.
- Onward movement.

PREPARATION FOR TURN-IN AND REDEPLOYMENT

After completion of operational requirements, forces move back to designated assembly areas (AAs). The major focus is unit integrity and accountability for units, individuals, materiel, supplies, and equipment. Operational requirements may have caused organizational changes to units after arrival in the AO. Units should return to original configurations prior to redeployment to facilitate the return to peacetime activities or movement to follow-on missions. Specific unit actions include:

- Cross-leveling personnel and equipment.
- Packing and loading containers. Planned destination and types of equipment to be redeployed determine customs and agricultural requirements.
- Inventorying and verifying documents, and coordinating movement instructions with the appropriate movement control element.
- Reporting excess materiel to the appropriate materiel management center.
- Identifying equipment shortages.

When the unit receives movement instructions, forces, individuals, and materiel move to the RAA. Upon arrival, units complete any activities required but not completed in the AA. This may include final washing of major end items, affixing placards, receiving customs and agricultural inspections, and finalizing unit movement data. The unit accountable officer ensures that property records and all related documents are properly maintained. This is especially critical if the unit is redeploying with APL equipment.

The ASCC or ARFOR commander is responsible for the movement of forces from the AA and for actions at, and in support of, the RAA. The AA and the RAA may be combined, depending on the size of the theater and the combatant commander's guidance. The redeployment sequence depends on theater constraints and the combatant commander's guidance. Intermediate steps and actions may supplement movement to the AA and RAA. RAA activities may also involve establishment of final staging area.

TURN-IN PROCEDURES

The HQDA goal is to issue APL equipment meeting TM 10/20 criteria, and for units to turn in APL equipment at TM 10/20 standards. Using units, therefore, return equipment to TM 10/20 standards before turn-in, within capabilities.

SEPARATION OF APL AND ORGANIC UNIT EQUIPMENT

Prior to the start of equipment turn-in, units physically separate organic TAT/NAP equipment from the APL stocks to be turned in. They do this in the RAA. Physically separating unit and APL equipment lessens the chance that organic equipment gets mistakenly turned in or that APL materiel returns with the redeploying unit. The unit advance party for the turn-in coordinates equipment separation activities.

INITIAL EQUIPMENT PREPARATION

Deployed unit maintenance personnel, operators, crews, and supervisors conduct thorough technical inspections of equipment to be turned in. The unit with its supporting maintenance elements perform all required maintenance within their capability. All equipment requires initial cleaning. The unit uses supply and maintenance channels to requisition required repair parts and to fill equipment shortages.

UNIT INVENTORIES AND REQUISITIONS

Comprehensive inventories of equipment and supplies are most important at this juncture. The unit may have lost some equipment as a result of combat action. Documentation is crucial, and the unit should already have submitted requisitions to replace combat losses. One hundred percent inventories completed in the RAA help ensure that any items previously missing, but not noted, are addressed at this time. The intent is to have all APL materiel 100 percent complete for turn-in or on valid requisition.

JOINT INVENTORIES

Personnel of the unit returning equipment and representatives of the AWRSPTCMD storage facility conduct joint inventories at the APL site. In addition to the equipment, using units also turn over copies of document registers and valid requisitions for any shortages. They reconcile hand receipts and requisitions and account for all equipment. They also prepare hand receipts for equipment transfer.

MAINTENANCE AND FINAL CLEANING

Upon completion of joint inventories, all end items of equipment are brought to TM 10/20 standards. This last maintenance procedure is the responsibility of the using unit, but it does so under the supervision of LSE/AWRSPTCMD-controlled maintenance teams. The unit also does the final cleaning of equipment prior to represervation. This final cleaning is critical. Procedures depend on the type of storage the equipment is to be placed in. Site staff spot-check equipment to ensure cleaning meets AWRSPTCMD and USAMMA standards.

TRANSFER OF ACCOUNTABILITY AND EQUIPMENT TURN-IN

Property accountability for the equipment transfers to AWRSPTCMD and USAMMA accountable officers from the using unit, and responsibility for the equipment returns to the AWRSPTCMD site commander. The unit turns over all supporting documents (such as property registers, hand receipts, valid requisitions, and DA Forms 2404) as it turns in equipment. The using unit and AWRSPTCMD/USAMMA must resolve all discrepancies before the turn-in process is complete.

REPRESERVATION

When issued APL equipment is being returned to AWRSPTCMD control, represervation of APL equipment is ultimately the responsibility of storage site personnel. However, AWRSPTCMD and USAMMA site personnel may need help from using units to accomplish necessary preservation activities. The unit team, similar to the advance party, becomes the trail or stay-behind party. It completes preparation (TM 10/20 maintenance and property accountability) and turn-in of equipment to AWRSPTCMD and USAMMA. For certain methods of storage and locations, units may need to assist site personnel with the removal and storage of vehicle batteries, and the removal or reduction of petroleum products. They may remove components of crew-served weapons and store them separately from end items. Some communications equipment, small arms, and vision devices may be removed, protected, and stored separately as well.

REDEPLOYMENT

Redeployment of forces includes the movement of forces to POEs, from POEs to PODs, and from PODs to ultimate destinations back at home station or to another AO. Once turn-in of APL equipment is complete, redeployment activities continue as described in FM 100-17-5.

Appendix A

Command Relationships and Responsibilities

This appendix describes the changing command relationships of forces as well as responsibilities of various command levels during APL operations.

COMMAND RELATIONSHIPS

Army forces that draw pre-positioned equipment and stocks usually are conventional TOE organizations with standard Army command relationships (brigade, division, corps). APL operations are significant in that soldiers deploy to distant locations without packing, loading, and shipping the vast majority of their equipment. Soldiers are airlifted to a distant location, draw equipment from pre-positioned stocks, and move to staging bases and TAAs. As these organizations depart their home stations, the normal parent command relationships change. The changes start as the deploying force, embarked aboard aircraft under the command and control of USTRANSCOM, becomes airborne.

