



Headquarters
Department of the Army
Washington, DC
6 October 2023

Department of the Army Pamphlet 525–93

Military Operations

Army Deployment and Redeployment Processes and Procedures

By Order of the Secretary of the Army:

RANDY A. GEORGE
General, United States Army
Chief of Staff

Official:


MARK F. AVERILL
Administrative Assistant to the
Secretary of the Army

History. This is a new Department of the Army pamphlet.

Applicability. This regulation applies to the Regular Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve, unless otherwise stated. It also applies to Department of the Army Civilians and Department of Defense contractors.

Proponent and exception authority. The proponent of this pamphlet is the Deputy Chief of Staff, G–3/5/7. The proponent has the authority to approve exceptions or waivers to this pamphlet that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting units or field operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this pamphlet by providing justification that includes full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25–30 for specific requirements.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Deputy Chief of Staff, G–3/5/7 (DAMO–SS), 400 Army Pentagon, Washington, DC 20310–0400.

Distribution. This publication is available in electronic media only and is intended for the Regular Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve.

SUMMARY

DA PAM 525–93

Army Deployment and Redeployment Processes and Procedures

This new Department of the Army pamphlet, dated 6 October 2023—

- Provides instructions on deployment and redeployment processes and procedures per AR 525–93 (throughout).
- Introduces the Army's force management and force generation processes Regionally Aligned Readiness and Modernization Model (throughout).
- Describes the Army's strategic deployment goals and standards (throughout).
- Describes roles and functions of commands and organizations integral to the deployment and redeployment processes (throughout).
- Identifies the power projection platforms and mobilization force generation installations (throughout).
- Describes and defines Reserve Component key movement nodes (throughout).
- Provides details and guidance for Army deployment programs: Command Deployment Discipline Program, Deployment Excellence Award and Deployment Readiness Exercises (throughout).

Contents (Listed by chapter and page number)

Summary of Change

Chapter 1

Introduction, *page 1*

Chapter 2

Deployment Activities (Roles and Enablers), *page 6*

Chapter 3

Deployment Planning, *page 19*

Chapter 4

Deployment Readiness Exercise Program, *page 35*

Chapter 5

Command Deployment Discipline Program, *page 38*

Chapter 6

Deployment Excellence Award Program, *page 41*

Appendixes

A. References, *page 44*

B. Deployment Readiness Exercise Checklist, *page 45*

C. Command Deployment Discipline Program Evaluation Tasks, *page 55*

D. Power Projection Platform and Mobilization Force Generation Installation Definitions and Minimum Installation Capabilities, *page 65*

E. Army Mobilization and Deployment Sequencing, *page 67*

F. Power Projection Platforms and Mobilization Force Generation Installations, *page 68*

G. Unit Movement Officer Deployment Planning Course, *page 69*

Table List

Table 1–1: Deployment and redeployment process phases, *page 6*

Table 2–1: Deployment and distribution support team, *page 17*

Table 2–2: Unit training by echelon, *page 18*

Table 3–1: Sample Installation Deployment Support Plan Exercise Program Table of Annexes, *page 26*

Table 3–2: Unit movement support plan, *page 28*

Table 6–1: Deployment Excellence Award Program categories, *page 41*

Table B–1: Deploying unit task, *page 45*

Table B–2: Installation support deployment logistics, *page 48*

Table B–3: Senior Army Mission Commander Task, *page 50*

Table B–4: Aerial Unit Responsibilities, *page 51*

Table B–5: Seaports of embarkation unit responsibilities, *page 52*

Table B–6: Installation support infrastructure, *page 53*

Table C–1: Company level responsibilities (readiness tasks), *page 55*

Table C–2: Company level deployment execution tasks, *page 56*

Table C–3: Battalion level tasks, *page 58*

Table C–4: Brigade level tasks, *page 59*

Table C–5: Division level tasks, *page 60*

Contents—Continued

Table C–6: Logistics Readiness Center/Joint Forces Headquarters-state installation transportation officer (or outside continental United States equivalent) deployment readiness tasks, *page 61*

Table C–7: Logistics Readiness Center/Joint Forces Headquarters-state, installation transportation officer (or outside continental United States equivalent) deployment execution tasks, *page 62*

Table C–8: Unit Redeployment checklist, *page 63*

Figure List

Figure 1–1: Force projection operations, *page 3*

Figure 1–2: Joint deployment process, *page 4*

Figure 2–1: Deployment and Distribution Operation Center, Joint Deployment and Distribution Operation Center, and Transportation Component Command organization chart, *page 11*

Figure 2–2: Deployment enablers, *page 13*

Figure 3–1: Levels of warfare, *page 20*

Figure 3–2: Strategic deployment goals, *page 23*

Figure 3–3: Sample installation deployment support plan, *page 25*

Figure 3–4: Notional installation complex, *page 27*

Figure D–1: Power projection platform and Mobilization Force Generation Installation definition and minimum installation capabilities, *page 66*

Figure E–1: Mobilization and deployment sequencing, *page 67*

Figure F–1: Power projection platforms and mobilization force generation installations, *page 68*

Glossary of Terms

Chapter 1

Introduction

1–1. Purpose

This pamphlet provides processes, procedures, and detailed information for policies established in AR 525–93. It contains instructions, formats, reporting requirements, and guidelines used to carry out the Army's deployment and redeployment policies and programs. It also contains overviews of Army readiness and force projection. It provides information on prioritizing, planning, developing, organizing, coordinating, and executing deployment and redeployment operations and programs.

1–2. References, forms, and explanation of abbreviations

See appendix A. The abbreviations, brevity codes, and acronyms (ABCAs) used in this electronic publication are defined when you hover over them. All ABCAs are listed in the ABCA database located at <https://armypubs.army.mil/abca/>.

1–3. Associated publications

Policy associated with this pamphlet is found in AR 525–93.

1–4. Records management (recordkeeping) requirements

The records management requirement for all record numbers, associated forms, and reports required by this publication are addressed in the Records Retention Schedule–Army (RRS–A). Detailed information for all related record numbers, forms, and reports are located in Army Records Information Management System (ARIMS)/RRS–A at <https://www.arims.army.mil>. If any record numbers, forms, and reports are not current, addressed, and/or published correctly in ARIMS/RRS–A, see DA Pam 25–403 for guidance.

1–5. Authority

AR 525–93 implements the policy for this publication. The content in this pamphlet covers all aspects of processes and procedures of deployment and redeployment operations.

1–6. Army readiness overview

Army readiness is the foundation for mission success. It enables integration of Army strategic, operational, and tactical levels of readiness that support Joint operations involving Joint, Interagency, Inter-governmental, Multinational, Non-governmental and Commercial (JIIM–NC) operations. Operations must be planned, coordinated and synchronized at the echelon level to meet ever-compressing and contested combatant commander (CCDR) force flow requirements. Inter-organizational cooperation and synchronization increasingly underpin Army deployment/redeployment operations.

a. To maintain readiness, the Army's force management and force generation processes, Regionally Aligned Readiness and Modernization Model (REARMM), aligns Army units to primary regions and functions. REARMM supports Joint force requirements in a predictable manner while maintaining readiness, maintaining a division-centric construct, modernizing into a multi-domain operations capable force, and maximizing talent management.

b. The Army's readiness structure enables a comprehensive readiness assessment of the Army at tactical (unit), operational, and strategic levels. Readiness is defined at each level and measured differently against different requirements. Collectively the assessments provide a complete understanding of the status of the force and the Army's institutional abilities to provide the readiness necessary to accomplish the requirements of the National Defense Strategy and National Military Strategy in accordance with Title 10, United States Code (10 USC) and 32 USC responsibilities.

c.. Army Strategic Readiness enables the Army to provide adequate forces in support of the National Military Strategy. The quarterly Army Strategic Readiness Assessment process involves one Army and three Joint Staff mandated assessments to obtain an integrated view of current and future strategic readiness.

d. Army Operational Readiness enables the Army to provide and support CCDR's operation plans (OPLANs) with trained, ready, and capable forces and in the quantity required to achieve the Global

Force Management Allocation Plan (GFMAP) and other operational requirements for Army forces in accordance with AR 525–30.

e. Army tactical (unit) readiness is the capability of a unit to conduct its core or assigned missions. It is measured against the unit's core designed or assigned mission force structure requirements and features quantitative measures of current resources and training as codified in AR 220–1. Unit commanders report unit readiness monthly in the Commander's unit status report.

f. Sustainable readiness (SR) is the combination of building and maintaining force readiness at the highest posture for the Army over a period of time while taking under consideration the resources available. SR is integrated with Army synchronization and resourcing conference and global force management. AR 525–29 provides the policies and detailed information of SR and its importance to the Army's overall readiness.

1–7. Force projection

a. Force projection is the ability to project the military element of national power from continental United States (CONUS) or another theater in response to requirements for military operations. Force projection operations extend from mobilization and deployment of forces to redeployment to CONUS or home theater.

b. Force projection operations includes (see fig 1–1):

(1) *Mobilization*. The process by which the Armed Forces or part of them are brought to a state of readiness for war or other national emergency (see JP 4–05).

(2) *Deployment*. The rotation of forces into and out of an operational area.

(3) *Employment*. The strategic, operational, or tactical use of forces.

(4) *Sustainment*. The provision of logistics, personnel services, and health services support necessary to maintain operations until successful mission completion.

(5) *Redeployment*. The transfer of forces and materiel to home or demobilization stations for reintegration and/or out-processing.

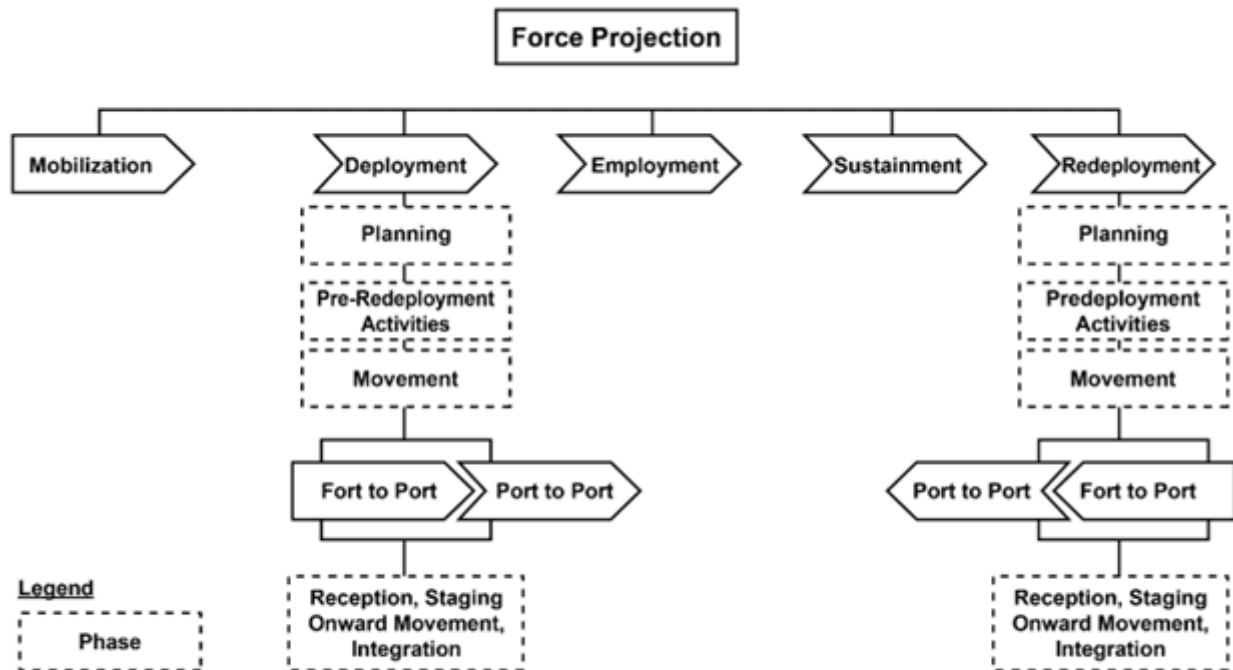


Figure 1–1. Force projection operations

c. Deployment and redeployment processes are divided into phases. Each phase has processes, procedures, and activities that enable accomplishment of critical functions and tasks.

d. The movement and maneuver warfighting function provides the framework for identifying, organizing, sequencing, and executing tasks and employing systems that mobilize, move, and deploy forces in support of force projection. The overall objective of the movement and maneuver warfighting function is to achieve a position of relative advantage over the enemy and other threats.

1–8. Deployment process phases

a. The Army operates jointly with other services and must be ready for global force projection with an appropriate mix of combat forces together with support and sustainment units. Figure 1–2 illustrates the Joint deployment and redeployment processes that enables global force projection through four phases. Those phases are:

- (1) Planning.
- (2) Predeployment/pre-redeployment activities.
- (3) Movement.
- (4) Joint reception, staging, onward movement, and integration (RSOI).

Joint Deployment and Redeployment Process

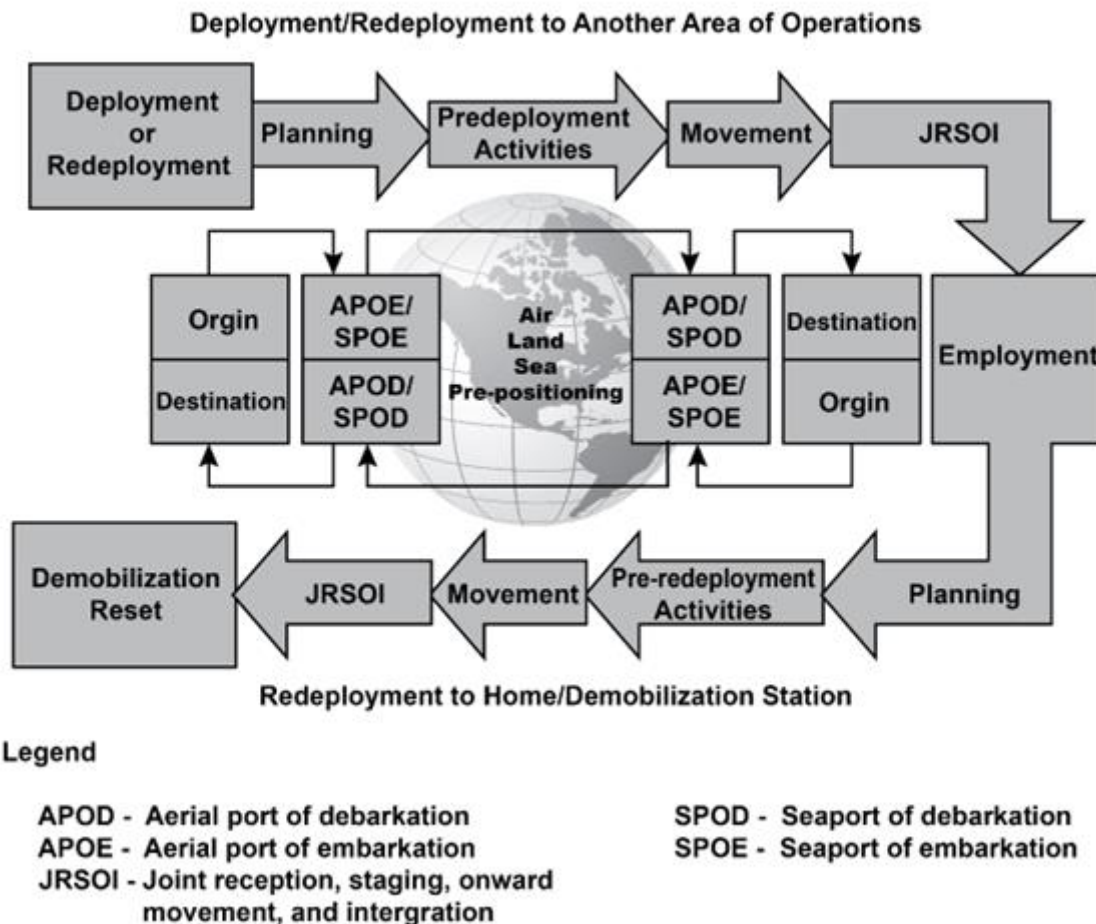


Figure 1–2. Joint deployment process

b. The Army deployment process has four phases, planning, predeployment activities, movement, and RSOI. There are varying activities within each phase that occur during operations. See table 1–1 for activities involved in each phase of the deployment process.

c. The deployment process phases are composed of activities required to prepare and move forces, supplies, and equipment to a theater. This involves the force as it task organizes, tailors itself for movement based on the mission, concept of operations (CONOPS), available lift, and other resources. The type and nature of deployments vary widely according to scenario and circumstances—every deployment is unique. Many aspects of a deployment overlap and can occur simultaneously. They can be abbreviated and adjusted as required. However, the fundamental planning process of deploying the force does not change. The phases of the deployment process include:

(1) *Deployment planning phase.* The Army views deployment planning as interrelated with the other phases: predeployment activities, movement and RSOI. The military decision-making process provides the foundation for developing a deployment plan tailored for the mission. An objective is to synchronize deployment activities to facilitate execution. Steps used in planning and preparation during predeployment activities include:

- (a) Analyze the mission.
- (b) Structure forces.

- (c) Refine deployment data.
- (d) Prepare the force.
- (e) Schedule movement. Successful deployment planning requires knowledge of the unit's deployment responsibilities, an understanding of the total deployment process, and link between deployment and employment.
- (2) *Predeployment activities phase.* These are actions taken to prepare forces for deployment.
 - (a) The activities are a command responsibility and include everything done at all command echelons to prepare forces for deployment.
 - (b) Predeployment activities are essential and ongoing activities. Examples of predeployment activities include training, deployment planning, task organization, equipment maintenance, and Soldier readiness processing (SRP).
 - (c) Transportation personnel, staffs, and units involved in predeployment activities are an essential part of the deployment team including those for whom transportation tasks are an additional duty, not necessarily a military occupational specialty.
 - (d) Commanders, staffs, and units plan, train, and rehearse for deployment.
 - (e) Units must conduct routine collective deployment training to ensure they are prepared to deploy the forces, individual manpower, and materiel to accomplish the mission.
 - (f) Commanders constantly review and adjust mission essential task lists to make certain they reflect deployment tasks, other critical elements of force projection, and have the required trained personnel.
 - (g) Ongoing predeployment activities can ensure an Army of fully trained, and properly-equipped units and Soldiers, who are ready to rapidly mobilize and deploy.
- (3) *The movement phase has two segments.*
 - (a) Fort-to-port is the movement from home station or an installation to the port of embarkation (POE). Units with the assistance of an installation or state Joint Forces Headquarters (JFHQ) will airlift, convoy, and or line haul (by truck or rail) personnel, cargo, and or equipment to the POE to load onto an aircraft or a cargo vessel.
 - (b) Port-to-port is the movement from the POE by strategic airlift and or sealift to the port of debarkation (POD).
- (4) *Reception, staging, onward movement, and integration phase.* RSOI consists of essential and interrelated processes in the theater that transforms arriving personnel and materiel into forces capable of meeting operational requirements. In some cases, units will be employed in their home combatant command (CCMD).
 - (a) Reception is the process of unloading personnel and materiel from strategic transport, marshaling the deploying units, transporting them to staging areas, if required, and providing life support to deploying personnel.
 - (b) Staging is the process of assembling, holding, and organizing arriving personnel and equipment into units and forces, incrementally building combat power and preparing units for onward movement, and providing life support for the personnel until the unit becomes self-sustaining.
 - (c) Onward movement is the process of moving units and accompanying materiel from reception facilities and staging areas to tactical assembly areas or other theater destinations, moving arriving non-unit personnel to gaining commands, and moving arriving sustainment materiel from reception facilities to distribution sites.
 - (d) Integration is the synchronized transfer of authority over units and forces to a designated component or functional commander for employment in the theater of operations.

1–9. Redeployment process phases

Redeployment process phases are the same as deployment (pre-redeployment activities, movement and RSOI).

a. Redeployment involves the transportation of personnel, equipment, and materiel to home and/or demobilization stations and is considered an operational movement critical to reestablishing force readiness. Although many of the considerations for a redeployment correspond to those for a deployment, there are differences. During deployment, elements of a unit are configured for strategic movement with the ultimate goal of reassembling the elements into an effective force in the theater. During redeployment, unless the unit is redeploying to a new theater, the goal is to move forces home rather than building a force for theater operations. Therefore, redeployment preparation involves re-establishing unit integrity and accountability of personnel and equipment.

b. Commanders and planners must plan and execute redeployment to facilitate the employment of re-deploying units, individuals, and materiel to meet new crises. Redeployment of units should not be considered as a retrograde movement but as a potential follow-on deployment. Unit integrity is a critical factor of redeployment and ensures units can be diverted anywhere, ready to fight. The focus of individual manpower and materiel redeployment is total accountability and efficient handling. The desired end state after redeployment is the restoration of the Army's capability to conduct future operations.

Table 1–1
Deployment and redeployment process phases

Planning Phase	Predeployment or Pre-Redeployment Activities Phase	Movement Phase	RSOI Phase
Sourcing Joint Planning and Execution System Process Force Package Development Readiness Reporting Strategic Lift Estimates Force Flow Conference	Training (unit movement officer (UMO), load teams, and hazardous material). Command Deployment Discipline Program (CDDP). Deployment Readiness Exercise (DRE). Initial notification actions (unit deployment list (UDL) development, container request). Time-phased force and deployment data (TPFDD) validation. Strategic lift scheduling. Material management support.	Fort-to-port: –Nodal operations (installation marshalling yard, rail, airfield/arrival departure airfield control group staging). –Convoy movement to POE. –Line haul movement to POE. –Rail movement to POE. –In-transit visibility (ITV). Port-to-port: –Strategic transport movement from POE to POD.	Reception. Functions required to receive and clear personnel, equipment, and material from strategic PODs. Staging. Functions required to assemble, temporarily store, organize, and prepare forces and cargo for onward movement. Onward movement. Moving forces, cargo/sustainment from reception, marshalling or staging facilities to tactical assembly areas. Integration. Synchronized transfer of mission-ready forces and capabilities into the geographic combatant commander (GCC)'s force.

1–10. Deployment programs

a. Deployment readiness, training, and execution combined form the basis for delivering combat ready forces globally whenever and wherever needed. Deployment programs are tools that provide deployment training and assess deployment readiness. Three programs that give commanders the ability to practice and assess deployment operations are DRE (see chap 4), CDDP (see chap 5) and Deployment Excellence Award (DEA) (see chap 6).

b. AR 525–93 outlines the responsibilities for each deployment program (DRE, CDDP, and DEA).

Chapter 2

Deployment Activities (Roles and Enablers)

2–1. Overview

a. This chapter identifies the deployment and redeployment activities (involved with roles, and enablers), as well as the relationships of commanders, commands, Services, and agencies involved in deployment and redeployment operations.

b. The roles or functions are executed at the strategic, operational or tactical levels of warfare. A role identifies what an organization or branch contributes to the conduct of deployment operations. A function delineates executable capabilities that an organization or branch requires to accomplish its role. Authorities and responsibilities for commands and entities involved in Army deployment operations are outlined in AR 525–93.

c. Deployment and redeployment operations require the synchronized efforts of commanders and organizations to move personnel, equipment and cargo worldwide whenever required to support OPLANs and the National Defense Strategy. The commanders and organizations interact through collaborative means to deliver combat power at the point of need.

d. Deployment enablers allow the accomplishment of activities, tasks, and functions necessary for successful deployment and redeployment operations. Whether training, preparing, moving, or tracking force movement, enablers must be part of planning considerations throughout the phases of the deployment and redeployment processes.

2-2. Force provider

a. Force providers are commanders and organizations that provide forces and individuals to support joint force missions. Force providers include:

(1) The Services. For example, the Secretary of the Army (SECARMY) has designated U.S. Army Forces Command (FORSCOM) as the Army's Service Force Provider for conventional forces.

(2) The secretaries of the military departments.

(3) The U.S. Coast Guard.

(4) CCDRs with assigned forces.

Note. U.S. Special Operations Command (USSOCOM), U.S. Space Command, and U.S. Transportation Command (USTRANSCOM) serve as Joint force providers.

(5) DoD agencies such as Defense Contract Management Agency.

(6) Office of the Secretary of Defense (SECDEF) organizations that provide force sourcing solutions to CCDR force requirements.

b. A Service force provider is a subcategory of force provider. It is an organization designated by the military department Secretaries to provide trained and ready forces to CCMDs as directed by the SECDEF. Service force providers also possess authorities, as delegated by SECDEF to military department Secretaries (which Secretaries may further delegate), to exercise training and readiness oversight and provide global sourcing recommendations. See AR 525-93 for Army force providers.

2-3. Supported commander

JP 3-0 outlines three definitions for supported commander. Note, the global and dynamic nature of operations may cause a GCC to fill supporting and supported roles simultaneously when planning and executing operations.

a. The supported commander has primary responsibility for all aspects of a task assigned by Chairman of the JCSI 3110.01K, or other joint planning authority.

b. A supported commander can be in the context of a support command relationship whereas the commander who receives assistance from another commander's force or capabilities, and who is responsible for ensuring that the supporting commander understands the assistance required.

c. A supported commander in the context of joint planning involves a commander who prepares OPLANs or operation orders in response to requirements of the Chairman of the Joint Chiefs of Staff.

d. There can be multiple supported commanders within a theater including one supported CCDR that has the responsibility for deployment and redeployment operations planned and executed during joint force missions. The supported CCDR accomplishes three major functions to enable deployment and redeployment operations:

(1) *General.* Build a TPFDD based on the CONOPS and subsequently, validate movement requirements. Force requirements are put in a notional TPFDD and phased during plan development. The notional TPFDD sourcing is based on planning assumptions from force identification or contingency sourcing. The sourced TPFDD represents execution-sourced forces. The TPFDD also represents force requirements and force flow for assessments and to analyze sourcing and transportation feasibility. The developed force list is entered into Joint Operations Planning and Execution System (JOPES) as the basis for analysis. It does not contain execution-sourced units. After execution sourcing, the supported CCDR validates the TPFDD records. Validation by the CCDR confirms the forces requested satisfy the concept of deployment and mission requirement, and are approved for deployment SECDEF. The supported CCDR does the following to support this process:

(a) Designates earliest arrival date, latest arrival date, required delivery date, and commander's required date. The supported CCDR specifies key employment information regarding when, where, and how forces will be employed by phase.