During peacetime, units that may draw APL stocks are under the command of their parent organization at home installation, base, camp, or station. AMC is the executive agent for APL operations less Class VIII. It delegates management responsibilities of APL materiel to the AWRSPTCMD. USAMMA manages Class VIII. As the deploying unit arrives in the area of operation, draws pre-positioned stocks, and moves to staging bases and TAAs, parent command relationships change. Responsibility for materiel transfers from AWRSPTCMD/USAMMA to the drawing unit. Administrative control (ADCON) of the unit transfers from the parent organization to the ASCC of the combatant CINC upon entry into the combatant CINC's AOR.

At the onset of an operation, the initiating directive specifies the command relationships in various phases of operations. The ASCC - the senior Army operational-level commander assigned to the unified command - is responsible for planning APL operations.

During preparation for APL operations, the ASCC or ARFOR commander commands and supports all Army forces in the deploying APL force. When the deploying force completes its move to the TAA, operational control (OPCON) of the brigade transfers to either an ARFOR commander, joint task force (JTF) commander, or multinational force commander for subsequent operations.

RESPONSIBILITIES

Numerous authorities, commands, and agencies are involved in APL operations. These offices and the critical activities performed in support of APL operations are specified below.

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 APL. The CJCS:

- Coordinates with HQDA for release of APL stocks.
- Forwards appropriate orders to unified commanders in accordance with JOPEs.
- Recommends to NCA interdepartmental linkages between operational forces and support agencies.
- Recommends to NCA activation of reserve component (RC) elements as required.
- Supervises inter-unified command coordination.

COMBATANT COMMANDS

Combatant commands plan for and engage in military operations. A combatant command consists of two or more military Service forces with broad continuing missions.

CINCs of combatant commands have overall responsibility to plan deployment and employment of forces in their theaters. 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 APL operation is essential.

Supported CINC

The CINC in whose theater the operation occurs is responsible for planning and conducting the operation. He--

- Develops COAs and makes recommendations, to include the use of APL equipment.
- Executes NCA orders.

- Issues specific rules of engagement (ROE) within his AO based on NCA guidance and directives.
- Exercises combatant command (COCOM) of assigned and attached forces within the theater.
- Ensures security within the theater, to include NBC and theater missile defense.
- Coordinates with supporting CINCs, supporting agencies, and commands.
- Coordinates intelligence collection requirements, processes intelligence information, and disseminates intelligence information to the subordinate commanders.
- Provides security and logistics to deploying forces to include arranging for transportation of equipment.
- Designates in broad terms, the area in which APL marshaling and staging will occur.
- Coordinates life support for deploying forces.

Supporting CINCs

The supporting CINCs provide personnel, equipment, supplies, and services to the supported CINC. They--

- Provide input to the supported CINC regarding options.
- Issue specific ROE within their assigned AOs.
- Provide forces to the supported CINC as directed.
- Coordinate allocation of strategic lift resources with the supported CINC.
- Assist, as required, in the development of COAs that require APL equipment and supporting airlift elements and report to the supported CINC the readiness and configuration of supporting units and equipment.
- Provide security and logistics to deploying forces to include arranging for transportation of equipment.
- Provide for exchange and support of liaison linkages with the supported CINC.

ARMY SERVICE COMPONENT COMMANDER

At the direction of the supported or supporting CINC, the ASCC performs the following tasks that should be coordinated with appropriate level commands:

- Provide recommendations to the unified commander on proper employment of forces to accomplish an APL mission across the range of military operations.
- Designate and deploy the type forces required to support APL operations.
- Promulgate disposition instructions for forces upon completion of APL operations.
- Coordinate requirements for collection of intelligence, process intelligence information, and disseminate intelligence to designated supported and supporting commanders.
- Identify all requirements for supporting elements for the APL brigade.
- Identify training requirements to prepare the unit for conducting joint missions. See Appendix F for training and exercise considerations.
- Identify senior supporting logistics command and planning responsibilities to support APL operations.
- Conduct joint/interagency liaison to support APL operations.
- Prepare forces for APL operations.
- Assign missions to subordinate forces.
- Provide life support to deploying forces.
- Coordinate planning efforts IAW priorities and guidance established by higher authority.
- Provide deployment support, as required.
- Provide security for deploying forces as directed by the supported CINC.
- Comply with and enforce all HQDA policies regarding recovery, accountability, and disposition of remain behind equipment (RBE).
- Exercise ADCON over deploying forces.

ARMY CORPS/DIVISION COMMANDER

When an Army corps or division deploys, the corps/division commander performs the following tasks at the direction of the ASCC or ARFOR commander:

- Identify additional support requirements to higher authority.
- Identify training requirements.
- Task organize forces for APL operations.
- Plan for and support - and possibly execute - APL exercises and operations.
- Liaise with the LSE, AWRSPTCMD, USAMMA, USTRANSCOM, and other supporting commands and agencies as directed.
- Assign forces to APL operation.
- Coordinate the deployment of forces and sustainment provided by external commands and agencies in support of the APL force.
- Evaluate existing plans to determine if they can serve as a base point and identify units available for deployment tasking.
- Assist the CINC in analyzing time-phased deployment plans for use in COA development.
- Direct or support TPFDD development, to include time-phasing and prioritizing of forces and sustainment assets.
- Determine preliminary quantities of basic prescribed loads and accompanying supplies, including identifying TAT and NAP, and initiate preparations for receiving APL materiel.

DEPLOYING UNIT

The deploying unit commander's responsibilities are to--

- Plan, train, execute, and support APL operations as directed, to include turn-in of APL materiel.
- Liaise with AWRSPTCMD and USAMMA site personnel, USTRANSCOM, and other supporting commands as directed.
- Review the CINC's proposed COA, commander's estimate, concept of operations, and deployment/employment plan.
- Coordinate for, or provide liaison to, external commands and agencies as required.

- Respond to increased reporting requirements.
- Respond to higher headquarters' direction to formulate plans, to organize tasks, and to establish or revise the deployment database.
- Assist the CINC in analyzing time-phased deployment plans for use in COA development.
- Participate, as directed, in the supported CINC's COA development process.
- Direct or coordinate the development of a deployment database, including time-phased and prioritized forces and accurate lift requirements for equipment and supplies.
- Coordinate with applicable transportation officials and the in-theater movement control elements for lift assets required to transport deploying personnel and TAT/NAP equipment to the APL or link-up site.
- Direct and coordinate preliminary determination of quantities of basic prescribed loads and accompanying supplies and initiate preparations for release of APL materiel.