(b) Publishes a CCDR supplement to the standing TPFDD letter of instruction (LOI) to provide specific guidance for supporting CCDRs, Services, and agencies.

(c) May task their assigned forces during execution to fill force requirements to perform authorized missions. Allocated forces may be needed to supplement the CCDR's assigned forces to meet operational demand.

(2) *Determine predeployment standards.* Supported CCDRs set predeployment standards for forces, capabilities, and personnel supporting their operations. Predeployment standards outline the training and unique equipment requirements necessary to prepare supporting personnel and forces for the tactical and environmental conditions, as well as potential or known health threats in the theater. The Services', United States Special Operations Command's (USSOCOM's), and other force provider's role is to ensure designated forces for CCMDs are organized, trained, equipped, maintained, and ready in accordance with the predeployment standards. Predeployment standards help ensure all supporting personnel and forces arrive in theater fully prepared to perform their mission. Supported CCDRs may identify mission-specific training requirements supporting individuals or units must complete before operational employment of allocated forces. These requirements are included in the force requests submitted in either the annual submission or in an emergent request for forces. Preparation for deployment is primarily a Service or force provider responsibility. Specific responsibility for preparation for deployment rests with the deploying unit or Service in the case of individual augmentees, replacements, and contractors authorized to accompany the force. For in lieu of and joint sourcing solutions, the resourcing of preparation and training will be in accordance with Service-to-Service memorandums of agreement. Usually, the deploying unit commander acknowledges completion of specified preparation for deployment requirements to the supported command during predeployment activities. In some instances, constraints may affect personnel readiness in some situations if specific training requirements have not been completed. This training may be conducted at home station prior to deployment, en route to the operational area, or at the intermediate staging base.

(3) *Balance and regulate the transportation flow.* The requested start dates on the request for each individual force or capability must support the overall CONOPS. SECDEF approved ordered start dates also support the CONOPS while balancing operational risks. Supported CCDRs should balance and regulate the flow of forces with the flow of sustainment to the maximum extent possible. The operational environment, available infrastructure, protection risk assessment, and CONOPS are major factors in determining how to balance the flow of forces and capabilities. The supported CCDR manages the flow of forces via the TPFDD, supported by strategic, operational, and tactical movement control organizations, to ensure effective interfaces between intertheater and intratheater movements. Balance is primarily a function of effective mission prioritization, alignment of forces, force composition, and force flow. Consideration must also be given to planned theater distribution and Joint RSOI requirements and capabilities. Force composition and transportation flow must accommodate mission requirements and provide the supported CCDR with the operational flexibility and freedom of action required for successful mission execution.

2-4. Supporting commander

Whether providing forces and/or developing a supporting plan, the supporting commander provides support to the supported commander. There are two descriptions of a supporting commander from JP 3-0.

a. In support of deployment, it is a commander who provides augmentation forces or other support to a supported commander or who develops a supporting plan.

b. In the context of a support command relationship, the commander who aids, protects, complements, or sustains another commander's force and who is responsible for providing the assistance required by the supported commander.

2-5. Strategic lift provider

Although not a codified term in doctrine but for the purpose of this pamphlet strategic lift provider describes the organization that provides strategic/intertheater transportation assets to move forces in support of deployment and redeployment operations. USTRANSCOM has the role of a strategic lift provider. USTRANSCOM, a joint force provider, resources and allocates sealift and airlift to support the CCDRs. This is accomplished by USTRANSCOM's transportation component commands (TCCs).

2-6. Transportation component commands

The three component commands of USTRANSCOM are Air Mobility Command (Air Force); Military Sealift Command (MSC) (Navy); and Military Surface Deployment and Distribution Command (SDDC) (Army).

Each TCC remains a major command of its parent Service and continues to organize, train, and equip its forces as specified by law. Each TCC also continues to perform Service-unique missions.

a. *Air Mobility Command.* As the Air Force component of USTRANSCOM, Air Mobility Command provides airlift, air refueling, and aeromedical evacuation services for deploying, employing, sustaining, and redeploying U.S. forces worldwide. Additionally, Air Mobility Command is the worldwide aerial port manager and, where designated, operator of common-user aerial ports of embarkation (APOEs) and/or aerial ports of debarkation. Air Mobility Command operationally directs the use of domestic and international airlift services, including the civil reserve air fleet. Air Mobility Command orchestrates unique airlift capabilities that include Channel, Worldwide Express, Category A, Category B, Patriot Express, General Services Administration City Pairs, Domestic Small Package, International Air Tenders, and Special Assignment Airlift Missions. Air Mobility Command also has the capability to rapidly employ aerial ports around the world. Air Mobility Command's fleet of air mobility aircraft is joined by commercial air carriers to deliver cargo and personnel anywhere in the world in a matter of hours. Air Mobility Command's fleet includes tanker aircraft that provide air refueling capability to deployment, employment, sustainment, and redeployment operations. Air refueling is a force enabler—extending the range of supported aircraft—and a force multiplier—permitting larger payloads and added endurance.

b. *Military Sealift Command.* MSC is the Navy component of USTRANSCOM and provides sealift transportation services to deploy, sustain, and redeploy U.S. forces around the globe with a fleet of government-owned and chartered U.S.-flagged ships. MSC operates sealift ships that include short and long-term charter tankers and dry cargo ships that transport DoD cargo during peacetime and war. MSC uses its government-owned surge sealift fleet, including large medium speed roll-on/roll-off vessels, during contingencies to rapidly load equipment and supplies to deploy where needed. MSC also employs ships from the Ready Reserve Force, to include fast sealift ships. These ships, which are owned and maintained in reduced operating status by the Maritime Administration, come under MSC control when activated. Assured access to additional sealift and intermodal capacity is gained through a partnership with the United States flag maritime industry, by way of the Voluntary Intermodal Sealift Agreement (VISA) and Maritime Security Program. A balanced reliance on organic and commercial assets—product tankers, dry-cargo ships, vessels with unique capabilities, and access to their associated ports and intermodal networks—optimizes sealift response in support of the warfighter.

c. *Military Surface Deployment and Distribution Command.* SDDC is an operational level Army force designated by the SECARMY as the Army service component command (ASCC) of USTRANSCOM and a major subordinate command of U.S. Army Materiel Command (AMC). As a component of USTRANSCOM, SDDC provides worldwide common-use ocean terminal services and traffic management services to deploy, employ, sustain, and redeploy U.S. forces on a global basis. SDDC is the defense transportation system's interface between DoD shippers and the commercial transportation carrier industry. SDDC is the single port manager for all common-user seaports of embarkation (SPOEs) and debarkation. SDDC also provides global deployability engineering and analysis to support national security requirements and influence national engineering policies, serves as the single port manager to the geographic CCMD, and develops integrated traffic management systems. SDDC's assets provide coordination of force movement, status of worldwide infrastructure, and seaport operations. The unique suite of traffic management capabilities includes freight and traffic management, integrated transportation systems and intermodal contracts and agreements, and worldwide port operations.

2–7. Deployment and Distribution Operation Center and Joint Deployment and Distribution Operation Center

a. USTRANSCOM's Deployment and Distribution Operation Center (DDOC) and the GCC's Joint Deployment and Distribution Operation Center (JDDOC) coordinate to link strategic deployment and distribution processes to operational and tactical functions in support of the warfighter. See figure 2–1 for an organizational chart of the DDOC, JDDOC, and each TCC.

b. The DDOC directs the global air, land, and sea transportation capabilities of the defense transportation system to meet national security objectives provided by DoD. The DDOC fuses capabilities of multimodal movement and distribution operations, intelligence, force protection, capacity acquisition, resource management, and other staff functions to collaboratively provide distribution options to the warfighter. Command and control of the majority of intertheater lift forces and logistic infrastructure is accomplished through the DDOC, which tracks the movement requirement from lift allocation and initial execution through closure at final destination through their support teams. The support team construct provides

better upfront planning through collaboration with the supported commander and other key stakeholders. This allows the process to stay in step with commander's intent as the operation unfolds and increases visibility of all movement requirements. The geographical orientation of support teams enables a holistic view of all warfighter requirements, provides an opportunity to conduct a thorough transportation analysis, reduces correspondence management, leverages collaboration technologies, and enables aggregation of requirements within movement windows.

c. A Joint deployment and distribution operations center is a CCMD movement control organization designed to synchronize and optimize national and theater multimodal resources for deployment, distribution, and sustainment. By linking sustainment, distribution, and movement requirements, JDDOCs bridge gaps in the distribution pipeline. All GCCs have established JDDOCs to synchronize and optimize strategic and operational multimodal resources to improve distribution, force deployment, and sustainment within their area of responsibility. The JDDOC normally coordinates with the theater sustainment command and/or expeditionary sustainment command, but may coordinate with the sustainment brigade in small scale operations. The goal of the JDDOC is to maximize GCC combat effectiveness through improved total asset visibility.

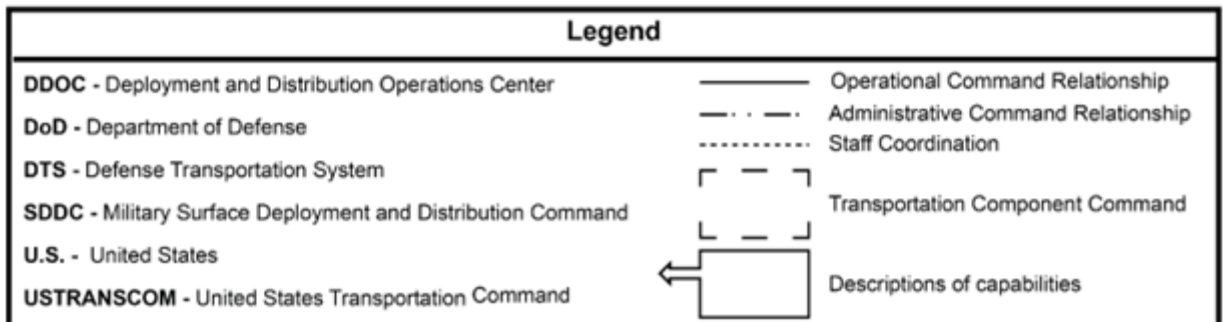
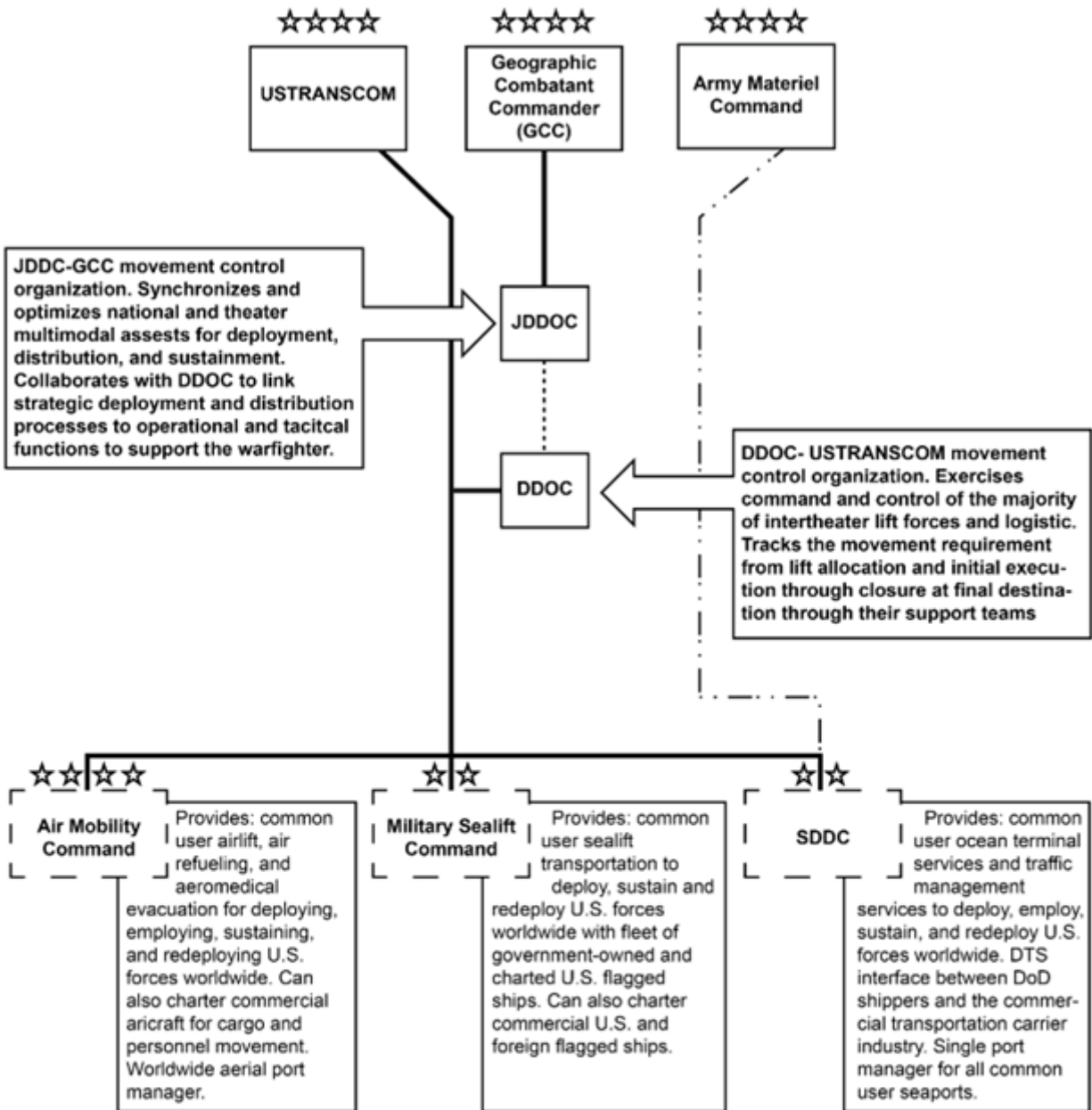


Figure 2–1. Deployment and Distribution Operation Center, Joint Deployment and Distribution Operation Center, and Transportation Component Command organization chart

2–8. Army service component command

In support of deployment and redeployment operations, Army units and their sustainment requirements will be submitted by the ASCC for inclusion on the Joint force notional TPFDD by supported CCMD planners for scheduling of common-user transportation assets. The ASCC is the main Army organization at the operational level responsible for transportation functions for forward deployed forces. When in support of a GCC, it is designated as a theater Army and exercises administrative control over all Army forces in the area of responsibility unless modified by the Department of the Army.

2–9. Senior commander

When forces deploy from an installation there will be a senior commander controlling organizations and functions required to move the force. The senior commander is designated by senior Army leadership and has command authority over the installation derived from the SECARMY's authority over installations. This is a direct delegation of command authority for the installation to the senior commander. The senior commander's command authority includes all authorities inherent in command including the authority to ensure the maintenance of good order and discipline for the installation. See AR 525–93 for more details on the responsibilities of the senior commander.

2–10. Deployment enablers

Deployment enablers are used by those organizations and commands described in AR 525–93 and this chapter which are involved in mobilization, deployment, and redeployment of forces (see fig 2–2). The deployment enablers are used in and across the phases of mobilization, deployment, and redeployment. They are also used across the levels of warfare. Deployment enablers include the strategic mobility triad, deployment infrastructure, deployment process enablers, and deployment training and readiness.



Figure 2–2. Deployment enablers

2–11. Strategic mobility triad

a. Our nation's strategic mobility requirements are met through airlift/common-user airlift, sealift/common-user sealift, and pre-positioned stocks. The three requirements are known as the strategic mobility triad.

b. Deployment and redeployment of forces and capabilities in support of military operations require sufficient port throughput capacity and the availability of sufficient mobility assets to rapidly deploy operational forces, sustain them as long as necessary to meet U.S. military objectives, and reconstitute and re-deploy them to meet changing mission requirements or return to home and/or demobilization stations upon completion of their mission. USTRANSCOM's TCCs exercise command and control of USTRANSCOM's assigned and allocated forces, coordinates transportation assets for use by all DoD elements and, as authorized, other United States Government departments and agencies or other approved users. Deployment operations involve a combination of land (road and rail), sea (including inland waterways), and air movement augmented, as necessary, by pre-positioned assets.

c. Airlift can move forces rapidly from CONUS to any theater, but is an expensive means of moving heavy equipment. It is effective for transporting light, early-entry forces, moving troops who are falling in on pre-positioned stocks, or equipment transported by sea.

d. Common-user airlift consists of designated airlift assets from some or all of the following sources: Active Component and Reserve Component (RC), the Civil Reserve Air Fleet when activated, contracted commercial assets, and foreign military or civil carriers (either donated or under contract).

e. Sealift is the most economical means of moving bulk goods and heavy equipment, but is extremely slow compared to air transport. Even fast transport ships can require 2 or 3 weeks to transit from CONUS to conflict sites in Asia or the Middle East.

f. Common-User Sealift forces are ships available to DoD to execute the sealift requirements of the Defense Transportation System across the range of military operations. The ships transport cargo between seaports or to a location at sea pending a decision to move the cargo ashore. The ships are available to the military Services and other U.S. Government departments or agencies. The sealift force is composed of vessels from some or all of the following sources: MSC government-owned or -controlled vessels; government-owned reserve vessels from the Maritime Administration Ready Reserve Force (MARAD RRF); United States privately owned and operated commercial vessels; United States privately owned, foreign flag commercial vessels; and foreign owned and operated commercial vessels, including ships made available through the VISA and through an allied agreement. Commander USTRANSCOM, is delegated authority to procure, regarding sealift, commercial transportation services and, with the approval of SECDEF, to activate the MARAD RRF and all three stages of VISA.

g. Army prepositioned stock (APS) supports the preparing activity of the operations process by providing strategically placed unit sets, operational project stocks, and war reserve sustainment stocks around the world. These sets of equipment are available to designated early deploying units and improve their ability to execute an operation. The primary purposes of APS are to reduce the initial amount of strategic lift required to support a predominately CONUS-based force projection Army, and to sustain the Soldier until sea lines of communication are established. Accordingly APS are located at several land based locations, as well as aboard ships, to quickly project power to contingency areas. APS is owned by Headquarters, Department of the Army (HQDA); depending on the situation, APS can be approved for release by the Chairman of the Joint Chiefs of Staff, Chief of Staff of the Army, or Deputy Chief of Staff (DCS), G-3/5/7. ATP 3-35.1 has additional information on APS roles and responsibilities, planning and procedures.

h. There are two ways Army pre-positioned stocks support the triad, ashore and afloat. Both ways rely on strategic airlift to rapidly transport troops to the equipment.

(1) Pre-positioning ashore (APS-2 Europe, APS-4 Pacific, and APS-5 Middle East) and pre-positioning afloat (APS-3) allows heavy equipment to be kept in-theater, near the point at which it will be needed. However, the prepositioned stockpiles are expensive to maintain, require host nation cooperation, and can be a security risk.

(2) Pre-positioning afloat also allows for forward repositioning of sustainment stocks, unit equipment, and port opening capabilities on MSC vessels. The vessels can be sailed worldwide in response to any contingency. Prepositioning afloat is limited by cost, loss of capability during periodic maintenance, reception port capabilities, and sailing time.

2-12. Deployment infrastructure

a. Deployment infrastructure is comprised of the home stations and en route airfields, ports, highways, railways, waterways, equipment storage locations, consolidation points, and assembly areas through which deploying forces, and sustaining materiel must flow to form the lines of communication essential to force projection. Deployment Infrastructure also includes commercially-owned and operated infrastructure such as power stations, water utilities, and communication lines that enable deployment activities from installations, along lines of communication, and at ports of embarkation. The majority of U.S. forces deploying from CONUS will deploy through air terminals and water ports. Commanders responsible for deployment planning and execution must exercise situational awareness regarding competition for use of these facilities during deployment operations.

b. Deployment infrastructure includes assets available at or near installations (CONUS) and those available in theater.

(1) Installations critical to deployment of combat forces are designated as power projection platforms (PPPs), mobilization force generation installations (MFGIs), and or key movement nodes.

(a) A PPP is an installation capable of deploying a brigade sized force or larger upon notification to meet CCMD OPLAN requirements within 10 days or less.

(b) MFGIs designated as primary and active are capable of deploying designated forces within 14 days of notification of alert.

(c) MFGIs designated as primary but are in an inactive status and resourced to be at full operational capability at C+21 capable of deploying forces.

(d) MFGIs designated as contingency are inactive with minimum MFGI capability, but not resourced. Contingency MFGIs will be resourced upon order to be fully mission capable for deploying designated forces after the capacity of the primary MFGIs have been exceeded.

(e) Key movement nodes are Army installations that enable force projection of RC personnel and unit equipment critical to set the theater and support and sustain combat forces. Personnel and equipment may deploy direct from these locations based on CCDR timelines. These movement nodes are pivotal to response readiness.

1. Equipment Concentration Sites (ECS) are Army installations that provide long-term storage and maintenance of unit equipment critical to support and sustain the rapid deployment and employment of combat forces. Approximately 20 to 50 percent of a unit's equipment may reside in ECS. The U.S. Army Reserve (USAR) contains 33 ECS located both on and off U.S. Army Installation Management Command (IMCOM) installations.

2. USAR centers are Army installations that enable force projection of USAR personnel and unit equipment critical to support and sustain the rapid deployment and employment of combat forces. Select units will deploy equipment and/or personnel direct from Home Station to a POE. Approximately 50–80% of a unit's modified table of organization and equipment (MTOE) equipment resides at USAR centers.

3. Maneuver area training equipment site is a primary maintenance and repair building(s) associated with the service and storage of vehicles and organizational equipment within a geographical location. It may serve as a technical inspection area when the maintenance and repair building is located in a separate facility. Equipment storage may also be contained within this facility, or an alternate facility. This building is typically supported by a large Military Equipment Park which can be a separation point for mobilization and training exercises.

4. The Army National Guard (ARNG) Readiness Center is a building(s) that support individual and collective training, administrative, automation and communications, and logistical requirements for the ARNG. The center is the single gathering point for ARNG personnel and is a mobilization platform during federal and state activation of ARNG troops. This facility serves as a command and control location for table of equipment and table of distribution and allowances organizations. Readiness centers support state activities by connecting the Army to the local community and aids with recruiting and retention activities. Functional areas within the Readiness Center are: assembly space, classrooms, distributive learning centers and classrooms, locker rooms, physical fitness area, kitchen, arms and special equipment security such as NBC and communication equipment, supply distribution, enclosed areas to support training with simulation, operator-level maintenance on assigned equipment. In times of large scale mobilization operations or large scale combat operations, Readiness Centers serve as the initial location for staging and onward integration.

(2) Joint doctrine describes infrastructure (in theater) in two categories: physical network and resource network.

(a) The physical network (transportation infrastructure) includes air and seaports, highways, railroads, petroleum distributions, and inland waterways. All can facilitate the throughput of forces, equipment, and supplies. A modern and developed infrastructure is preferred to optimize deployment operations. A lesser-developed, austere, or damaged infrastructure impedes deployment operations; affects POD or POE alternatives; and may require an early deployment of support capabilities, such as USTRANSCOM's Joint task force-port opening package, a Joint logistics over-the-shore, or engineer units.

(b) The resource network comprises personnel, organizations, materiel, and equipment operating within the physical network and enables the deployment, Joint RSOI, employment, sustainment, and re-deployment of the joint force. A thorough assessment of the physical network will lead to better understanding of the operational environment and more effective planning for what is required in the resource network.

(c) USTRANSCOM's En Route Infrastructure Master Plan outlines the key en route locations and infrastructure required to enable deployment and redeployment operations. Synchronized with the En Route Infrastructure Master Plan, CCDR theater posture plans provide the detailed theater posture of forces, footprint, and agreements that can enable deployment and distribution. This information serves as baseline data for planning.

c. Supportive infrastructure includes the energy, fuel and water generation and distribution systems for transport of personnel and material and for operation of facilities.

2-13. Deployment process enablers

Deployment process enablers includes information technology, deployment automation systems, and activities requiring personnel, equipment, and supplies (on an as need basis) which can delay operations if required but are not available. The port support activity (PSA), Deployment and Distribution Support Team (DDST) visit, intermodal operations and blocking, bracing, packing, crating, and tie-down (BBPCT) operations must be planned and resourced to facilitate critical functions in the deployment and redeployment process (see table 2-1).

a. Information technology and automated systems enable the capability to track and identify the volume of cargo moving throughout the Defense Transportation System, and facilitate asset management. Deployment process enablers used to track in-transit and asset visibility include radio frequency identification (RFID) tags, bar code labels, satellite tracking devices, readers, and information systems and data bases to include portable, deployable and wireless systems. Information technology and automated systems require secure and assured access to energy for its operation. Critical functions, missions, and buildings need to be identified, assessed and any risks mitigated to ensure redundant and continuous operation to the automated systems and facilities required during deployment activities. For a list and detailed information on deployment systems see ATP 3-35 for the list of systems and equipment that enable in-transit and asset visibility.

b. PSA is an SDDC element comprised of personnel (military augmentation or contracted) with specific skills that aid the port commander in receiving, processing, and clearing cargo at the SPOE. It is under the operational control of the port commander. This includes the PSA augmentation and associated logistic support for deploying units. The PSA establishes the necessary communications to ensure the proper flow of cargo. When the PSA is insufficient or unavailable by a contracted organization the port commander will develop a plan with key stake holders to address the gap.

c. DDSTs are not standalone units, but are a smaller size of their parent unit, a Deployment and Distribution Support Battalion (DDSB).