SUPPORTING FORCES AND AGENCIES

Execution of APL operations requires the support of many diverse agencies, including HQDA, AMC, AWRSPTCMD, USAMMA, USTRANSCOM, and other major Army commands (MACOMs).

Headquarters, Department of the Army

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

DA Deputy Chief of Staff for Operations. The DA Deputy Chief of Staff for Operations (DCSOPS) monitors and reviews policy on APL as needed. It provides guidance to MACOMs on unit alignment policy.

DA Deputy Chief of Staff for Logistics. The DA Deputy Chief of Staff for Logistics (DCSLOG) acts as overall manager of the APL program, to include required budgeting and budget execution. It provides policy oversight and management of the APL assets.

DA Office of the Surgeon General. The OTSG serves as the executive agent for Class VIII as directed by the Chief of Staff, Army (CSA).

US Army Materiel Command

AMC serves as executive agent for the APS program.

US Army War Reserve Support Command. AWRSPTCMD, an AMC element, is responsible for managing and accounting for all Army-owned APS equipment and supplies worldwide, except Class VIII and hospital non-medical ASIOE. For APL, AWRSPTCMD--

- Coordinates, oversees, manages, monitors, controls, and records all equipment and supplies located at APL sites as authorized by DA DCSOPS and DCSLOG.
- Establishes and maintains control, visibility, and accountability for all Army-owned APL materiel other than Class VIII and hospital non-medical ASIOE.
- Procures, assembles, packs, preserves, inspects, loads, records, accounts for, and maintains all APL stocks.
- Inspects, condition codes, maintains, repairs, replaces, substitutes or augments, and issues APL materiel.
- Develops and coordinates issue and accountability procedures using the AWRDS system. AWRSPTCMD uses AWRDS to ensure the rapid, orderly transfer of materiel from the APL sites to the force commander.
- Performs care of supplies in storage (COSIS) on APL materiel to preclude deterioration and to maintain equipment in ready-for-issue condition (meeting TM 10/20 maintenance standards).
- Performs periodic inspections and quality assurance of all APL materiel and identifies COSIS, maintenance, repair, and replacement requirements.
- Prepares APL materiel, where applicable, for issue or transfer to the receiving unit.
- Coordinates, monitors, controls, receives, and accounts for APL materiel when released by the force commander. This includes inspecting, condition coding, repackaging, represerving, marking, documenting, and inventorying materiel to ensure the orderly, efficient return of APL stocks to AWRSPTCMD control.
- Develops a battlebook for each APL storage site or region.

AMC Logistics Support Element (LSE). The LSE is the focal point for all AMC activities in theater for planning and conducting military operations. It commands and controls assigned personnel in addition to controlling attached contractors. It integrates APS within the overall plan for support and integrates APS operations with the execution of all AMC missions in theater.

US Army Medical Materiel Agency

The OTSG has delegated the authority to USAMMA for the execution of accountability and management of APL Class VIII stocks. USAMMA--

- Coordinates, manages, and controls all Class VIII and hospital non-medical ASIOE stored at APL sites.
- Requests funding from HQDA in order to procure, assemble, pack, inspect, load, record, account for, conduct quality surveillance of, and maintain all APL Class VIII and hospital non-medical ASIOE stocks.
- Maintains accountability for all APL Class VIII and hospital non-medical ASIOE.
- Coordinates with AWRSPTCMD concerning the scheduling and participation in cyclic maintenance and inspection of APL stocks.
- Develops issue and accountability procedures for APL Class VIII stocks in Theater Army Medical Management Information System compatible format.
- Performs periodic quality control and maintenance inspections of APL Class VIII stocks. It identifies COSIS, maintenance, repair, and replacement requirements. It coordinates with HQDA for authorization and funding to repair or maintain not-fully-mission-capable equipment and to replace expired or quality deficient stocks.
- Coordinates with and assists the receiving unit advance party regarding the issue and accountability transfer of Class VIII APL materiel.
- Coordinates, monitors, controls, receives, accounts for, and arranges for the turn-in of former APL Class VIII and hospital non-medical ASIOE materiel when released by the force commander.
- Coordinates with HQDA for authorization and funding to restore or reassemble APL Class VIII and hospital non-medical ASIOE equipment and supplies.
- Coordinates strategic lift and movement from the APOD to the APL storage site for the USAMMA MLST to transfer accountability of Class VIII and hospital non-medical ASIOE to the receiving unit.

US Transportation Command

The Department of Defense's manager for strategic transportation, USTRANSCOM is responsible for all transportation aspects of worldwide mobility planning and centralized strategic 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. USTRANSCOM's major component commands that provide strategic transportation support are the Air Mobility Command, Military Sealift Command, and Military Traffic Management Command.

Major Army Commands and Installations

MACOMs (Forces Command, US Army Europe, Third Army, and Eighth Army) and installations are responsible for preparing forces for operational assignments, including APL operations, and providing assistance to deploying forces, as described in FM 100-17-4.

Appendix B

Advance Party

This appendix outlines duties and personnel requirements of a typical advance party needed for a unit to receive APL materiel. Advance parties are critical to APL operations. Units drawing APL equipment dispatch advance parties to APL storage sites to assist AWRSPTCMD personnel to deprocess and inspect equipment and perform organizational maintenance on equipment, as required.

The advance party and AWRSPTCMD/USAMMA personnel conduct the draw of APL equipment. The advance party, AWRSPTCMD personnel, and supporting elements move APL equipment to a marshaling area. Whenever advance party personnel are manifested on more than one aircraft, each flight should include equipment operators, mechanics, and noncommissioned officer (NCO) supervisors to ensure that they can complete the draw as quickly as possible. Property accountability personnel must arrive with the first flight of the advance party.