(1) Each DDSB includes a command group, two Terminal Management Teams (TMTs) and three DDSTs.

(2) The DDSTs, which remain operationally controlled by their DDSB or SDDC Transportation Battalion, deploy to installations in direct support of the division transportation office (DTO) or installation transportation office (ITO)/unit movement coordinator (UMC) for deployment operations, and the TMTs manage individual vessel berth operations in ocean terminals. Since the DDSTs and TMTs are integral to the DDSB, the deploying unit has a single point of contact, at battalion command level, for every aspect of its deployment process from installation to ocean terminal load-out.

(3) In its direct support to installation role, a DDST's primary mission is to assist the DTO and installation UMC to ensure the deploying units' equipment is properly prepared and correctly documented prior to its departing the installation and its subsequent arrival at the port in accordance with call forward movement schedules. Based on requirements identified by the ITO/UMC and DTO in coordination with the port, the DDST can assist in preparing movement documentation, and can provide hands-on training/guidance in equipment preparation and tie-down procedures.

(4) The TMT manages the vessel load-out operations in the ocean terminal, ensuring that the deploying units' equipment is properly loaded and stowed. They do this by managing the contracted labor which performs the operational work associated with loading and/or off-loading a ship.

(5) DDSTs are force multipliers in the deployment process in a strictly advisory role. Directly supporting the DTO, mobility warrant officer, UMO, and ITO with equipment and container preparation, Transportation Coordinators' Automated Information for Movement System II (TC-AIMS II) documentation and radio frequency ITV technology assistance. They provide liaison, predeployment equipment preparation, and coordination support from the installation to the POE/debarkation. The DDST do not actually document or load equipment, they advise based on current transportation requirements and doctrine. The DDST has a specific task and purpose to the deploying unit/installation, and to its DDSB or SDDC Transportation Battalion:

(a) Provide deployment assistance to the Brigade Mobility Officer or Installation Transportation Officer and the air and sea port operating units.

(b) Assist units with movement to designated POE or POD.

- (c) Provide deployment support from fort to port through movement planning, preparation and communication.
- (d) Ensure accuracy of documentation associated with deploying equipment.
- (e) Provide technical guidance and assistance to units in preparing, maintaining, and executing movement plans, unit movement data (UMD), and related documentation to include BBPCT.
- (f) Inspect equipment to ensure that vehicles are correctly identified, cargo is properly loaded on the vehicles, and no equipment is missing that would impair the loading operations at the port.
- (g) Provide hazardous materials (HAZMAT) qualified personnel to assist unit HAZMAT certifiers in preparation of hazardous cargo documentation.
- (h) Coordinate with U.S. Coast Guard Container Inspection and Training Assistance Team (CITAT) to conduct training and inspect containers and HAZMAT cargo at installations for outside continental United States (OCONUS) deployments and Redeployment Assistance Inspection Detachment Team for U.S. Coast Guard mission support within theater.
- (i) Provide daily situation report and ITV updates.
- (j) Provide personnel to monitor and report on container movements in theater.
- (6) DDST standard size (3 x 7 PAX = 21 Total) can vary based on mission and availability.

Table 2-1

Deployment and distribution support team

Transportation officer	O-4	90A88 (1x)
Senior movement control noncommissioned officer (NCO)	E-8	88Z5O (1x)
Senior movements NCO	E-7	88N4O (1x)
Movement supervisor	E-6	88N3O (2x)
Assistant movements NCO	E-5	88N2O (2x)

(7) DDSTs are typically predesignated for operations at specific installations. Installations should establish and maintain habitual relationships with the DDST. However, any DTO and/or ITO can request DDSB/DDST assistance at any time. Requests for DDSB/DDST assistance must be made to the SDDC, G-37, Exercises, Readiness, and Training Division which will respond by:

- (a) Scheduling a DDST to perform annual training (AT) with the unit and/or ITO.
- (b) Tasking the DDSB through the DSC to provide assistance during inactive duty training.
- (c) Coordinating with FORSCOM G-3/5/7 to resolve any support issues. Requests will be initiated by the requestor and routed through the DTO or AFSB to the SDDC G37 Exercises, Readiness, and Training Division at usarmy.scott.sddc.mbx.ddst-desk@mail.mil using the Total Force Integration Support Request form version 16. Support form is available at the above stated email address. Request for support will be submitted no later than 180 days prior to requested support. Request forms submitted after the 180 deadline will be considered and supported if teams are available. Support can be requested for any CONUS based mission.
- (8) Process for requesting DDST support overview:
 - (a) Complete the DDST Form. The DDST request form needs to be accurate to construct the appropriate size of the DDST to fulfill their mission.
 - (b) DDST Request Form should be submitted to the Unit Movement Section no later than 90 days prior to unit upload date.
 - (c) DDST Form is submitted to the SDDC G3 for processing no later than 60 days prior to unit upload date.
 - (d) Authentication (SDDC): Mission support is verified and cargo type is analyzed by the SDDC.
 - (e) Mission type is determined by DDST, CITAT, or Port Support.
 - (f) Mission priority (SDDC) is a priority of support is determined based on mission, (such as for Combat Training Centers, Contingency Operations, Exercise, and Deployments).
 - (g) Accounting for the SDDC G3 and the customer unit conduct a cost estimate to support the mission. Appropriate funding will be allocated to provide for the DDST mission. Mission costs depend on team size, temporary duty, transportation and lodging costs. A final estimate is sent to the SDDC G8 for approval.

(h) SDDC G3 approves the mission and provides an operational order (OPORD) to the DDST. The OPORD includes the line of accounting to fund the DDST mission.

(i) Sourcing to the SDDC will source the mission to the appropriate active DDST. Teams mobilize from active components, USAR, U.S. Coast Guard, Transportation brigades and battalions.

(j) Scheduling the DDST is scheduled to meet the customer unit at the loading site or POE.

(9) SDDC funds approved DDST for named/OCO missions. DDSTs in support of CONUS missions are paid for by units according to the SDDC customer advisory.

2-14. Deployment programs and training

Proficiency in deployment planning and execution can be achieved in only two ways. One is to actually deploy. The other is to train and exercise personnel, at all levels, in deployment procedures.

a. An Emergency Deployment Readiness Exercise (EDRE) and Sea Emergency Deployment Readiness Exercise are effective ways to train and assess personnel, processes, and procedures. See chapter 4 of this pamphlet for details about DRE.

b. Commanders must ensure the CDDP is established to prepare personnel responsible for planning or executing deployment and redeployment operations. See chapter 5 of this pamphlet for details about the CDDP.

c. Other events or requirements to enhance the level of deployment knowledge for unit and headquarters personnel include:

(1) Command post exercises.

(2) Deployment Rehearsal of Concept drill.

(3) Collective deployment training. Enables units and personnel to exercise their knowledge, skills, attitudes, and abilities to become proficient. Units must identify deployment as a mission essential task, annotate it on their mission essential task list, and gain and maintain proficiency. Many Army training programs offer the opportunity to include deployment training in major training events. Companies and battalions train to meet unit and individual training requirements for deployment operations.

(4) Trained unit personnel assigned to deployment duties and positions. Units with deployment missions are required to have an appropriate number of personnel trained to perform special deployment duties. These duties include UMO, unit loading teams, hazardous cargo certifying officials, container control officers (CCOs), and air load planners knowledgeable of Airfield Integrated Interface (A2I). Some commands and installations maintain a local capability to provide deployment training to ensure the supported units have ready access to the required training. See table 2-2 for unit training by echelon.

Table 2-2
Unit training by echelon

Position/level	Company	Battalion	Brigade	Division	Installation
UMO	ABCD	ABCD	ABCD	CDDP: Ensure subordinate units meet Army and local training requirements for UMO, Transportation Coordinators—Automated Information for Movements System II (TC—AIMS II), air load planner, Hazardous Material, CCO, Intermodal Dry Container/International Convention for Safety Containers Re-inspection Course	A(UMC)
Alternate UMO	ABCD	ABCD	BD		
CCO	ABD	ABCS	ABCD		B
Air load planner	C	D	CD		B
Hazardous cargo certifying officials	ABCD	BCD	CD		
Container re-inspection	D	D			
TC—AIMS II	D	D	C		

Table 2–2
Unit training by echelon—Continued

Position/level	Company	Battalion	Brigade	Division	Installation
Unit loading teams	BC	C	C		

Legend for guidance and authoritative source documents:

A = AR 525–93

B = CDDP Check Lists (see app C of this pamphlet)

C = ATP 3–35

D = Major Subordinate Command Regulation

Chapter 3

Deployment Planning

3–1. Overview

Deployment planning considers mission requirements and the time available to accomplish the mission. During deployment operations supported CCDRs are responsible for building and validating requirements, determining predeployment standards, and balancing, regulating, and effectively managing the transportation flow. Deployment planning activities include all actions required for the deployment of forces up to the point of their employment. It involves planning to move, receive, and integrate forces from origin to final destination. Planning is conducted at all four levels of warfare (strategic, theater strategic, Aoperational, and tactical) and across all three Army components. See figure 3–1 for an illustration of the levels of warfare that includes plans, guidance, and or employment at each level. Understanding the mission contributes significantly to determining deployment planning considerations.

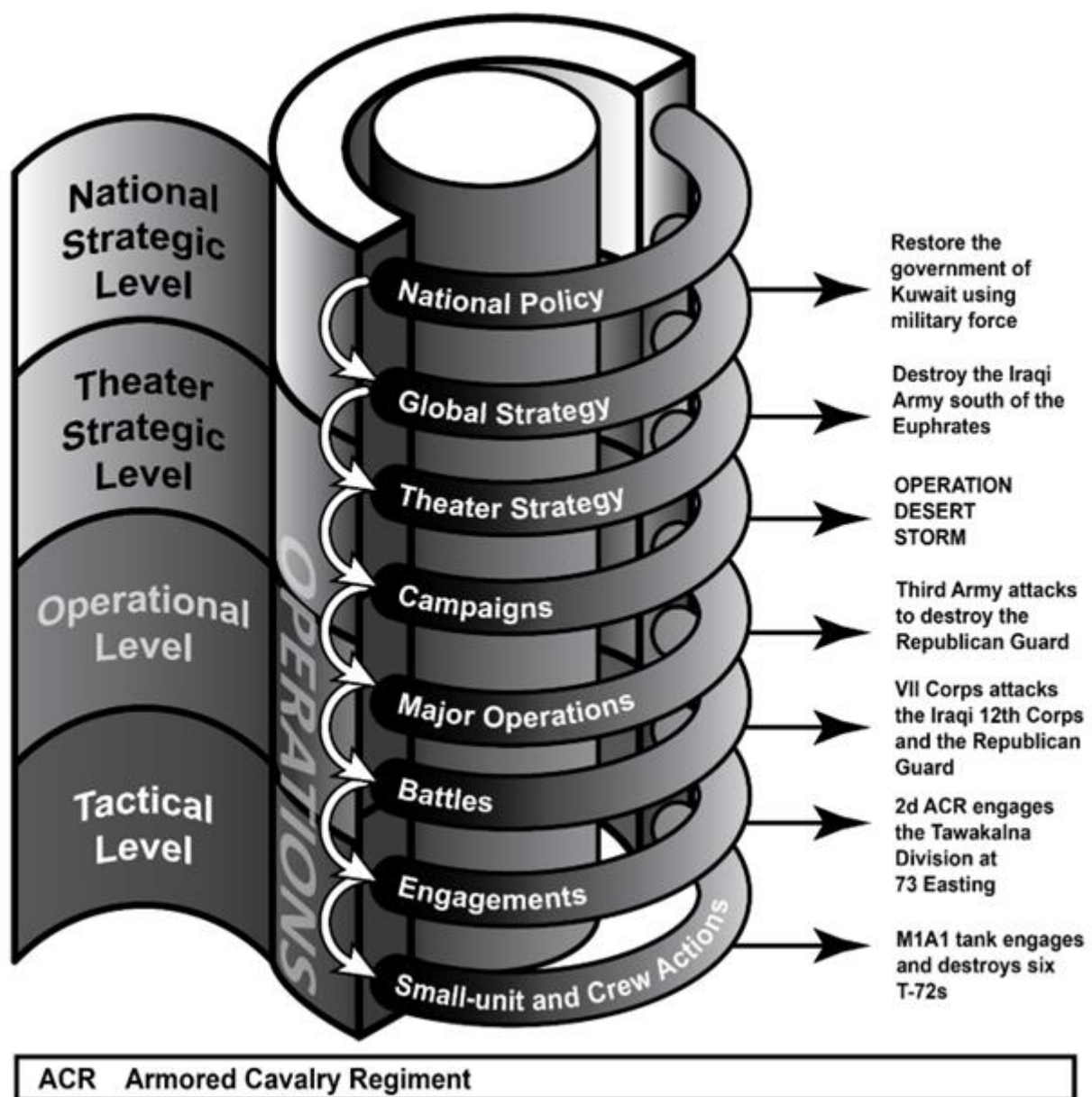


Figure 3-1. Levels of warfare

3-2. Strategic and operational planning

a. Strategic level guidance provides policy and context for deployment planning when determining priority to allocate resources and establish urgency of movement of personnel, cargo, and equipment. Strategic level guidance includes:

- (1) National Security Strategy.
- (2) National Defense Strategy.
- (3) National Military Strategy.
- (4) Joint Strategic Campaign Plan.
- (5) Unified Command Plan.
- (6) Global Campaign Plans.

(7) Global Force Management Implementation Guidance.

(8) GFMAP.

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

(1) Campaign plan.

(2) Concept plan.

(3) OPLAN.

(4) The above types of plans identify types and numbers of forces.

c. Activities and actions from orders regarding deployment and redeployment.

(1) A deployment order (DEPOD) is a planning directive from SECDEF, issued by the Chairman of the Joint Chiefs of Staff. It authorizes the transfer and allocation of all forces among CCMDs, Services, and DoD agencies and specifies the authorities the gaining CDR will exercise over specified forces to be transferred. The GFMAP is a global DEPOD for all allocated forces. Force providers deploy or prepare forces to deploy on a specified timeframe as directed in the GFMAP.

(2) Prepare to deploy orders (PTDOs) are approved by SECDEF for allocated forces and contained in the GFMAP. The supported CDR may order their assigned forces to deploy or order them to be prepared to deploy via a DEPOD. A PTDO is an order to prepare a unit to increase the deployability posture of units on a specified timeline.

3-3. Strategic deployment goals

a. Strategic deployment goals enable installations to determine the type of infrastructure necessary to deploy forces in support of operations worldwide. The force size, installation infrastructure, and available strategic mobility assets combined will provide planners with the ability to frame force deployments in different scenarios to assure Army readiness is at measurable and acceptable standards.

b. Figure 3-2 illustrates current strategic deployment goals. The intent of these goals is to:

(1) Establish the army's focus on deployment readiness.

(2) Emphasize the army's ability to execute force projection in support of limited notice OPLAN contingencies or dynamic force employment (DFE) missions.

(3) Develop deployment effectiveness.

(4) Inform DRE standards, and define gaps and shortfalls in unit deployment and installation resourcing.

c. Installation deployment standard for all PPPs. Assuming strategic indicators and warning, as determined by the Joint staff or supported CDR and HQDA provided warning to units and installations in the form of an alert order or a PTDO. The last piece of early deploying equipment departs the installations within three days (C+3) of the given ready to load date, assuming the Joint staff or supported CDR and HQDA determines 14 days of strategic indicators and warning. The provided warning to units and installations will be in the form of an alert order or a PTDO.

d. Installation deployment standards for installations with designated early deploying unit. Assuming 10 days of strategic indicators and warning, as determined by the joint staff or supported CDR and HQDA provided warning to units and installations in the form of an alert order or a PTDO. The last piece of early deploying equipment departs the installation by C+3 assuming the Joint staff or supported CDR and HQDA determines 10 days of strategic indicators and warning. The provided warning. The provided warning to units and installations will be in the form of an alert or a PTDO.

e. The Army strategic deployment goals set conditions to allow the army to execute DFE in support of global integrated operations (GIO). HQDA will add a goal achievement timeframe no later than fiscal year 2022 that will enable goal modification as indicated by speed of war assessments.

f. GIO is a core tenet of the 2018 national defense strategy (NDS). As part of the GIO, the NDS introduces two concepts: DFE and the global operating model. DFE provides SECDEF with a force capable of

short notice employment that will shape the operational environment and challenge adversaries' decision making processes. Forces employed within DFE execute various tasks associated with the GOM.

g. Purpose of the strategic deployment goals and installation deployment standards:

(1) To strategically message the army's ability to execute expeditionary deployment of forces in support of DFE to the total army, the joint forces, the U.S. Government, allies, and adversaries.

(2) To inform senior leader decisions to shape the army's global posture footprint.

(3) To improve installation and unit deployment readiness.

(4) To provide installation deployment support standards to establish quantifiable metrics that enable organizations and agencies to meet prescribed CCDR timelines.

(5) To provide guidance for deployment activities. The installation will need to determine when to start actual deployment activities (rail operations, convoy, and truck loading of unit equipment to the POE).

This will establish the mark when units have to be ready to load. The alert order must be issued before this point and provide appropriate guidance for spending funds required to execute deployment activities. Installations will also use these standards to support enhancements in infrastructure or manning needed to meet the standard. Furthermore, installations should utilize the amount of Army Reserve units they support within their Area of Support in accordance with AR 525–93, for manning needed to meet the standard of processing UMD and assisting in movement planning for Army Reserve units.

(6) To provide unit deployment support training standards to create a deployment-ready mindset and meet CCDR timelines.

Strategic Deployment Roadmap for Success

Strategic Deployment Goals that enable...

Echelon (Type)	Deployment Mode	ALD ¹	Load Time ²	EAD ^{3,4}
Brigade Drawing APS	Airlift {PAXw/TAT}	C+2	C+2	C+3
Division HQ	Airlift {PAXw/TAT}	C+2	C+2	C+3
Corps HQ	Airlift {PAXw/TAT}	C+2	C+2	C+3
BCT (I/S/A)	Sealift MTOE Equipment	C+6	C+9	C+32
Enabler Package ⁵	Sealift MTOE Equipment	C+6	C+9	C+32

Combat Power Build Over Time*

Echelon	EAD
3 x BCT ⁶	C+10
1 x Div (1 Div HQ + 3 x BCTs + Enabler Package)	C+15
6x BCTs	C+32
2x Div (2x Div HQ + 6 x BCTs + Enabler Package)	C+45
1x Corps (1 CorpsHQ +3 Div HQ + 18x BCTs + Enabler Package)	C+60

*Assumes forces will simultaneously deploy from multiple installations⁷ to multiple POEs

Notes:

¹ Available Load Date: Cargo Staged at SPOE/APOE. Assuming C-Day given strategic warning of 14 days (COMPO 1) and 21-51 days (COMPO 2 and 3).

² Load Time: Time allocated to load conveyance; Airlift (4 hours), Sealift (3 days).

³ Sailing West (15 days): Average of all sailing times from the East Coast, Gulf and West Coast.

⁴ Sailing West (13 days): Average of all sailing times from the East Coast, Gulf and West Coast.

⁵ Enabler package capability is identified by supported Division of Corps HQ and consists of tailorable force packages: CAB, Fires, Intel, Protection, Sustainment and Mission Command.

⁶ Assumes BCTs and Enabler package are drawing APS (APD 2 or 4; APS 3)

⁷ **PPP Installation deployment standard** = Last piece of early deploying Brigade sized element departs the installation within 3 days of established ready to load date (RLD).

Legend:

ALD - available load date; APOE - aerial port of embarkation; APS - Army pre-positioned stocks; BCT - brigade combat team; C-day - day deployment starts; CAB - combat aviation brigade; COMPO - component; EAD - earliest arrival date; Div - division; HQ - headquarters; I/S/A - infantry/stryker/armored; MTOE - modified table of organization and equipment; PAX - passenger; POE - port of embarkation; PPP - power projection platform; TAT - to accompany troop (cargo transported with troops)

Figure 3–2. Strategic deployment goals

3–4. Installation deployment support plan

Deployment planning initiates actions that leads to development and maintenance of the installation deployment support plan (IDSP). Organizations and units are involved at all levels to support planning and execution of deployments.

a. Installation Deployment Support Plan.

(1) Senior commanders ensure installations provide the support necessary for units to deploy within a timeframe to meet CDR requirements. This will require integration of installation support staff from all organizations with deployment support responsibilities.

(2) The IDSP along with published local procedures, provides guidance to installation organizations that support deploying and redeploying units. The Installation Directorate of Plans, Training, Mobilization, and Security (or the state JFHQ and USAR equivalent) is responsible for integrating organizations across the installation to create and exercise the IDSP.

(3) For standardization, the IDSP (see fig 3–3) should follow the five-paragraph operations order per FM 6–0, with the modified annexes listed in table 3–1. The five required paragraphs are: situation, mission, execution, sustainment, and command and signal.

Sample Template - Installation Deployment Support Plan

References.

- a. List references essential to understanding the support plan.
- b. List references concerning a specific function in the appropriate annexes.

1. **SITUATION.** Describe the conditions of the operational environment that impact how the installation will conduct pre-deployment activities and operational requirements in support of units deploying and redeploying for homeland defense and contingency operations. These activities include operations involving: fixed wing/rotary wing airfields, rail networks, staging yards, commercial truck loading, deployment container staging, Soldier Readiness Processing (SRP), and convoy staging.

a. Task Organization. Describe the installation organization, personnel, units, and contractors available to the installation in support of this plan and their command and support relationships. Task order should include agencies responsible for the deployment and redeployment of Active Component (AC) and Reserve Component (RC) forces in support of contingency operations. Use Annex A, Task Organization, as required.

b. Assumptions. List information not confirmed as factual but necessary to enable execution of the plan. Example: First and second labor shifts available to maintain rated daily throughout at the rail yard.

2. **MISSION.** Describe the essential deployment and redeployment support task(s), purpose, and action containing the elements of who, what, when, where, and why.

3. **EXECUTION.** Describe how the installation will receive and move units, AC and RC as applicable, using all available modes of transportation in support of contingencies, exercises, deployments, and redeployments even those away from the installation. This paragraph will also indicate required functional such as (movement control, convoy operations, marshalling, and staging areas).

a. Concept of Operations. The concept of operations is a statement that describes how units, personnel, organizations and contractors cooperate to accomplish the mission through a sequence of actions. Use Annex C, Operations, for supporting information.

b. Tasks and Responsibilities. Briefly describe tasks and responsibilities assigned to units, personnel, organizations, and contractors that report directly to the Emergency Operations Center or equivalent location as established by the Senior Commander. Use appropriate annexes for supporting information.

4. **SUSTAINMENT.** Describe the concept of sustainment, including priorities of sustainment by unit or area. Use Annex E, Sustainment for supporting information.

5. **COMMAND AND SIGNAL.**

a. Command. Provide the Senior Commander and the key installation leaders who are involved in the IDSP planning and execution.

b. Signal. Describe the concept of signal support, including location, and movement of key signal nodes and critical electromagnetic spectrum considerations throughout the operation. Refer to Annex G (Signal) as required.

OFFICIAL:

**GENERAL
MG**

STAFF G-3

ANNEXES:

A - Task Organization
B - Intelligence
C - Operations
D - Protection
E - Sustainment

F - Installation Mobilization Support Plan
G - Signal
H - Public Affairs
I - Host Nation Support
J - Knowledge Management

K - Reports
L - Inter-Service and
Inter-Agency Coordination
M - Operational Contract Support
N - Rear Detachment Plan

Figure 3–3. Sample installation deployment support plan

Table 3–1**Sample Installation Deployment Support Plan Exercise Program Table of Annexes**

Annexes information	Annexes continued
Annex A Task Organization	Annex F Installation Mobilization Support Plan
Annex B Intelligence	Annex G Signal
Annex C Operations	Annex H Public Affairs
Appendix 1 EOC Deployment Operations	Annex I Host Nation Support
Appendix 2 Soldier Readiness Process Operations	Annex J Knowledge Management
Annex D Protection Appendix 1 Operational Area Security Appendix 2 Safety Appendix 3 Operations Security	Annex K Reports Appendix 1 Deployment N-hour sequence reporting
Annex E Sustainment Appendix 1 Logistics Tab A Sustainment Plan Tab B Maintenance Tab C Transportation Tab C–1 Movement Control Exhibit 1 Procedures for arriving and departing Exhibit 2 Traffic circulation and control Exhibit 3 Traffic circulation overlay Exhibit 4 Highway regulation Tab C–2 Convoy Operations Exhibit 1 En route maintenance Exhibit 2 Procedures for convoying equipment Exhibit 3 Assignment of gates/local routes for convoying units arriving or departing the installation Exhibit 4 Locations of convoy route support centers Tab C–3 Marshalling and Staging Areas Exhibit 1 Designation of areas Exhibit 2 Standard operating procedures Tab C–4 Support to Port of Embarkation Tab D Supply Exhibit 1 Consolidated unit blocking, bracing, crating, packaging, and tie-down Exhibit 2 Consolidated unit deployment container requirements Exhibit 3 Real Property turn-in procedures Tab E Field Services	Annex L Inter-Service and Inter-Agency Coordination Annex M Operational Contract Support Annex N Rear Detachment Plan

(4) Installations differ in geographical location, infrastructure, and types of deployable units. The IDSP should include installation specific capabilities, assumptions, limitations, and other relevant factors to describe policies, processes, and procedures used to receive and deploy units. Installations with RC mobilization missions should use table 3–1 to integrate installation deployment and mobilization support plans. See figure 3–4 for a notional installation complex.

b. Installation Deployment Support Plan Exercise Program.

(1) *General.* All designated senior commanders should schedule an annual IDSP exercise and report their evaluation of exercise outcome to the next higher headquarters. These IDSP exercises should be

conducted with allocated operating funds. They can be integrated with scheduled DREs. A key output of the exercise and evaluation program is the assignment of responsibilities to appropriate organizations, units, or personnel to correct deficiencies and shortfalls identified during the exercise and evaluation process.

(2) *Reporting.*

(a) All CONUS-based senior commanders will report the status of the IDSP exercise and evaluation to FORSCOM G-33 Battle Captains via email at usarmy.bragg.forscom.mbx.g3-battle-captain@mail.mil, usarmy.bragg.forscom.mbx.g3-battle-captain@mail.sipr.mil, commercial: 910-570-7063, or DSN: 670-7063.

(b) OCONUS-based senior commanders (or designated commander) will report the status of the IDSP exercise and evaluation to their ASCC.

(c) ARNG state adjutants general/commanding general will:

1. Ensure JFHQ are familiar with the IDSP (or equivalent plan) and are prepared to implement the plan provided notice and adequate resourcing.

2. Report the status of the IDSP (or equivalent plan) exercise and evaluation to Headquarters, ARNG.

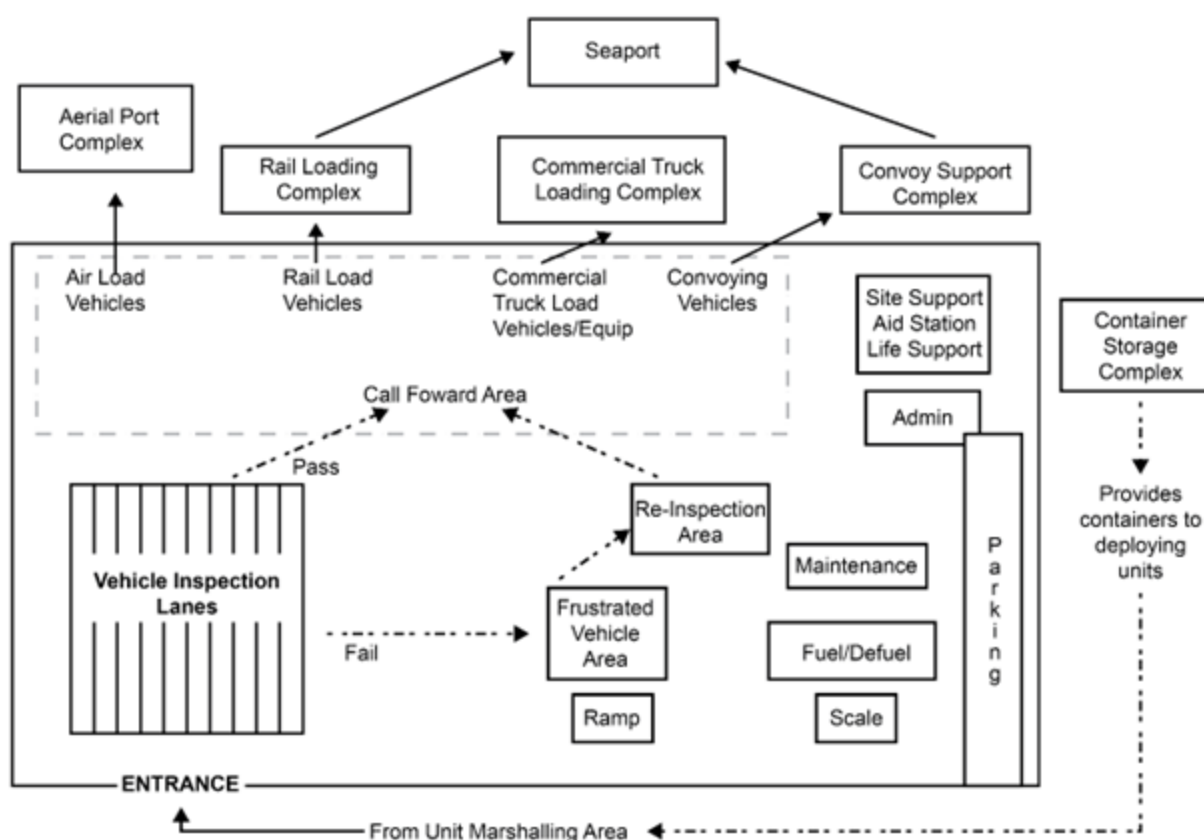


Figure 3-4. Notional installation complex

(3) PPPs and MFGIs. These designated installations will support Army force generation and force projection to meet CCMD OPLAN requirements and implementation of the NDS, DFE and globally integrated operations. See appendix D for definitions of MFGIs and PPPs and for the minimum installation capabilities, facilities, and resources required to conduct successful, little-to-no-notice Army deployments. Appendix E provides MFGI and PPP sequencing and appendix F provides a list of MFGIs and PPPs. See AR 500-5 for detailed information regarding MFGIs and PPPs in support of mobilization.

3–5. Unit movement planning support to Component 2 and Component 3

a. Specific installations are identified as capable of providing unit movement planning support by U.S. State, territory, and county where USAR units are present. Table 3–2 is a list by installation and the identified areas of units by states and counties and in some situations by city. Although the following lists are based on geographical locations they do not restrict units from utilizing other installations if that installation ITO is capable of meeting their requirements. An agreement must be made between the unit and installation in accordance with AR 5–9. Also every unit must have an agreement in place with an installation for the transportation system of record requirements.

b. Component 2 responsibilities for transportation support involves two key items.

(1) In support of REARMM NG JFHQs state are responsible for coordinating transportation support for Component 2 units. However, ARNG units may require active installation support that includes utilization of the closest installation if that is the only rail site available or the closest airfield available. In these cases, the NG JFHQs state must establish a service agreement with that installations per AR 5–9.

(2) Predeployment planning for BBPCT is a unit responsibility to source, procure, and fund. Redeployment planning for BBPCT and disassembly of equipment (including aircraft) is the supported command's responsibility.

c. Component 3 responsibilities for transportation support involves six key items.

(1) Coordinate transportation support from home station to mobilization station (MS) or A/SPOE mobilization in support of deployment operations. Transportation of Training Set vehicles, Personnel, and/or borrowed equipment for training a deploying unit or unit equipment that is not intended to deploy with the unit to the theater is funded by either First Army or U.S. Army Training Doctrine Command (TRADOC). Army Sustainment Command (ASC) does not provide funding for 156–R equipment. ASC can assist in cost estimates and use a Funds Site created by the USAR unit for the movement of equipment and personnel.

(2) Review and provide assistance to UMOs and unit movement NCOs in the correction and input of organizational equipment list (OEL) data and UDL data via the transportation system of record. It is the units' responsibility to ensure OEL and UDL data is updated in accordance with force provider guidance. USAR Headquarters is responsible for submission of OEL updates. Supporting installations and/or MS Installations are responsible for submitting UDL data and updates for down range deployment validation requirements for USAR units once the units are mobilized and in Title 10 status.

(3) Assist units with requirements planning for BBPCT (it is a unit responsibility to source, procure, and fund BBPCT).

(4) Installation CCO to assist with ordering containers from AIDPMO.

(5) The ITO will provide USAR units within their area of responsibility (see table 3–2), with transportation support planning. This includes cost estimates for transportation of equipment and personnel for a USAR unit in support of deployment and processing the unit Funds Verification and Use Authorization to ASC (that is, home-station to SPOE and/or APOE, home-station to mobilization site and/or MFGI). USAR units are responsible for providing equipment data which allows the installations to provide the cost estimates for submitting the Funds Verification and Use Authorization requests.

(6) The areas of unit movement planning support comply with the premise that the geographically-closest installation would have the responsibility for and maintain the capacity to provide these support services, but does not limit support should alternate PPP or MFGIs be better suited to provide the support.

Table 3–2
Unit movement support plan

The below list of installations or equivalents are capable of providing unit movement planning. The list also includes states and counties where support can be extended by installations.

Devens RFTA, MA

CT: Fairfield, Hartford, Litchfield, Middlesex, New Haven, New London, Tolland, Rockville, Windham.

ME: Androscoggin, Aroostook, Cumberland, Franklin, Hancock, Kennebec, Knox, Lincoln, Oxford, Penobscot, Piscataquis, Sagadahoc, Somerset, Waldo, Washington, York County.

MA: Barnstable, Berkshire, Bristol, Dukes, Essex, Franklin, Hampden, Hampshire, Middlesex, Nantucket, Norfolk, Plymouth, Suffolk, Worcester.

NH: Belknap, Carroll, Cheshire, Coos, Grafton, Hillsborough, Merrimack, Rockingham, Strafford, Sullivan

Table 3–2**Unit movement support plan—Continued**

RI: Bristol, Kent, Newport, Providence, Washington.

VT: Addison, Bennington, Caledonia, Chittenden, Essex, Franklin, Grand Isle, Lamoille, Orange, Orleans, Rutland, Washington, Windham, Windsor.

Fort Moore, GA

AL: Bibb, Blount, Calhoun, Chambers, Cherokee, Clay, Cleburne, Cullman, Etowah, Jackson, Jefferson, Lamar, Lauderdale, Lawrence, Limestone, Madison, Marion, Marshall, Morgan, Pickens, Randolph, Shelby, St. Clair, Talladega, Tallapoosa, Tuscaloosa, Walker, Winston.

FL: Bay, Calhoun, Columbia, Dixie, Escambia, Franklin, Gadsden, Gilchrist, Gulf, Hamilton, Holmes, Jackson, Jefferson, Lafayette, Leon, Liberty, Madison, Okaloosa, Santa Rosa, Suwanee, Taylor, Walton, Wakulla, Washington.

GA: Baker, Barrow, Bartow, Ben Hill, Berrien, Bibb, Bleckley, Brooks, Butts, Calhoun, Carrol, Catoosa, Chattahoochee, Chattanooga, Cherokee, Clay, Clayton, Clinch, Cobb, Colquitt, Cook, Coweta, Crawford, Crisp, Dade, Dawson, Decatur, DeKalb, Dodge, Douglas Dooley, Dougherty, Early, Echols, Fannin, Fayette, Floyd, Forsyth, Fulton, Grady, Gilmer, Gordon, Gwinnett, Habersham, Harris, Hall, Haralson, Heard, Henry, Houston, Irwin, Jasper, Jones, Lamar, Lanier, Lee, Lowndes, Lumpkin, Macon, Marion, Meriwether, Miller, Mitchell, Monroe, Murray, Muscogee, Newton, Paulding, Peach, Pickens, Pike, Polk, Pulaski, Rabun, Rockdale, Quitman, Randolph, Schley, Seminole, Spaulding, Stewart, Sumter, Talbot, Taylor, Terrell, Thomas, Tift, Towns, Troup, Turner, Twiggs, Upson, Webster, Wilcox, Worth, Union, Walker, Walton, White, Whitfield.

WV: Grant, Hardy, Pendleton.

Fort Liberty, NC

NC: All Counties.

Fort Belvoir, VA

VA: Arlington, Culpeper, Fairfax County, Fairfax City, Fauquier, Greene, Lancaster, Madison, Northumberland, Orange, Page, Prince William, Rappahannock, Rockingham, Shenandoah, Spotsylvania, Stafford, Warren, and Westmoreland.

Fort Bliss, TX

NM: All counties

TX: Brewster, Culberson, El Paso, Hudspeth, Jeff Davis, Loving, Pecos, Presidio, Reeves, Terrell, Ward, Winkler.

Fort Campbell, KY

TN: All counties

KY: Ballard, Breckinridge, Butler, Caldwell, Calloway, Carlisle, Christian, Crittenden, Daviess, Fulton, Graves, Grayson, Hancock, Henderson, Hickman, Hopkins, Livingston, Logan, Lyon, Marshall, McCracken, McLean, Muhlenberg, Ohio, Simpson, Todd, Trigg, Union, Webster.

Fort Carson, CO

CO: All counties

ID: All counties

MT: All counties

UT: All counties

Fort Drum, NY

NY: Albany, Allegany, Broome, Cattaraugus, Cayuga, Chautauqua, Chemung, Chenango, Clinton, Cortland, Erie, Essex, Franklin, Fulton, Genesee, Hamilton, Herkimer, Jefferson, Lewis, Livingston, Madison, Monroe, Montgomery, Niagara, Oneida, Onondaga, Ontario, Orleans, Oswego, Otsego, Rensselaer, Saratoga, Schenectady, Schoharie, Schuyler, Seneca, St. Lawrence, Steuben, Suffolk, Tioga, Tompkins, Warren, Washington, Wayne, Wyoming, Yates.

Fort Johnson, GA

GA: Banks, Baldwin, Burke, Clarke, Columbia, Elbert, Emanuel, Franklin, Glascock, Green, Hancock, Hart, Jackson, Jefferson, Jenkins, Johnson, Laurens, Lincoln, Madison, McDuffie, Morgan, Oconee, Oglethorpe, Putnam, Richmond, Screven, Stephens, Taliaferro, Warren, Washington, Wilkes, Wilkinson.

SC: Abbeville, Aiken, Allendale, Anderson, Barnwell, Beaufort Edgefield, Greenville, Greenwood, Hampton, Laurens, McCormick, Oconee, Pickens, Saluda, Spartanburg, Jasper.

Table 3–2
Unit movement support plan—Continued

Fort Cavazos, TX

TX: Andrews, Angelin, Archer, Armstrong, Bailey, Baylor, Borden, Bosque, Bowie, Briscoe, Brown, Burnet, Callahan, Camp, Carson, Cass, Castro, Cherokee, Childress, Clay, Cochran, Coleman, Collin, Collingsworth, Comanche, Concho, Cooke, Coryell, Cottle, Crane, Crockett, Crosby, Dallam, Dallas, Dawson, Deaf Smith, Delta, Denton, Dickens, Donley, Eastland, Ector, Ellis, Erath, Falls, Fannin, Fisher, Floyd, Foard, Franklin, Gaines, Garza, Glasscock, Gray, Grayson, Gregg, Grimes, Hale, Hall, Hamilton, Hansford, Hardeman, Hardin, Harrison, Hartley, Haskell, Hemphill, Henderson, Hill, Hockley, Hood, Hopkins, Houston, Howard, Hunt, Hutchinson, Irion, Jack, Jasper, Johnson, Jones, Kaufman, Kent, Kimble, King, Knox, Lamar, Lamb, Lampasas, Leon, Liberty, Limestone, Lipscomb, Llano, Lubbock, Lynn, McCulloch, McLennan, Madison, Marion, Martin, Mason, Menard, Midland, Milam, Mills, Mitchell, Montague, Montgomery, Moore, Morris, Motley, Nacogdoches, Navarro, Newton, Nolan, Ochiltree, Oldham, Palo, Pinto, Panola, Parker, Parmer, Polk, Potter, Rains, Randall, Reagan, Red River, Roberts, Robertson, Rockwall, Runnels, Rusk, Sabine, San Augustine, San Jacinto, San Saba, Schleicher, Scurry, Shackelford, Shelby, Sherman, Smith, Somervell, Stephens, Sterling, Stonewall, Sutton, Swisher, Tarrant, Taylor, Terry, Throckmorton, Titus, Tom Green, Trinity, Tyler, Upshur, Upton, Van Zandt, Walker, Washington, Wheeler, Wichita, Wilbarger, Williamson, Wise, Wood, Yoakum, Young, Orange (except Beaumont area).

Fort Huachuca, AZ

AZ: All counties

Fort Irwin, CA

NV: Clark

CA: Imperial, Inyo, Riverside, San Bernardino, San Diego

Fort Jackson, SC

SC: Bamberg, Berkeley, Calhoun, Charleston, Cherokee, Chester, Chesterfield, Clarendon, Colleton, Darlington, Dillon, Dorchester, Fairfield, Florence, Georgetown, Horry, Kershaw, Lancaster, Lee, Lexington, Marion, Marlboro, Newberry, Orangeburg, Richland, Sumter, Union, Williamsburg, York

Fort Knox, KY

KY: Adair, Allen, Anderson, Barren, Bath, Bell, Boone, Bourbon, Boyd, Boyle, Bracken, Breathitt, Bullitt, Campbell, Carroll, Carter, Casey, Clark, Clay, Clinton, Cumberland, Edmonson, Elliott, Estill, Fayette, Fleming, Floyd, Franklin, Gallatin, Garrard, Grant, Grayson, Green, Greenup, Hardin, Harlan, Harrison, Hart, Henry, Jackson, Jefferson, Jessamine, Johnson, Kenton, Knott, Knox, LaRue, Laurel, Lawrence, Lee, Leslie, Letcher, Lewis, Lewis, Lincoln, Madison, Magoffin, Marion, Mason, Martin, McCreary, Meade, Menifee, Mercer, Metcalfe, Monroe, Montgomery, Morgan, Nelson, Nicholas, Oldham, Owen, Owsley, Pendleton, Perry, Pike, Powell, Pulaski, Roberston, Rockcastle, Rowan, Russell, Scott, Shelby, Spencer, Taylor, Trimble, Warren, Washington, Wayne, Whitley, Woodford, Wolfe

IL: Champaign, Christian, Clark, Coles, Crawford, Cumberland, DeWitt, Douglas, Edgar, Edwards, Effingham, Ford, Fulton, Iroquois, Jasper, Lawrence, Logan, Macon, Mason, McLean, Menard, Moultrie, Piatt, Richland, Shelby, Tazewell, Vermillion, Wabash.

IN: Adams, Allen, Bartholomew, Benton, Blackford, Boone, Brown, Carroll, Cass, Clark, Clay, Clinton, Crawford, Daviess, Dearborn, Decatur, DeKalb, Delaware, Dubois, Fayette, Floyd, Fountain, Franklin, Fulton, Gibson, Grant, Greene, Hamilton, Hancock, Harrison, Hendricks, Henry, Howard, Huntington, Jackson, Jasper, Jay, Jefferson, Jennings, Johnson, Knox, Kosciusko, Lawrence, Madison, Marion, Marshall, Martin, Miami, Monroe, Montgomery, Morgan, Newton, Noble, Ohio, Orange, Owen, Parke, Perry, Pike, Posey, Pulaski, Putnam, Randolph, Ripley, Rush, Scott, Shelby, Spencer, Starke, Steuben, Sullivan, Switzerland, Tippecanoe, Tipton, Union, Vanderburgh, Vermillion, Vigo, Wabash, Warren, Warrick, Washington, Wayne, Wells, White, Whitley.

OH: All counties

Fort Gregg-Adams, VA

VA: Albemarle, Alexandria, Alleghany, Amelia, Amherst, Appomattox, Augusta, Bath, Bedford, Bland, Botetourt, Bristol, Brunswick, Buchanan, Buckingham, Buena Vista, Campbell, Caroline, Carroll, Charles City, Charlotte, Charlottesville, Chesterfield, Clarke, Colonial Heights, Covington, Craig, Cumberland, Danville, Dickenson, Dinwiddie, Emporia, Essex, Falls Church, Floyd, Fluvanna, Franklin County, Frederick, Fredericksburg, Galax, Giles, Goochland, Grayson, Greensville, Halifax, Hanover, Harrisonburg, Henrico, Henry, Highland, Hopewell, King and Queen, King George, King William, Lee, Lexington, Loudoun, Louisa, Lunenburg, Lynchburg, Manassas, Manassas Park, Martinsville, Mecklenburg, Montgomery, Nelson, New Kent, Norton, Nottoway, Patrick, Petersburg, Pittsylvania, Powhatan, Prince Edward, Prince George, Pulaski, Radford, Roanoke County, Rockbridge, Russell, Salem, Scott, Smyth, Southampton, Staunton, Surry, Sussex, Tazewell, Washington, Waynesboro, Winchester, Wise, Wythe, Richmond County, Richmond City, Fairfax City, Franklin City, Roanoke City.

Fort Leonard Wood, MO

Table 3–2
Unit movement support plan—Continued

MO: All counties

IL: Adams, Alexander, Bond, Brown, Calhoun, Cass, Clay, Clinton, Fayette, Hancock, Hardin, Franklin, Gallatin, Green, Hamilton, Jackson, Jefferson, Jersey, Johnson, Macoupin, Madison, Marion, Massac, McDonough, Monroe, Montgomery, Morgan, Perry, Pike, Pope, Pulaski, Randolph, Saline, Sangamon, Schuyler, Scott, St. Clair, Union, Wayne, Washington, White, Williamson.

Joint Base Langley-Eustis, VA

VA: Accomack, Chesapeake, Gloucester, Hampton, Isle of Wight, James City, Mathews, Middlesex, Newport News, Norfolk, Northampton, Poquoson, Portsmouth, Suffolk, Virginia Beach, Williamsburg, York.

Devens RFTA, MA

CT: Fairfield, Hartford, Litchfield, Middlesex, New Haven, New London, Tolland, Rockville, Windham.

ME: Androscoggin, Aroostook, Cumberland, Franklin, Hancock, Kennebec, Knox, Lincoln, Oxford, Penobscot, Piscataquis, Sagadahoc, Somerset, Waldo, Washington, York County.

MA: Barnstable, Berkshire, Bristol, Dukes, Essex, Franklin, Hampden, Hampshire, Middlesex, Nantucket, Norfolk, Plymouth, Suffolk, Worcester.

NH: Belknap, Carroll, Cheshire, Coos, Grafton, Hillsborough, Merrimack, Rockingham, Strafford, Sullivan

RI: Bristol, Kent, Newport, Providence, Washington.

VT: Addison, Bennington, Caledonia, Chittenden, Essex, Franklin, Grand Isle, Lamoille, Orange, Orleans, Rutland, Washington, Windham, Windsor.

Fort Moore, GA

AL: Bibb, Blount, Calhoun, Chambers, Cherokee, Clay, Cleburne, Cullman, Etowah, Jackson, Jefferson, Lamar, Lauderdale, Lawrence, Limestone, Madison, Marion, Marshall, Morgan, Pickens, Randolph, Shelby, St. Clair, Talladega, Tallapoosa, Tuscaloosa, Walker, Winston.

FL: Bay, Calhoun, Columbia, Dixie, Escambia, Franklin, Gadsden, Gilchrist, Gulf, Hamilton, Holmes, Jackson, Jefferson, Lafayette, Leon, Liberty, Madison, Okaloosa, Santa Rosa, Suwanee, Taylor, Walton, Wakulla, Washington.

GA: Baker, Barrow, Bartow, Ben Hill, Berrien, Bibb, Bleckley, Brooks, Butts, Calhoun, Carrol, Catoosa, Chattahoochee, Chattanooga, Cherokee, Clay, Clayton, Clinch, Cobb, Colquitt, Cook, Coweta, Crawford, Crisp, Dade, Dawson, Decatur, DeKalb, Dodge, Douglas, Dooley, Dougherty, Early, Echols, Fannin, Fayette, Floyd, Forsyth, Fulton, Grady, Gilmer, Gordon, Gwinnett, Habersham, Harris, Hall, Haralson, Heard, Henry, Houston, Irwin, Jasper, Jones, Lamar, Lanier, Lee, Lowndes, Lumpkin, Macon, Marion, Meriwether, Miller, Mitchell, Monroe, Murray, Muscogee, Newton, Paulding, Peach, Pickens, Pike, Polk, Pulaski, Rabun, Rockdale, Quitman, Randolph, Schley, Seminole, Spaulding, Stewart, Sumter, Talbot, Taylor, Terrell, Thomas, Tift, Towns, Troup, Turner, Twiggs, Upson, Webster, Wilcox, Worth, Union, Walker, Walton, White, Whitfield.

WV: Grant, Hardy, Pendleton.

Fort Liberty, NC

NC: All Counties.

Fort Belvoir, VA

VA: Arlington, Culpeper, Fairfax County, Fairfax City, Fauquier, Greene, Lancaster, Madison, Northumberland, Orange, Page, Prince William, Rappahannock, Rockingham, Shenandoah, Spotsylvania, Stafford, Warren, and Westmoreland.

Fort Bliss, TX

NM: All counties

TX: Brewster, Culberson, El Paso, Hudspeth, Jeff Davis, Loving, Pecos, Presidio, Reeves, Terrell, Ward, Winkler.

Fort Campbell, KY

TN: All counties

KY: Ballard, Breckinridge, Butler, Caldwell, Calloway, Carlisle, Christian, Crittenden, Daviess, Fulton, Graves, Grayson, Hancock, Henderson, Hickman, Hopkins, Livingston, Logan, Lyon, Marshall, McCracken, McLean, Muhlenberg, Ohio, Simpson, Todd, Trigg, Union, Webster.

Fort Carson, CO

CO: All counties

Table 3–2
Unit movement support plan—Continued

ID: All counties

MT: All counties

UT: All counties

Fort Drum, NY

NY: Albany, Allegany, Broome, Cattaraugus, Cayuga, Chautauqua, Chemung, Chenango, Clinton, Cortland, Erie, Essex, Franklin, Fulton, Genesee, Hamilton, Herkimer, Jefferson, Lewis, Livingston, Madison, Monroe, Montgomery, Niagara, Oneida, Onondaga, Ontario, Orleans, Oswego, Otsego, Rensselaer, Saratoga, Schenectady, Schoharie, Schuyler, Seneca, St. Lawrence, Steuben, Suffolk, Tioga, Tompkins, Warren, Washington, Wayne, Wyoming, Yates.

Fort Gordon, GA

GA: Banks, Baldwin, Burke, Clarke, Columbia, Elbert, Emanuel, Franklin, Glascock, Green, Hancock, Hart, Jackson, Jefferson, Jenkins, Johnson, Laurens, Lincoln, Madison, McDuffie, Morgan, Oconee, Oglethorpe, Putnam, Richmond, Screven, Stephens, Taliaferro, Warren, Washington, Wilkes, Wilkinson.

SC: Abbeville, Aiken, Allendale, Anderson, Barnwell, Beaufort Edgefield, Greenville, Greenwood, Hampton, Laurens, McCormick, Oconee, Pickens, Saluda, Spartanburg, Jasper.