Listed below are recommended manning levels and functions of the advance party when drawing a brigade set of APL equipment. Unit commanders can alter advance party composition based on METT-TC and other factors affecting the APL draw. Close coordination between the receiving unit and AWRSPTCMD and USAMMA site personnel helps determine the proper skills and quantities of personnel needed for specific draws of APL equipment.

The receiving unit advance party--

- Provides sufficient vehicle operators (up to one per prime mover) and ground guides for tracked and wheeled vehicles.
- Provides enough officers and NCOs to supervise the draw under control of the APL site commander. Supervisors must ensure that:
 - Each driver has a US military driver's license. Drivers need licenses for APL equipment identified for issue.
 - Tracked vehicle drivers deploy with combat vehicle crewman (CVC) helmets.
 - Drivers are trained and tightly controlled to move equipment whenever required.

- Brings unit maintenance personnel to the APL site. Unit maintenance personnel assist in starting vehicles under supervision of AWRSPTCMD personnel. They also repair equipment. Mechanics must hand-carry their general mechanic tool boxes with them on the same aircraft -- tools are not available at the APL site.
- Provides a small, armor qualified team to sign for crew-served weapons, transport the weapons to a point in the issue flow, and install them.
- Deploys on the first flight of advance party personnel, an accountability team consisting of an authorized property book officer (PBO) or a master hand receipt holder and supply personnel (six to eight personnel) to review inventories and sign for the property.
- Assists with site security, air defense, and NBC defense measures as required by site. Details of these requirements are in site defense plans but should include as a minimum--
 - Manning defensive positions and air observation posts on the APL site perimeter, as required.
 - Providing a reaction force (on order) OPCON to the APL site commander.
 - Decontaminating the APL set and conducting the draw in an NBC environment as required.

Annex 1 to Appendix B contains an advance party checklist useful for planning and conducting APL operations. Figure B-1 summarizes the recommended advance party composition. Annex 2 to Appendix B is a checklist that addresses NBC considerations during an APL operation.

- | |
|--|
| <ul style="list-style-type: none">• LICENSED DRIVERS FOR EACH TYPE OF VEHICLE• GROUND GUIDES FOR TRACKED AND WHEELED VEHICLES• NCOs TO EXERCISE COMMAND AND CONTROL OF DRIVERS• ORGANIZATIONAL MECHANICS (WITH NCOIC)• THREE- TO FIVE-MAN TEAM (WITH NCOIC) TO INVENTORY AND UPLOAD CREW-SERVED WEAPONS• ONE MASTER GUNNER QUALIFIED NCO.• MASTER HAND RECEIPT HOLDER AND SUPPLY PERSONNEL TO CONDUCT TRANSFER OF ACCOUNTABILITY |
|--|

Figure B-1. Advance Party Composition

Annex 1**Advance Party Checklist**

- 0 Ensure all operators have a valid operator's license for APL-identified equipment to be issued.
- 0 Ensure crew members have CVC helmets.
- 0 Ensure mechanics' tool boxes are on hand and complete.
- 0 Establish hand-held communications means for C2 during issue.
- 0 Cross-manifest NCOs, drivers, and mechanics if two or more aircraft will carry advance party.
- 0 Establish supply/support accounts.
- 0 Schedule ground transportation for main body.
- 0 Conduct route reconnaissance as needed.
- 0 Liaise with higher, lower, and adjacent organizations.
- 0 Identify "on-order" platoon-sized reaction force.
- 0 Transfer property accountability.
- 0 Conduct maintenance and pre-combat checks to include:
 - (1) Check batteries (hold-downs, clamps, and cables).
 - (2) Check all oil and coolant levels (such as transmission, master cylinders, differentials).
 - (3) Close air drain valves on air tanks and air brakes.
 - (4) Turn off communications and electronic equipment and secure antennas with tie-down clips.
 - (5) Accomplish all other actions necessary to prevent damage to vehicles and equipment.

Annex 2

NBC Team Checklist

- 0 Determine quantities of decontaminants, fuel, and number of decontamination and smoke systems required.
- 0 Determine availability of field expedient decontaminants in local area.
- 0 Determine NBC monitoring requirements for the APL site.
- 0 Determine availability of accurate meteorological data for APL site or define local site requirements for meteorology measurements.
- 0 Coordinate downwind modeling support as required.
- 0 Coordinate with command surgeon to define medical chemical-biological defense needs.
- 0 Coordinate with logistics staff to ensure enough NBC covers are available for incoming supplies and equipment.
- 0 Disseminate guidance to units to minimize possible damage from electromagnetic pulse.
- 0 Coordinate with logistics personnel for supply and repair of individual protective equipment and other unique NBC defense equipment.
- 0 Coordinate for procedures and chain-of-custody for evacuating NBC samples for verification.

Appendix C

Logistics

This appendix describes logistics considerations necessary for accomplishing APL operations, to include identifying required supplies and services and specifying responsibilities of various commands and agencies.

Critical to the success of APL operations is providing adequate logistics to deploying forces during the entire RSO&I process where the force consumes significant quantities of fuel, food, and other commodities. This is especially true during the early phases of an APL operation because airlifted units arrive in theater with little self-sustainment capabilities.

Primary responsibility for sustaining APL operations is the ASCC normally through the theater support command (TSC). The TSC must ensure that APL forces receive the full array of logistics including facilities, supplies, transportation, and service support. Logistics can come from assets controlled by US forces, contractors, or HN sources. Ideally, HN support agreements and contracts are negotiated in peacetime for execution during emergencies.