Fort Cavazos, TX

TX: Andrews, Angelin, Archer, Armstrong, Bailey, Baylor, Borden, Bosque, Bowie, Briscoe, Brown, Burnet, Callahan, Camp, Carson, Cass, Castro, Cherokee, Childress, Clay, Cochran, Coleman, Collin, Collingsworth, Comanche, Concho, Cooke, Coryell, Cottle, Crane, Crockett, Crosby, Dallam, Dallas, Dawson, Deaf Smith, Delta, Denton, Dickens, Donley, Eastland, Ector, Ellis, Erath, Falls, Fannin, Fisher, Floyd, Foard, Franklin, Gaines, Garza, Glasscock, Gray, Grayson, Gregg, Grimes, Hale, Hall, Hamilton, Hansford, Hardeman, Hardin, Harrison, Hartley, Haskell, Hemphill, Henderson, Hill, Hockley, Hood, Hopkins, Houston, Howard, Hunt, Hutchinson, Irion, Jack, Jasper, Johnson, Jones, Kaufman, Kent, Kimble, King, Knox, Lamar, Lamb, Lampasas, Leon, Liberty, Limestone, Lipscomb, Llano, Lubbock, Lynn, McCulloch, McLennan, Madison, Marion, Martin, Mason, Menard, Midland, Milam, Mills, Mitchell, Montague, Montgomery, Moore, Morris, Motley, Nacogdoches, Navarro, Newton, Nolan, Ochiltree, Oldham, Palo, Pinto, Panola, Parker, Parmer, Polk, Potter, Rains, Randall, Reagan, Red River, Roberts, Robertson, Rockwall, Runnels, Rusk, Sabine, San Augustine, San Jacinto, San Saba, Schleicher, Scurry, Shackelford, Shelby, Sherman, Smith, Somervell, Stephens, Sterling, Stonewall, Sutton, Swisher, Tarrant, Taylor, Terry, Throckmorton, Titus, Tom Green, Trinity, Tyler, Upshur, Upton, Van Zandt, Walker, Washington, Wheeler, Wichita, Wilbarger, Williamson, Wise, Wood, Yoakum, Young, Orange (except Beaumont area).

Fort Huachuca, AZ

AZ: All counties

Fort Irwin, CA

NV: Clark

CA: Imperial, Inyo, Riverside, San Bernardino, San Diego

Fort Jackson, SC

SC: Bamberg, Berkeley, Calhoun, Charleston, Cherokee, Chester, Chesterfield, Clarendon, Colleton, Darlington, Dillon, Dorchester, Fairfield, Florence, Georgetown, Horry, Kershaw, Lancaster, Lee, Lexington, Marion, Marlboro, Newberry, Orangeburg, Richland, Sumter, Union, Williamsburg, York

Fort Knox, KY

KY: Adair, Allen, Anderson, Barren, Bath, Bell, Boone, Bourbon, Boyd, Boyle, Bracken, Breathitt, Bullitt, Campbell, Carroll, Carter, Casey, Clark, Clay, Clinton, Cumberland, Edmonson, Elliott, Estill, Fayette, Fleming, Floyd, Franklin, Gallatin, Garrard, Grant, Grayson, Green, Greenup, Hardin, Harlan, Harrison, Hart, Henry, Jackson, Jefferson, Jessamine, Johnson, Kenton, Knott, Knox, LaRue, Laurel, Lawrence, Lee, Leslie, Letcher, Lewis, Lewis, Lincoln, Madison, Magoffin, Marion, Mason, Martin, McCareary, Meade, Menifee, Mercer, Metcalfe, Monroe, Montgomery, Morgan, Nelson, Nicholas, Oldham, Owen, Owsley, Pendleton, Perry, Pike, Powell, Pulaski, Robertson, Rockcastle, Rowan, Russell, Scott, Shelby, Spencer, Taylor, Trimble, Warren, Washington, Wayne, Whitley, Woodford, Wolfe

IL: Champaign, Christian, Clark, Coles, Crawford, Cumberland, DeWitt, Douglas, Edgar, Edwards, Effingham, Ford, Fulton, Iroquois, Jasper, Lawrence, Logan, Macon, Mason, McLean, Menard, Moultrie, Piatt, Richland, Shelby, Tazewell, Vermillion, Wabash.

Table 3–2**Unit movement support plan—Continued**

IN: Adams, Allen, Bartholomew, Benton, Blackford, Boone, Brown, Carroll, Cass, Clark, Clay, Clinton, Crawford, Daviess, Dearborn, Decatur, DeKalb, Delaware, Dubois, Fayette, Floyd, Fountain, Franklin, Fulton, Gibson, Grant, Greene, Hamilton, Hancock, Harrison, Hendricks, Henry, Howard, Huntington, Jackson, Jasper, Jay, Jefferson, Jennings, Johnson, Knox, Kosciusko, Lawrence, Madison, Marion, Marshall, Martin, Miami, Monroe, Montgomery, Morgan, Newton, Noble, Ohio, Orange, Owen, Parke, Perry, Pike, Posey, Pulaski, Putnam, Randolph, Ripley, Rush, Scott, Shelby, Spencer, Starke, Steuben, Sullivan, Switzerland, Tippecanoe, Tipton, Union, Vanderburgh, Vermillion, Vigo, Wabash, Warren, Warrick, Washington, Wayne, Wells, White, Whitley.

OH: All counties

Fort Gregg-Adams, VA

VA: Albemarle, Alexandria, Alleghany, Amelia, Amherst, Appomattox, Augusta, Bath, Bedford, Bland, Botetourt, Bristol, Brunswick, Buchanan, Buckingham, Buena Vista, Campbell, Caroline, Carroll, Charles City, Charlotte, Charlottesville, Chesterfield, Clarke, Colonial Heights, Covington, Craig, Cumberland, Danville, Dickenson, Dinwiddie, Emporia, Essex, Falls Church, Floyd, Fluvanna, Franklin County, Frederick, Fredericksburg, Galax, Giles, Goochland, Grayson, Greensville, Halifax, Hanover, Harrisonburg, Henrico, Henry, Highland, Hopewell, King and Queen, King George, King William, Lee, Lexington, Loudoun, Louisa, Lunenburg, Lynchburg, Manassas, Manassas Park, Martinsville, Mecklenburg, Montgomery, Nelson, New Kent, Norton, Nottoway, Patrick, Petersburg, Pittsylvania, Powhatan, Prince Edward, Prince George, Pulaski, Radford, Roanoke County, Rockbridge, Russell, Salem, Scott, Smyth, Southampton, Staunton, Surry, Sussex, Tazewell, Washington, Waynesboro, Winchester, Wise, Wythe, Richmond County, Richmond City, Fairfax City, Franklin City, Roanoke City.

Fort Leonard Wood, MO

MO: All counties

IL: Adams, Alexander, Bond, Brown, Calhoun, Cass, Clay, Clinton, Fayette, Hancock, Hardin, Franklin, Gallatin, Green, Hamilton, Jackson, Jefferson, Jersey, Johnson, Macoupin, Madison, Marion, Massac, McDonough, Monroe, Montgomery, Morgan, Perry, Pike, Pope, Pulaski, Randolph, Saline, Sangamon, Schuyler, Scott, St. Clair, Union, Wayne, Washington, White, Williamson.

Joint Base Langley-Eustis, VA

VA: Accomack, Chesapeake, Gloucester, Hampton, Isle of Wight, James City, Mathews, Middlesex, Newport News, Norfolk, Northampton, Poquoson, Portsmouth, Suffolk, Virginia Beach, Williamsburg, York.

Joint Base Lewis-McChord, WA

OR: All counties

WA: All counties

CA: Alameda, Alpine, Amador, Butte, Calaveras, Colusa, Contra Costa, Del Norte, El Dorado, Fresno Glenn, Humboldt, Kern, Kings, Lake, Lassen, Los Angeles, Madera, Marin, Mariposa, Mendocino, Merced, Modoc, Mono, Monterey, Napa, Nevada, Orange, Placer, Plumas, Sacramento, San Benito, San Francisco, San Joaquin, San Luis Obispo, San Mateo, Santa Barbara, Santa Clara, Santa Cruz, Shasta, Sierra, Siskiyou, Solano, Sonoma, Stanislaus, Sutter, Tehama, Trinity, Tulare, Tuolumne, Ventura, Yolo, Yuba.

NV: Carson, Churchill, Douglas, Elko, Esmeralda, Eureka, Humboldt, Lander, Lincoln, Lyon, Mineral, Nye, Pershing, Storey, Washoe, White Pine.

Joint Base McGuire-Dix-Lakehurst, NJ

NJ: All counties

Joint Base McGuire-Dix-Lakehurst, NJ

NJ: All counties

NY: Bronx, Columbia, Delaware, Dutchess, Greene, Kings, Nassau, New York City, Orange, Putnam, Queens, Richmond, Rockland, Sullivan, Ulster, Westchester.

PA: All counties

NY: Bronx, Columbia, Delaware, Dutchess, Greene, Kings, Nassau, New York City, Orange, Putnam, Queens, Richmond, Rockland, Sullivan, Ulster, Westchester.

PA: All counties

Joint Base San Antonio, TX

Table 3–2
Unit movement support plan—Continued

TX: Anderson, Aransas, Atascosa, Austin, Bandera, Bastrop, Bee, Bell, Bexar, Blanco, Brazoria, Brazos, Brooks, Burleson, Caldwell, Calhoun, Cameron, Chambers, Colorado, Comal, DeWitt, Dimmit, Duval, Edwards, Fayette, Fort Bend, Freestone, Frio, Galveston, Gillespie, Goliad, Gonzales, Guadalupe, Harris, Hays, Hidalgo, Jackson, Jefferson, Jim Hogg, Jim Wells, Karnes, Kendall, Kenedy, Kerr, Kinney, Kleberg, La Salle, Lavaca, Lee, Live Oak, McMullen, Matagorda, Maverick, Medina, Nueces, Real, Refugio, San Patricio, Starr, Travis, Uvalde, Val Verde, Victoria, Waller, Webb, Wharton, Willacy, Wilson, Zapata, Zavala, Orange (Beaumont area).

NY: Bronx, Columbia, Delaware, Dutchess, Greene, Kings, Nassau, New York City, Orange, Putnam, Queens, Richmond, Rockland, Sullivan, Ulster, Westchester.

PA: All counties

Joint Base San Antonio, TX

TX: Anderson, Aransas, Atascosa, Austin, Bandera, Bastrop, Bee, Bell, Bexar, Blanco, Brazoria, Brazos, Brooks, Burleson, Caldwell, Calhoun, Cameron, Chambers, Colorado, Comal, DeWitt, Dimmit, Duval, Edwards, Fayette, Fort Bend, Freestone, Frio, Galveston, Gillespie, Goliad, Gonzales, Guadalupe, Harris, Hays, Hidalgo, Jackson, Jefferson, Jim Hogg, Jim Wells, Karnes, Kendall, Kenedy, Kerr, Kinney, Kleberg, La Salle, Lavaca, Lee, Live Oak, McMullen, Matagorda, Maverick, Medina, Nueces, Real, Refugio, San Patricio, Starr, Travis, Uvalde, Val Verde, Victoria, Waller, Webb, Wharton, Willacy, Wilson, Zapata, Zavala, Orange (Beaumont area).

Fort McCoy, WI

IA: All counties

MI: All counties

MN: All counties

WI: All counties

IL: Henderson, Kankakee, Knox, Livingston, Peoria, Warren, Woodford, Jo Daviess, Stephenson, Winnebago, Boone, McHenry, Lake, Carroll, Ogle, DeKalb, Kane, Dupage, Cook, Whiteside, Lee, Rock Island, Henry, Bureau, La Salle, Kendall, Will, Putnam, Grundy, Marshall, Stark, Mercer.

IN: Elkhart, Lake, La Porte, Porter, St Joseph, LaGrange

ND: All counties

Fort Buchanan, PR

Puerto Rico: All

Virgin Islands: All

Fort Meade, MD

MD: All counties

District of Columbia

DE: All counties

WV: Barbour, Berkeley, Boone, Braxton, Brooke, Cabell, Calhoun, Clay, Doddridge, Fayette, Gilmer, Greenbrier, Hampshire, Hancock, Harrison, Jackson, Jefferson, Kanawha, Lewis, Lincoln, Logan, McDowell, Marion, Marshall, Mason, Mercer, Mineral, Mingo, Monongalia, Monroe, Morgan, Nicholas, Ohio, Pleasants, Pocahontas, Preston, Putnam, Raleigh, Randolph, Ritchie, Roane, Summers, Taylor, Tucker, Tyler, Upshur, Wayne, Webster, Wetzel, Wirt, Wood, Wyoming.

Fort Johnson, LA

LA: All parishes

Fort Riley, KS

KS: All counties

NE: All counties

SD: All counties

Fort Novosel, AL

AL: Autauga, Baldwin, Barbour, Bullock, Butler, Chilton, Choctaw, Clarke, Coffee, Conecuh, Covington, Crenshaw, Dale, Dallas, Elmore, Escambia, Geneva, Greene, Hale, Henry, Houston, Lee, Lowndes, Macon, Marengo, Mobile, Monroe, Montgomery, Perry, Pike, Russell, Washington, Wilcox, Colbert, Coosa, Fayette, Franklin, Sumter.

Table 3–2
Unit movement support plan—Continued

MS: All Counties

Fort Sill, OK

OK: All counties

AR: All counties

Fort Stewart, GA

FL: Alachua, Baker, Bradford, Brevard, Broward, Charlotte, Citrus, Clay, Collier, DeSoto, Duval, Flagler, Glades, Hardee, Hendry, Hernando, Highlands, Hillsborough, Indian River, Lake, Lee, Levy, Manatee, Marion, Martin, Miami-Dade, Monroe, Nassau, Okeechobee, Orange, Osceola, Palm Beach, Pasco, Pinellas, Polk, Putnam, St. Johns, St. Lucie, Sarasota, Seminole, Sumter, Union, Volusia.

GA: Appling, Atkinson, Bacon, Brantley, Bryan, Bulloch, Camden, Candler, Charlton, Chatham, Coffee, Effingham, Evans, Glynn, Jeff Davis, Liberty, Long, McIntosh, Montgomery, Pierce, Tattnall, Telfair, Toombs, Treutlen, Ware, Wayne, Wheeler.

Chapter 4

Deployment Readiness Exercise Program

4–1. Overview

The DRE is a DCS, G–3/5/7 and DCS, G–4 coordinated program that enables units to conduct deployment operations that can include utilizing strategic lift assets. Higher headquarters commands directs specific units to conduct DREs. Funding must be obtained if installation services and strategic lift are to be included in the exercise by units. See AR 525–93 for classification and public affairs policies in support of DRE.

4–2. Definitions

a. A DRE is an exercise to train in tasks and procedures for deploying from home stations or installations to areas of employment. A DRE is conducted for Soldiers, units, installations, and support agencies. There are three levels or types of DREs (I, II, and III). Level II and III include activities and tasks from the lower level DRE (Level II DRE includes activities and tasks from Level I and Level III includes activities from Level II).

b. An EDRE includes Level III DRE tasks and activities and is conducted in support of the Chief of Staff of the Army's EDRE program in order to exercise Army capability to meet CDDR contingency requirements. DCS, G–3/5/7 identifies program requirements, manages and distributes funding for the EDRE program. FORSCOM is the executive agent responsible to plan and execute the EDRE Program.

4–3. Concept

a. The U.S. faces a growing array of security challenges. Meeting these challenges requires limited-notice, rapid deployments with mission ready units able to transition from garrison to an area of operation within hours or days. The Army must be as effective in conducting limited-notice, rapid contingency deployments as deployments in support of known demand GFMAP operations and exercises.

b. The Army must maintain its ability to project forces into areas in which access and freedom to operate are challenged. This strategic guidance is reflected in the Army Capstone Concept and the Army Operating Concept. Specifically, the Army's required capability is to "rapidly deploy and sustain to points of employment without reliance on improved aerial and sea ports of debarkation to mitigate anti-access challenges." The Army DRE Program supports the national strategy and the Army campaign plan end state of a versatile and agile mix of capability and formations that are rapidly deployable and sustainable in order to prevent, shape, and win. This pamphlet sets the conditions to improve, standardize, implement, and maintain deployment readiness, and capability. See appendix B for a compilation of checklists of responsibilities that identify the major tasks for the preparation and movement of equipment for a deployment.

4-4. Program objectives

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

b. This program is intended to:

(1) Improve the US Army's ability to project national power quickly by exercising all strategic mobility methods (air, land and sea), optimizing the Army's prepositioned stocks; implementing expeditionary mission command systems and concepts; training and evaluating units, installations, and Armywide processes through Army EDREs; and ensuring installation PPPs are well maintained.

(2) Ensure that unit deployment plans and procedures adequately support unannounced (no-notice) limited notice exercises and deployments.

(3) Ensure that installation plans and procedures adequately support the unannounced (no-notice) or limited notice exercise and deployments of tenant forces.

(4) Ensure that units and installation personnel are aware of and trained to meet their unannounced (no-notice) or limited notice exercise and deployment related tasks and responsibilities (see app B for checklists of required tasks).

(5) Assess the unit's ability to execute requirements in published OPLANs, concept plans, planning orders, and execution orders.

(6) Synchronize and integrate Army power projection efforts in order to exercise and evaluate the total deployment process; develop doctrine, organization, training, materiel, leadership and education, personnel, facilities and policy (DOTMLPF-P) solutions to enable the Army to deploy and sustain operations; develop an Army that is combat ready and globally responsive; instill a surge-ready contingency mindset in our leaders and installations.

4-5. Conducting a Deployment Readiness Exercise

a. The DRE is intended to assess complete MTOE unit's and installation's deployment support capability. However, units designated as part of a tailored force, such as DFE Initial Response Force and Contingency Response Force, Defense Chemical Biological Radiological Nuclear Response Force, or other task forces, and are comprised of a major portion of the unit MTOE may be exempt from conducting multiple level I and II DREs annually.

b. DREs are conducted on an unannounced (no-notice) or limited notice condition for the assessed unit.

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

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

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

4-6. Level I Deployment Readiness Exercise

a. A Level I DRE is designed to evaluate a unit's ability to alert, assemble, and conduct Soldier readiness tasks and ensure the appropriate deployment certifications, appointment orders, standard operating procedures, movement request submission process, and system documentation are in place to complete a limited notice deployment. At a minimum, a Level I DRE will include the following:

(1) The unit will alert, assemble, and conduct SRP in accordance with AR 600-8-101. The objective is to execute the Level I DRE REARMM tasks at the unit level and not require the Soldier Readiness Program Center capabilities.

(2) Assemble key load teams (air and rail), TC-AIMS II operator, and HAZMAT certifier. Verify appointment orders are current and required training certificates are on-hand to conduct these functions.

(3) Inspect UMO books for appointment orders, training certificates, recall rosters, OEL, transportation requests, BBPCT requirements, convoy standard operating procedure for movement to the POE, standing operating procedure on proper marking of vehicles and containers, and complete load plans for each loaded vehicle, trailer, container, and 463L pallet with radio frequency tags.

(4) Ensure a commander approved generic UDL is loaded into the TC–AIMS II.

b. The Level I DRE sets the condition for units to build deployment readiness, train personnel on processes/procedures/standard operating procedures, and identify future training requirements.

4–7. Level II Deployment Readiness Exercise

a. Level II DRE includes Level I DRE activities and is designed to evaluate a unit's ability to conduct complete loadout operations and installation turn-in activities that support an unannounced or limited notice deployment. Actual packing of a representative sample of the overall unit onto transportation platforms should be accomplished but installation turn-in can be simulated. Transportation mock-ups may be used. At a minimum, a Level II DRE will include the following:

(1) Load containers and inspect documentation to include HAZMAT.

(2) BBPCT procured and used during containerization.

(3) Vehicle preparation for all modes of travel and inspection of documentation to include marking and/or weighing.

(4) Execution of local and/or internal area movement requests procedures for buses, baggage trucks, and material handling equipment (MHE) support.

(5) Execution of convoy movements that support deployment plan.

(6) Units will ensure a commander approved UDL is submitted into the Computerized Movement Planning and Status System by the ITO.

(7) SRP will increase to a level 2 in accordance with AR 600–8–101 and includes the Soldier Readiness Program Center.

(8) Scenarios used in DRE level II will reflect the types of unit contingency missions and deployment modes assigned.

b. The Level II DRE sets the condition for units to achieve deployment readiness standards, reinforce training personnel on processes/procedures/SOPs, and assess unit and installation deployment readiness.

4–8. Level III Deployment Readiness Exercise

a. A Level III DRE includes Level II DRE activities and is designed to evaluate a unit's ability to conduct strategic movement by air or surface in support of unannounced or a limited notice deployment. At a minimum, a Level III DRE will include the following:

(1) Preparation of unit for deployment to participate in designated training.

(2) After completing SRP, unit will deploy, execute training mission, and redeploy to home station.

(3) In accordance with AR 525–93, units are required to ensure a commander approved UDL is executed.

(4) If only unit equipment is moving by surface or is loaded on a strategic sea vessel, the unit is still required to go through the procedures for the air movement of passengers short of the actual allocation of aircraft, if not part of the training scenario.

(5) Scenarios used in DRE level III will reflect the types of unit contingency missions and deployment modes assigned.

b. Level III DREs are executed within the funding available to DRE directing commanders and supporting organizations. Level III DREs are essential to Army deployment readiness and inform HQDA Army Power Projection Program. Senior commanders are encouraged to execute level III DREs and integrate as a component of other training events when possible.

4–9. Emergency Deployment Readiness Exercise

EDRE includes Level III activities and are executed within the funding provided by HQDA and managed by FORSCOM. EDREs are essential to Army deployment readiness and inform HQDA Army Power Projection Program.

4–10. Deployment Readiness Exercise minimum requirements

Minimum DRE requirements are in accordance with AR 525–93.

Chapter 5

Command Deployment Discipline Program

5-1. Overview

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

b. The CDDP is co-led by DCS, G-3/5/7 and DCS, G-4. The Deployment Process Modernization Office (DPMO) serves as the program manager for the CDDP.

5-2. Purpose

a. The CDDP combines policy and doctrinal deployment requirements under one program to enable commanders at all levels to maintain their organizations at their appropriate deployment readiness posture to meet Army mission requirements.

b. The CDDP also assists in standardizing Army deployment functions, as necessary, for units and installations for the initial phases of a deployment.

5-3. Applicability of Command Deployment Discipline Program

This applies to all Army military, Civilian, and contract personnel.

5-4. Explanation of terms

a. *Installation.* An aggregation of contiguous or near contiguous, real property holding commanded by a centrally selected commander that represents management organizations (see the glossary for detailed description).

b. *Company.* Includes MTOE organizations of at least 20 personnel with a unit identification code (UIC). It includes companies, detachments, headquarters and headquarters companies and/or detachments, teams, platoons and other elements that deploy independently.

c. *Battalion.* An MTOE organization with a command position in the rank of lieutenant colonel (O-5) and has mission command responsibility for subordinate MTOE units that meet the above company/detachment criteria either in garrison or when deployed.

d. *Brigade.* An MTOE organization with a command position in the rank of colonel (O-6) and has mission command responsibility for subordinate MTOE units that meet the above battalion and company and/or detachment criteria either in garrison or when deployed.

e. *Division.* An MTOE organization with a command position in the rank of major general (O-8) and has mission command responsibility for subordinate MTOE units that meet the above brigade, battalion, and company/detachment criteria either in garrison or when deployed.

5-5. Concept

To assure proper implementation of the CDDP, the intent of the program is as follows:

a. The CDDP is designed as a commander's program to assist in establishing and maintaining a unit's deployment posture that enhances the Army's ability to rapidly deploy in response to contingency or crisis action events. To accomplish this, the CDDP assists commanders by making them aware of general deployment automated information, training, and equipment requirements.

b. Evaluate deployment readiness as well as deployment execution tasks. The CDDP is not intended to be solely an inspection program. Rather, commanders are expected to use the program to:

- (1) Gain familiarity with established policy.
- (2) Enforce compliance with policy by subordinate personnel.
- (3) Understand the skill sets a unit needs to deploy and redeploy.

5-6. Deployment requirements

a. A requirements listing that identifies major tasks is established for the preparation and movement of equipment for a deployment (see app C).

b. Commanders and their staff will use the table in appendix C that accurately describes the type of unit or activity being reviewed. Additionally, table C-8 provides a listing of general redeployment procedures that commanders should be familiar with for the planning and execution of redeployment.

5-7. Implementation

a. In accordance with AR 525-93 implementation of CDDP by commanders includes requirements listings for deployment readiness and execution tasks.

b. The tasks are synchronized with Logistics Readiness Center (LRC)/installation tasks to enable the CDDP to be an effective tool for the commander to prepare and assess a unit's deployment readiness and execution.

5-8. Evaluations

a. There are two types of evaluations under the CDDP, formal and informal. When used in conjunction with one another, these evaluations provide an effective means to ensure an organization maintains the appropriate deployment readiness posture. Formal evaluations are directed by the evaluated unit's higher headquarters with the results being reported to the evaluated unit's commander and the higher headquarters' commander. Evaluations can be part of a Command Inspection Program or be conducted independently. Formal evaluations using the deployment readiness tables must be done annually for the company, detachment, and/or installation to division headquarters' level (see app C).

b. There is no annual requirement for evaluating units using the deployment execution tables (see app C). These tables can be used as an evaluation tool for DRE, movement to combat training centers, or used for general deployment training.

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

d. Company and/or ITO—

(1) Supervisors (commanders and managers) are primarily expected to use the CDDP to assess their own operations. The most effective means of ensuring deployment readiness discipline is to have an internally self-administered program practiced on a routine basis.

(2) At these levels, the CDDP requires no additional recordkeeping. The normal recording of deployment specific training requirement for schools, HAZMAT, and/or load teams, and/or automation certification is still required.

(3) At the completion of an evaluation by a higher headquarters, the evaluated supervisor will determine a suspense date ("get-well" date) of no later than 90 days for each finding to establish when each discrepancy will be resolved or 180 days for RC.

(4) The supervisor's chain of command is authorized to grant extensions to the established suspense dates.

e. Battalion to divisions—

(1) Higher command level staffs are required to evaluate their subordinate units for compliance with established CDDP policy.

(2) Higher command level staff will conduct formal evaluations of subordinate levels annually to:

(a) Provide supervisors with feedback of the subordinate units' deployment readiness discipline performance.

(b) Identify problems and resolve difficulties before they become serious.

(c) Determine if resolution of past findings are complete and appropriate.

(d) Maintain a file of evaluations to record—

1. Date of evaluation.

2. Organization evaluated.

3. Findings and associated suspense dates.

4. Repeat findings.

(3) Some evaluation findings of noncompliance may be due to circumstances beyond the control of the evaluated organization. For example, the discrepancy is a result of conflicting command or policy guidance. The level conducting the evaluation is then responsible for elevating such a finding to the appropriate level capable of resolving the discrepancy.

5–9. Evaluation procedures

a. The deployment readiness and execution tables establish the minimum standards (see app C). Commanders are encouraged to develop command checklists using the requirements listing as a baseline.

b. As an overview, the CDDP evaluations will include the following:

(1) A review of the OEL, movement plans, load teams, HAZMAT certifications, and UMO orders. Also, a check will be made of procedures used to process UMD. These areas are included in the requirements listing.

(2) A verification that primary and secondary UMOs are graduates of the proponent approved Unit Movement Officers Deployment Planning Course (UMODPC). See appendix G for details about the UMODPC.

c. Units undergoing the evaluation may make on-the-spot corrections. These instances should be noted at the out brief.

d. Evaluators record findings on each applicable requirement in the deployment readiness and execution tables. The results of the previous evaluation will also be reviewed to determine if past discrepancies were resolved.

e. The organization's supervisor is briefed on the findings at the completion of the evaluation. During the outbrief, the supervisor establishes a suspense date for resolution of each discrepancy.

f. The unit's next level higher headquarters is notified of failure to repair repeated findings, upon completion of the evaluation to reestablish compliance.

g. The evaluated organization is provided copies of each evaluation made under CDDP. The evaluation specifies any noncompliance findings along with the respective suspense dates to fix deficiencies. The evaluator also retains a copy of the evaluation and use it for follow up on corrective actions during the next periodic evaluation.

h. If an organization cannot comply or accomplish any aspects of the CDDP, then the reason/issue is be elevated up the chain of command immediately. The issue is elevated to the appropriate headquarters capable of resolution.

5–10. Inter-Service support agreements

To make the CDDP a responsive and efficient program, maximum use of inter-Service support agreements is encouraged (see DoDI 4000.19). Numerous tenant units are spread over several installations. Chain of command evaluations of these subordinate organizations in accordance with CDDP frequency requirements may create extensive travel and man-hour support. Therefore, Army commands (ACOMs), ASCCs, and/or direct reporting units (DRUs) are encouraged to enter into inter-Service support agreements to authorize senior commanders to conduct evaluations of applicable tenant units. Evaluation results will be forwarded to the respective ACOM, ASCC, and/or DRU headquarters.

5–11. Enforcement of deployment readiness discipline

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

a. *Command emphasis.*

(1) Ensure resources are available for formal schools and hands-on training.

(2) Incorporate deployment training with other training events.

(3) Include CDDP requirements in command training briefs.

b. *Training.*

(1) Conduct monthly, quarterly, and/or AT to enhance unit level skills for UMOs, load teams, and HAZMAT inspectors.

(2) Conduct DRE to exercise multi-echelon deployment training and coordination.

(3) Use training center rotations as a deployment training tool.

c. *Deployment readiness discipline and management controls.* The best means of ensuring deployment readiness discipline is to be proactive and not reactive in deployment operations. Deployment readiness discipline does not lend itself to infrequent emphasis. Enforcing discipline and compliance with regulations requires constant command emphasis. To effectively instill and maintain deployment readiness discipline, commanders and supervisors must routinely adhere to the CDDP.

Chapter 6

Deployment Excellence Award Program

6-1. Program purpose, objective and regulatory guidance

- a. The purpose of the DEA program is to recognize Army units (Active, Army Reserve, National Guard) for outstanding accomplishments which meet or exceed Army deployment standards.
- b. The objectives of the program are:
 - (1) To enhance unit deployment skills, proficiency and readiness.
 - (2) To share innovative deployment initiatives.
 - (3) To capture deployment training trends.
- c. AR 525-93 outlines the policies for the DEA Program.

6-2. Roles

- a. The DEA Program is co-sponsored by the DCS, G-3/5/7 and the DCS, G-4.
- b. The Army Chief of Transportation is the lead manager for the program.
- c. The Director, DPMO is the program manager for the DEA Program.

6-3. Award categories and criteria

- a. The DEA Program is open to all Regular Army, USAR, and ARNG units and installations with a deployment, redeployment, or deployment support mission conducted between 1 October through 30 September.
- b. All deployments and redeployments that include the preparation and submission of UMD are eligible for participation.
- c. All categories require a unit nomination packet except for the operational deployment category.
- d. Refer to the DPMO website at <https://www.transportation.army.mil/dea> for detailed information regarding unit nomination packet preparation.
- e. The categories are outlined in table 6-1.

Table 6-1
Deployment Excellence Award Program categories

Component	Category	Remarks
Regular	Deploying or redeploying unit (nomination packets)	Large (Battalion and above) Small (Company and above)
	Operational Deployment (evaluation during deployment)	Large (Battalion and above) Small (Company and above)
Army Reserve	Deploying or redeploying unit (nomination packets)	Large (Battalion and above) Small (Company and above)
	Operational Deployment (evaluation during deployment)	Large (Battalion and above) Small (Company and above)
National Guard	Deploying or redeploying unit (nomination packets)	Large (Battalion and above) Small (Company and above)
	Operational Deployment (evaluation during deployment)	Large (Battalion and above) Small (Company and above)

6-4. Evaluation process

- a. *Phase I.* Nomination packets. These packets must be received by DPMO not later than 31 January.
 - (1) The following organizations can approve unit nomination packets to the DEA Evaluation Board:
 - (a) ARNG.

- (b) FORSCOM.
- (c) U.S. Army Europe.
- (d) U.S. Army Pacific.
- (e) U.S. Army Africa.
- (f) U.S. Army North.
- (g) U. S. Army South.
- (h) U.S. Army Special Operations Command (USASOC).
- (i) U.S. Army Space and Missile Defense Command (USASMDC).
- (j) AMC.
- (k) U.S. Army Cyber Command.
- (l) U.S. Army Medical Command.
- (m) U.S. Army Intelligence and Security Command.
- (n) U.S. Army Criminal Investigation Command.
- (o) U.S. Army Corps of Engineers.
- (p) U.S. Army Reserve Command (USARC).
- (q) SDDC.

(2) Commands not listed above who want to participate in the DEA Program may forward a request to the DCS, G-4 (DALO-FP), 500 Army Pentagon, Washington, DC 20310-0500.

b. Phase II. The Deployment Excellence Award Evaluation Board.

(1) The DEA Evaluation Board will—

(a) Convene to evaluate unit nomination packets, rate nomination packets, and select semifinalists.

Two semifinalists are eligible for selection in each category (for example: deploying unit, supporting unit, and installation).

(b) Consist of the president, secretary, program manager, and 10 DEA Evaluation Board members (the secretary and program manager are not voting members). DEA Evaluation Board members in grade of E8 through E9, O2 through O5, or civilian equivalent may serve on the board (individuals are required to have a SECRET clearance and background knowledge in deployment or deployment support operations involving movement of forces).

(2) The following organizations will provide a board member annually to serve on the DEA Evaluation Board:

- (a) ARNG.
- (b) FORSCOM.
- (c) U.S. Army Europe.
- (d) U.S. Army Pacific.
- (e) U.S. Army Africa.
- (f) U.S. Army Central.
- (g) USASOC.
- (h) USASMDC.
- (i) SDDC.
- (j) USARC.
- (k) AMC.

(3) The following commands will provide a board member for the DEA Evaluation Board on a rotating basis:

- (a) U.S. Army Cyber Command.
- (b) U.S. Army Medical Command.
- (c) U.S. Army Intelligence and Security Command.
- (d) U.S. Army Criminal Investigation Command.
- (e) U.S. Army Corps of Engineers.

c. Phase III. On-site evaluations. These will be conducted at semifinalists' locations (1 through 31 March) to validate information submitted to the DEA Evaluation Board (for example, unit deployment or support process, training, readiness, and timelines).

d. Phase IV. Selection of winners. The DEA Evaluation Board Secretary will compile the results to identify the finalists. The DEA Evaluation Board President will recommend winners and runners-up to the DCS, G-4 for approval.

e. Phase V. Announcement of winners. The DCS, G-3/5/7 will notify winners and runners-up via HQDA message.

f. Phase VI. Presentation of awards. The Chief of Staff of the Army or a representative will present awards at the Chief of Staff of the Army Combined Logistics Excellence Award Ceremony.

Appendix A

References

Section I

Required Publications

Unless otherwise indicated, all Army publications are available on the Army Publishing Directorate website at <https://armypubs.army.mil/>.

AR 220–1

Army Unit Status Reporting and Force Registration–Consolidated Policies (Cited in para 1–6e.)

AR 525–30

Army Strategic and Operational Readiness (Cited in para 1–6d.)

AR 525–93

Army Deployment and Redeployment (Cited in para 1–1.)

AR 600–8–101

Personnel Readiness Processing (Cited in paras 4–5e.)

ATP 3–35

Army Deployment and Redeployment (Cited in para 2–13a.)

JP 3–0

Joint Operations (Cited in para 2–3.) (Available at <https://www.jcs.mil/>.)

JP 4–05

Joint Mobilization Planning (Cited in para 1–7b(1).) (Available at <https://www.jcs.mil/>.)

Section II

Prescribed Forms

This section contains no entries.

Appendix B

Deployment Readiness Exercise Checklist

B-1. General

This chapter shows information relating to DREs.

B-2. Tables

See tables B-1 through B-6.

Table B-1

Deploying unit task

	Deployment Readiness Tasks	Measure
Deploying Unit		
1	Appoint in writing, an officer or NCO (E-6 or above) as a UMO and an alternate (E-5 or above).	Yes/No/NA
2	UMO and alternate have attended or currently scheduled to attend a proponent approved UMODPC.	Yes/No/NA
3	UMO has at least 1 year retainability in the unit (24 months for COMPO 3).	Yes/No/NA
4	UMO has at least a secret security clearance.	Yes/No/NA
5	Appoint in writing, hazardous cargo certifying officials that meet DoD requirements.	Yes/No/NA
6	Appoint a CCO, in writing.	Yes/No/NA
7	CCOs are in compliance with submitting container inventory updates.	Yes/No/NA
8	Established and trained unit loading teams:	Yes/No/NA
8a	Rail.	Yes/No/NA
8b	Air.	Yes/No/NA
9	Prepares and maintains unit movement plan. Active Army units will develop deployment movement plans from home station and/or installation to POE(s). RC units will develop deployment movement plans from home station, installation, and equipment location, or consolidation point to MS or POEs, as necessary.	Yes/No/NA
10	Maintains movement binders or continuity books that include appointment orders, training certificates, recall rosters, OEL, transportation requests, and BBPCT requirements.	Yes/No/NA
11	Maintains complete load plans for each loaded vehicle, trailer, container, and 463L pallet.	Yes/No/NA
12	Submit updated OEL through their chain of command to the ITO UMC annually and as significant changes occur.	Yes/No/NA
13	Ensure someone in the unit has a valid TC-AIMS II user id, password, and access to their UICs.	Yes/No/NA
14	Can demonstrate the knowledge to make a movement plan for air and surface movement by building segments and legs in TC-AIMS II.	Yes/No/NA
15	Has a convoy standing operating procedure for movement to the POE.	Yes/No/NA
16	Understands local procedures to request commercial and military transportation to support movement to the POE.	Yes/No/NA

Table B-1**Deploying unit task—Continued**

17	Understands local procedures to prepare special hauling requests.	Yes/No/NA
18	Understands local procedures to request BBPCT materials and containers from the UMC or other designated source.	Yes/No/NA
19	Understands local procedures to request and receive 463L pallets and containers.	Yes/No/NA
20	Understands local procedures to coordinate MHE requirements between units and MHE sources (commercial or military) and local procedures to request transportation and containers.	Yes/No/NA
21	Maintains updated copy of AR 525-93, ATP 3-35, ACOM, and/or ASCC deployment regulations, and local movement directives, as appropriate.	Yes/No/NA
22	Knowledgeable of how to write RF Tags.	Yes/No/NA
23	Knowledgeable of how to upload RF Tag data to the RITV server.	Yes/No/NA
	Deployment Execution Tasks	Measure

Containers

1	Unit submitted updated UDL to reflect actual weights, sensitive equipment, HAZMAT, ammunition, sensitive containers, and any special hauling requirements identified utilizing the correct codes.	Yes/No/NA
2	Unit maximized container utilization (75 percent fill) to minimize container requirements; no metal-to-metal contact in accordance with ATP 4-12.	Yes/No/NA
3	Unit placed a container packing list (DD Form 1750 (Packing List)) in a weatherproof envelope on the inside and outside door of each packed container; UMO obtained a copy of each packing list for records in accordance with ATP 4-12.	Yes/No/NA
4	Unit placed HAZMAT placards on container containing HAZMAT; dangerous goods declaration and certificate placed on the inside and outside door of container in accordance with DoD 4500.9-R DTR Part II; Title 49, Code of Federal Regulations (49 CFR); and TM 38-250. HAZMAT containers are segregated and consolidated for inspection and movement to POE.	Yes/No/NA
5	Unit placed serial number seals and/or bolts on the doors of the containers; unit annotated serial number seals and/or bolts for records in accordance with ATP 4-12 and SDDC Customer Advisory.	Yes/No/NA
6	Military container, triple container, quadruple container have current Convention for Safe Containers inspection sticker on data plate in accordance with MIL-HDBK-138B and ATP 4-12.	Yes/No/NA
7	UIC and shipment unit numbers were stenciled on all four upper left sides of container.	Yes/No/NA
8	Applied military shipping label (MSLs) and RFID tags using TC-AIMS II and ensure proper placement on container in accordance with MIL-HDBK-129P.	Yes/No/NA

463L Pallets

9	Unit submitted updated UDL to UMC and/or ITO to reflect actual weight of loaded pallet, sensitive equipment, HAZMAT, and any special hauling requirements identified utilizing the correct codes.	Yes/No/NA
10	Applied MSLs and RFID tags using TC-AIMS II and ensure proper placement on pallet in accordance with MIL-HDBK-129P.	Yes/No/NA

Vehicles

Table B-1
Deploying unit task—Continued

11	Unit submitted updated UDL to UMC and/or ITO to reflect actual weights, sensitive equipment, HAZMAT, and any special hauling requirements identified utilizing the correct codes.	Yes/No/NA
12	Vehicles are clean; old MSLs are removed; loose items (Bil, drip pan, chock blocks, fuel cans, weapon mounts, ows, tarps, antennas, and tire hoist) are removed and secured.	Yes/No/NA
13	All equipment is marked front and rear with correct UIC bumper and shipment unit numbers.	Yes/No/NA
14	All vehicles equipped with proper and serviceable lifting devices, shackles or built-in tie-down points front and rear.	Yes/No/NA
15	All vehicle fuel tanks met requirements in accordance with port call order for POE loading.	Yes/No/NA
16	Applied MSLs and RFID tags using TC-AIMS II and ensure proper placement on vehicles in accordance with MIL-HDBK-129P.	Yes/No/NA
17	Executed unit load plans for secondary loads and reduced vehicles to proper configuration.	Yes/No/NA

Passengers

18	Identify personnel by force packages (Advance Party and Main Body) and chalks; ensure passenger manifests at APOEs reflect same data.	Yes/No/NA
19	Identify "To Accompany Troops" requirements.	Yes/No/NA
20	Identify supercargoes.	Yes/No/NA
21	Ensure personnel know the unit line number (ULN) corresponding to their movement.	Yes/No/NA
22	Transportation requests are prepared and submitted to move personnel and baggage to APOE.	Yes/No/NA

Convoy Planning

23	Designate convoy control personnel such as convoy commander, serial commanders, and march unit commanders.	Yes/No/NA
24	Arrange for convoy support, which include en route messing, maintenance, refueling, medical, and overnight stops.	Yes/No/NA
25	Convoy commander conducts an orientation and safety briefing, to include emergency procedures, before convoy departure.	Yes/No/NA
26	Wreckers and recovery vehicles are equipped for their mission and have emergency quantities of fuels/lubricants.	Yes/No/NA
27	Correct usage of convoy identification flags. Lead element (column, serial or march unit) identified with blue flag and a green flag on rear vehicles. The convoy commander's vehicle displaying a white and black diagonal flag.	Yes/No/NA
28	Vehicles were marked with appropriate convoy clearance numbers.	Yes/No/NA

Legend:
NA = Not applicable

Table B–2
Installation support deployment logistics

Number	Installation Support—LRC/ITO—Deployment Readiness Task	Measure
1	Nominate an installation UMC for Senior Army Mission Commander appointment. The UMC ensures proper development, maintenance, and continuity of the Deployment Planning and Execution Program for the installation and/or agency and units. UMC provides support, advice, guidance, instruction, and requirements.	Yes/No/NA
2	Provide technical guidance and/or assistance to units in preparing, maintaining, and executing movement plans, UMD, and other transportation related documentation for the deployment planning and execution processes.	Yes/No/NA
3	Collect, analyze, edit, submit to FORSCOM, and maintain deployment movement data for all supported Active Army units residing on the installation and RC units supported by the installation in accordance with AR 525–93.	Yes/No/NA
4	Maintain status of units that submit UMD through their chain of command to the installation UMC semi-annually or as significant changes occur.	Yes/No/NA
5	Establish procedures to provide technical guidance on transportation automation systems and provide instructions on UMD submission to FORSCOM.	Yes/No/NA
6	Review UMD for accuracy prior to submission to FORSCOM.	Yes/No/NA
7	Appoint a CCO to ensure proper control of container assets, who is also trained to inspect and certify intermodal containers in accordance with the Convention for Safe Containers.	Yes/No/NA
8	Ensure installation A/DACG and rail load teams are trained in air/rail load planning and execution.	Yes/No/NA
9	Provide assistance on acquiring 463L pallets and nets for deployment.	Yes/No/NA
10	Establish vehicle load timeline and designate staging areas for unit containers and equipment.	Yes/No/NA
11	Review and update IDSP and identify program objective memorandum planning requirements.	Yes/No/NA
Execution Task		
11	Provide deployment information to supporting or supported ASCC, and other supporting commands (FORSCOM, SDDC, U.S. Army Central Command, and IMCOM), USTRANSCOM, and Air Operations Center (an Air Force Command) including all factors that may impact the installation's or deploying units' ability to meet established deployment timelines.	Yes/No/NA
12	Conduct deployment coordination planning meeting with deploying units. Publish deployment tentative timelines for movement to the SPOE and APOE and publish revised deployment timelines based upon publication of the SDDC port call order, or to APOEs based on an Air Mobility Command's airflow message for strategic air, channel air, or chartered, and/or special assignment airlift missions.	Yes/No/NA
13	Distribute and/or publish port call orders to installation agencies and units to include deployment timelines from installation and/or origin to SPOE and/or APOE locations. Ensure units are provided deployment transportation support to assist in meeting port call order requirement and arrival window.	Yes/No/NA
14	Operate and control installation deployment transportation nodes.	Yes/No/NA
15	Maintain liaison between units and Air Mobility Command, FORSCOM, Northern Command, U.S. Army North, USTRANSCOM, IMCOM, and SDDC points of contact in coordinating loading equipment and personnel, ordering transportation lift, shipping, departure times, and specific mission support requirements.	Yes/No/NA

Table B-2
Installation support deployment logistics—Continued

16	Operate and control A/DACGs and coordinate with the Air Mobility Command Contingency Response Element at the APOE.	Yes/No/NA
17	Ensure an electronic manifest list is built and the manifest is sent in accordance with DoD criteria to the Integrated Data Environment and/or Global Transportation Network Convergence.	Yes/No/NA
18	Inspect unit vehicles, trailers, containers, tracked vehicles, and pallet loads for deployment shipment readiness for all modes of transportation lift.	Yes/No/NA
18a	Property marked, packaged, documented, and labeled.	Yes/No/NA
18b	Loaded, blocked, and braced in accordance with modal regulations.	Yes/No/NA
18c	Verify that HAZMAT is properly packaged, segregated, labeled and/or placarded, and documented.	Yes/No/NA
18d	Verify that RFID tags and MSLs have been properly affixed and data uploaded to the ITV server.	Yes/No/NA
19	Prepare rail load and air load plans.	Yes/No/NA
20	Request commercial truck transportation based upon validated shipping documentation provided by the unit.	Yes/No/NA
21	Acquire, request, and/or receive files (TPFDD) from FORSCOM and/or ASCC for contingency deployments and upload it into TC-AIMS II and build plan for unit to populate the UDL data (for example, .jpeg., .txt., and ppt).	Yes/No/NA
22	Verify that updated UDL reflects accurate equipment, serial numbers, bumper numbers, weight, and measurements.	Yes/No/NA
23	Transmit the updated UDL to feed the JOPES for all contingency movements to FORSCOM and/or ASCC for validation.	Yes/No/NA
24	Transmit UDL data via Integrated Booking System to SDDC for vessel booking.	Yes/No/NA
25	Create and/or provide advanced transportation control movement document file to unit, SPOE, and/or APOE, as required.	Yes/No/NA
26	Report and/or submit deployment infrastructure issues and/or deficiencies to the installation master planner.	Yes/No/NA

Rail

27	Request the appropriate railcars based on the deploying units requirements.	Yes/No/NA
28	Scan equipment prior to being loaded and tied down on rail car.	Yes/No/NA
29	Ensure that all cargo and equipment are properly marked and prepared for transport.	Yes/No/NA
30	Ensure units equipment is properly tied-down.	Yes/No/NA
31	Maintain liaison with the railroad representative for the specific movement.	Yes/No/NA
32	Prepare government bill of lading.	Yes/No/NA
33	Provides tools and assistance as required.	Yes/No/NA

Highway Movement

Table B-2
Installation support deployment logistics—Continued

34	Request convoy clearance (movement bids) and oversize/overweight permits.	Yes/No/NA
35	Orders commercial truck assets to meet volume movement requirements.	Yes/No/NA
36	Inspect to ensure unit equipment is processed and properly marked and prepared for transport.	Yes/No/NA
37	Inspect to ensure all local, state and national permits are obtained and procedures followed when moving HAZMAT.	Yes/No/NA
38	Inspect to ensure HAZMAT items are annotated in the hazardous material section of the commercial bill of lading or government bill of lading.	Yes/No/NA
39	Inspects and validates cargo documentation including HAZMAT.	Yes/No/NA

Legend:
NA = Not applicable

Table B-3
Senior Army Mission Commander Task

Number	Deployment Readiness Tasks	Measure
Senior Army Mission Commander		
1	Develops and issues deployment warning order.	Yes/No/NA
2	Develops and issues the OPORD or DEPOD.	Yes/No/NA
3	Develops and issues fragmentary orders as required.	Yes/No/NA
4	Receives the Joint Chiefs of Staff project code, transportation account code, and fund citations that allow units to commit resources toward the deployment.	Yes/No/NA
5	Ensure subordinate units meet Army and local training requirements for UMO, TC-AMS II, air load planner, HAZMAT, CCO, Intermodal Dry Container/International Convention for Safety Containers Reinspection Course, and/ or AM identify CRCs to process and prepare individual military, civilian, and contractor personnel for deployment and redeployment.	Yes/No/NA
6	Track projected school dates for training requirements for UMO, TC-AMS II, air load planner, HAZMAT, CCO, and/ or Ammunition-43 per subordinate unit for next 90 days.	Yes/No/NA
7	CCO appointed, in writing, for division and all subordinate units.	Yes/No/NA
8	CCOs in compliance with submitting container inventory updates.	Yes/No/NA
9	Tracking OEL updates for subordinate units.	Yes/No/NA
10	Identify CRCs to process and prepare individual military, civilian, and contractor personnel for deployment and redeployment.	Yes/No/NA
11	Appoints an installation UMC.	Yes/No/NA
12	Establishes and operates an installation staging area.	Yes/No/NA

Legend:
NA = Not applicable

Table B–4
Aerial Unit Responsibilities

Number	Deployment Readiness Tasks	Measure
APOE Unit		
1	Prepare air load plans.	Yes/No/NA
2	Appoints plane load commanders as needed to provide command and control for every deploying chalk.	Yes/No/NA
3	Coordinates with A/DACG to ensure availability of special equipment required for a mission.	Yes/No/NA
4	Coordinated 463L pallet and cargo net requirements with the ITO.	Yes/No/NA
5	Determines shoring requirements for cargo, pallets, rolling stock and loaded loose material on aircraft, cargo pallets, nets and containers.	Yes/No/NA
6	Ensures all equipment and vehicles are configured for air movement prior to arrival at the A/DACG.	Yes/No/NA
7	Ensures all equipment and vehicles have a MSL attached.	Yes/No/NA
8	Provides personnel and mechanics to correct deficiencies found during inspections or provide similar vehicle or equipment on a standby basis.	Yes/No/NA
9	Provides Aircraft load teams, as required, to assist in loading and off-loading pallets, heavy drop platforms, and container delivery systems bundles: ensures aircraft load teams are available in the event of mission changes or cancellations.	Yes/No/NA
10	Submits passenger manifests following final manifest call to the passenger facility coordinator.	Yes/No/NA
11	Load teams trained, organized, and proficient.	Yes/No/NA
APOE ITO		
12	Provides guidance, direction, and resources to the A/DACG team.	Yes/No/NA
13	Receives TC–AIMS II deployment planning files and transmits data as required to support the air deployment process.	Yes/No/NA
14	Submit arrival and/or departure reports as required and/or needed to supporting and/or supported ASCCs for deploying units within 1 hour of wheels up/down for airlift operations as required, and for surface shipment operations SPOE or other destinations.	
15	Provides the deploying units with a “show time” for passengers and equipment.	Yes/No/NA
16	Ensures that calibrated vehicle and pallet scales are available.	Yes/No/NA
17	Provides MHE as needed while processing equipment.	Yes/No/NA
18	Completes a pre-joint inspection for each chalk in the alert holding area to ensure that the deploying unit has weighed and measured all equipment, marked required center of balance, and staged equipment in the call forward area.	Yes/No/NA
19	Coordinates with the supporting U.S. Air Force element for the formal JI.	Yes/No/NA
20	Reviews air load plans and passenger manifest to ensure they are complete, accurate, and signed by the preparer and certifying official.	Yes/No/NA