RESPONSIBILITIES	
	The supported CINC, military Service component commands, Army forces, MACOMs, the TSC, the deploying force commander, the AWRSPTCMD site commander, the LSE, and the USAMMA MLST all have responsibilities for APL logistics
COMMANDER-IN-CHIEF	
	The supported CINC coordinates basic logistics functions within the theater and assigns logistics tasks to Service components.
ARMY SERVICE COMPONENT COMMANDER	
	The ASCC commander, normally through the TSC, executes logistics plans for support of the APL brigade force. The TSC should coordinate logistics requirements with the deploying force commander who determines logistics needs and develops broad logistics plans.
DEPLOYING UNIT COMMANDER	
	The deploying unit commander is responsible for broad logistics planning, to include--

	<p>Coordinating APL support with the TSC commander to prioritize and allocate resources.</p> <p>Developing supporting logistics plans.</p> <p>Reviewing logistics plans for subordinate elements to ensure an integrated plan.</p> <p>Coordinating with higher headquarters for the use of strategic lift for retrograde operations.</p> <p>Coordinating interservice support requirements with higher headquarters.</p> <p>Determining composition of airlifted forces, to include specifying prescribed loads for air movement.</p> <p>Developing the deployment plan.</p> <p>Assisting in the development of the RSO&I plan.</p>
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US ARMY WAR RESERVE SUPPORT COMMAND AND US ARMY MEDICAL MATERIEL AGENCY MEDICAL LOGISTICS SUPPORT TEAM	
	The AWRSPTCMD and USAMMA MLST determine capabilities available to support APL operations and coordinate their support operations with the ASCC/TSC.
CONCEPT	
	The logistics concept addresses the broad functional areas of facilities, equipment and supply, maintenance, transportation, engineering, CHS, and security.
FACILITIES	
	AWRSPTCMD storage facilities are strategically located around the world. These facilities are used for APL draw operations. Planners of the overall logistics concept coordinate with AWRSPTCMD personnel for details on facility locations and characteristics

ENGINEER SUPPORT	
	<p>Requirements for engineer support vary with each operation. Requirements may include clearing obstructions, providing airfield power supply, and furnishing heavy engineer equipment and utilities, including prime power supply.</p> <p>Engineers may have to construct additional facilities at staging areas or improve facilities, roads, and airfields to accommodate increased use. If construction requirements exceed engineer capabilities, the deploying unit commander may request additional support through the chain of command. If additional engineer support is required, the equipment and supplies may be drawn from the HN, contracted for, or obtained from supporting CINC asset s.</p>
EQUIPMENT AND SUPPLY	
	<p>Supply planning for APL operations must focus on the needs of the deploying force. Airlifted forces arrive in theater with minimal sustainment capabilities. The TSC is normally responsible for providing logistics to the deploying force</p>
MAINTENANCE	
	<p>Maintenance planning prior to deployment focuses on serviceability of equipment at the APL site. Equipment must be operational and ready for issue upon arrival of the deploying force. Maintenance is performed by a combination of the advance party, USAMMA, AWRSPTCMD, and contractor personnel working for the command. The supporting logistics command also arranges for maintenance support for equipment of early entry forces arriving in theater</p>
MOVEMENT	
	<p>The onward movement phase of an APL operation is complex and transportation-intensive. To the maximum extent possible, APL facilities have movements plans, but they may be modified for specific operations. At a minimum, movement plans should cover main supply route 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 address use of MHE. It also details the movement of personnel and TAT/NAP equipment from the APOD/SPOD to the APL storage site and/or marshaling area, from the APL storage site to the staging base, and from the staging base to the TAA.</p>
COMBAT HEALTH SUPPORT	
	<p>Upon arrival of APL forces in theater, the ASCC provides for CHS from US assets or through the HN. The deploying force commander coordinates with the unified command surgeon or other services for aeromedical evacuation.</p>

Appendix D

Army War Reserve Deployment System

This appendix describes the capabilities of AWRDS. AWRDS is the automated system used to transfer property accountability during APL operations.

AWRDS was developed for the AWRSPTCMD as a deployable module of the SDS. It is an automated system designed to facilitate the transfer of responsibility of pre-positioned stocks from AMC to using units. It is capable of supporting rapid military deployment anywhere in the world. It provides the ability to--

- Build and maintain a database containing APL stocks and equipment data reflecting how the APL stocks are configured.
- Retrieve information and provide visibility into containers, vehicles, trailers, and multi-pack items on a real-time basis in the form of reports, listings, or data sets.
- Utilize automated identification technology to collect equipment data and track and maintain changes in cargo configuration.
- Perform readiness reporting.
- Track equipment at unit identification code/national stock number (UIC/NSN)/serial number level.

AWRDS exports data to SDS; Total Asset Visibility (TAV); Worldwide Port System (WPS); and retail STAMISs consisting of SPBS-R, SARSS, and ULLS-G. It provides the supply, maintenance, accountability, and equipment data in the proper format to rapidly upload unit or set information into the drawing unit's SPBS-R, ULLS-G, Standard Army Maintenance System (SAMS), and SARSS.

Appendix E

Safety Checklist

Below is a checklist of safety items to consider during an APL operation. It is not all inclusive. Leaders at all levels must aggressively identify hazards and prevent unsafe actions.

	YES	NO
Battery Activation/Installation Point		
• Protective clothing worn?		
• Fire extinguisher available and operational?		
• Tools covered with insulating tape?		
• Drip pans available and used?		
• Eye wash facility available and operational?		
• Sodium bicarbonate available?		
• Ventilation adequate?		
• "No Smoking" signs posted and enforced?		
• Sound procedures followed for filling and installing batteries?		
Vehicle Fueling Point		
• Protective clothing worn?		
• Personnel have valid fuel handler's permit?		
• Drip pans available and used?		
• Fire extinguisher available and operational?		
• Vehicles and equipment grounded properly?		
• Engines stopped and drain plugs in place?		
• Absorbent compound available?		
• Ventilation adequate?		
• "No Smoking" signs posted and enforced?		
• Sound procedures followed for fueling vehicles?		
Warehouse		
• Doors open wide during fueling and starting of vehicles?		
• Fire extinguisher available and operational?		
• MHE operators have valid licenses?		
• Ground guides used?		
• Absorbent compound available?		
• "No Smoking" signs posted and enforced?		

	YES	NO
Roadways		
• Speed limit signs posted and enforced?		
• Boundaries marked and visible?		
• Ground guide precedes all vehicles?		
• Five brake stop points marked and enforced? At least 15 meters between stop signs?		
• Vehicle lights turned on when moving?		
General		
• First aid points established with medics and ambulances?		
• Break areas equipped with operable fire extinguishers?		
• Accidents reported immediately?		
• Smoking break areas clearly marked and enforced?		