Table B-4
Aerial Unit Responsibilities—Continued

21	Provides assistance during JI with personnel from the supporting Aerial Port Squadron (APS) and deploying unit.	Yes/No/NA
----	---	-----------

Legend:
NA = Not applicable

Table B-5
Seaports of embarkation unit responsibilities

Number	Deployment Readiness Tasks	Measure
--------	----------------------------	---------

Unit

1	Provide personnel augmentation for loading operations, and to act as senior unit representative at the sea POE.	Yes/No/NA
2	Identify supercargoes.	Yes/No/NA
3	Ensure vehicle reductions are in accordance with the type of ship being used.	Yes/No/NA
4	Ensure all vehicles have proper tie-down shackles. <i>Note.</i> M1A2 should have shackles with a working load limit of 14 short tons, must have 6 shackles.	Yes/No/NA
5	Ensure secondary loads are blocked, braced, and tied-down properly.	Yes/No/NA
6	Ensure secondary loads are annotated on the UDL.	Yes/No/NA
7	Fuel tanks at the proper fuel level in accordance with the port call order.	Yes/No/NA
8	Is the unit's cargo, moving to the SPOE, documented by proper shipping papers, MSL/AIT media, appropriate marking, labeling, and placards?	Yes/No/NA
9	Did MSLs have correct dimensional data?	Yes/No/NA
10	Were MSLs affixed to equipment prior to the unit departing home station?	Yes/No/NA

Containers

11	Were containers identified on the UDL?	Yes/No/NA
12	Did unit affix MSLs to adjacent sides of each container?	Yes/No/NA
13	Was a container packing list (DD 1750) affixed to all containers and did it accurately reflect contents?	Yes/No/NA
14	Was hazardous cargo annotated on the packing list when applicable?	Yes/No/NA
15	Were containers properly blocked and braced?	Yes/No/NA
16	For sensitive items, was DD Form 1907 (Signature and Talley Record) properly executed?	Yes/No/NA

ITO/JFHQ Responsibilities

17	Ensure deployment unit meets port call order windows.	Yes/No/NA
18	Coordinate with SDDC representatives at the SPOE.	Yes/No/NA

Table B-5
Seaports of embarkation unit responsibilities—Continued

19	Maintain communications with the SPOE to ensure convoy and rail departure/arrival times are known.	Yes/No/NA
20	Provide liaison between the seaport and installation.	Yes/No/NA
21	Were support requirements adequate at the SPOE?	Yes/No/NA
21a	MHE/CHE tractors.	Yes/No/NA
21b	Fuel/De-fuel facilities.	Yes/No/NA
21c	Troop support/mess/latrine.	Yes/No/NA
21d	Fire/rescue.	Yes/No/NA
21e	Shrink wrap operations when required.	Yes/No/NA
21f	Additional BBPCT materials.	Yes/No/NA
21g	Medical support.	Yes/No/NA

Legend:
NA = Not applicable

Table B-6
Installation support infrastructure

Number	Deployment Readiness Tasks	Measure
Installation Support—Garrison Responsibilities		
1	Staff and exercise supporting operations centers.	Yes/No/NA
2	Ensure installation force protection.	Yes/No/NA
3	Conduct SRP.	Yes/No/NA
4	Provide installation with personnel, equipment, and support infrastructure to perform deployment operations.	Yes/No/NA
4a	Cargo marshalling yard.	Yes/No/NA
4b	Staging area.	Yes/No/NA
4c	Rail facility.	Yes/No/NA
4d	Commercial truck facility.	Yes/No/NA
4e	Privately-owned vehicle storage facility.	Yes/No/NA
4f	Fueling and de-fueling site.	Yes/No/NA
5	Ensure that IDSPs have been developed and published.	Yes/No/NA
6	Issuance of class I and Class V supplies.	Yes/No/NA
7	Establishes a Family Readiness Group.	Yes/No/NA

Legend:
NA = Not applicable

Appendix C

Command Deployment Discipline Program Evaluation Tasks

C-1. General

This appendix will show all the evaluation tasks.

C-2. Tables

The following tables show company, battalion, brigade, division, and installation transportation level responsibilities. There are also responsibilities for the AFSB/LRC and/or ITO (see tables C-1, C-2, C-3, C-4, C-5, C-6, C-7, and C-8).

Table C-1
Company level responsibilities (readiness tasks)

Number	Deployment readiness tasks	Measure
Commander		
1	Implemented CDDP.	Yes/No/NA
2	Appoint in writing, an officer or NCO (E-6 or above) as a UMO and an alternate and an officer or NCO (E-5 or above) trained in air load planner and A2I.	Yes/No/NA
3	UMO and alternate have attended or currently scheduled to attend a proponent approved UMODPC as outlined in chapter 2.	Yes/No/NA
4	UMO has at least 1 year retainability in the unit.	Yes/No/NA
5	UMO has at least a SECRET security clearance.	Yes/No/NA
6	Appoint in writing, an officer or NCO (E-5 or above) as hazardous cargo certifying officials that meet DoD requirements that includes HAZMAT Certification Course.	Yes/No/NA
7	Appoint in writing, an officer or NCO (E-5 or above) as a CCO primary and an alternate (cannot be UMO or HAZMAT point of contact).	Yes/No/NA
8	CCOs must have a valid JCM account to access their Department of Defense Activity Address Codes (DoDAACs) and are in compliance with submitting container inventory updates.	Yes/No/NA
9	Established and trained unit loading teams:	Yes/No/NA
9a	Rail.	Yes/No/NA
9b	Air.	Yes/No/NA
UMO		
10	Prepares and maintains unit movement plan. Regular Army units will develop deployment movement plans from home station and/or installation to POE(s). RC units will develop deployment movement plans from home station and/or installation to MS to POE(s).	Yes/No/NA
11	Maintains movement binders or continuity books that include appointment orders, training certificates, recall rosters, OEL, transportation requests, and BBPCT requirements.	Yes/No/NA
12	Maintains complete load plans for each loaded vehicle, trailer, container, and 463L pallet.	Yes/No/NA
13	Submit updated OEL through their chain of command to the ITO UMC annually and as significant changes occur.	Yes/No/NA
14	Have a valid TC-AIMS II user id, password, and access to their UICs.	Yes/No/NA

Table C-1
Company level responsibilities (readiness tasks)—Continued

15	Can demonstrate the knowledge to make a movement plan for air and surface movement by building segments and legs in TC-AIMS II.	Yes/No/NA
16	Has a convoy standard operating procedure for movement to the POE.	Yes/No/NA
17	Understands local procedures to request commercial and military transportation to support movement to the POE.	Yes/No/NA
18	Understands local procedures to prepare special hauling requests.	Yes/No/NA
19	Understands local procedures to request BBPCT materials from the UMC or other designated source.	Yes/No/NA
20	Understands local procedures to request and receive 463L pallets and containers.	Yes/No/NA
21	Understands local procedures to coordinate MHE requirements between units and MHE sources (commercial or military).	Yes/No/NA
22	Maintains updated copy of this pamphlet, AR 525-93, ATP 3-35, ACOM, and/or ASCC deployment regulations, and local movement directives, as appropriate.	Yes/No/NA

When table C-1 is used for inspection purposes a pass or fail grading system is used. An organization must receive a "Yes" in at least 18 of the 22 listed measures to receive a passing grade. However, tasks 1, 2, 3, 11, 13, and 14 are extremely critical to the long term success of a unit's deployment readiness and if any one of these tasks are assessed as a "No" the unit will receive a failing grade until the appropriate deficiencies are corrected.

Notes:

¹ Task 1. Has the commander implemented CDDP for subordinate units.

² Task 2. Appoint in writing, an officer or NCO (E-5 or above) as a UMO and an alternate (E-5 or above).

³ Task 3. UMO has attended or currently scheduled to attend an approved school.

⁴ Task 11. Maintains movement binders or continuity books that include appointment orders, training certificates, recall rosters, OEL, transportation requests, and BBPCT requirements.

⁵ Task 14. Have a valid TC-AIMS II user id, password, and access to their UIC s.

Legend:

NA = Not applicable

Table C-2
Company level deployment execution tasks

Number	Deployment execution tasks	Measure
Containers		
1	Unit submitted updated UDL to UMC and/or ITO/JFHQ to reflect actual weights, sensitive equipment, HAZMAT, ammunition, sensitive, and any special hauling requirements identified utilizing the correct codes.	Yes/No/NA
2	Containers swept clean and free of any dirt and debris; old MSLs are removed.	Yes/No/NA
3	Unit maximized container utilization (75 percent fill) to minimize container requirements; no metal-to-metal contact in accordance with ATP 4-12.	Yes/No/NA
4	Unit used BBPCT material in accordance with TM 38-701.	Yes/No/NA
5	Unit placed a container packing list (DD Form 1750) or shipment packing list in a weatherproof envelope on the inside and outside door of each packed container; UMO obtained a copy of each packing list for records in accordance with ATP 4-12.	Yes/No/NA

Table C-2
Company level deployment execution tasks—Continued

6	Unit placed HAZMAT placards on container containing HAZMAT; dangerous goods declaration and certificate placed on the inside and outside door of container in accordance with DTR 4500.9-R, 49 CFR and TM 38-250; HAZMAT containers are segregated and consolidated for inspection and movement to POE.	Yes/No/NA
7	Unit placed serial number seals and/or bolts on the doors of the containers; unit annotated serial number seals and/or bolts for records in accordance with ATP 4-12 and SDDC Customer Advisory.	Yes/No/NA
8	Military container, triple container, quadruple container have current Convention for Safe Containers inspection sticker on data plate in accordance with MIL-HDBK-138B and ATP 4-12.	Yes/No/NA
9	UIC and shipment unit numbers were stenciled on all four upper left sides of container.	Yes/No/NA
10	Applied MSLs and AIT media and ensure proper placement on container in accordance with MIL-STD-129R.	Yes/No/NA
463L Pallets		
11	Unit submitted updated UDL to UMC and/or ITO to reflect actual weight of loaded pallet, sensitive equipment, HAZMAT, and any special hauling requirements identified utilizing the correct codes.	Yes/No/NA
12	Applied MSLs and AIT media and ensure proper placement on pallet in accordance with MIL-STD-129R.	Yes/No/NA
Vehicles		
13	Unit submitted updated UDL to UMC and/or ITO to reflect actual weights, sensitive equipment, HAZMAT, and any special hauling requirements identified utilizing the correct codes.	Yes/No/NA
14	Vehicles are clean; old MSLs are removed; loose items (BII, drip pan, chock blocks, fuel cans, weapon mounts, bows, tarps, antennas, and tire hoist) are removed and secured.	Yes/No/NA
15	All equipment is marked front and rear with correct UIC bumper and shipment unit numbers.	Yes/No/NA
16	All vehicles equipped with proper and serviceable lifting devices, shackles or built-in tie-down points front and rear.	Yes/No/NA
17	All vehicle fuel tanks met requirements in accordance with port call order for POE loading.	Yes/No/NA
18	Applied MSLs and AIT media and ensure proper placement on vehicles in accordance with MIL-STD-129R.	Yes/No/NA
19	Executed unit load plans for secondary loads and reduced vehicles to proper configuration.	Yes/No/NA
20	Identify personnel by force packages (Advance Party and Main Body) and chalks; ensure passenger manifests at APOE reflect same data.	Yes/No/NA
21	Identify "To Accompany Troops" requirements.	Yes/No/NA
22	Identify supercargoes and PSA augmentation.	Yes/No/NA
23	Ensure personnel know the ULN corresponding to their movement.	Yes/No/NA
24	Transportation requests are prepared and submitted to move personnel and baggage to APOE.	Yes/No/NA

Table C-3

Battalion level tasks

Number	Deployment readiness tasks	Measure
Commander		
1	Implemented CDDP.	Yes/No/NA
2	Appoint in writing, an officer or NCO (E-5 or above) as a UMO and an alternate.	Yes/No/NA
3	UMO and alternate have attended or currently scheduled to attend a proponent approved UMODPC as outlined in chapter 2.	Yes/No/NA
4	UMO has at least 1 year retainability in the unit.	Yes/No/NA
5	UMO has at least a SECRET security clearance.	Yes/No/NA
6	Appoint in writing, an officer or NCO (E-5 or above) as hazardous cargo certifying officials primary and alternate. Hazardous cargo certifying official must be trained in a HAZMAT Certification Course approved by TRADOC.	Yes/No/NA
7	Appoint in writing, an officer or NCO (E-5 or above) as a CCO primary and an alternate. CCOs must have a valid JCM account, access to their DoDAACs and in compliance with submitting container inventory updates.	Yes/No/NA
8	Appoint in writing, an officer or NCO (E-6 or above) as an air load planner primary and an alternate.	Yes/No/NA
UMO		
9	Consolidate company movement plans and develop them into movement plans for the battalion. Regular Army units will develop deployment movement plans from home station and/or installation to POE(s). RC units will develop deployment movement plans from home station to MS to POE(s).	Yes/No/NA
10	Maintain copy of subordinate movement binders and/or continuity books.	Yes/No/NA
11	Consolidate and forward subordinate unit OELs through their chain of command to the ITO and UMC semi-annually and as significant changes occur.	Yes/No/NA
12	Have a valid TC-AIMS II user id, password, and access to their UICs.	Yes/No/NA
13	Can demonstrate the knowledge to make a movement plan for air and surface movement by building segments and legs in TC-AIMS II.	Yes/No/NA
14	Has a convoy standard operating procedures for movement to the POE.	Yes/No/NA
15	Understands local procedures to request commercial and military transportation to support movement to the POE.	Yes/No/NA
16	Understands local procedures to prepare special hauling requests.	Yes/No/NA
17	Understands local procedures to request BBPCT materials from the UMC or other designated source.	Yes/No/NA
18	Understands requirements to turn off Material Requirements Planning and delivery due list batch jobs, (once deployed, units will realign Material Requirements Planning and delivery due lists to the correct geographic location (region/sub-region)).	Yes/No/NA
19	Understand the process to request activation of their contingency DoDAAC. Unit elements remaining at home station will use this DoDAAC for support.	Yes/No/NA
20	Understand requirement to update transportation account codes 1 and 2 addresses to their forward area of operations and their BBP is populated with their supporting SSA's DoDAAC.	Yes/No/NA
21	Are familiar with the process to align DoDAACs for elements remaining at home station to the appropriate SSA.	Yes/No/NA
22	Understand the requirement to: –turn in depot level repairable items for credit prior to stopping SSA operations at home station; –clear post parked requisitions of all logistical and financial transactions.	Yes/No/NA
23	Property book officers demonstrate understanding of unit transfer and property book identifier change process.	Yes/No/NA

When table C-3 is used for inspection purposes a pass or fail grading system is used. An organization must receive a "Yes" in at least 13 of the 16 listed measures to receive a passing grade. However, tasks 1, 2, 3, 9, 10, and 11 are extremely critical to the long term success of a unit's deployment readiness and if any one of these tasks are assessed as a "No" the unit will receive a failing grade until the appropriate deficiencies are corrected

Legend:

NA = Not applicable

Notes:

¹ Task 1. Implemented a CDDP.

² Task 2. Appoint, in writing, an officer or NCO (E-6 or above) as a UMO and an alternate (E-5 or above).

³ Task 3. UMO has attended or currently scheduled to attend an approved school.

⁴ Task 10. Maintains movement binders or continuity books.

⁵ Task 11. Consolidate and forward subordinate unit OELs to BDE UMO to the installation UMC semi-annually and as significant changes occur.

⁶ Task 12. Have a valid TC-AIMS II user id, password, and access to their UICs.

Table C-4
Brigade level tasks

Number	Deployment execution tasks	Measure
Commander		
1	Implemented CDDP for subordinate units.	Yes/No/NA
2	Appoint in writing, an officer (WO1 or above) as a brigade movement coordinator (BMC) and an alternate (E-7 or above).	Yes/No/NA
3	BMC and alternate have attended or currently scheduled to attend a proponent approved UMODPC as outlined in chapter 2.	Yes/No/NA
4	BMC and/or alternate has at least 1 year retainability in the unit.	Yes/No/NA
5	BMC and/or alternate has at least a SECRET security clearance.	Yes/No/NA
6	CCO appointed, in writing.	Yes/No/NA
7	CCOs must have a valid JCM account, access to DoDAACs and in compliance with submitting container inventory updates.	Yes/No/NA
8	Air load planner submits requirements in Airlift Integrated Interface (A2I).	Yes/No/NA
9	Hazardous cargo certifying officials appointed in writing.	Yes/No/NA
10	Hazardous cargo certifying official trained in a HAZMAT Certification Course approved by TRADOC.	Yes/No/NA
BMC		
11	Consolidate battalion movement plans and develop them into movement plans for the brigade. Regular Army units will develop deployment movement plans from home station and/or installation to POE(s). RC units will develop deployment movement plans from home station/installation to MS to POE(s).	Yes/No/NA
12	Maintain copy of subordinate movement binders and/or continuity books.	Yes/No/NA
13	Consolidate and forward subordinate unit annually or as significant changes occur.	Yes/No/NA
14	Have a valid TC-AIMS II user id, password, and access to their unit's UIC.	Yes/No/NA
15	Can demonstrate the knowledge to make a movement plan for air and surface movement by building segments and legs in TC-AIMS II.	Yes/No/NA
16	Has a convoy standard operating procedure for movement to the POE.	Yes/No/NA
17	Understands local procedures to request commercial and military transportation to support movement to the POE.	Yes/No/NA

Table C-4
Brigade level tasks—Continued

18	Understands local procedures to prepare special hauling requests.	Yes/No/NA
19	Understands local procedures to request BBPCT materials from the UMC or other designated source.	Yes/No/NA

When table C-4 is used for inspection purposes a pass or fail grading system is used. An organization must receive a "Yes" in at least 13 of the 16 listed measures to receive a passing grade. However, tasks 1, 2, 3, 9, 10, and 11 are extremely critical to the long term success of a unit's deployment readiness and if any one of these tasks are assessed as a "No" the unit will receive a failing grade until the appropriate deficiencies are corrected

Notes:

¹ Task 1. Has the commander implemented CDDP for subordinate units.

² Task 2. Appoint in writing, an officer (W1 or above) as a BMC and an alternate (E-7 or above).

³ Task 3. BMC has attended or currently scheduled to attend an approved school.

⁴ Task 9. Maintains movement binders or continuity books.

⁵ Task 10. Consolidate and forward subordinate unit OELs for submission to the installation UMC semi-annually and as significant changes occur.

⁶ Task 11. Have a valid TC-AIMS II user id, password and access to their unit's UIC.

Legend:

NA = Not applicable

Table C-5
Division level tasks

Number	Deployment readiness tasks	Measure
1	Has the commander implemented the CDDP for subordinate units?	Yes/No/NA
2	Ensure subordinate units meet Army and local training requirements for UMO, TC-AIMS II, air load planner, HAZMAT, CCO, Intermodal Dry Container/International Convention for Safety Containers Re-inspection Course, and/or AM identify CRCs to process and prepare individual military, civilian, and contractor personnel for deployment and redeployment.	Yes/No/NA
3	Track projected school dates for training requirements for UMO, TC-AIMS II, air load planner, HAZMAT, CCO, and/or Ammunition-43 per subordinate unit for next 90 days.	Yes/No/NA
4	CCO appointed, in writing, for division and all subordinate units.	Yes/No/NA
5	CCOs must have a valid JCM account, access to their DoDAACs and in compliance with submitting container inventory updates.	Yes/No/NA
6	Tracking OEL updates for subordinate units.	Yes/No/NA
7	Identify CRCs to process and prepare individual military, civilian, and contractor personnel for deployment and redeployment.	Yes/No/NA
8	Understand their responsibilities in terms to clear the release strategy for all logistical and financial transactions prior to deployment.	Yes/No/NA
9	Understand their responsibility to: –Process open receipts. –Work with the gaining command G4 and G8 to determine appropriate funding lines and start/end dates. Commands will agree on dates units can start ordering supplies against those funding lines. –Setup of SSA support, material management/execution management and recoverable/overaged repairable item list, and credit tracking during deployment/redeployment operations.	Yes/No/NA

When table C-5 is used for inspection purposes a pass or fail grading system is used. An organization must receive a "Yes" in all 7 of the 7 listed measures to receive a passing grade.

Legend:
NA = Not applicable

Table C–6
Logistics Readiness Center/Joint Forces Headquarters-state installation transportation officer (or outside continental United States equivalent) deployment readiness tasks

Number	Deployment readiness tasks	Measure
1	Implemented CDDP.	Yes/No/NA
2	Nominate an installation UMC to ensure proper development, maintenance, and continuity of the Deployment Planning and Execution Program for the installation and/or agency and units. The senior commander will appoint the nominated UMC. UMC provides support, advice, guidance, instruction, and requirements.	Yes/No/NA
3	Provide technical guidance and/or assistance to units in preparing, maintaining, and executing movement plans, UMD, and other transportation related documentation for the deployment planning and execution processes.	Yes/No/NA
4	Review and maintain current deployment regulations, publications, and directives.	Yes/No/NA
5	Collect, analyze, edit, submit to FORSCOM, and maintain deployment movement data for all supported Regular Army units residing on the installation, RC units supported by the installation and National Guard units supported by the JFHQ-state in accordance with appendix D.	Yes/No/NA
6	Assist Regular Army and/or RC UMOs during annual deployment planning and execution workshops.	Yes/No/NA
7	Review and validate Regular Army deployment movement books and plans annually and conduct emergency DREs to ensure unit readiness.	Yes/No/NA
8	Review and validate RC mobilization and deployment movement books and plans bi-annually.	Yes/No/NA
9	Maintain status of units that submit UMD through their chain of command to the installation UMC semi-annually or as significant changes occur.	Yes/No/NA
10	Maintain current UMD on the deployment automation information technology server as provided by units.	Yes/No/NA
11	Establish procedures to provide technical guidance on transportation automation systems and provide instructions on UMD submission to FORSCOM.	Yes/No/NA
12	Review UMD for accuracy prior to submission to FORSCOM.	Yes/No/NA
13	Appoint a CCO to ensure proper control of container assets, who is also trained to inspect and certify intermodal containers in accordance with the Convention for Safe Containers.	Yes/No/NA
14	The installation CCO obtains, exchanges, stores, inspects, and issues intermodal common-use containers to deploying units upon request.	Yes/No/NA
15	Inspect and re-certify installation stock of serviceable containers every 30 months in accordance with Convention for Safe Containers requirements or as required for deployment.	Yes/No/NA
16	Ensure A/DACG and rail load teams are trained in air/rail load planning and execution.	Yes/No/NA
17	Provide assistance on acquiring 463L pallets and nets for deployment.	Yes/No/NA
18	Establish vehicle load timeline and designate staging areas for unit containers and equipment.	Yes/No/NA

Table C-6**Logistics Readiness Center/Joint Forces Headquarters-state installation transportation officer (or outside continental United States equivalent) deployment readiness tasks—Continued**

When table C-6 is used for inspection purposes a pass or fail grading system is used. An organization must receive a “Yes” in at least 15 of the 18 listed measures to receive a passing grade. However, tasks 1, 2, 3, 5, 10, 13, and 15 are extremely critical to the long term success of the installation to provide deployment readiness and if any one of these tasks are assessed as a “No” the installation will receive a failing grade until the appropriate deficiencies are corrected.

Notes:

¹ Task 1. Has the commander and/or director of logistics implemented CDDP for subordinate units.

² Task 2. Appoint an installation UMC to ensure proper development, maintenance, and continuity of the deployment planning and execution program for the installation, agency, and/or units. UMC provides support, advice, guidance, instruction, and requirements.

³ Task 3. Provide technical guidance and/or assistance to units in preparing, maintaining, and executing movement plans, UMD, and other transportation related documentation for the deployment planning and execution processes.

⁴ Task 5. Collect, analyze, edit, submit to FORSCOM, and maintain deployment movement data for all supported Regular Army units residing on the installation and RC units supported by the Installation in accordance with appendix D.

⁵ Task 10. Maintain a current UMD on the deployment automation IT server as provided by units.

⁶ Task 13. Appoints a CCO to ensure proper control of container assets, who is also trained to inspect and certify intermodal containers in accordance with the Convention for Safe Containers.

⁷ Task 15. Inspects and recertifies installation stock of serviceable containers every 30 months in accordance with Convention of Safe Containers requirements or as required for deployment.