Appendix F

Commander's Guide to APL Operations

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

PLANNING AND TRAINING	
	<p>When units are designated as eligible to draw APL equipment, they--</p> <p>Incorporate APL equipment issue procedures training into their annual training calendars in conjunction with appropriate MACOM and AWRSPTCMD (see applicable battlebook). Training becomes particularly important if equipment being drawn from the APL site (for example, M1A1 tanks) does not match unit equipment at home station (M1A2 tanks).</p> <p>Review copies of applicable battlebooks and other APL-related manuals, SOP, and lessons learned from previous exercises and operations.</p> <p>Review and update internal SOPs for APL operations.</p> <p>Identify positions for the advance party.</p> <p>Identify APL unit organizations, to include all battalions/task forces, and CS and CSS units. Units conduct APL train-up under these task organizations for actual deployment.</p> <p>Identify C2 relationships.</p> <p>Review the updated hand-receipts. Verify, after consultation with the supported CINC, quantities of TAT and NAP materiel required and identify TAT/NAP shortages. Report TAT and NAP quantities to higher headquarters for transportation scheduling</p>

Develop plans for RBE and personnel.

Upon notification that it will deploy and receive APL equipment, units--

Conduct unit training, to include platoon, company, and battalion Army training and evaluation programs, and qualify all personnel on individual weapons and CDE.

Finalize personnel shortfalls and nondeployables.

Finalize APL TAT/NAP identification lists and update automated unit equipment list (AUDEL) through the Transportation Coordinator Automated Information Management System (TC-AIMS) II, once it is available

Identify unit organizations for APL train-up.

Finalize movement plans to the APOE. See FM 100-17-4, for information concerning deployment planning and preparation.

Immediately before commencing APL operations in the theater, the ASCC ensures the unit drawing APL equipment receives command/theater orientation briefings. The ASCC briefing provides information concerning--

CINC's/ASCC's internal procedures.

CINC's/ASCC's intent of the operation.

Current intelligence reports about the AO.

Current status of the infrastructure.

Command relationships.

Deploying unit's responsibilities in the AO.

MISSION SEQUENCE

Units designated to draw and conduct operations with APL equipment conduct a command training program in which all involved activities participate. They rehearse procedures, exercise communications 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, set priorities, and focus on future training. They also conduct sustainment training, rehearsals, and continuous liaison in preparation for actual deployment. Before entering this cycle, the unit 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:

- Final preparation prior to deployment:
 - Refine AUEL in TC-AIMS II.
 - Refine notification procedures.
 - Prepare advance party for deployment.
 - Coordinate departure with appropriate transportation office.
- Alert/movement to theater of operations:
 - Activate stay-behind plan.
 - Deploy the advance party. (On the first flight of the advance party, deploy an accountability team consisting of the unit commander or his representative and required supply personnel to execute transfer of accountability procedures.)
 - Prepare TAT/NAP for shipment.
 - Activate movement plan to APOE.
 - Depart main body from APOE.
 - Activate force protection plan.
- RSO&I, commencing with arrival of the advance party:
 - Locate staging base and TAA.
 - Coordinate for billets and life support (food, fuel, and so on) with TSC support operations element.
 - Review site configuration and issue procedures in preparation for receipt by the advance party.
 - Coordinate transportation support and movements procedures with the port movement control team (MCT) for arrival of the advance party and main body.
 - Make contact with the MCT to coordinate movement to the APL storage site and to the staging base.
 - Review diagram of staging area and plans for reception of the advance party.
 - Communicate with home station.

- Identify necessary support requirements to the CINC/ASCC.
- Take force protection measures as appropriate.

- Prepare to receive equipment and supplies.
- Prepare to assist with main body arrival.
- Locate ammunition upload areas.
- Receive and move equipment and supplies to the staging area.
- Secure area.
- Reinforce force protection measures as dictated by the threat.

- Arrival of the main body in the theater of operations:
 - Coordinate support as required with the support organization.
 - Coordinate ranges/training areas for firing.
 - Reinforce force protection measures as dictated by threat.
 - Draw sustainment stocks and ammunition.
 - Move main body to the staging base.

- Movement to TAA.

- Configuration to task force, as appropriate.

Annex 1

Deploying/Receiving Unit Commander's Checklist

This checklist is provided to assist commanders in planning.

	YES	NO
a. Administration:		
(1) Are master hand receipt holders appointed on orders? Do personnel have required orders (assumption of command orders for company commanders or appointing orders for sites) with them?		
(2) Does advance party have signature cards to establish supply accounts and to receipt for equipment?		
(3) Does advance party include sufficient supply personnel with a designated OIC?		
(4) Are all drivers properly trained and in possession of a valid US military driver's license?		
(5) Are generator operators properly licensed?		
(6) Does advance party contain sufficient drivers?		
(7) Are personnel trained to accomplish tasks specified in unit SOP?		
(8) Does unit have sufficient drivers (up to one per vehicle being driven)?		
(9) Have TAT items been identified? (NOTE: General mechanics' tool boxes are a TAT item essential to APL issues. Mechanics must hand carry toolboxes to ensure immediate availability.)		
(10) Have all NAP items been identified? Have they been shipped? (Some NAP items are essential to the unit during the marshaling phase and should be brought with the advance party.) Are repair parts available for NAP equipment?		
b. Training:		
(1) Are all drivers trained on as many vehicles as possible? Did training include backing a vehicle with trailer and ground guide procedures?		
(2) Are all drivers trained to install batteries?		
(3) Have drivers been trained to perform PMCS?		
(4) Has weapons security and handling been stressed?		
(5) Has property accountability been emphasized?		
(6) Are personnel aware of the importance of conducting component inventories in the staging base?		

		YES	NO
(7)	Are personnel trained in the use of any special tools and equipment?		
c. Maintenance:			
(1)	Do mechanics in the advance party have their general mechanics' tool sets with them?		
(2)	Are mechanics scheduled on the first aircraft?		
(3)	Have units shipped all special organizational tools (such as, pack slings) to ensure support of initial road march maintenance?		
d. Repair Parts (for units authorized ASLs):			
(1)	Has coordination been made with appropriate AWRSPTCMD site representative for pickup of APL ASL records?		
(2)	Has unit brought repair parts for all TAT and NAP items? (APL PLLs do not have them.)		
(3)	Has unit deployed with "boxes" to receive APL/SPBS-R and SARSS or ULLS-G records from AWRSPTCMD?		

Annex 2

Training and Exercise Considerations

To efficiently execute APL operations during a contingency, eligible units and AMC/USAMMA organizations must train for and rehearse APL procedures. Doing so helps ensure that all participants can quickly and efficiently execute an APL draw during a contingency. Participating in Joint Chiefs of Staff (JCS)-sponsored exercises and in National Training Center (NTC) rotations are optimal means for physically drawing APL-type equipment and simulating emergency procedures.

REALISM

Training should be as realistic as possible. Units should train in peacetime as they would perform during a contingency. As is currently done at the NTC and elsewhere, this means not impeding the speed of a draw by imposing additional equipment maintenance requirements or by increasing transfer of property accountability procedures (such as, conducting 100 percent inventories of equipment at the APL site). Nevertheless, units must follow peacetime safety and environmental regulations and HN restrictions and customs regulations when conducting training and exercises.

HOST NATION CONSIDERATIONS

When units train in another country, HN support and cooperation is essential. Virtually all HN support required to execute APL operations during a contingency is required for exercises. Key requirements are summarized below.

HOST NATION AUTHORIZATION

Before an exercise in another country begins, the ASCC must obtain HN permission and cooperation. HN considerations include authorization for personnel to enter the country, permission to land at air facilities, and permission to use HN surface transportation systems and real estate. If more than one country is involved, such as when the Army transports APL equipment across borders, all participating countries must give permission. Ideally, HN representatives are included in all phases of exercise planning to obtain full cooperation and enhance exercise execution.

AERIAL PORT OF DEBARKATION

An APOD of sufficient capacity is required to complete the airlift of APL deploying forces. The APOD should have sufficient runway and parking space to accommodate strategic aircraft, and it should have enough MHE to offload unit NAP equipment. When airfields are inadequate to accommodate strategic aircraft (or simulated as such), forces may complete the strategic movement leg of deployment via tactical aircraft such as the C-130. The APOD should be as close as possible to the issuing APL site to minimize surface transportation time.

REAL ESTATE

HN land is necessary for exercising APL operations. Requirements include real estate for a marshaling area in the vicinity of the APL site to assemble APL equipment, a staging base, ranges for zeroing weapons, and TAAs. For APL operations, the staging base is probably the most important real estate consideration. It must be large enough for:

- Tactically dispersing several units simultaneously.
- Providing supply and service support to all units as they transit through.
- Performing equipment testing, maintenance, and property accountability functions.
- Organizing forces for onward movement to the TAA.

TRANSPORTATION INFRASTRUCTURE

To reach the staging base and complete the RSO&I process, an adequate surface transportation infrastructure is important. Critical transportation elements include:

- Highways, rail systems, bridges, and tunnels of sufficient capacity.
- Rail systems with sufficient numbers and types of railcars.
- Compatible railroad gauges if more than one country is transited.
- Sufficient seaport facilities if APL materiel must be relocated via sealift.

LOGISTICS AND LIFE SUPPORT

The ASCC, usually through the TSC, is responsible for providing logistics to deploying forces during exercises just as for actual contingencies. The TSC may obtain much of the food, fuel, water, and other commodities by contracting for them from HN vendors or directly from HN stocks.

COMBAT HEALTH SUPPORT

In emergency situations, HN medical facilities may be used when organic US medical support is inadequate for treating injuries sustained or for illnesses contracted during an APL exercise.

HOST NATION RESTRICTIONS

Especially during peacetime, US forces must be acutely aware of HN considerations while training outside of the US. In addition to needing authorization to enter HN borders as explained earlier, commanders abide by status of forces agreements (SOFAs) and local HN cultural rules and practices.

STATUS OF FORCES AGREEMENTS

SOFAs are relationships negotiated between two countries wherein the HN accords certain rights and responsibilities to members of the US armed forces. SOFAs often delineate jurisdictions for adjudicating legal matters. Many violations of HN laws are violations of US laws. In some cases, the HN defers jurisdiction to US forces. In other cases, however, the HN may retain the right to prosecute certain offenses.

CULTURAL CONSIDERATIONS

APL stocks are strategically located around the globe in Europe, the Mideast, and the Far East. Each location has widely differing cultural beliefs, customs, and restrictions. For example, some countries disapprove of using women in military roles, ban the possession of alcohol and "offensive" reading materials, and prohibit the outward expression of certain religious practices. Therefore, APL forces are thoroughly briefed on cultural sensitivities and restrictions of the HN prior to deploying for exercise purposes.

ENVIRONMENTAL CONSIDERATIONS

During contingency operations and exercises, forces follow US and HN environmental rules. This can create unavoidable exercise artificialities. For example, instead of digging field latrines, units acquire chemical toilets or other commercial-type latrines. Both for legal purposes and to maintain goodwill, US forces must understand and comply with HN environmental rules.

CONFLICTING NATIONAL STANDARDS

Complying with the rules, regulations, and customs of a single HN is challenging. Doing the same when more than one foreign country is involved is even more complicated. For example, rules governing how equipment is loaded

aboard rail cars can differ widely from country to country. If planners do not identify and resolve differences prior to exercise execution, lengthy delays can occur while equipment is downloaded and reloaded to satisfy requirements of the next country being entered.

LINGUIST CONSIDERATIONS

Recent exercises and operations in the Mideast, Africa, and Central Europe show how important close cooperation with HNs are for mission success. However, the language barrier often hinders close coordination. While proficiency varies from region to region, English is not the primary language of most foreign countries where APL is stored. Conversely, few Americans speak Korean, Japanese, Dutch, Arabic, or other host country languages. Therefore, deploying units should identify linguists prior to deployment to assist in-country personnel with HN coordination.