Legend:

NA = Not applicable

Table C-7**Logistics Readiness Center/Joint Forces Headquarters-state, installation transportation officer (or outside continental United States equivalent) deployment execution tasks**

Number	Deployment execution tasks	Measure
1	Provide deployment information to supporting or supported ASCC, and other supporting commands (FORSCOM, SDDC, U.S. Army Central Command, and IMCOM), USTRANSCOM, and Tanker Air Command Center including all factors that may impact the installation's or deploying units' ability to meet established deployment timelines. Note the Mobility Coordination Center provides deployment information to ARNG.	Yes/No/NA
2	Conduct deployment coordination planning meeting with deploying units or port call order. Publish deployment tentative timelines for movement to the SPOE and APOE and publish revised deployment timelines based upon publication of the SDDC port call order, or to APOEs based on an Air Mobility Command's airflow message for strategic air, channel air, or chartered, and/or special assignment airlift missions.	Yes/No/NA
3	Distribute and/or publish port call orders to installation agencies and units to include deployment timelines from installation and/or origin to SPOE and/or APOE locations. Ensure units are provided deployment transportation support to assist in meeting port call order requirement and arrival window.	Yes/No/NA
4	Submit arrival and/or departure reports as required and/or needed to supporting and/or supported ASCCs for deploying units within 1 hour of wheels up/down for airlift operations as required, and for surface shipment operations SPOE or other destinations.	Yes/No/NA
5	Operate and control installation deployment transportation nodes.	Yes/No/NA
6	Maintain liaison between units and Air Mobility Command, FORSCOM, Northern Command, U.S. Army North, USTRANSCOM, and SDDC points of contact in coordinating loading equipment and personnel, ordering transportation lift, shipping, departure times, and specific mission support requirements.	Yes/No/NA
7	Operate and control A/DACGs and coordinate with the Air Mobility Command Contingency Response Element at the APOE.	Yes/No/NA

Table C-7**Logistics Readiness Center/Joint Forces Headquarters-state, installation transportation officer (or outside continental United States equivalent) deployment execution tasks—Continued**

8	Ensure an electronic manifest list is built and the manifest is sent in accordance with DoD criteria to the Integrated Data Environment and/or Global Transportation Network Convergence.	Yes/No/NA
9	Inspect unit vehicles, trailers, containers, tracked vehicles, and pallet loads for deployment shipment readiness for all modes of transportation lift.	Yes/No/NA
a	Property marked, packaged, documented, and labeled.	Yes/No/NA
b	Loaded, blocked, and braced in accordance with modal regulations.	Yes/No/NA
c	Verify that HAZMAT is properly packaged, segregated, labeled and/or placarded, and documented.	Yes/No/NA
d	Verify that AIT media and MSLs have been properly affixed and data uploaded to the ITV server.	Yes/No/NA
10	Prepare rail load and air load plans.	Yes/No/NA
11	Request commercial truck transportation based upon validated shipping documentation provided by the unit.	Yes/No/NA
12	Acquire, request, and/or receive files from FORSCOM and/or ASCC for contingency deployments and upload it into TC-AIMS II and build plan for unit to populate the UDL data.	Yes/No/NA
13	Verify that updated UDL reflects accurate equipment, serial numbers, bumper numbers, weight, and measurements.	Yes/No/NA
14	Transmit the updated UDL to feed the JOPES for all contingency movements to FORSCOM and/or ASCC for validation. Note, ARNG JFHQ-State ITOs transmit the updated UDL to feed the JOPES for all contingency movements to the Movement Control Center which forwards the UDL to FORSCOM for validation.	Yes/No/NA
15	Transmit UDL data to Integrated Booking System to SDDC for vessel booking.	Yes/No/NA
16	Create and/or provide advanced transportation control movement document file to unit, SPOE, and/or APOE, as required.	Yes/No/NA
17	Report and/or submit deployment infrastructure issues and/or deficiencies to the installation master planner.	Yes/No/NA

Legend:

NA = Not applicable

Table C-8**Unit Redeployment checklist**

Number	Redeployment procedures checklist
1	Be familiar with time-phased force deployment data LOI for CONUS and OCONUS operations.
2	Receive and/or forward redeployment order.
3	Reconcile unit Accountable Property System of Record data with the OEL in TC-AIMS II.
4	Meet with theater redeployment organization to create UDL and enter Level-6 data in TC-AIMS II in accordance with theater policy.
5	Clear all Life Cycle Management Command and/or property book loans.

Table C–8
Unit Redeployment checklist—Continued

Number	Redeployment procedures checklist
6	Convert and/or create equipment ULNs for each mode of transportation and for sensitive equipment.
7	Ensure HAZMAT and sensitive equipment is accurately reflected on UDL.
8	Complete UDL inputs for all redeploying equipment, reflecting ULNs, and produce transportation control movement documents.
9	Provide UDL and transportation control movement documents to theater redeployment organization in accordance with theater policy.
10	Determine requirements for BBPCT materials.
11	Determine personnel requirements for assisting at PSA seaport of debarkation.
12	Determine passenger requirements for supporting and/or assisting at A/DACGs for equipment moving via airlift.
13	Coordinate and/or arrange wash rack operations.
14	Schedule customs and/or pre-agricultural inspection for all redeploying equipment based on movement plan.
15	Ensure HAZMAT equipment is properly packaged, segregated, labeled or placarded, and documented.
16	Submit request for containers and/or pallets and nets if required, based on theater policy upon validation of UDL.
17	Print MSLs and burn RFID tags.
18	Submit transportation requests for movement of equipment from unit area to marshalling area for customs and/or agricultural pre-clearance inspection and then onward movement depending on transportation node.
19	Affix MSLs and RFID in unit staging area in accordance with DTR 4500.9–R and theater policy.
20	Unit equipment moving via airlift will be coordinated with A/DACG personnel to ensure equipment meets all timelines and is in compliance with Joint inspection.
21	Convert deployment ULNs into redeployment ULNs by making adjustments or deletions of ULNs depending on movement plan (that is, advance party and main body).
22	Validate ULNs and submit to higher headquarters in accordance with theater policy.
23	Determine passenger travel and baggage movement requirements to APOE.
24	Submit movement request for passenger travel and baggage movement from unit area to airfield depending on timeline for each ULN.

Appendix D

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

PPPs and mobilization generation installations will support Army force generation and force projection to meet CCMD OPLAN requirements and implementation of the national defense strategy, DFE and globally integrated operations. See figure D–1 for definitions of PPP and MFGI minimum installation capabilities.

D–1. General

MFGI are also designated as active or inactive as follows

- a.* Primary-active MFGIs provide continuous pre and post mobilization training, combat preparation, and sustainment. Proximate Soldier readiness process facilities are also available to meet force generating throughput requirements.
- b.* Primary-inactive MFGIs are designated Army installations, Joint Bases, or federally activated state operated installations capable of providing (on order in expansion operations) pre and post mobilization training, combat preparation and sustainment.

D–2. Information

See figure D–1 for definitions of PPP and MFGI minimum installation capabilities.

Mobilization Force Generation Installation: Army installations, Joint bases, or federally activated state-operated Installations designed to provide mobilization support for both current and contingency operations. MFGIs provide pre and post mobilization readiness support, and deployment preparation in support of Combatant Command requirements.

° **Primary MFGI:** Designated Army Installations, Joint bases, or federally activated state-operated Installations capable of providing continuous pre and post mobilization training, combat preparation, and sustainment. The MFGI has proximate Soldier readiness process (SRP) facilities to meet force generating throughput requirements.

° **Contingency:** Designated Army Installations, Joint bases, or federally activated state-operated Installations utilized when mobilization force generating requirements exceed primary MFGI operational capacity.

Power Projection Platform (PPP): PPP Installations are capable of deploying the equipment and personnel of a brigade sized element off the installation within 3 days of the established ready to load date (RLD)

Minimum Installation Capabilities: The minimum installation capabilities include adequate infrastructure, services, equipment, utilities support and planned installation surge capability to support mission requirements.

PPPs require	MFGIs require
Rail Load Complex and Operations	Reservve Components Unit Mission Command Facilities
Arrival/Depature Airfield Control Group Complex (A/DACG) and Operations	Communication Infrasture and Asset Management Services
Air Port of Embarkation (APOE) within approx. 50 miles	Billeting, Laundry Services, ClF, Dining, Reception, Medical Dental Facilities and Operations
Commercial Truck Load Complex and Operations	Weapon Ranges, Training Area, Simulators, Trainers and Ammunition Storage Facilities
Container Storage Complex and Operations	Maintenance Operations, Motor Pools, and Personnel Transportation
Deployment Staging Area Complex and Operations	Unit Level Logistics, Ammunition, Retail Supply Facilites and Operations
POV and Container Storage Yards	
Solider Readiness Process (SRP) Facility and Operations	
Deployment Training - Individual, Team, and Unit	
Deployment Planning and In-Transit Visibility	

Figure D–1. Power projection platform and Mobilization Force Generation Installation definition and minimum installation capabilities

Appendix E

Army Mobilization and Deployment Sequencing

E-1. General

This appendix displays information for mobilization and deployment sequencing.

E-2. Mobilization and deployment sequencing

See figure E-1.

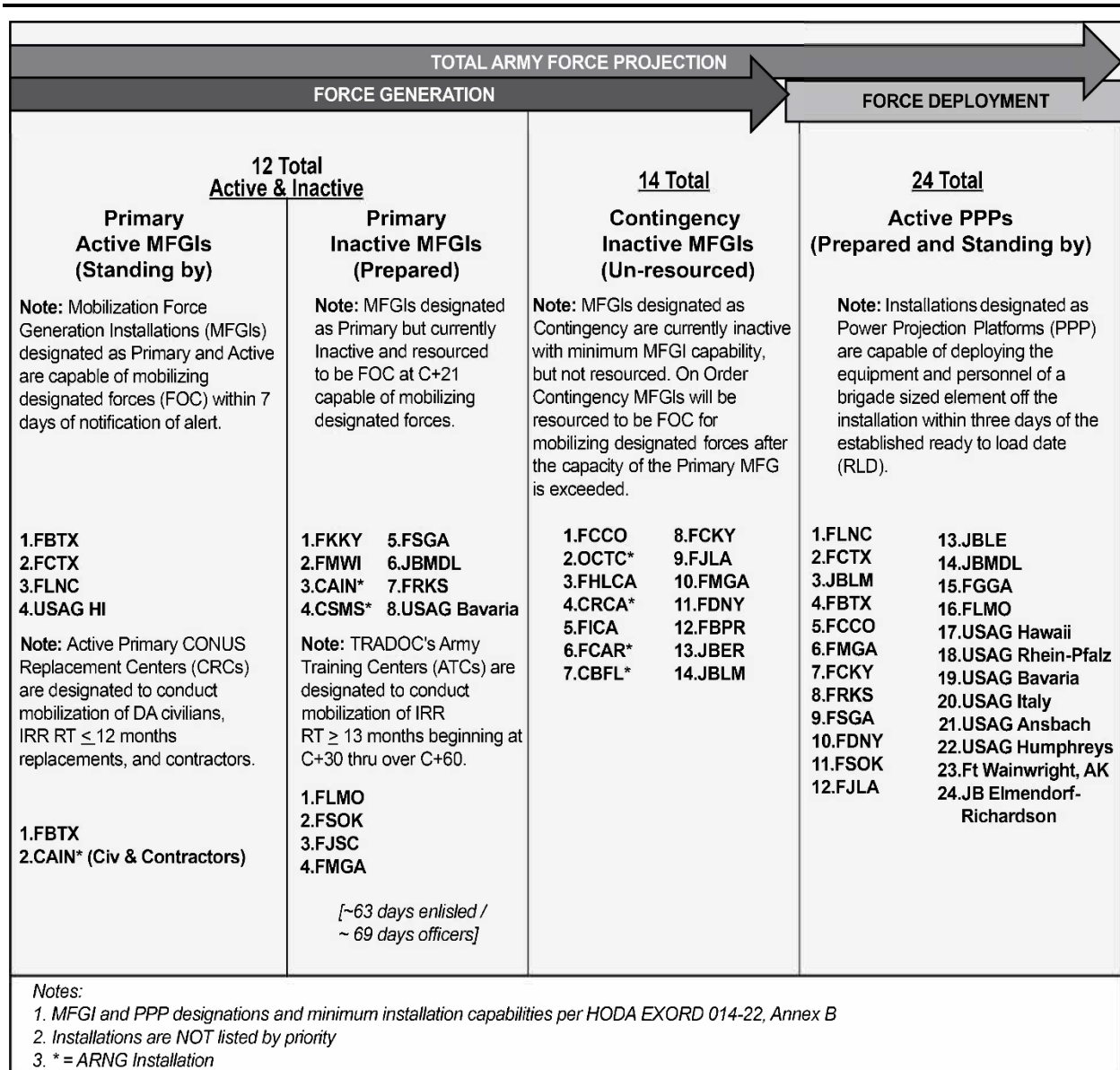


Figure E-1. Mobilization and deployment sequencing

Appendix F

Power Projection Platforms and Mobilization Force Generation Installations

F-1. General

This appendix displays PPPs and MFGIs.

F-2. Power projection platforms

See figure F-1.

Power Projection Platform (PPP)/ Mobilization Force Generation Installation (MFGI)

FORSCOM (10 PPP/11 MFGI)

Fort Bliss+**
Fort Liberty+**
Fort Campbell+©
Fort Carson+©
Fort Drum+©
Fort Cavazos+**
Fort Irwin ©
Fort Lewis-McChord+©
Fort Johnson+©
Fort Riley+*
Fort Stewart+*

TRADOC (5 PPP/1 MFGI)

Fort Moore+©
JB Langley-Eustis+
Fort Gordon+
Fort Knox*
Fort Leonard Wood+
Fort Sill+

ARNG (0 PPP/6 MFGI)

Camp Atterbury*
Camp Blanding ©
Fort Chaffee ©
Camp Roberts ©
Camp Shelby*
Orchard Combat
Training Center ©

USARPAC (4 PPP/1 MFGI)

Fort Wainwright+
JB Elmendorf-Richardson+©
USAG Hawaii+**
USAG Humphreys+

USAR (1 PPP/4 MFGI)

Fort Buchanan ©
ASA Dix (JBMDL)
Fort Hunter Liggett ©
Fort McCoy*

USAREUR (4 PPP/1 MFGI)

USAG Ansbach+
USAG Bavaria+*
USAG Italy+
USAG Rhein-Pfalz+

Legend:

- + PPP (24)
- ** Primary Active MFGI (4)
- * Primary Inactive MFGI (8)
- © Contingency MFGI (14)

Figure F-1. Power projection platforms and mobilization force generation installations

Appendix G

Unit Movement Officer Deployment Planning Course

G–1. General

a. Attendance and completion of the proponent approved UMODPC is required to meet the intent of this regulation for UMOs. This appendix contains general policies and administrative procedures for teaching the proponent approved UMODPC POI by non-TRADOC schools. The procedures herein are applicable to individual institutional and installation training. Forward exceptions to the operational procedures in this regulation to the Assistant Commandant, U.S. Army Transportation School (ATSP–AC), 711 B Avenue (Building 2300), Fort Gregg-Adams, VA 23801–1798.

b. The UMODPC addresses the deployment processes at various levels of command within the Army. Focus of the course is on legal authorities, plans, policies, procedures, and the responsibilities for deployment at DoD, HQDA, CCMD, ACOM, ASCC, NG JFHQs state, USARC, and Installation levels. Deployment planning interfaces at various ACOM levels and the dependency of mobilization and deployment activities on automated systems are emphasized.

c. Personnel eligible for the course are Regular Army and RC commissioned officers in the rank of lieutenant through lieutenant colonel and warrant officers who are appointed to or under consideration for appointment to a unit and/or staff movement position involving unit strategic deployment or unit movements by surface modes. Also eligible are enlisted personnel in the rank of sergeant and above on unit orders as the unit movement NCO, whose actual or anticipated duties require a working knowledge of unit deployment and/or movement planning, an

d DoD civilians who are appointed or under consideration for appointment to an installation and/or staff position requiring working knowledge of unit deployment and/or movement planning. International officers and/or NCOs meeting these prerequisites can also attend the course.

d. A UMO and an assistant UMO must be appointed in each company and battalion level unit as directed in this regulation. These individuals must be trained and thoroughly familiar with:

(1) Service or ACOM and/or ASCC mobility planning, unit movement planning, and DoD transportation regulations.

(2) Organization structure (for example Air Force, Army, and terms pertaining to air and/or surface operations).

(3) The transportability of the unit's organic equipment and cargo.

(4) Characteristics and capabilities of the type of lift assets the unit requires (for example, containerized cargo requiring flatcars versus box cars, strategic versus theater aircraft, container ship versus cargo, roll-on, and/or roll-off ships).

(5) HAZMAT, ammo and sensitive equipment certification processes.

(6) The contents of the DTR 4500.9–R.

G–2. Administration

a. The Commandant, U.S. Army Transportation School is the proponent of the UMODPC and has the responsibility to validate the course when taught at selected locations other than the Transportation School at Fort Gregg-Adams, VA. The proponent approved satellite schools starting in fiscal year 2020 are Fort Drum, NY, Fort Liberty, NC, Fort Stewart, GA, Fort Cavazos, TX, Fort Carson, CO, Camp Swift, TX, Camp Murray, WA, Joint Base Lewis-McCord, WA, Fort Wainwright, AK, Fort Richardson, AK, USAR Regional Training Center, Fort Knox, KY, and 7th ATC, Vilseck, Germany. The UMODPC taught by the U.S. Army Transportation School or approved satellite schools in residence or by its mobile training teams constitute the proponent approved course for this regulation.

b. All courses are scheduled in the Army Training Requirements and Resources System (ATRRS) and students must go through their perspective training departments for attendance. Satellite sites are not limited to DoD personnel stationed at that specific location and open to all components if all locations are available. Training managers must go through the Army Centralized Individual Training Solicitation process and the Training Requirements Arbitration Panel to submit their individual training requirements by fiscal year. Requirements must be captured and adjudicated during the Structure Manning Decision Review to ensure the Army Program of Individual Training projects the required student load for this course.

Glossary of Terms

Annual training

The minimal period of training Reserve members must perform each year to satisfy the training requirements associated with their RC assignment.

Army National Guard Readiness Center

A building(s) that support individual and collective training, administrative, automation and communications, and logistical requirements for the ARNG. The center is the single gathering point for ARNG personnel and is a mobilization platform during Federal and State activation of ARNG troops. This facility serves as a command and control location for TOE and TDA organizations. Readiness Centers support state activities by connecting the Army to the local community and aids with recruiting and retention activities. Functional areas within the Readiness Center are: assembly space, classrooms, distributive learning centers and classrooms, locker rooms, physical fitness area, kitchen, arms and special equipment security such as NBC and communication equipment, supply distribution, enclosed areas to support training with simulation, operator-level maintenance on assigned equipment. In times of Large Scale Mobilization Operations (LSMO) or Large Scale Combat Operations (LSCO), Readiness Centers serve as the initial location for staging and onward integration.

Army prepositioned stocks

The APS program constitutes the third leg of the Army's Strategic Mobility Triad: airlift, sealift, and prepositioning. The purpose of APS is to reduce the initial amount of strategic lift required to support CONUS-based power projection; and to sustain the warfight until sea lines of communications with CONUS are established and until industrial base surge capacity is achieved. APS categories are: prepositioned unit sets, OPROJs, army war reserve sustainment, and war reserve stocks for allies.

Asset visibility

Provides users with information on the location, movement, status, and identity of units, personnel, equipment, and supplies. It facilitates the capability to act upon that information to improve overall performance of the DoD's logistics practices.

Combatant command

A unified combatant command or a specified combatant command established by the President, through the Secretary of Defense, with the advice and assistance of the Chairman of the Joint Chiefs of Staff. Unified combatant commands are military commands with broad, continuing missions and composed of forces from two or more military departments. Specified combatant commands are military commands with broad, continuing missions and normally composed of forces from a single military department.

Deployment

The relocation of forces and materiel to desired operational areas. Deployment encompasses all activities from origin or home station through destination, specifically including intra-continental U.S., inter-theater, and intra-theater movement legs, staging, and holding areas.

Deployment order

A planning directive from the Secretary of Defense, issued by the Chairman of the Joint Chiefs of Staff, that authorizes and directs the transfer of forces between combatant commands by reassignment or attachment. A deployment order normally specifies the authority that the gaining CDR will exercise over the transferred forces.

Deployment planning

Operational planning directed toward the movement of forces and sustainment resources from their original locations to a specific operational area for conducting the Joint operations contemplated in a given plan. This encompasses all activities from origin or home station through destination, specifically including intra-continental U.S., inter-theater, and intra-theater movement legs, staging areas, and holding areas. See also deployment, deployment order, and deployment preparation order.

Deployment preparation order

An order issued by competent authority to move forces or prepare forces for movement. The intent is to increase the deployability posture of the unit.

Equipment concentration sites

Army installations that provide long-term storage and maintenance of unit equipment critical to support and sustain the rapid deployment and employment of combat forces. Approximately 20 – 50 percent of a unit's equipment may reside in equipment concentration sites (ECS). The USAR contains 33 ECS located both on and off Army-IMCOM installations.

Force projection

The ability to project the military element of national power from CONUS or another theater in response to requirements for military operations. Force projection operations extend from mobilization and deployment of forces to redeployment to CONUS or home theater.

Installation

An aggregation of contiguous or near contiguous, real property holding commanded by a centrally selected commander that represents management organizations; that may be made of one or more sites including but not limited to activities, kasernes, garrisons, and camps; and locations with established agreements including but not limited to Joint base agreements (JBAs), memorandum of agreements (MOAs), or Status of Forces Agreements (SOFAs); and locations under the control of a State Joint Force Headquarters; that are considered to be one installation.

Key movement nodes

Army installations that enable force projection of ARNG and RC personnel and unit equipment critical to set the theater and support and sustain combat forces. Personnel and equipment may deploy direct from these locations based on Combatant Commander Timelines. These movement nodes are pivotal to response readiness.

Maneuver area training equipment site

Primary maintenance and repair building(s) associated with the service and storage of vehicles and organizational equipment within a geographical location. May serve as a technical inspection area when the maintenance and repair building is located in a separate facility. Equipment storage may also be contained within this facility, or an alternate facility. This building is typically supported by a large Military Equipment Park (MEP) which can be a separation point for mobilization and training exercises.

Mobilization Force Generation Installation

Army installations including federally activated state-operated installations designated to provide continuous Regular Component/RC power projection, combat preparation, post-mobilization training, sustainment capabilities, and pre-mobilization training support. Types of mobilization force generation installations (MFGI): Primary MFGI - Designated Army installations, Joint bases, or federally activated state-operated installations capable of providing continuous pre and post mobilization training, combat preparation, and sustainment. The MFGI has proximate Soldier readiness processing (SRP) facilities to meet force generating throughput requirements. Contingency MFGI - Designated Army installations, Joint bases, or federal activated state-operated installations utilized when mobilization force generating requirements exceed primary MFGI operational capacity.

Mobilization station

The designated military installation (active, semi-active, or State-owned/State-controlled) to which a mobilized RC unit is moved for further processing, organizing, equipping, training, and/or employment and from which the unit may move to an aerial or SPOE. It is also a military installation to which mobilized individual Ready Reserve Soldiers are ordered to report for processing, equipping, training, and deployment or employment.

Port of debarkation

The geographic point (seaport or airport) in the routing scheme where cargo or personnel arrive. This point may or may not be the same as the final destination.

Port of embarkation

The geographic point in a routing scheme from which cargo or personnel depart. This may be a seaport or aerial port from which personnel and equipment flow to a port of debarkation; for unit and non-unit requirements, it may or may not coincide with the origin.

Port support activity

An ad hoc element that assists POE and port of debarkation loading and preparation of unit cargo for deployment. The PSA may consist of military or contracted manpower.

Power projection

The ability of a nation to apply all or some of its elements of national power—political, economic, informational, or military—to rapidly and effectively deploy and sustain forces in and from multiple dispersed locations to respond to crises, to contribute to deterrence, and to enhance regional stability.

Readiness

The ability of U.S. military forces to fight and meet the demands of the national military strategy. Readiness is the synthesis of two distinct, but interrelated levels: unit readiness and Joint readiness. Unit readiness is the ability to provide capabilities required by the CCDRs to execute their assigned missions. This is derived from the ability of each unit to deliver the outputs for which it was designed. Joint readiness is the CCDR's ability to integrate and synchronize ready combat and support forces to execute the assigned missions.

Redeployment

The transfer of forces and materiel to support another Joint force commander's operational requirements or to return personnel, equipment, and materiel to the home and/or demobilization stations for reintegration and/or out processing. See also deployment.

Reserve Component

As used in this regulation, applies to the ARNG and the USAR.

Senior commander

An officer designated on orders from HQDA as the senior commander of an installation. Normally the senior general officer at the installation. The Senior Commander's mission is the care of Soldiers, Families, and Civilians, and to enable unit readiness and force projection. For AR mobilization and deployment, the State Adjutant/Commanding General is designated Senior Commander for all forces under state control and assumes the roles and responsibilities of Senior Commander for those forces. While the delegation of senior command authority is direct from HQDA, the SC will routinely resolve installation issues with IMCOM and, as needed, the associated ACOM, ASCC, or DRU.

Strategic mobility

The capability to deploy and sustain military forces worldwide in support of national strategy.

Sustainable Readiness

The building and preservation of the highest possible overall unit and strategic readiness posture for the Army over time, given the resources available, so that the Army is ready to meet known and emergent operational demands, while being optimally postured to meet contingency surge demand. Planning for anticipated employment and the timely synchronization of resources enables SR and prevents unnecessary drops in readiness levels, preserving readiness already built.

Transportation Coordinator—Automated Information for Management System Two

The Army's automated initiative to accomplish transportation functions at the installation level. TC—AIMS II will allow units to create, update, or modify unit data for peacetime, mobilization, and deployment.

U. S. Army Centers

Army installations that enable force projection of USAR personnel and unit equipment critical to support and sustain the rapid deployment and employment of combat forces. Select units will deploy equipment and/or personnel direct from Home Station to a POE. Approximately 50–80 percent of a unit's MTOE equipment resides at USAR Centers.

Unit movement

The movement of unit equipment, personnel, and accompanying supplies from one location to another. Unit movement operations are conducted during training exercises, mobilization, and deployment. Unit movement operations are planned, coordinated, and executed by four principal modes: rail, motor, air, and sea. The mode of movement determines tactics, techniques, and procedures for preparation, planning, coordination, and execution of unit movements.

463L System

Aircraft pallets, nets, tie down, and coupling devices, facilities, handling equipment, procedures, and other components designed to interface with military and civilian aircraft cargo restraint systems.

UNCLASSIFIED

PIN 211387-000