Glossary

AA	assembly area
A/DACG	arrival/departure airfield control group
abn	airborne
ABS	Automated Battlebook System
ADCON	administrative control
admin	administration
AIS	automated information systems
AMC	US Army Materiel Command
AO	area of operation
AOR	area of responsibility
APA	Army pre-positioned afloat
APL	Army pre-positioned land
APOD	aerial port of debarkation
APOE	aerial port of embarkation
APS	Army pre-positioned stocks
AR	Army regulation
ARFOR	Army forces
Army operational projects stocks	materiel above normal TOE, TDA, and CTA authorizations tailored to key strategic capabilities essential to the Army's ability to execute its power projection strategy
ARPS	Army readiness package south
ASCC	Army service component commander
ASIOE	associated support items of equipment
ASL	authorized stockage list
AUEL	automated unit equipment list
AWRDS	Army War Reserve Deployment System
AWRSPTCMD	Army War Reserve Support Command
bde	brigade
BE	Belgium
BII	basic issue items
C2	command and control
CCSS	Commodity Command Standard System
CDE	chemical defensive equipment
CEB	combat equipment battalion
CEB AF	CEB Afloat
CEB NEA	CEB Northeast Asia
CEB-NO	CEB North
CEB-NW	CEB Northwest
CEB-SO	CEB South
CEB-SWA	CEB Southwest Asia

CEC	combat equipment company
CEG	combat equipment group
CESP	civil engineering support plan
CHS	combat health support
CHW	controlled humidity warehouse
CINC	commander-in-chief
CJCS	Chairman, Joint Chiefs of Staff
CJCSM	Chairman, Joint Chiefs of Staff manual
COA	course of action
COCOM	combatant command
COEI	components of the end items
CONUS	continental United States
COSIS	care of supplies in storage
CS	combat support
CSA	Chief of Staff, Army
CSS	combat service support
CTA	common table and allowances
CVC	combat vehicle crewman
DA	Department of the Army
DBOF	Defense Business Operations Fund
DCSLOG	Deputy Chief of Staff for Logistics
DCSOPS	Deputy Chief of Staff for Operations
div	division
EAC	echelons above corps
FM	field manual
GB	gigabyte
HN	host nation
HNS	host nation support
HQDA	Headquarters, Department of the Army
hvy	heavy
HYDA	Hythe Depot Activity-Watercraft
IAW	in accordance with
IL	Illinois
IOC	Industrial Operations Command
IPB	intelligence preparation of the battlefield
JCS	Joint Chiefs of Staff
JFC	joint force commander
JOPES	Joint Operations Planning and Execution System
JPEC	Joint Planning and Execution Community
JTF	joint task force
LOGCAP	Logistics Civil Augmentation Program
LOGSA	Logistics Support Agency
LPT	logistics preparation of the theater
LSE	logistics support element
LUX	Luxembourg
MACOM	major Army command
MB	megabyte
MCT	movement control team

MD	Maryland
METT-TC	mission, enemy, terrain and weather, troops, time available, and civilian considerations
MHE	materiel handling equipment
MLRS	multiple launch rocket system
MLST	medical logistics support team
MSR	main supply route
MTMC	Military Traffic Management Command
MTOE	modified table of organization and equipment
MTW	major theater war
NAP	not authorized pre-positioning
NBC	nuclear, biological, and chemical
NCA	National Command Authorities
NCO	noncommissioned officer
NCOIC	noncommissioned officer in charge
NICP	national inventory control point
NL	Netherlands
NSN	national stock number
NTC	National Training Center
ODCSLOG	Office of the Deputy Chief of Staff for Logistics
ODCSOPS	Office of the Deputy Chief of Staff for Operations
OIC	officer in charge
OPCON	operational control
OPORD	operations order
OSD	Office of the Secretary of Defense
OTSG	Office of the Surgeon General
PBO	property book officer
PLL	prescribed load list
PMCS	preventive maintenance checks and services
POMCUS	pre-positioning of materiel configured to unit sets
prepo	pre-positioned or pre-positioning
Pre-positioned sets	pre-positioned organizational equipment--end items, supplies, and secondary items--stored in unit configuration to reduce force deployment response time
pub	publication
RAA	redeployment assembly area
RAM	random access memory
RBE	remain behind equipment
RC	reserve component
REFORGER	Return of Forces to Germany
ROE	rules of engagement
RSO&I	reception, staging, onward movement, and integration
S2	intelligence staff officer
SAMS	Standard Army Maintenance System
SARSS	Standard Army Retail Supply System
SC	South Carolina

SDS	Standard Depot System
SLOC	sea lines of communications
SOFA	status of forces agreement
SOP	standing operating procedures
SPBS-R	Standard Property Book System-Redesigned
SPOD	sea port of debarkation
SPOE	sea port of embarkation
SSC	smaller-scale contingency
STAMIS	Standard Army Management Information System
SWA	Southwest Asia
TAA	tactical assembly area
TAT	to-accompany-troops
TAV	Total Asset Visibility
TBD	to be determined
TC-AIMS	Transportation Coordinators'-Automated Information Movement System II
TCMD	transportation control and movement document
TDA	table of distribution and allowances
TM	technical manual
TOE	table of organization and equipment
TPFDD	time-phased force and deployment data
TRU	theater reserve in unit sets
TSC	theater support command
UIC	unit identification code
ULLS-G	Unit Level Logistics System-Ground
US	United States
USAMMA	US Army Medical Materiel Agency
USTRANSCOM	US Transportation Command
VA	Virginia
war reserve stocks for allies	An OSD-directed program that ensured US preparedness to assist designated allied in case of war. WRSA assets are pre-positioned in the appropriate theater and owned and financed by the US. They are released to the proper Army component commander for transfer to the supported allied force under the Foreign Assistance Act
War reserve stocks	stocks acquired in peacetime to meet increased wartime requirements
WPS	Worldwide Port System
WRSA	War Reserve Stocks for Allies
WRSA-K	War Reserve Stocks for Allies-Korea

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By Order of the Secretary of the Army:

DENNIS J. REIMER
General, United States Army
Chief of Staff

Official:



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